

Seeding empathy

INSPIRING GREATER GIVING

ANNUAL REPORT FY2023



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Overview of Charity

TTSH Community Fund

Unique Entity Number (UEN): 201400920N

Date Incorporated as a Company Limited by Guarantee: 8 January 2014

Date Registered as a Charity: 16 May 2014

IPC (Institution of Public Character) Period: 20 July 2024 to 19 July 2027

Auditor

Ernst & Young LLP

Fund Managers

Fullerton Fund Management Company Ltd
UOB Asset Management Ltd

Bankers

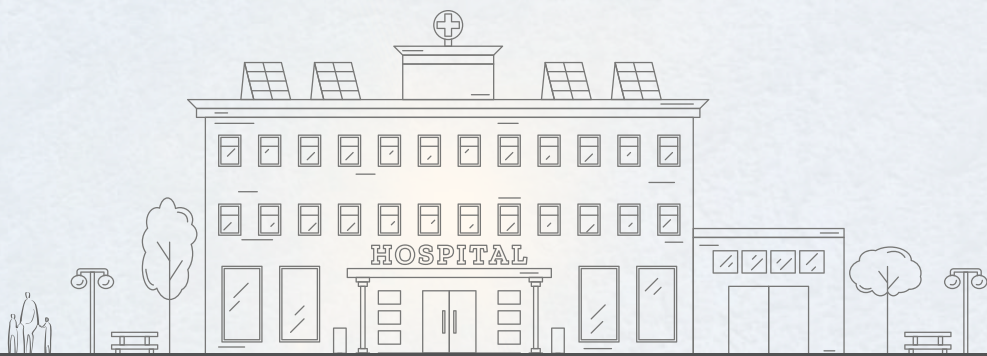
Australia and New Zealand Banking Group Limited
DBS Bank Ltd
Oversea-Chinese Banking Corporation Limited
Sumitomo Mitsui Banking Corporation
United Overseas Bank Limited



About Us

In keeping with Mr Tan Tock Seng's legacy of giving, Tan Tock Seng Hospital set up a charity arm, the TTSH Endowment Fund (now known as **TTSH Community Fund**) in August 1995 to improve the quality of life for our patients.

From expensive non-standard medication to breathing equipment, mobility aids and consumables for their daily living, we help needy patients gain greater independence, improve their quality of life and enable them to integrate back into the community. Our Charity also actively supports healthcare research, innovation and training for our staff and the community to deliver better patient care.



Vision

Adding years of healthy life.

Mission

Building on our tradition; reaching out to the community; doing our best to serve, care and heal; together, we aim for excellence in cost-effective healthcare, education and research.

Our Strategy

This year has been eventful for TTSH Community Fund as we continue to impact the lives of our beneficiaries. Our mission to support the hospital's needy patients, improve patient care, advance medical research, and foster the professional development of healthcare workers is powered by the unwavering support of our key stakeholders.



As the charity arm of Tan Tock Seng Hospital (TTSH), which is the flagship hospital of the National Healthcare Group (NHG), TTSH Community Fund aligns its strategic direction, vision, and mission with our parent organisations.

NHG plays a pivotal role in developing new models of care and enhancing the health of Singapore's population. As the Regional Health Manager for 1.5 million residents in Central and North Singapore, the healthcare landscape has evolved to focus on keeping the community healthy and aging well, while the hospital focuses on preventive healthcare, tertiary care, and academic health excellence.

With 57% of TTSH's inpatients aged 65 and above—far exceeding the national average of 30%—the complexity of healthcare needs is rising. This also presents a chance to address our consistently high acute workload, with one of the busiest emergency departments further compounded by increasing patient acuity, complexity, and frailty.

Moving forward, TTSH Community Fund will focus on developing and implementing strategies to meet the challenges and demands of the evolving social landscape. This includes developing new programmes to better serve the community and helping patients better access care. Quality, impact, and sustainability of our services will remain key priorities. We will continue to leverage online platforms to maintain our visibility and promote digital giving. We also aim to improve efficiency through technology to better manage and connect with our donors.

As you read through the stories in this report, you will witness the profound impact our supporters have on our beneficiaries' lives. They are integral to our continued success, and we continue to rely on all of you to help us with the work we do.



Our Year In Review



2,006

**BENEFICIARIES WERE SUPPORTED BY TTSH
COMMUNITY FUND IN 2023**



ASSISTED 1,248

**ELDERLY PATIENTS (AGED 55 AND ABOVE)
WHO NEEDED FINANCIAL ASSISTANCE**



**A TOTAL AMOUNT OF \$2,439,768
WAS DISBURSED IN 2023 TO HELP OUR
BENEFICIARIES**

**WE RAISED \$2,961,693
TO SUPPORT OUR CAUSE**



**Thank you to our supporters for being on this journey with us,
enabling us to continue fulfilling our vision and mission. We look
forward to your continued partnership in 2024!**

Our Key Programmes

GENERAL NEEDY PATIENTS FUND (GNPF)



Expenses: \$93,866



Number of Cases: 53

Our **General Needy Patients Fund (GNPF)** actively supports needy patients of Tan Tock Seng Hospital (TTSH) with out-of-pocket medical expenses for services and equipment such as wheelchairs, walking aids, interim dialysis treatment, breathing equipment, diapers, and wound dressing.

In 2023, TTSH Community Fund witnessed a surge in applications for financial assistance amidst the fluctuating economy and rising living expenses, further aggravated by an aging population.

Helping the needy...



Mr Tan (not his real name) suffers from conditions affecting his spinal cord. Despite undergoing surgery, Mr Tan still experiences numbness throughout his body, making walking and performing daily tasks, such as taking care of his children, challenging.

Facing financial strain due to his inability to work, Mr Tan sought assistance from our Charity and received a 4-wheeled Personal Mobility Device (PMD). TTSH Community Fund also covers maintenance costs, such as wheels and battery replacements. With the PMD, Mr Tan can now navigate his daily life and attend medical appointments at TTSH with greater ease.



Embracing the motto "Just Do It," Mr Tan expresses gratitude for the assistance and is deeply appreciative of donors for enabling him to lead a more fulfilling life.



COMMUNITY REHABILITATION PROGRAMME (CRP)



Expenses: \$878,966



Number of Sessions: 3,008

Rehabilitation is an integral part of a patient's recovery process, and our **Community Rehabilitation Programme (CRP)** actively provides home rehabilitation services for low-income patients who are unable to afford expensive commercial rehabilitation services, which can cost an average of \$140 per 45-minute session. Each patient usually requires 11 to 15 sessions to see improvements, and CRP heavily subsidises these fees, with most patients paying a very small sum or receiving support through public assistance.

As these patients are usually homebound or bedridden, CRP brings rehabilitation therapy services to their homes through a multidisciplinary team of physiotherapists, occupational therapists, therapy support staff, and medical social workers.



CRP received a generous donation of \$100,000 from The AM Family Capital Foundation. This enabled CRP to purchase and retrofit a second-hand van to transport more specialised rehabilitation aids to patients' homes.

As a result, the CRP care team is now able to introduce a broader range of rehabilitation therapy regimes to patients' homes, better helping them improve mobility and functionality and enabling them to integrate back into the community.



One step at a time...

At 50 years old, Ms Carrol Wong had a stroke that left her bedridden. Our Community Rehabilitation Programme (CRP) provided her with affordable home-based therapy to restore her mobility and functionality.

She embarked on a path to recovery, one small step at a time, buoyed by the support of her sister and dedicated caretaker, Ms Jesseline Wong. Each day presented new challenges, but Carrol's tenacity has seen her making good progress.

Carrol's mantra, "Work harder, always have hope," resonated not only in her actions but also served as a wellspring of inspiration for others facing similar challenges.



IWANTTOGOHOME (IWGH) FUND



Expenses: \$420,221



Number of Cases: 672

Many patients want to go home quickly, but a number of patients, especially the elderly, struggle with out-of-pocket expenses for necessary medical services, equipment, and consumables for continued care at home.

IWanttoGoHome (IWGH) provides timely financial assistance to needy patients so that they can afford the services and equipment required for timely discharge from the hospital, and to prevent re-admission. This includes covering patients' out-of-pocket expenses for transportation services, equipment like wheelchairs, walking sticks, oxygen equipment, hearing aids, and hospital beds, as well as consumables such as adult diapers, insulin syringes, meals, and nutrition services. IWGH also provides financial aid for interim dialysis to needy patients while their applications to the National Kidney Foundation are being processed.



Among us who need support...

Mr Gary Tan's hospital admission for dengue fever took a startling turn when additional tests revealed a more serious diagnosis—end-stage renal failure. This led to various health issues necessitating dialysis treatment and a complex regimen of medications to address issues with his heart, lungs, muscles, and diabetes. Formerly a career-driven customer service officer and an avid home cook, he is now unable to resume work or pursue his hobbies due to the constraints imposed by his medical conditions.



With the costly medication putting a strain on his finances, he has no choice but to rely on his friends for sporadic financial aid.

The financial burden took a toll on Gary's mental health. He was on the verge of giving up. Fortunately, our Medical Social Worker helped Gary secure assistance from IWGH to cover both his medical expenses and transportation costs, which he couldn't afford. Gary expresses his heartfelt appreciation to the generous donors whose contributions have lightened his financial load and relieved his mental anguish.

"Friends can help, but they can't help forever," Gary shared.

HELPING ELDERLY PATIENTS (HELP) PROGRAMME



Expenses: \$55,507



Number of Cases: 29



Patients supported by our **Helping Elderly Patients (HELP) Programme** are elderly individuals aged 55 years and above who have little or no savings. In some cases, they do not have any caregivers to turn to.

Our programme enables these needy elderly patients to access proper treatment and care, which helps them maintain their health and enjoy a better quality of life. This reduces hospital readmissions and cuts down their out-of-pocket expenses.

PROGRAMME OF ALL-INCLUSIVE CARE FOR THE TERMINALLY ILL (PACT)



Expenses: \$37,480



Number of Beneficiaries: 261

Programme of All-Inclusive Care for the Terminally ill (PACT) helps terminally ill patients and their families by providing interim funding for the expenses needed to care for patients in their homes or the community. Our programme also engages patients in activities such as art and music therapy, aimed at alleviating pain and symptoms, reducing anxiety and depression, and enhancing communication.



The art therapy programme, The HEaling ART (HEART), started in October 2017. Subsequently, in April 2019, the music therapy programme, MUSic therapy at the End of Life (MUSE), was introduced to TTSH patients.

These activities serve as outlets for patients to address their physical, emotional, and psychological needs, allowing them to refocus on aspects of life beyond their illnesses, whether through creating art or immersing themselves in music.



NCID (NATIONAL CENTRE FOR INFECTIOUS DISEASES) CARES



Expenses: \$139,430



Number of Beneficiaries: 262

Acquired immunodeficiency syndrome (AIDS), caused by the human immunodeficiency virus (HIV), affects patients both physically and emotionally. Many patients suffer the physical impact as the virus destroys their immune system and also experience discrimination and stigmatisation due to misinformation about HIV/AIDS, leading to social isolation. **NCID Cares** looks after these patients' physical and emotional well-being and provides support for their families.

Patient-volunteers craft handmade items to sell, generating income for the programme. This enhances patients' confidence and self-esteem while equipping them with life skills through interactions with individuals from various cultures and environments. Additionally, it provides assistance to help them cope with their psychosocial needs.



In November 2023, volunteers from the NCID Cares - Red Ribbon Project participated in Standard Chartered Bank's (SCB) Shop for a Good Cause Bazaar. All proceeds from the event were dedicated to the programme

In December 2023, NCID Cares participated in World AIDS Day at the TTSH Atrium which was organised by the NCID Enhanced HIV Programme. This event aimed to raise awareness about HIV and show support for people living with and affected by the disease.

The event provided valuable educational information about HIV, with healthcare professionals on-site to interact with attendees and address their queries.



NG TENG FONG HEALTHCARE INNOVATION PROGRAMME (NTF HIP)



In 2015, the family of the late Mr Ng Teng Fong donated \$52 million to the TTSH Community Fund to establish the Ng Teng Fong Healthcare Innovation Programme (NTF HIP).



The objective of NTF HIP is to drive innovation and training in healthcare to improve patient care. Since its inception, the programme has funded the development of an innovation talent pool and supported multiple early-stage and strategic innovation projects across five tracks. Some of the latest projects are highlighted in this report.

**Projects/Programmes
Funded Since Inception**



Training: 56



Innovation: 129



Community Enabling: 12

Track 1: Strategic Training

Supports the training of healthcare workforce to become institutional and system thought leaders in innovation or champions driving innovative initiatives.

The 19-week **CHI Fellowship Programme** is a signature programme by Centre for Health Innovation (CHI). Blending practice and project-based learning, it integrates professional development, personalised mentorship, peer and experiential co-learning, and immersions into innovative healthcare systems both locally and internationally.



The FY2023 cohort comprises 15 participants: six from TTSH (funded by NTF HIP), seven from the Thailand National Health System, one from Lions Befrienders Association Service, and one from the Asian Women's Welfare Association (AWWA).

Following the programme, TTSH participants initiated projects with notable outcomes. These include:

- Tuberculosis (TB) contacts' screening appointments were expedited to within 4 weeks of their identification, reducing lead time by 50% in the TB Care Unit.
- Screening rates and intervention uptake for Sarcopenia (loss of muscle mass and function) among Central Health Residents were improved through the successful digitalisation of screening tools and management plans.
- Doubling of patients' therapy participation time from 60 minutes to 120 minutes in the Integrated Rehabilitation Subacute ward by boosting patient confidence in therapy.

Track 2: Innovation

Supports proof-of-concept (POC) and proof-of-value (POV) innovation projects in job and care redesign, automation, and clinical research.

Restoration Of Rehabilitative function with Epidural Spinal stimulation (RESTORES)

assessed the feasibility of using Epidural Spinal Stimulation (ESS) delivered via an implanted spinal cord stimulator (SCS) coupled with an intensive combination rehabilitation programme to improve volitional motor activity in patients with complete spinal cord injury.

Of the three participants, two have completed their post-operation rehabilitation with successful outcomes, achieving the primary objective of nerve motor control with SCS implantation: patients were able to perform sit-to-stand actions independently and walk with supervision for short distances. Data collected from these two participants are currently undergoing further detailed computational analysis.



Track 3: Community Enabling

Supports projects that have an impact on the community.

Project Carers Matter aimed to establish a care framework to provide family caregivers of older patients with the knowledge, skills, and support needed to enhance their caregiving capabilities after the patients' hospital discharge.



Caregivers valued the services provided by Project Carers Matter, citing the assistance in accessing help, problem-solving support, and better preparedness for future needs. To date, 1,617 caregivers have been enrolled in the project, and 2,200 caregivers have received telephone support when needed.

Feedback from participating caregivers underscores the potential of Project Carers Matter as a preventive strategy to help caregivers effectively manage their loved ones. It also highlights its significance as a valued component of the care provided by the hospital.



Track 4: Strategic Innovation

Supports programmes aimed at system-level innovation to drive value through healthcare innovation.

The TTSH Integrated Care Hub (ICH) hopes to realise its vision of "**Every Moment, A Rehabilitation Moment (EMRM)**" through a multidisciplinary initiative designed to engage and empower patients in their rehabilitation journey. To enhance this experience and motivate participation, ICH embarked on a gamified approach.

This involved implementing omiVista Mobii, an interactive projection system tailored for older adults, within Level 15, which includes patients from various diagnostic groups, and Ward 10G, which includes dementia patients. Applications were customised to suit the local context and categorised based on their engagement methodologies.



Integrating omiVista into therapy sessions has yielded benefits such as heightened activity engagement, improved balance while standing or sitting, enhanced endurance, and assistance with cognitive training. It functions as an adjunct to conventional equipment, offering an immersive experience through gamification and interactive graphics.

Discussions are underway with Nursing to incorporate omiVista into weekend activity engagement within Geriatric wards. In addition, collaboration opportunities with the vendor are being explored to develop applications even more tailored to the needs of the local population. Continuous training is being provided to therapy staff and volunteers rotating to Geriatric wards to ensure the sustainability of this initiative.



Track 5: Strategic Research

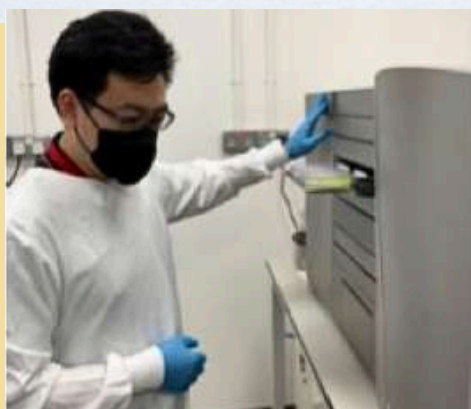
Supports thematic research programmes that align with the hospital's mission of achieving population-focused outcomes, thus ensuring the long-term sustainability of our healthcare system.

The **Personalised Cardiometabolic Risk Management: Predict to Prevent programme** is aimed at conducting patient-centric vascular risk characterisation, developing methodologies, and optimising therapeutic strategies to predict and prevent heart attacks and strokes.



To date, 200 participants have enrolled in polygenic risk scoring, precision bio-imaging, and physiological measurements. The diabetic study demonstrates that the initiation of targeted biomarkers is superior to the use of traditional therapy for vascular health.

Recently, the team won the National Healthcare Innovation Centre award for implementing an algorithm developed in collaboration with an industry partner (Meshbio) to predict the progression of chronic kidney disease. Additionally, collaboration with Nanyang Technological University (NTU) to improve risk characterisation has started.



Clinicians involved in this study have received talent development awards such as the Stanford Biodesign Innovation Fellowship Award (Eugene Fan), Clinician Scientist Career Scheme Award (Xu Chuanhui and Chee Ying Jie), and NMRC New Investigator Grant (Xu Chuanhui) for their work. The team is confident and will continue to strive toward the mission of this programme.

STRENGTHENING OUR WORK



No effort is too small
when it comes to making an impact.



Fundraising and Community Engagement



HEALTH FOR GENERATIONS

Campaign Period: 1 Jan to 31 Mar 2024

The Health for Generations campaign was set up to commemorate TTSH's 180th anniversary and honour Mr Tan Tock Seng's legacy of giving.

It reaffirmed TTSH's dedication to providing patient care to generations of Singaporeans, both in the past and for years to come. This campaign raised over \$250,000 in support of our Charity's programmes.



PROJECT HONGBAO 2024

Campaign Period: 18 Jan to 31 Mar 2024

Project Hongbao is an annual festive fundraiser that started with primary school students designing personalised Lunar New Year red packets and donating a portion of their "Hongbao" money to TTSH Community Fund.

This year, the campaign expanded to include donation appeals targeting organisations and the public. Through Project Hongbao, over \$80,000 was raised, with nearly 2,300 students participating in the activity. The funds raised went towards supporting our needy patients with out-of-pocket expenses, as well as healthcare research, training, and education.



ART OF GIVING

**Campaign Periods: 29 Jan to 5 Feb 2024
15 Nov to 22 Nov 2023**

Arudio, our longstanding community partner, has been a steadfast supporter of our cause. They held two 'Art of Giving' exhibitions during the fiscal year at TTSH atrium, showcasing pottery pieces by talented ceramists. A portion of the sales proceeds was donated to our Charity, totaling over \$8,000.



SHARE - A BOWL OF RICE

Campaign Period: 8 Jan to 12 Jan 2024

The 'Share A Bowl of Rice' art exhibition returned for its second consecutive year at TTSH's atrium. This exhibition was presented by Art Action, founded by Mr Tan Kay Nguan.

This year's exhibition celebrated creativity and compassion, featuring captivating paintings, ceramics, and couplet writings centred around the theme of a bowl of rice. Part of the proceeds from the exhibition, totalling more than \$10,000, were donated to our Charity.



CHARITY AUCTION BY TTSH OPHTHALMOLOGY DEPARTMENT

Campaign Period: 6 Dec 2023

The 'Help Me See Fund' aims to empower TTSH's Ophthalmology Department to push the boundaries of innovation in diagnosing and treating eye diseases. This fund also seeks to enhance patient experiences, pioneer home and community-based eye care initiatives, and advocate for the prevention and early detection of eye conditions, showcasing the artistic talents of their team members through a diverse array of art pieces.

The department held a charity auction during their Year-End Party, showcasing the artistic talents of their team members through a diverse array of art pieces. These creations were auctioned alongside exclusive opportunities for lunch dates with senior and junior doctors. Over \$6,000 was raised for the Help Me See Fund.





DTU BAZAARS

Campaign Period: 2023

TTSH's Diversional Therapy Unit (DTU) has a history spanning over 70 years, with a mission to support our less privileged patients.

DTU volunteers created beautiful handmade items that were sold during regular bazaars held within the hospital premises. All proceeds from the sales, totalling \$17,000, were donated to our Charity.



NEEDY PATIENTS TRANSPORT ASSISTANCE

Campaign Period: 12 Jun 2023 to 31 Mar 2024

This initiative provides financial help for needy patients to cover out-of-pocket transport expenses for medical appointments and/or interim dialysis treatments.

Through this campaign, over \$16,000 was raised to alleviate the financial burden on our patients and offer much-needed relief to their families, who bear the weight of caregiving responsibilities.



STRIVE TO THRIVE

Campaign Period: 24 Jun to 30 Nov 2023

TTSH Nursing came together to produce a novel resource 'textbook', designed to share invaluable knowledge and experiences among fellow nurses across hospitals.

This comprehensive resource encapsulates transformative lessons learned from the COVID-19 pandemic and the way forward. Drawing from years of ground experience in administering care to patients and the community, especially during times of crisis, this textbook offers a wealth of rich and precious teaching material. With generous contributions from the community and Tote Board matching, \$75,350 was raised to produce this invaluable resource.

Corporate Governance



TTSH Community Fund complies with the Code of Governance for Charities and Institutions of Public Character (IPCs) and is committed to upholding the values of accountability and transparency within our organisation.

Role of Board

The duties and responsibilities of the Board are outlined in the Charity's Constitution. The Board is committed to ensuring the strictest adherence to corporate governance guidelines. It embraces the responsibility of implementing good governance practices for the effective operation of the TTSH Community Fund. The Board acts in the best interests of the TTSH Community Fund, ensuring that the Charity remains aligned with its mission.

Board Selection, Recruitment, and Training

Board members are recruited from diverse fields for their different backgrounds and experiences, as well as their ability to contribute. Individuals from both public and private sectors, known for their integrity, sound judgment, and extensive experience, are recommended by Board Directors for consideration. Every new Director undergoes an orientation conducted by the Executive Director or their designate. All members of the Board serve voluntarily without any monetary compensation.

Evaluating Board Performance and Effectiveness

The Board conducts self-evaluation every 3 years, requiring each Board Director to independently assess the Board's performance and effectiveness, as well as suggest areas of improvement if any. Areas of assessment include the Board's contribution to driving vision, mission, and financial management.

Information on Committees

TTSH Community Fund is not a large Charity; therefore, we do not have subcommittees on the board.

Board Re-nomination, Re-appointment, and Retention

Board Directors are appointed for a term of three years, renewable up to a maximum tenure of service not exceeding 10 years. The Honorary Treasurer has a maximum term limit of four consecutive years and may be re-elected to the same position after a hiatus of at least two years.

Code of Conduct

All board members and staff are expected to always conduct themselves with honesty and integrity while fulfilling their responsibilities and complying with all applicable laws and regulations.

Conflict of Interest

Board members and staff must declare any potential conflicts of interest annually or when there are changes to their interests. They are also required to abstain from participating in matters where such conflicts exist.

Whistleblowing Policy

Being part of NHG, our Charity adopts NHG's Whistleblowing Policy and provides channels for staff and external parties to raise concerns about irregularities within the organisation, without fear of adverse consequences.



Compliance and Internal Audit

To ensure effective governance and compliance, TTSH Community Fund undergoes the following audits:

- MOH Holdings (MOHH) audit on Compliance for Charity and IPC under Healthcare
- MOH Group Internal Audit (MOH GIA)
- Statutory financial audit

These audits, conducted annually or as needed, review the Charity's processes to ensure compliance with relevant legislation and adherence to internal controls.

Risk Management

Our Charity has a risk management process in place, with the risk register being reviewed annually. Identified risks are assessed and evaluated based on their likelihood and potential consequences. Risks that cannot be accepted are either eliminated, transferred, or effectively controlled. The Board and Management oversee key risks and safeguard the Charity's interests and assets, ensuring that processes are adequate and effective in fulfilling the mission of TTSH Community Fund. Risks are reviewed regularly by MOH's GIA. Issues identified through detailed audit findings are flagged, recommendations are provided, and management action plans are required to address any identified issues or risks.

Financial Management and Controls

Our Charity has documented procedures in place for financial matters in key areas, including procurement of goods and services, payments, and limits of approval. This is to ensure that the Charity's resources are used wisely and that we comply with the statutory financial requirements.

Fundraising

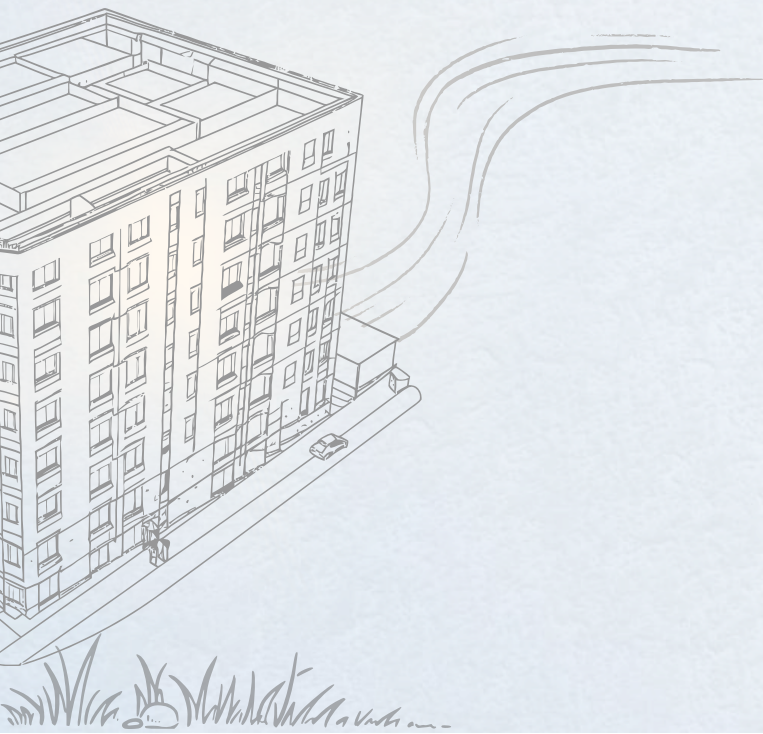
Our Charity raises funds to support the provision of services and programmes for TTSH's needy patients, as well as the hospital's healthcare research, innovation, and training for better patient care. Fundraising campaigns and events are closely monitored to ensure compliance with regulations and maintain efficient fundraising cost ratios. We have guidelines in place to help staff verify the legitimacy of donations, particularly large contributions, to prevent exploitation by money launderers. We also establish written agreements with partners who conduct fundraising on our behalf.

Personal Data Protection

Our Charity has established policies and procedures for the collection, use, disclosure, and management of personal data in accordance with the Personal Data Protection Act (PDPA 2012). To safeguard personal data under our possession and control, we have implemented administrative, physical, and technical measures. TTSH Community Fund was awarded the Data Protection Trustmark (DPTM) certification in January 2019 and recertified in January 2022. The Trustmark is valid for three years.

Anti-Money Laundering Policy

Our Charity has measures in place to guide our staff on how to detect money laundering activities. Any suspicious transactions will be reported to the relevant authorities as needed.





Board and Management

Board of Directors

Name / Position	Date of Appointment / Renewal of Appointment	Board Meeting Attendance	Other Posiitons Held
 Mrs Yee Jee Hong <i>Chairman</i>	11 Aug 2023 <i>(Appointed Chair on 7 Feb 2024)</i>	3 out of 3	Chairman, Group IT Committee, National Healthcare Group
 Ms Tan Yee Peng <i>Treasurer and Director</i>	18 Aug 2021	3 out of 3	Chief Executive Officer, Hercules Pte Ltd
 Mrs Eunice Toh <i>Executive Director</i>	14 Sep 2018 <i>(Re-appointed)</i>	3 out of 3	Executive Director, TTSH Community Fund & Director, Development Fund Office, Tan Tock Seng Hospital
 Dr Tan Chi Chiu <i>Director</i>	17 Aug 2017	3 out of 3	Gastroenterologist, Medical Director & Senior Consultant of the Practice, Gastroenterology & Medicine International Pte Ltd
 Ms Laura Kho Min Zhi <i>Director</i>	18 Aug 2021	3 out of 3	Director, Finance, MOH Holdings Pte Ltd
 Mr Tay Beng Chai <i>Director</i>	15 Sep 2023	2 out of 2	Independent Non-Executive Director, Amcorp Global Limited
 Mr Alan Koh Thiam Hock <i>Director</i>	2 Jan 2024	2 out of 2	Member, Medifund Committee, Vanguard Healthcare Pte Ltd
 Mr J R Karthikeyan <i>Director</i>	2 Jan 2024	1 out of 2	Chief Executive Officer, AWWA
 Mdm Kay Kuok <i>Chairman</i>	7 Feb 2014 <i>(Stepped down on 6 Feb 2024)</i>	2 out of 2	Director, Kuok (S) Ltd
 Ms Saw Phaik Hwa <i>Director</i>	7 Feb 2014 <i>(Stepped down on 6 Feb 2024)</i>	2 out of 2	-
 Mr Seow Choke Meng <i>Director</i>	7 Feb 2014 <i>(Stepped down on 6 Feb 2024)</i>	2 out of 2	Chairman, Ren Ci Community Hospital
 Mr Yap Wai Ming <i>Director</i>	7 Feb 2014 <i>(Stepped down on 6 Feb 2024)</i>	2 out of 2	Director, Morgan Lewis Stamford LLC
 Mr Tan Kia Tong <i>Director</i>	5 Mar 2014 <i>(Stepped down on 4 Mar 2024)</i>	1 out of 2	Technology Director, OSIM International Pte Ltd

* During the fiscal year 2023, a total of three board meetings took place on these dates: 11 Sep 2023, 10 Jan 2024, and 20 Mar 2024. Attendance is indicated as the number of meetings attended over the number of scheduled meetings for the term. As our board members may be appointed at different periods during the term, the number of scheduled meetings each member attended may vary. Board members who were unable to attend these meetings were required to provide valid reasons for their absence.

** Our Board of Directors holds multiple directorships, and the complete list is available for reference on our website.



Ex-Officio

Dr Eugene Fidelis Soh
Chief Executive Officer
Tan Tock Seng Hospital
(ended 31 March 2023)

Prof Chin Jing Jih
Chairman Medical Board
Tan Tock Seng Hospital
(ended 31 March 2023)

Management

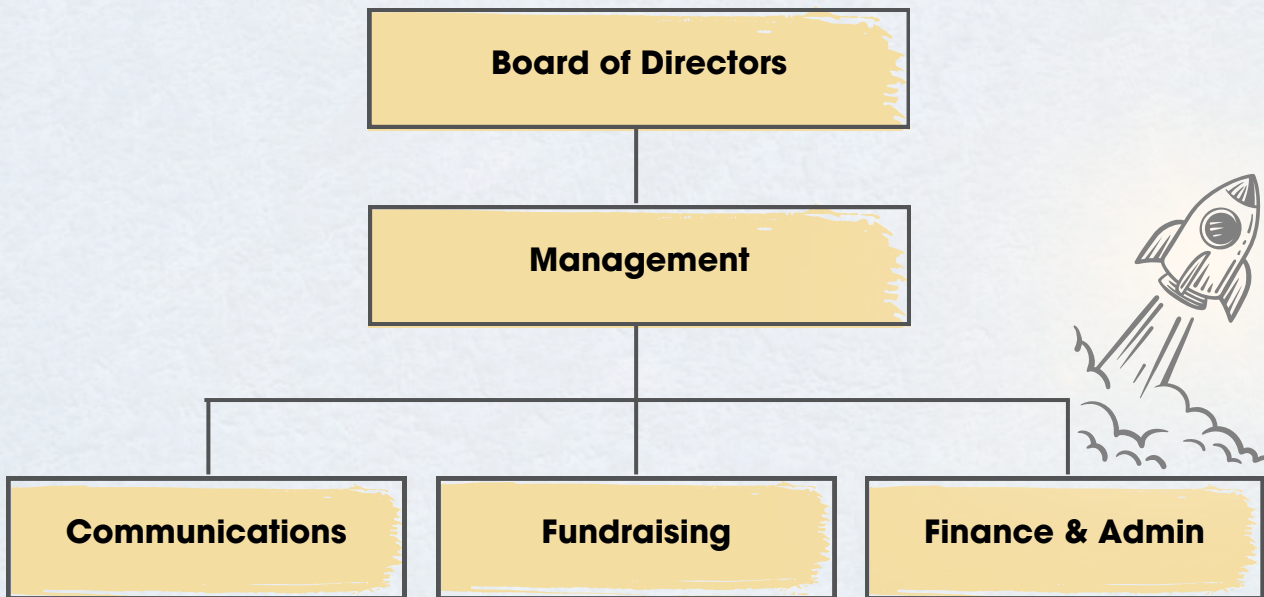
Mrs Eunice Toh
Director
Development Fund Office
Date joined: 8 Jan 2014

Ms Khng Hwee Peng
Deputy Director
Development Fund Office
Date joined: 1 Oct 2023

Company Secretary

Ms Cynthia Chan
Director of Legal Services
Tan Tock Seng Hospital
Date joined: 15 Jan 2022

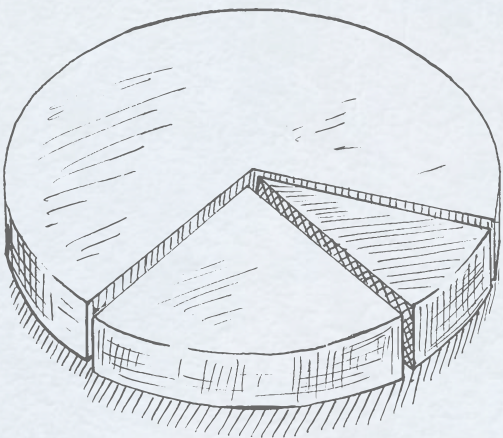
Organisation Chart



FINANCIAL SNAPSHOT

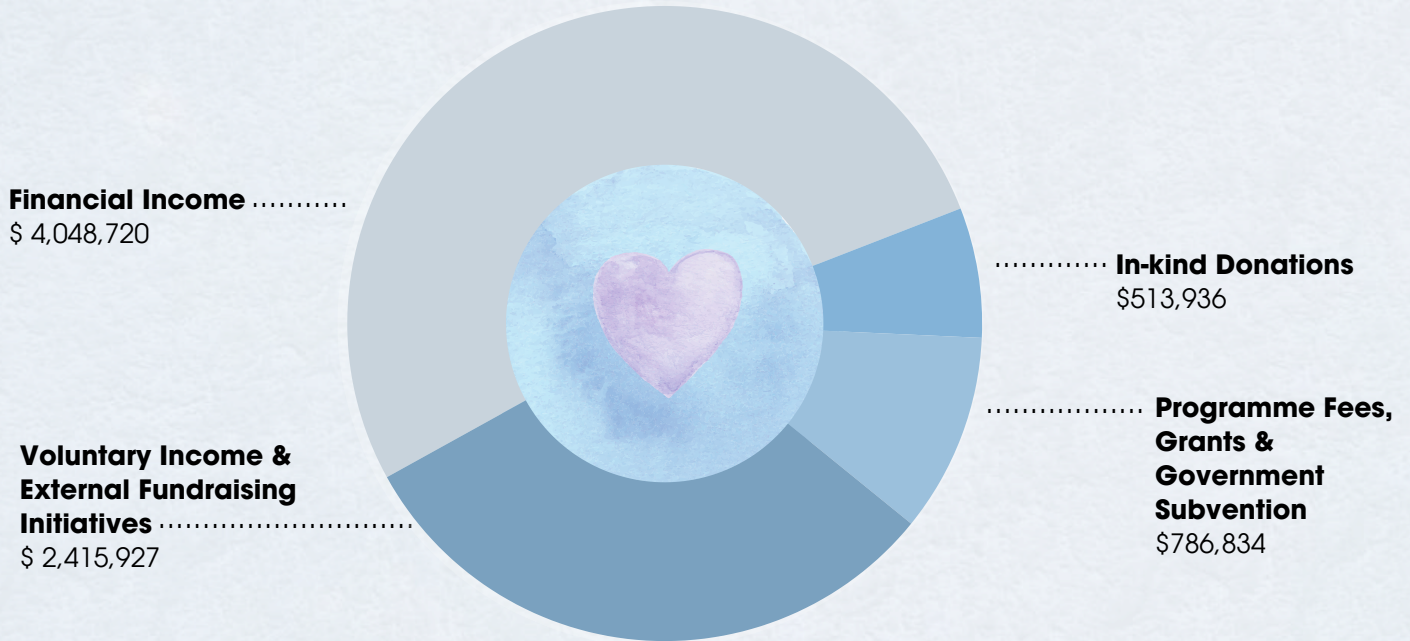


Facts and figures.

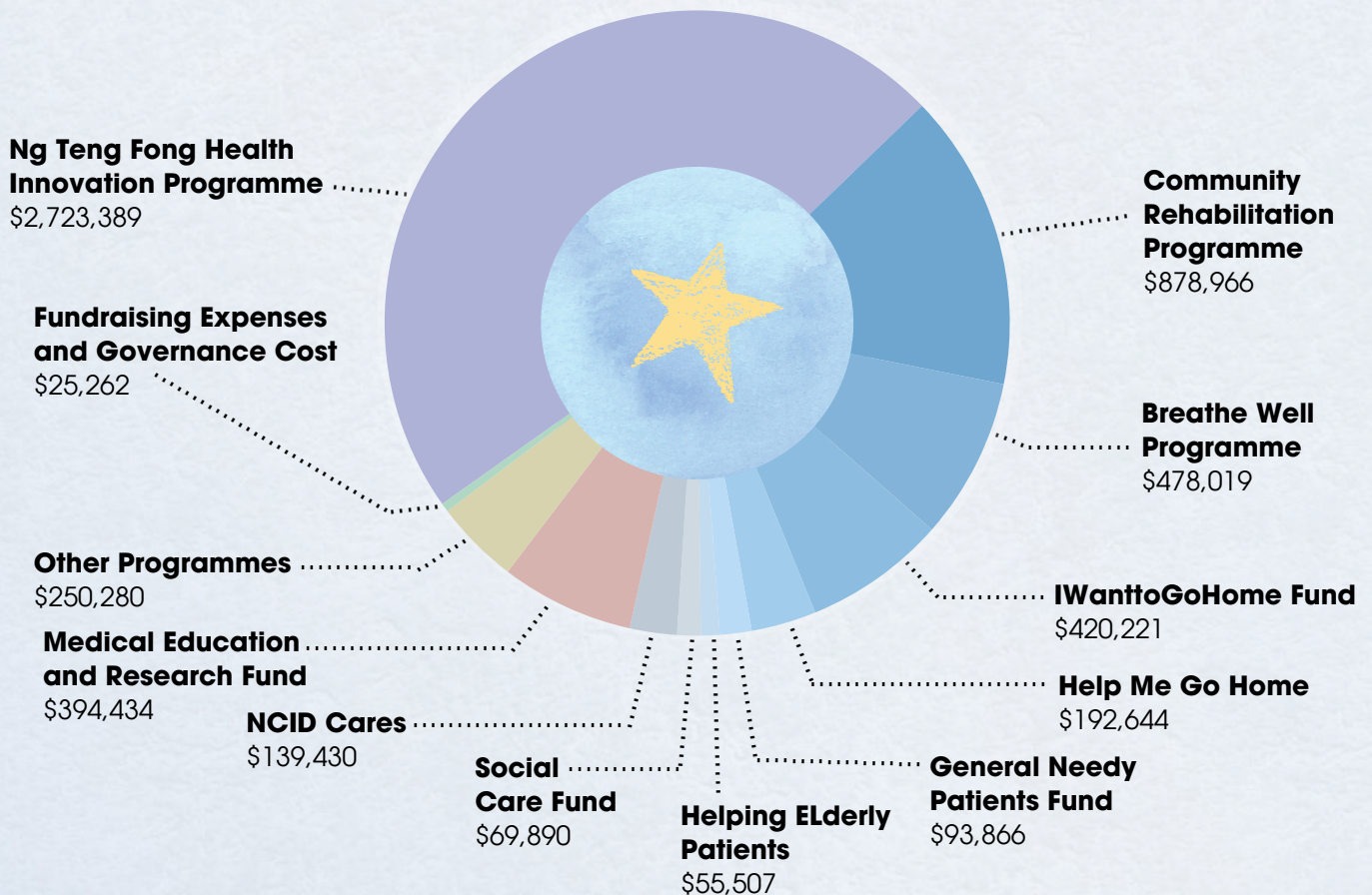


Financial Highlights

BREAKDOWN OF INCOMING RESOURCES: S\$ 7,765,417



BREAKDOWN OF CHARITABLE EXPENSES: S\$5,721,908



Statement of Financial Position

As at 31 March 2024

	2024	2023
	\$	\$
ASSETS		
Property, plant and equipment	84,025	5,883
Other investments	37,498,401	34,764,911
Total non-current assets	37,582,426	34,770,794
Cash and cash equivalents	40,496,649	40,757,045
Other assets	929,188	1,611,123
Other receivables	64,591	-
Interest receivables	414,474	420,342
Prepayments	743	744
Total current assets	41,905,645	42,789,254
TOTAL ASSETS	79,488,071	77,560,048
LIABILITIES		
Trade and other payables	2,127,800	1,555,130
Deferred income	929,188	1,611,123
Grant received in advance	753	6,974
Current and total liabilities	3,057,741	3,173,227
NET ASSETS	76,430,330	74,386,821
FUNDS		
General Fund	9,517,462	8,302,725
Unrestricted Fund	9,517,462	8,302,725
Needy Patients Fund	5,852,679	5,600,897
Medical Education Fund	2,273,425	2,043,263
Medical Research Fund	778,373	1,094,632
Patient Care Fund	4,352,308	4,125,586
Central Health Enabling Fund	4,027,914	3,951,773
Ng Teng Fong Healthcare Innovation Programme	49,628,169	49,267,945
Restricted Fund	66,912,868	66,084,096
TOTAL FUNDS	76,430,330	74,386,821

Statement of Comprehensive Income

For the financial year ended 31 March 2024

	Restricted Funds		Unrestricted Funds	Total
	NTF HIP	Main Fund	General Fund	
2024	\$	\$	\$	\$
Incoming Resources				
Voluntary income	-	1,255,012	453,404	1,708,416
Income from fundraising activities	-	290,396	417,115	707,511
Deferred income - in-kind donation	-	513,936	-	513,936
Grant income	-	281,692	-	281,692
Government subvention	-	264,075	-	264,075
Incoming resources from charitable activities	-	238,749	2,318	241,067
Total incoming resources	-	2,843,860	872,837	3,716,697
Resources Expended				
<u>Cost of generating funds:</u>				
Fundraising expenses	-	(402)	(4,884)	(5,286)
Charitable activities	(2,723,389)	(2,973,257)	-	(5,696,646)
Governance costs	(255)	(5,543)	(14,178)	(19,976)
Total resources expended	(2,723,644)	(2,979,202)	(19,062)	(5,721,908)
Finance (cost)/income	3,083,868	490,890	473,962	4,048,720
Net incoming (outgoing) resources, representing total comprehensive income/(loss) for the year	360,224	355,548	1,327,736	2,043,509
2023	\$	\$	\$	\$
Incoming Resources				
Voluntary income	-	786,316	387,445	1,173,761
Income from fundraising activities	-	1,036,757	225,101	1,261,858
Deferred income - in-kind donation	-	402,947	-	402,947
Grant income	-	209,435	-	209,435
Government subvention	-	306,493	-	306,493
Incoming resources from charitable activities	-	203,294	239	203,533
Total incoming resources	-	2,945,242	612,785	3,558,027
Resources Expended				
<u>Cost of generating funds:</u>				
Fundraising expenses	-	(1,225)	(59,350)	(60,575)
Charitable activities	(1,803,378)	(2,485,377)	-	(4,288,755)
Governance costs	(135)	(4,952)	(31,890)	(36,977)
Total resources expended	(1,803,513)	(2,591,554)	(91,240)	(4,386,307)
Finance (cost)/income	(1,096,849)	180,225	(10,683)	(927,307)
Net incoming (outgoing) resources, representing total comprehensive income/(loss) for the year	(2,900,362)	633,913	510,862	(1,755,587)

Reserve Policy

	\$	\$	%
	As at 31 Mar 2024	As at 31 Mar 2023	Increase/ (Decrease)
Unrestricted Funds (Reserve)	9,517,462	8,302,725	14.63
Restricted / Designated Funds Main Fund	17,284,699	16,816,151	2.79
Total Fund (Main Fund) (A)	26,802,161	25,118,876	6.70
Annual Operating Expenditure (Excludes fundraising expenses and expenses incurred from NTF)	2,952,511	2,515,306	17.38
Ratio of Reserves to Annual Operating Expenditure for Main Fund	3.22	3.30	(2.34)
Ng Teng Fong Healthcare Innovation Programme (B)	49,628,169	49,267,945	0.73
Total Funds (A) + (B)	76,430,330	74,386,821	2.75

For the accompanying accounting policies and explanatory notes, please refer to the financial statements on our website.

The TTSH Community Fund has a Reserve Policy to provide clarity in the management of our funds and ensure we have enough resources to continue supporting our core programmes, especially in a crisis. Major operating expenses such as administrative, manpower, and operating costs are supported by our holding company, Tan Tock Seng Hospital Pte Ltd.

Currently, our unrestricted funds (reserves) for the current year amount to \$9.5 million, which are only able to fund about three years of projected annual operating expenditure.

The fund may selectively invest its reserves, subject to:

- (a) Approval from the Board;
- (b) TTSH's/NHG's financial policies and practices; and
- (c) MOHH's Common Investment Mandate and policy.

The amount of reserve is reviewed by our Board on a yearly basis to ensure that we have adequate funds to support our key charitable programmes and operational needs.

List of Related Entities

NAME OF ENTITY	UEN	RELATIONSHIP
MOH Holdings Pte Ltd	198702955E	Intermediate Holding Company
National Healthcare Group Pte Ltd	200002150H	Intermediate Holding Company
Tan Tock Seng Hospital	199003683N	Immediate Holding Company
National Healthcare Group Fund	201623926M	Related Company
National Skin Centre Health Fund	202010012C	Related Company
Woodbridge Hospital Charity Fund	201940371M	Related Company
Alexandra Health Fund Ltd	201427909W	Related Company
Woodlands Health Fund Ltd	202141418Z	Related Company
Geriatric Education and Research Institute Ltd	201502154R	Related Company
National Skin Centre	198801862W	Related Company
Alexandra Health Pte Ltd	200717564H	Related Company
Woodlands Health Pte Ltd	201426682D	Related Company
Yishun Community Hospital Pte Ltd	201333346W	Related Company
Admiralty Medical Centre Pte Ltd	201618776K	Related Company
National Primary Care Pte Ltd	201228999C	Related Company
Central-North Primary Care Network Pte Ltd	201229016M	Related Company
Hougang Family Medicine Clinic Pte Ltd	201526353R	Related Company
NHG - Johns Hopkins Singapore Institute Pte Ltd	199805214Z	Related Company

Note: All entities under MOH Holdings (MOHH) and National Healthcare Group (NHG) are also related companies of the Charity.

Code of Governance

Governance Evaluation Checklist

(1 Apr 2023 to 31 Mar 2024): Enhanced Tier

S/N	Code Guideline	Code ID	Compliance	Explanation
Board Governance				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	Are there governing board members holding staff¹ appointments?		Yes	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	Complied	
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	Complied	
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter. Is there any governing board member who has served for more than 10 consecutive years?	1.1.12	Complied	No
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	Not Applicable	
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
Conflict of Interest				
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	The Charity's vision and mission are aligned with TISH, its parent organisation.
Human Resource and Volunteer² Management				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteers serving in the charity?		Yes	
15	There are volunteer management policies in place for volunteers.	5.7	Complied	
Financial Management and Internal Controls				
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Not Complied	We only accept donations, grants, or financial assistance that align with the Charity's objectives.
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	



Governance Evaluation Checklist

(1 Apr 2023 to 31 Mar 2024): Enhanced Tier

S/N	Code Guideline	Code ID	Compliance	Explanation
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
	Does the charity invest its reserves (e.g. in fixed deposits)?		Yes	
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	The Board has approved investments based on the MOHH Common Investment Mandate, which has been endorsed by the MOHH Investment Committee.
Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year?		Yes	
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
	Did the charity receive donations in kind during the financial year?		No	
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Not Applicable	
Disclosure and Transparency				
24	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
	Are governing board members remunerated for their services to the Board?		No	
25	No governing board member is involved in setting his own remuneration.	2.2	Not Applicable	
26	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated.	8.3	Not Applicable	
	Does the charity employ paid staff?		No	
27	No staff is involved in setting his own remuneration.	2.2	Not Applicable	
28	The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Not Applicable	
29	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Not Applicable	
Public Image				
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

Notes:

1 Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, e.g. an Executive Director or administrative personnel.

2 Volunteer: A person who willingly serves the charity without expectation of any remuneration.

3 Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity —

(a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or

(b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:

(a) the child or spouse of the Executive Head or governing board member;

(b) the stepchild of the Executive Head or governing board member;

(c) the dependant of the Executive Head or governing board member.

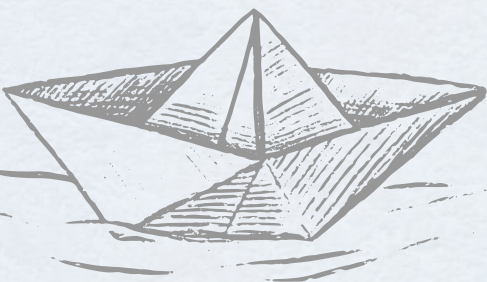
(d) the dependant of the Executive Head's or governing board member's spouse.

4 Executive Head: The most senior staff member in charge of the charity's staff.

MAKE A LASTING DIFFERENCE TODAY



Little drops of water make a mighty ocean.



Each year, TTSH Community Fund disburses more than \$3 million to help needy patients. Our programmes rely entirely on public donations. Every contribution to our Charity directly supports our initiatives.



How You Can Help

Online Donation

Scan the QR code or visit the link to complete the online donation form.



for.sg/ttshcfonlineform

Cheque Donation

Make the cheque payable to 'TTSH Community Fund'. Please include the following details on the back of the cheque:

- Full Name of Donor/Company
- Contact Number
- NRIC/UEN *(For tax deduction purposes.)*
- Mailing Address *(Tax exemption receipts will be mailed for donations of \$50 and above. For donations under \$50, receipts are available upon request.)*

Please mail the cheque to:
TTSH Community Fund
Tan Tock Seng Hospital
11 Jalan Tan Tock Seng
Singapore 308433



TTSH Community Fund

Tan Tock Seng Hospital
11 Jalan Tan Tock Seng
Singapore 308433
Telephone: 6357 2500
Email: donate@ttsh.com.sg

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