

F Y 2 0 2 4 ANNUAL REPORT

1 APR 2024 – 31 MAR 2025



TTSH
Community
Fund
A legacy of Giving, Caring and Serving

healing hands uplifting hearts

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Our 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 Vision

Adding years of healthy life.

About Us

In the spirit of Mr Tan Tock Seng's legacy of compassion and giving, Tan Tock Seng Hospital (TTSH) set up TTSH Community Fund - formerly known as the TTSH Endowment Fund - in August 1995 to enhance the quality of life for our patients.

Our work empowers needy patients to regain independence, improve their quality of life and reintegrate into the community with dignity and hope.

TTSH Community Fund

Our Strategy

“

Our focus remains anchored on wellness, prevention, and integrated care as we work toward our mission of adding years of healthy life to those we serve.

”

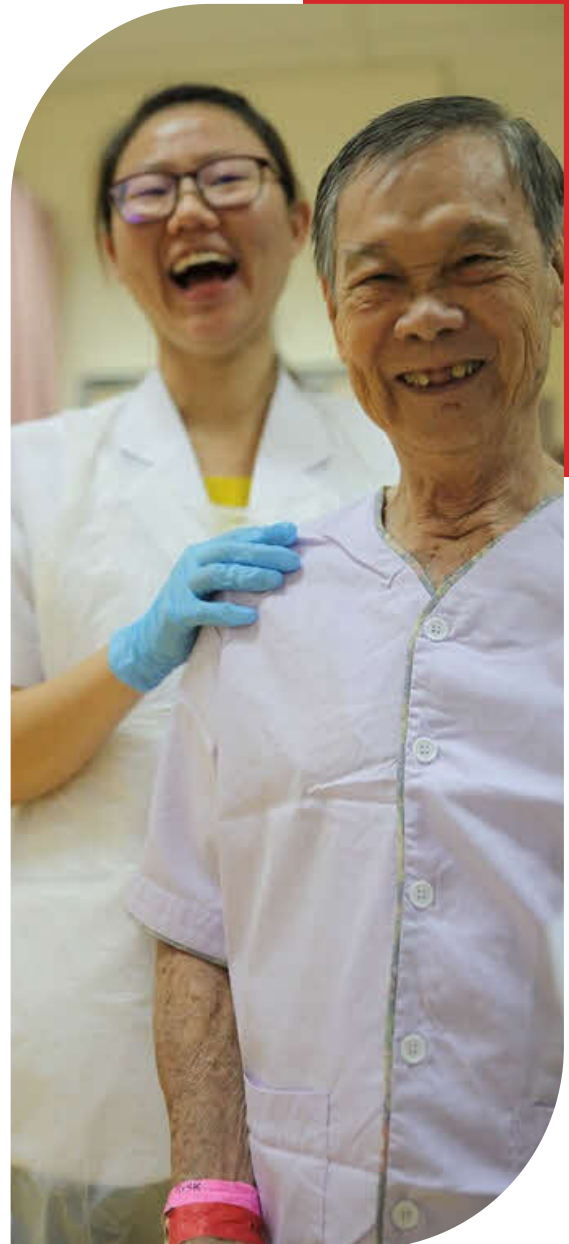
As Singapore's population ages and healthcare needs grow more complex, TTSH's focus remains on promoting wellness, prevention, and integrated care - staying true to our mission of adding years of healthy life to those we serve.

As the charity arm of the hospital, **TTSH Community Fund** stays firmly committed to:

- Supporting low-income and vulnerable patients
- Advancing patient care
- Driving medical research and healthcare innovation
- Fostering staff development and training



With nearly 6 in 10 of TTSH's inpatients aged 65 and above – almost double the national average TTSH faces rising patient acuity and healthcare demand. Yet, we view this as an opportunity to innovate and strengthen our systems of care.





Looking ahead, **TTSH Community Fund** is committed to offering programmes that improve access to care, particularly for vulnerable patients.

The stories in this report reflect the generosity of our donors. Every contribution, big or small, helps us bring hope to those who need it.

We are also embracing digital solutions to build strategic partnerships and enhance donor engagement.

We invite you to continue this journey with us in making a lasting impact.

PRESENTATION OF CHARITY TRANSPARENCY AWARDS TTSH COMMUNITY FUND



Our Year in Review

TTSH Community Fund Receives Charity Transparency Award

We are happy and honoured to receive the Charity Transparency Award from the Charity Council.

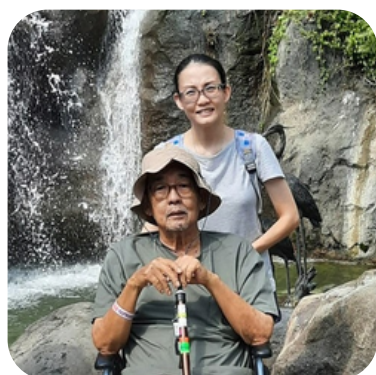
Mrs Eunice Toh, our Executive Director, received the award from the Commissioner of Charities, Mr Desmond Chin at the Charity Transparency and Governance Awards Ceremony that was held at the ParkRoyal Collection Marina Bay on 14 November 2024.

The award reflects our charity's high standards in transparency, governance and ethical fund management. We would like to thank our donors, partners, and supporters for your trust and confidence in **TTSH Community Fund!**



The **Difference** We Made

We supported a total of **2,228** beneficiaries in FY2024, including 1,102 patients aged 55 and above.



\$2,161,571

was disbursed to support our beneficiaries.

\$2,793,943

was raised to support our cause.

Launch of the Health for Generations Fund



Image Source: <https://soyoung.8world.com/topic/health-for-generations-fund>

Launched by President Tharman Shanmugaratnam in July 2024, the Health for Generations Fund (HGF) aims to raise \$18 million over the next five years to build a resilient healthcare system that delivers better health outcomes and equity for all.

“ We celebrate our remarkable journey but recognise that there is much to do as Singapore's population ages and our healthcare needs increase. We must develop healthcare innovations and translate research from bench to bedside faster; our healthcare workforce will need to have the right skillsets to be agile and nimble, and not to be burdened with labour-intensive tasks. The hospital will need equitable care solutions that will help patients attain their full potential for health and well-being. The Health for Generations Fund will complement TTSH's commitment in these areas and we are excited to partner potential donors towards sustainable healthcare for future generations. ”

- ADJ PROF TANG KONG CHOONG
CHIEF EXECUTIVE OFFICER, TAN TOCK SENG HOSPITAL



GUIDED BY ITS VISION OF A TRANSFORMATIVE, INNOVATIVE, AND SUSTAINABLE HEALTH SYSTEM, HGF FOCUSES ON FOUR PILLARS.



INNOVATION

Drive healthcare breakthrough for better care



PREVENTIVE HEALTHCARE

Shift from treatment after diagnosis to proactive, preventive care



CAPABILITY ADVANCEMENT

Equip healthcare professionals with skills to meet evolving needs



ESG INITIATIVES

Promote environmental sustainability, social responsibility and good governance

THESE PILLARS COLLECTIVELY AIM TO:

Advance Tertiary Care Excellence:

Developing safe, quality, and value-based services for our patients.

Strengthen Academic Health Capabilities:

Fostering research, innovation, education, and training partnerships.

Enhance Population Health:

Scaling up preventive and aged care systems to meet evolving population needs.

Fundraising Initiatives

In 2024, we launched several new fundraising initiatives - Legacy 180, Festive Giving, and internal staff-giving campaigns – that not only supported our beneficiaries but also foster a strong culture of compassion, generosity, and teamwork.

These achievements reflect the power of compassion and the impact of collective giving.

Legacy 180

1 Apr 2024 – 31 Dec 2024

To commemorate TTSH's 180th anniversary and honour Mr Tan Tock Seng's legacy of giving, **TTSH Community Fund** launched the Legacy 180 campaign which raised **\$637,393** for the General Fund, supporting financial assistance for needy patients, advancing tertiary care excellence through medical research, innovation and the training of healthcare professionals.

18 Giving Circles

1 Apr 2024 – 31 Dec 2024

In the same spirit, a staff-led fundraising initiative, 18 Giving Circles, was launched. A total of 13 departments participated, each demonstrating creativity to raise funds for our beneficiaries. Activities ranged from a 3.2km fun walk at the Botanic Gardens to a Halloween jumbo sale. The initiative raised **\$60,590** for **TTSH Community Fund**.

Interim Dialysis for TTSH's Needy Patients

1 Jun 2024 – 31 Oct 2024

This targeted campaign raised **\$67,919** to support needy patients requiring interim dialysis, helping them receive timely and life-sustaining care that they critically need. The funds were channelled through the IWanttoGoHome (IWGH) fund, which supports patients' safe discharge from hospital.



Helping Needy Patients of TTSH

1 Nov 2024 – 31 Mar 2025

This campaign highlighted the struggle of needy patients with limited savings and family support. Donations helped cover essential medical-related expenses such as wheelchairs, walking aids and respiratory equipment, enabling them to live safely and independently at home. This campaign raised **\$135,097** for the General Needy Patients Fund.



Festive Giving 2024/2025

1 Oct 2024 – 28 Feb 2025

This year, the Festive Giving campaign expanded its outreach to include donation appeals during Deepavali, Christmas, and Chinese New Year. Students from preschool to tertiary levels were engaged in charitable giving. In total, **\$161,674** was raised for the General Fund.



Share – A Bowl of Rice

6 Jan 2025 - 10 Jan 2025

'Share – A Bowl of Rice' was a special art exhibition celebrating creativity and compassion. It showcases captivating paintings, ceramics, and couplet writings all centred around the theme of a bowl of rice. Part of the proceeds from the sale of the artworks, totalling **\$5,065**, were donated to our charity.



DTU Bazaars

Campaign period: 2024

TTSH's Diversional Therapy Unit (DTU) has a history spanning over 70 years, with a mission to support our less privileged patients. Volunteers handcrafted beautiful items that were sold during regular bazaars held within the hospital premises. All proceeds from the sales, totalling **\$20,160**, were donated to our charity.



At a Glance: Key Programmes



GENERAL NEEDY PATIENTS FUND (GNPF)

Expenses: **\$170,898**
No. of beneficiaries: **96**

GNPF ensures that needy patients at TTSH can continue to access vital healthcare services by covering their essential medical expenses and equipment needs when government assistance schemes are exhausted or unavailable.



COMMUNITY REHABILITATION PROGRAMME (CRP)

Expenses: **\$782,379**
No. of sessions: **2,974**

CRP delivers physiotherapy, occupational and speech therapy directly to patients' homes at heavily subsidised rates, ensuring that patients with mobility challenges can continue with their recovery at home.



HELPING ELDERLY PATIENTS (HELP) PROGRAMME

Expenses: **\$14,286**
No. of beneficiaries: **11**

HELP supports vulnerable elderly patients aged 55 and above with limited savings and support networks by funding their medical care.



IWANTTOGOHOME (IWGH) FUND

Expenses: **\$341,325**
No. of beneficiaries: **429**

IWGH helps ease TTSH's tight bed situation by facilitating timely patient discharges, while ensuring their well-being.



NCID (NATIONAL CENTRE FOR INFECTIOUS DISEASES) CARES

Expenses: **\$154,957**
No. of beneficiaries: **261**

NCID Cares offers holistic support for HIV/AIDS patients beyond medical treatment, addressing critical gaps in emotional and social support.



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

Expenses: **\$24,840**
No. of beneficiaries: **344**

PACT bridges financial gaps for terminally ill patients by funding both essential home care needs and therapeutic activities.

Stories of Giving

FROM DOCTOR TO DONOR: PROF LOW'S VISION OF CARE

Prof Low Cheng Hock, TTSH Emeritus Consultant, has served the hospital for 38 years and regularly supports **TTSH Community Fund** as a donor. He hopes to inspire more doctors to do the same.



“

TTSH has over 10,000 staff. Imagine if every staff donates two dollars every month. It would have a great impact on the lives of needy patients.

”

– Prof Low

TO HONOUR HIS MOTHER'S LEGACY OF LOVE, HE GIVES

Mr Choo Soo Kwang's mother worked three jobs to support her family, Inspired by her sacrificial love and moved by the care she received at TTSH, he honours her legacy through regular giving to **TTSH Community Fund**.



WHERE SMALL ACTIONS DRIVE LASTING CHANGES: TADA

To support our Needy Patients Transport Assistance Campaign, TADA Singapore, the ride-hailing company, organised a 500-km community walkathon and donated \$15,000 helping to make transportation more accessible to patients.



PARTNERING FOR THE GREATER GOOD: A&G

As part of their “A&G in the Community” initiative, Allen & Gledhill donated \$5,000 to support both patient care and healthcare research.



“
As a firm, we have always believed in leveraging our resources and skills to support vulnerable members of society. Together, we strive to make an impact – one that extends beyond the present, leaving a lasting legacy of care and compassion.”

– Mr Jerry Koh, Managing Partner

Stories of Hope

A STROKE CHANGED HER LIFE. THEN CAME THE BREAKTHROUGH

At the age of 44, Ms Carrol Wong suffered from a stroke that left her bedbound. **TTSH Community Fund's CRP** provided her with affordable home-based therapy. Today, Carrol has progressed significantly from her initial condition. She can now move with the help of her caregivers.



FROM DIALYSIS TO FREEDOM: IWGH RESTORES HER ZEST FOR LIFE

As a vibrant individual who leads an active lifestyle, Mdm San Peck Wan's world was turned upside down when she was diagnosed with a serious illness, requiring multiple dialysis sessions and hospital procedures. She was deeply worried about the escalating out-of-pocket expenses after leaving the hospital.

IWGH funded nearly \$3,000 in dialysis, allowing her to recover without the added stress of financial burden.



When I was young, I spent most of my life chasing after things. Now, I realize the importance of living a healthy lifestyle and supporting one another.



– Mdm San Peck Wan

ONCE IMMOBILE, HE'S GAINED INDEPENDENCE - AND MORE

Mr Wong Mun Chow lost his ability to execute daily tasks independently and his job as a cleaning supervisor, due to neuromyelitis optica, a neurological condition involving the inflammation of the spinal cord.

With the help of **TTSH Community Fund**'s donors, Mr Wong received a manual wheelchair, cushion, power wheelchair and a shower commode upon discharge. Since then, Mr Wong has been able to integrate back into the community and attend a day care centre, where he is able to socialise and work on improving his mobility.



“

Thank you to the donors for helping us pass through this difficult period. We hope that donors can help those in need, within their means. ”

– Mr Wong and his wife

WHEN FAMILIAR FAVOURITES TRANSFORM END-OF-LIFE CARE

One of the patients who benefitted from **PACT**'s music therapy was Mr Saw Sim Man, who was initially very reserved. His spirits were visibly lifted when one of **PACT**'s music therapists sang 夜来香 (Ye Lai Xiang) – a familiar melody from his youth.

Gradually, his eyes brightened and he began clapping gently to the rhythm. By the end of the session, the room was filled with smiles and the soft glow of connection.



Ng Teng Fong Healthcare Innovation Programme

The **Ng Teng Fong Healthcare Innovation Programme (NTF HIP)** aims to drive innovative healthcare solutions that improve patient outcomes, reduce costs and empower care teams. Since its inception, the programme has supported the development of innovation talent, as well as multiple early-stage and strategic innovation projects across five tracks.

In total, 342 projects/programmes were supported across the new NHG and TTSH pillars, as well as well-established NTF tracks.



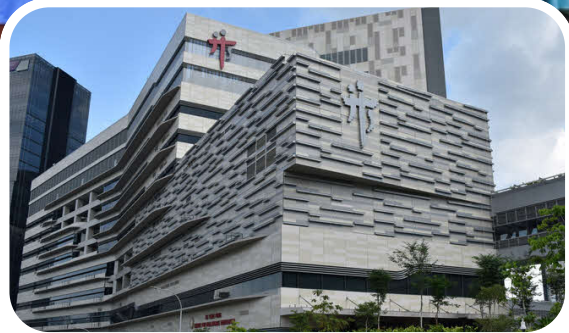
This report highlights some of NTF HIP's latest projects.

Develop future thought leaders and innovators to drive transformation in healthcare

Held on 4–5 July 2024, CHI Innovate 2024 explored the intersection of healthcare and environmental sustainability. The event brought together 800 participants, including 42 expert speakers and more than 30 sponsors and partners, highlighting the growing commitment to sustainable healthcare practices.

Minister Grace Fu, who was the Guest of Honour, also officiated the launch of the CHI Sustainability Academy. The newly launched academy aims to galvanise local and regional partners to act collectively towards building a greener healthcare system.

A key highlight of the conference was the presentation of the National Healthcare Innovation and Productivity Medals, which recognise and celebrate ground-up innovations that boost productivity, reduce waste, and lower costs.



Minister Fu presented medals to 10 outstanding recipients from public healthcare institutions and community partners whose initiatives exemplify the spirit of innovation and meaningful impact.

The top three teams also received funding from the National Youth Council (NYC) and MSD, and were enrolled in the CHI Sustainability Academy to further develop and test their solutions with healthcare partners.

Scheduled for 10–11 July 2025, the theme for CHI INNOVATE 2025 is “AI for Change”, and will focus on harnessing artificial intelligence to advance healthcare innovation and care delivery.

Drives transformation in healthcare by supporting innovation projects arising from the Academies' Capability Development Programmes as well as from Collaborating Centres.

CHI Academies

The CHI Academies were established to tackle present and emerging healthcare challenges through capability building in three mission-critical areas:



Care Level:

CHI Value Academy (VA) aims to accelerate the shift in healthcare from cost-based to value-based accounting by equipping healthcare providers with the principles and toolkits of value-based care.



Systems Level:

CHI Health and Social Change Academy (HSCA) aims to accelerate the shift in healthcare from curative to preventive models of care, by focusing on equipping leaders and care teams with the skills to shift care from hospitals to the community.



Ecosystem Level:

CHI Sustainability Academy (SA) aims to develop capabilities that support the shift from a linear to a circular healthcare economy, to promote long-term sustainability.

The Academies' programmes are highly practice-based, requiring participants to form project teams to work on real-world challenges, while being coached by faculty.

Through this process, students grow as change agents, driving sector transformation and knowledge creation. Outstanding projects will be endorsed, scaled, and aligned with NHG's strategic goals.

A photograph showing a healthcare worker in blue scrubs assisting an elderly woman in a wheelchair. The woman is wearing a white long-sleeved top and is looking towards the worker with a smile. The worker is standing behind the wheelchair, with her hands on the woman's shoulders, providing support. They are outdoors on a paved path with greenery in the background.

Key Milestones:

- CHI Sustainability Academy (SA) is currently running its pilot.
- CHI Value Academy (VA) is set to launch in May 2025.
- The integrated Tri-Academies Programme integrating all three areas is slated to be launched in Q2 2025.

Funds proof-of-concept (POC) and proof-of-value (POV) innovation initiatives in key areas such as care redesign, automation, and translational clinical research, thus enhancing care delivery and workforce productivity.

LEVERAGING NEW TECHNOLOGIES FOR EARLY DIAGNOSIS

An AI model using a deep learning system to identify primary eye care conditions, such as diabetic eye disease, age-related eye problem and glaucoma, was developed to address the needs of patients at risk of sight loss.

The model was also able to provide treatment guidance based on clinical guidelines. In addition, the AI model boosts clinical efficiency by reducing the time required to analyse eye images, enabling faster and more accurate diagnoses.

The AI model was able to analyse data from different sources such as portable cameras, offering accurate diagnoses and making eye examinations more accessible for at-risk populations by enabling home- and community-based screening.



This pioneering work was presented at a local conference and published in the Translational Vision Science and Technology journal. It has also been integrated into the CHI Learning & Development (CHILD) System, supporting continuous learning among care team.

Supports system-level innovation programmes aimed at driving value through impactful healthcare transformation.

SMART WARD: A TESTBED FOR FUTURE READY CARE

Launched in late 2022, the Smart Ward serves as a sandbox for testing innovations such as digitalisation, robotics, and AI. A key innovation is the DNA hands-free communication system, enabling healthcare teams to use voice-activated video calls for documentation and making real-time decisions - saving valuable time.



The **WoW initiative (Wards without Walls)** is redefining inpatient care at TTSH by empowering patients and caregivers to manage health beyond the hospital setting. This model strengthens community care and supports TTSH's push toward integrated, patient-centred care.

Supports thematic research aligned with TTSH's long-term goals for population health and healthcare sustainability.

PRECISION IN CANCER PREVENTION: TAILORED RISK MANAGEMENT

This programme seeks to optimise care for individuals at high risk for breast, colorectal, and gastric cancers, while minimising exposure to unnecessary procedures. Key achievements:

- 76 participants have enrolled in the gastric cancer database
- 52 participants recruited for the breast cancer screening
- Preliminary data presented at the 14th European Breast Cancer Conference
- Secured \$1.49 million in additional funding from the National Medical Research Centre to support scaling and continuation

LOOKING AHEAD

NTF HIP continues to be a catalyst for innovation within the healthcare ecosystem - driving system-level improvements, empowering frontline innovators, and shaping a more sustainable, patient-centred future.

Corporate Governance

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. All new Directors undergo an orientation by the charity to familiarise them with the charity's mission, operations, and governance framework. Board members serve on a voluntary basis and do not receive any form of remuneration.

Evaluating Board Performance and Effectiveness

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

Information on Committees

As a relatively small charity, TTSH Community Fund does not operate with standing subcommittees. Governance responsibilities are fulfilled collectively by the full 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 may serve a maximum of four consecutive years in the role and is eligible for reappointment after a two-year break.

Code of Conduct

All Board members and staff are expected to uphold the highest standard of professionalism, integrity and ethical behaviour. They are required to comply with all applicable laws and regulations and act in the best interests of the charity at all time.

Conflict of Interest

All Board members and staff must declare any actual or potential conflicts of interest annually or as and when there are changes to their interests. They are also required to abstain from discussion and decision-making on related matters where such conflicts exist. This ensures that all decisions are impartially and transparently.

Whistleblowing Policy

As part of National Healthcare Group (NHG), we will adopt NHG's Whistleblowing Policy, which provides accessible and confidential channels for staff and external parties to report suspected misconduct or irregularities within the organisation, without fear of reprisal.

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 mitigated through elimination, transferred, or control. 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. Additionally, MOH GIA reviews risks and audit findings, and management is required to take corrective action where necessary.

Financial Management and Controls

Our Charity has documented financial procedures and policies in place covering procurement of goods and services, payment authorisation, and approval limits. These controls ensure responsible stewardship of funds, statutory compliance, and the efficient use of resources in support of our mission.

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.

Fundraising Governance

Our Charity raises funds to support TTSH’s needy patients and to advance healthcare through research, innovation, and training. All fundraising campaigns and events are closely monitored to ensure compliance with regulations and cost effectiveness.

Personal Data Protection

TTSH Community Fund adheres to the Personal Data Protection Act (PDPA 2012).

Anti-Money Laundering Policy

Our Charity has measures in place to verify legitimacy of large donations and prevent exploitation for money laundering purposes. Any suspicious transactions will be reported to the relevant authorities as needed.

TTSH Community Fund complies with the Code of Governance for Charities and Institutions of Public Character (IPCs). The charity is fully committed to upholding the values of accountability and transparency within our organisation and was awarded the Charity Transparency Award in 2024 by the Charity Council.



Auditor: Ernst & Young LLP
Bankers: Australia and New Zealand Banking Group Limited
DBS Bank Ltd
Oversea-Chinese Banking Corporation Limited
Sumitomo Mitsui Banking Corporation
United Overseas Bank Limited

Fund Managers: Fullerton Fund Management Company Ltd
UOB Asset Management Ltd

Board Attendance

	Name / Position	Date of Appointment / Renewal of Appointment	Board Meeting Attendance	Other Positions Held
	Mrs Yee Jee Hong Chairman	11 Aug 2023 (Appointed Chair on 7 Feb 2024)	3 out of 3	Board Member, Gambling Regulatory Authority Chairman, Crestar Education Group, Computerisation Steering Committee
	Ms Tan Yee Peng Treasurer, Director	18 Aug 2021	3 out of 3	Board Director, Vanguard Health Fund Limited Board Director, Ren Ci Hospital
	Mrs Eunice Toh Executive Director (Stepped down as Executive Director on 31 March 2025)	14 Sep 2018 (Re-appointed)	3 out of 3	Executive Director, TTSH Community Fund Director, Development Fund Office, Tan Tock Seng Hospital
	Dr Tan Chi Chiu Director	17 Aug 2017	2 out of 3	Gastroenterologist, Medical Director & Senior Consultant, Gastroenterology & Medicine International Pte Ltd
	Ms Laura Kho Min Zhi Director	18 Aug 2021	3 out of 3	Director, Finance, MOH Holdings Pte Ltd
	Mr Tay Beng Chai Director	15 Sep 2023	3 out of 3	Independent Non-Executive Director, Amcorp Global Limited
	Mr Alan Koh Thiam Hock Director	2 Jan 2024	3 out of 3	Member, Medifund Committee, Vanguard Healthcare Pte Ltd
	Mr J R Karthikeyan Director	2 Jan 2024	3 out of 3	Chief Executive Officer, AWWA

* During the fiscal year 2024, a total of three board meetings took place on these dates: 27 Jun 2024, 9 Sep 2024, and 20 Feb 2025. 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.

Board and Management



Ex-Officio

Adj A/Prof Bernard Thong
Chairman, Medical Board
Tan Tock Seng Hospital
(Effective 1 Apr 2024)



Management

Mrs Eunice Toh
Executive Director
(Date joined: 8 Jan 2014)



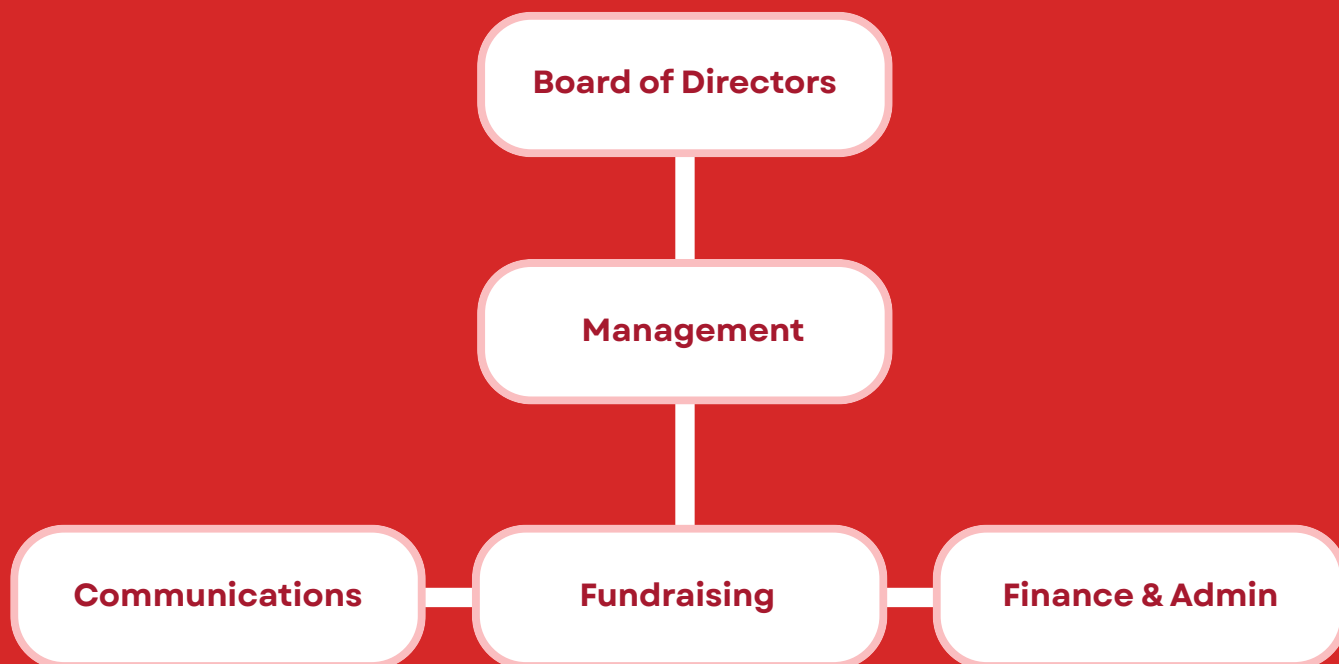
Company Secretary

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

Adj Prof Tang Kong Choong
Chief Executive Officer
Tan Tock Seng Hospital
(Effective 1 Apr 2024)

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

Organisation Chart

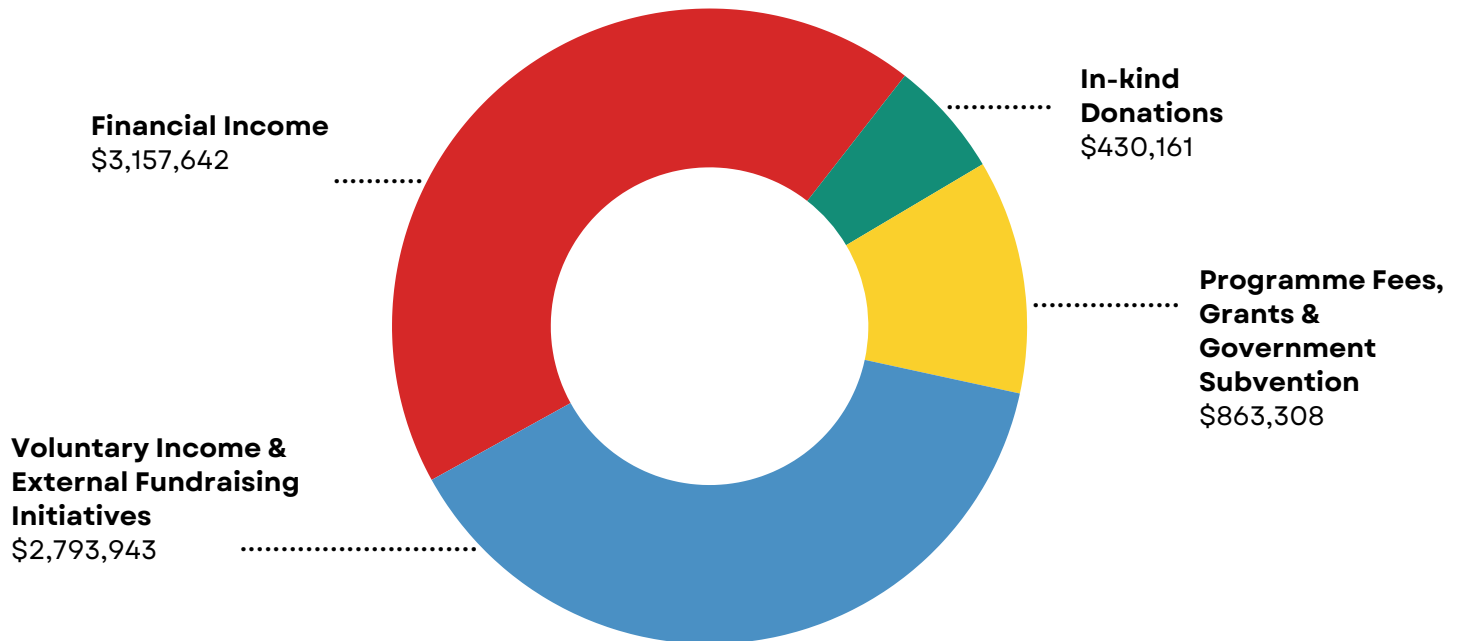


Note: **TTSH Community Fund** has no employed staff. Staff support has been provided by Tan Tock Seng Hospital since the establishment of the charity

Financial Highlights

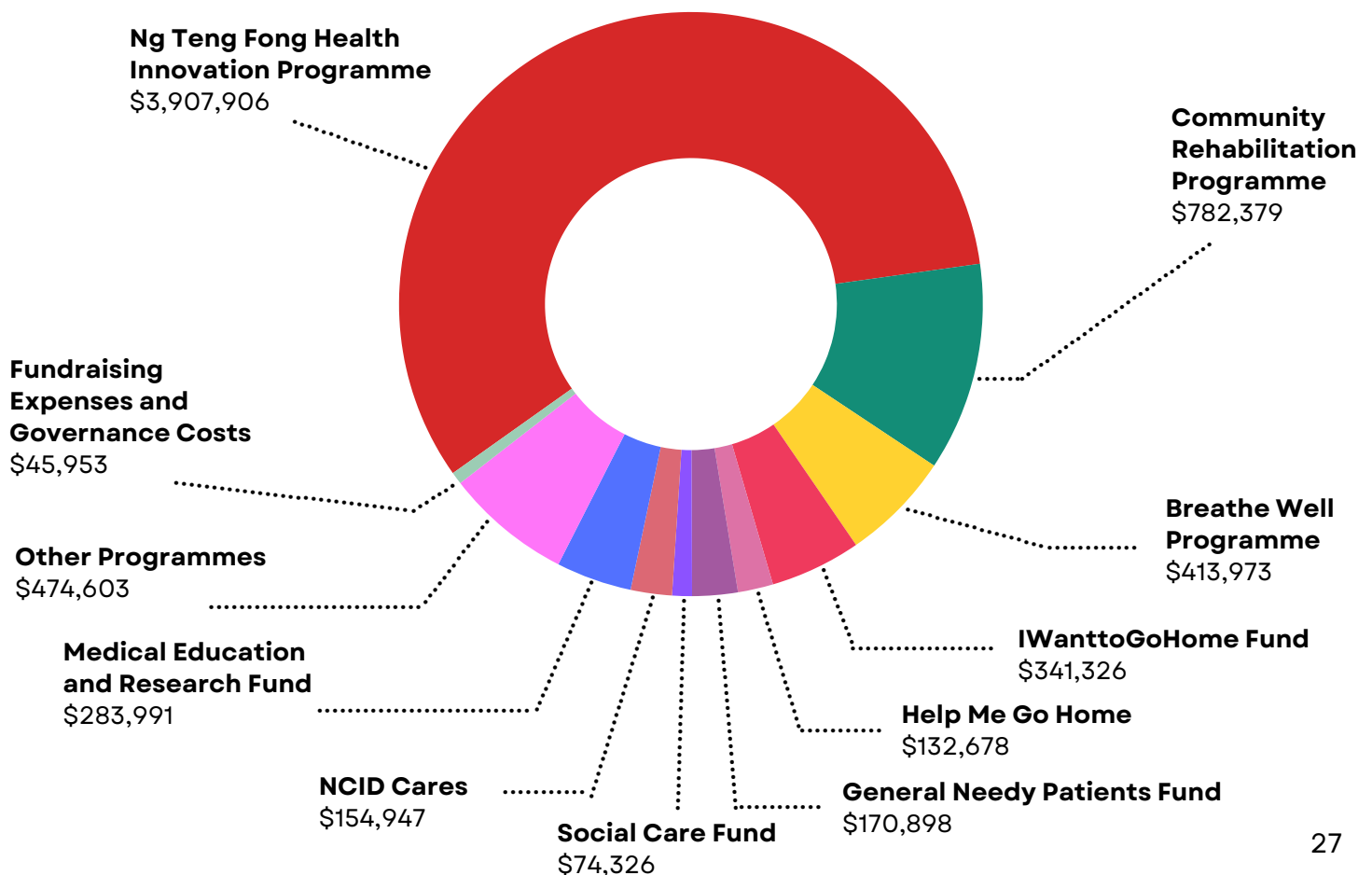
BREAKDOWN OF INCOMING RESOURCES:

S\$7,245,054



BREAKDOWN OF CHARITABLE EXPENSES:

S\$6,782,980



Statement of Financial Position

As of 31 March 2025

	2025	2024
	\$	\$
ASSETS		
Property, plant and equipment	65,741	84,025
Other investments	39,470,792	37,498,401
Total non-current assets	39,536,533	37,582,426
Cash and cash equivalents	31,307,663	40,496,649
Other investments	9,209,221	-
Other assets	411,460	929,188
Other receivables	66,367	64,591
Interest receivables	132,752	414,474
Prepayments	755	743
Total current assets	41,128,218	41,905,645
TOTAL ASSETS	80,664,751	79,488,071
LIABILITIES		
Trade and other payables	3,344,397	2,127,800
Deferred income	411,460	929,188
Grant received in advance	16,490	753
Current and total liabilities	3,772,347	3,057,741
NET ASSETS	76,892,404	76,430,330
FUNDS		
General Fund	11,573,266	9,517,462
Unrestricted Fund	11,573,266	9,517,462
Needy Patients Fund	5,662,808	5,852,679
Medical Education Fund	2,449,951	2,273,425
Medical Research Fund	565,492	778,373
Patient Care Fund	4,793,300	4,352,308
Central Health Enabling Fund	2,183,642	4,027,914
Health for Generations Fund	1,681,400	-
Ng Teng Fong Healthcare Innovation Programme	47,982,545	49,628,169
Restricted Fund	65,319,138	66,912,868
TOTAL FUNDS	76,892,404	76,430,330

Statement of Comprehensive Income

	Restricted Funds		Unrestricted Funds	
	NTF HIP	Main Fund	General Fund	Total
2025	\$	\$	\$	\$
INCOMING RESOURCES				
Voluntary income	-	1,098,916	771,196	1,870,112
Income from fundraising activities	-	46,824	877,008	923,832
Deferred income - in-kind donation	-	430,161	-	430,161
Grant income	-	244,145	-	244,145
Government subvention	-	321,379	-	321,379
Incoming resources from charitable activities	-	296,809	975	297,784
Total incoming resources	-	2,438,194	1,649,179	4,087,413
RESOURCES EXPENDED				
<u>Cost of generating funds:</u>				
Fundraising expenses	-	-	(18,588)	(18,588)
Charitable activities	(3,907,906)	(2,829,122)	-	(6,737,028)
Governance costs	(289)	(10,814)	(16,262)	(27,365)
Total resources expended	(3,908,195)	(2,839,936)	(34,850)	(6,782,981)
Finance (cost)/income	2,262,571	453,596	441,475	3,157,642
Net incoming (outgoing) resources, representing total comprehensive income/(loss) for the year	(1,645,624)	51,854	2,055,804	462,074
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

Reserve Policy

	\$	\$	%
	As of 31 Mar 2025	As of 31 Mar 2024	Increase/ (Decrease)
Unrestricted Funds (Reserve)	11,573,266	9,517,462	21.60
Restricted / Designated Funds Main Fund	17,336,593	17,284,699	0.30
Total Fund (Main Fund) (A)	28,909,859	26,802,161	7.86
Annual Operating Expenditure (Excludes fundraising expenses and expenses incurred from NTF)	2,496,706	2,952,511	17.38
Ratio of Reserves to Annual Operating Expenditure for Main Fund	4.64	3.22	(15.44)
Ng Teng Fong Healthcare Innovation Programme (B)	47,982,545	49,628,169	(3.32)
Total Funds (A) + (B)	76,892,404	76,430,330	0.60

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 \$11.57 million, which are only able to fund about 4.6 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	Intermediate 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 Pte Ltd	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

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 2024 to 31 Mar 2025): Tier 2 (All IPCs and Large Non-IPC Charities)

S/N	Call For Action	Code ID	Compliance	Explanation
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	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	
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	
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	
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	
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	
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 * Other areas include Programmes and Services, Fund-raising, Appointment/Nomination, Human Resource, and Investment.	2.3	Yes	
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	
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	
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 re- appointment 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	
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	
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	

S/N	Call For Action	Code ID	Compliance	Explanation
13	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.	2.9a 2.9b 2.9c	Yes	
	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.			
	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.			
14	For Treasurer (or equivalent position) only:	2.9d	Yes	
	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.			
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	
16	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.	3.2	Yes	
	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.			
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes	
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes	
Principle 4: The charity is well-managed and plans for the future.				
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.	4.1a	Yes	
	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).			
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.	4.1b	Yes	
	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.			
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	
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	

S/N	Call For Action	Code ID	Compliance	Explanation
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	
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. 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.	4.5	Yes	
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	
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	
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	
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	
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	
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	
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	
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. b. 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	
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	
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	
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes	

How You Can Help

Online Donation

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



for.sg/ttshcfonlineform

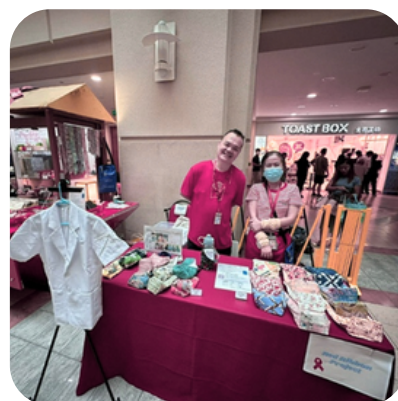
Cheque Donation

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





Contact Us

Phone

6357 2500

Email

ttsh.donate@nhghealth.com.sg

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 [TTSH Community Fund](https://www.linkedin.com/company/ttsh-community-fund)

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