



太和觀 THK

ANG MO KIO

THYE HUA KWAN HOSPITAL

太和觀醫院

**Threaded by Passion**

**Annual Report 2023/24**

Ang Mo Kio – Thye Hua Kwan Hospital proudly presents  
**Threaded by Passion.**

In this edition of our Annual Report, we invite you to unravel the stories and achievements of the past year. Come along on a journey with the hospital, represented by a red yarn and its thread, as we meet and connect with different people, patients, donors, partners and the community all represented by threads of diverse colours. Together, the threads intertwine to create a delightful tale of its own.



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## The Threads to Our Successes

We begin the journey with our destiny in sight – a multi-coloured and reinforced ball of yarn, representing our transformation and the impact we strive to contribute in the healthcare ecosystem. Starting from a red thread, we begin our transformation with our guiding fingertips and key to our successes – our people.

Multi-disciplined in expertise and dynamic in personalities, our people work together with **Respect**, valuing each other's similarities and differences, and recognising everyone's important role to play.

## Our Vision, Mission and Values

Connecting our people in its path, the thread unites them through our shared **vision and mission**:

- To serve our patients and their families in their journey back to community through passion with action.
- To heal, rehabilitate, and empower and inspire hope amongst our patients and their families through the provision of quality care in an environment of continuous learning and growth.
- To be a helping hand to the underprivileged and those who need help.

With these credo in mind, our staff are empowered to take the thread to its destination, along the way orientated by six inspiring **values**:

- **Professionalism**
- **Integrity**
- **Collaboration**
- **Passion in Action**
- **Empathy**
- **Respect**

## Chairman's Message

### Mr. Lee Kim Siang

*Chairman of the Board*

*Ang Mo Kio – Thye Hua Kwan Hospital*

As I reflect on the past year, I am immensely proud of our dedicated healthcare team for their commitment to providing multi-disciplinary care throughout our patients' rehabilitation journeys. Their expertise and compassion have been instrumental in overcoming the numerous challenges we have faced. I am also deeply grateful for the stewardship of our Board of Directors, whose guidance has ensured that Ang Mo Kio – Thye Hua Kwan Hospital remains strong in governance and continues to chart our journey of service.



### Strengthening Community Collaborations

Our engagement with the community has been a cornerstone of our success. We have forged invaluable collaborations and received tremendous support from a diverse range of individuals, groups, and corporates. This year, we welcomed 167 new volunteers, and our 115 active volunteers contributed over 480 hours. Notably, SPACElogic's dedicated team of 27 volunteers enhanced our hospital's infrastructure and supported 20 patients through our Integrated Rehabilitation Programme (IRP). Additionally, our partnership with D'Nails Artist has brought much-needed comfort to our patients through professional nail care services, reducing infection risks and improving overall well-being.

Our commitment to clinical excellence is further demonstrated through key collaborations with leading healthcare institutions. In August 2023, we partnered with Singapore General Hospital to improve Central Venous Catheter (CVC) nursing care. This collaboration has significantly enhanced our nurses' skills and ensured a smooth transition of care for patients with CVC, ultimately providing exceptional care for those with complex medical needs. Furthermore, our collaboration with the Singapore Institute of Technology is advancing our Animal-Assisted Therapy programmes through the development of a comprehensive Dog-Assisted Therapy Assessment tool, which will enhance our existing therapy programmes and improve patient outcomes.

### Community Support and Achievements

The generosity of our community has been extraordinary, with over \$360,000 donated by more than 1,000 donors. This support has enabled us to benefit 300 cases through our Patient Welfare Fund. We have also established the Thye Hua Kwan Family Clinic, which has served more than 1,000 patients since April 2024. Moving forward, we intend to expand the clinic's offerings by providing more preventive and screening services to further support the community's health needs.

One of our most significant achievements this year was the opening of Dialysis Centre II in July 2023. This facility has been a vital addition to our hospital, addressing the increasing demand for dialysis services due to the rising prevalence of end-stage kidney

disease. The centre now houses over 30 dialysis stations, enabling us to offer 12,636 dialysis sessions to more than 1,300 patients over the past fiscal year. The capacity of our Dialysis Centre II not only enhanced our ability to provide continuous and comprehensive care, it also significantly reduced waiting time for patients in need of life-saving treatment. This development underscores our commitment to improving patient outcomes and ensuring that we meet the growing healthcare needs of our community.

### Expressing Gratitude to Our Staff

We remain committed to celebrating our staff's contributions and acknowledging their vital role in our hospital. Our annual Staff Appreciation Dinner is a key event where we come together to honour the dedication and hard work of our employees, fostering a spirit of camaraderie and collaboration. We proudly recognised fourteen star-tier winners, including twelve from nursing services. Additionally, our Nurses' Day celebration highlighted the essential contributions of our nursing team, reflecting our deep appreciation for their tireless efforts and sacrifices.

### Looking Ahead

Guided by our Board of Directors and management team, AMK-THKH has embarked on a five-year roadmap to achieve our strategic goals. These are:

1. Recognised as one of the 'Few Good Hands': Enabler of seamless care in the ecosystem.
2. Well-governed and trusted by stakeholders: Good corporate governance and transparency.
3. Value-driven and financially sustainable: Optimised cost and offer of diversified, specialised services.
4. Competent human capital: Upskilled staff with augmented competencies.
5. Good quality patient care experience: Enhanced overall and holistic care experience.
6. Robust network of collaboration: Strong partnerships for service and care integration.

With the unwavering support of our donors and the trust in us by our community, Ang Mo Kio – Thye Hua Kwan Hospital is poised to deliver compassionate care and make a positive impact on the lives of all we serve. Our dedicated team, united by our shared values, will ensure that we remain an integral part of the community care ecosystem.

## CEO's Message

### Mr. Ardi Saban Hardjoe

*Chief Executive Officer*

*Ang Mo Kio – Thye Hua Kwan Hospital*

In the aftermath of the COVID-19 pandemic, 2023 was a year of optimism for Ang Mo Kio – Thye Hua Kwan Hospital (AMK-THKH), paved by clinical achievements, strong financial stewardship and community engagement. I would like to thank our staff for their hard work, our Board of Directors for their guidance, as well as our stakeholders for their steadfast support in the past year.

Additionally, 2023 had been a productive year, where AMK-THKH cared for 1,594 inpatients and the Day Rehabilitation Centre conducted 10,209 visits for outpatient rehabilitative services. We continued to provide haemodialysis for 1,327 patients at our two dialysis centres, while we moved ahead in our endeavour to facilitate successful take-up of peritoneal dialysis (PD).

As AMK-THKH rides the wave of the evolving healthcare landscape, we have charted our strategic directions towards achieving excellence in renal care and stroke management, as well as forged symbiotic partnerships to cultivate new care pathways, aiding seamless transition of care among settings.

After our twentieth anniversary milestone, this year's annual report sets the stage for what is to come and how we hope to define the next decade of the hospital's growth. In this annual report, through a refreshing allegory of a red thread and its journey, we unfurl our achievements in the past year across three areas of focus.



#### Building Robust Capabilities

To further our commitment to establishing our Centres of Excellence (COEs) in stroke management and renal care, we must invest in our manpower capability and more than 100 nurses in specialised stroke care in 2023, while our allied health team conducted safe feeding training for 30 Home Health Team staff. We also piloted the Stroke Self-Management Programme (SSMP) to empower stroke survivors and caregivers to better manage their condition.

AMK-THKH also made strides in building capabilities in renal care – we broke ground as the first and currently only community hospital to provide PD training directly to patients, supporting them in their dialysis journey from the get-go.

Consequently, our staff has done the hospital proud, clinching 60 gold, 88 silver and 14 stars at this year's Singapore Health Quality Service Awards, while 4 staff were awarded AIC's Community Care Manpower Development (CCMDA) and Excellence (CCEA) Awards. Congratulations, and do keep up the good work!

#### Acting on Foresight

AMK-THKH has undertaken two foresight-driven initiatives from 2023. First, we are preparing for the escalating demand for renal care by sustaining the momentum in our push for PD. On top of expanding our haemodialysis capacity, we are working on programmes aimed to enhance the successful outcome of our PD patients. One such programme is the PD Home Support Programme piloted with the support of Tan Tock Seng Hospital, to handhold patients as they transition from conducting PD in the hospital to their own home. This contributes to the wider goal of adopting PD as an economically viable and sustainable modality.

On another front, AMK-THKH has started planning for a refurbishment of its premises from 2025 to 2028, with a view to expand our services and allocate our space more efficiently. From the patients' perspective, accessibility to and within the hospital would also be increased, and

enhanced therapeutic elements will be introduced to elevate their care experience in the hospital and prepare them for home.

AMK-THKH's changes, both operationally and strategically, reflect our agility and adaptability in anticipating future developments and healthcare demands.

#### Fostering a Community of Care

Our volunteers are valued contributors to our patients' rehabilitative experience and are an integral part of our synergy with the community at large. This year, AMK-THKH saw two corporate supporters who made an impact in a different way, through the contribution of new wall murals by SPACElogic outside patient wards, and the conducting of a design thinking workshop for our administrative staff by BNP Paribas.

To meet the challenges and goals of the strategic roadmap, AMK-THKH will intensify and expand our collaborative efforts, and develop more integrated projects, tapping on the THK group of services and extending to more community partners. Resources will also be devoted to building this as a bench strength of our COEs.

Whether it is a monetary or in-kind contribution, we invite and welcome all corporate partners with an interest to collaborate with us to enliven patients' experience and enrich staff expertise.

#### The Next Chapter

AMK-THKH continues to turn the notion of what a community hospital entails, and in doing so, we look beyond enhancing patients' experience as they come to the hospital. Looking ahead, we also envision a seamless continuum of care from hospital to home.

We will also turn our attention to preparing and accelerating our patients' safe discharge from the hospital, working on targeted clinical intervention, extensive caregiver training and leveraging technology. By expanding the scope and intensity of home support programmes, more patients will be able to continue their rehabilitation in the familiar setting of their homes.

Our blueprint is bold and extensive, but with the competence of our staff and the continued support of our donors and partners, I am confident that we will see through our strategic roadmap together.

## BOARD OF DIRECTORS

### Mr. Lee Kim Siang

BBM (L), BBM, PBM

**Chairman**

Appointed on 23<sup>rd</sup> July 2005

CURRENT OCCUPATION:

**Chairman**

THYE HUA KWAN MORAL SOCIETY



### Er. Ong Ser Huan

**Board Member**

Appointed on 26<sup>th</sup> August 2006

CURRENT OCCUPATION:

**Chairman**

ENKON INTERNATIONAL CONSULTING ENGINEERS PTE LTD

### Dr. Jayaram Lingamanaicker

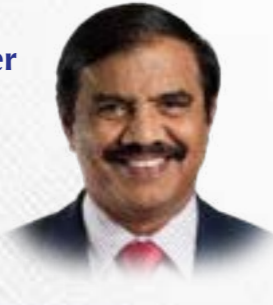
**Board Member**

Appointed on 31<sup>st</sup> July 2008

CURRENT OCCUPATION:

**Cardiologist**

LIFELINE HEART CENTRE



### Prof. Philip Choo Wee Jin

BBM, PPA(E), PPA(P), PBS

**Board Member**

Appointed on 18<sup>th</sup> August 2015

CURRENT OCCUPATION:

**Group Chief Executive Officer**

NATIONAL HEALTHCARE GROUP

### Dr. Tan Tiong Har

**Board Member**

Appointed on 16<sup>th</sup> June 2016

CURRENT OCCUPATION:

**Physician**

SATA COMMHEALTH



### Mr. John Teo Woon Keng

**Board Member**

Appointed on 13<sup>th</sup> September 2016

CURRENT OCCUPATION:

**Executive Director**

ASIA PACIFIC LOTTERY ASSOCIATION LIMITED (INCORPORATED IN SINGAPORE)

### Prof. Low Cheng Hock

MBBS, FRACS, FRCS, MMed, PMB, BBM, PPA(E), PPA(P)

**Board Member**

Appointed on 10<sup>th</sup> July 2017

CURRENT OCCUPATION:

**Emeritus Consultant**

TAN TOCK SENG HOSPITAL



### Mr. Ching Chiat Kwong

**Board Member**

Appointed on 5<sup>th</sup> June 2018

CURRENT OCCUPATION:

**Executive Chairman and CEO**

OXLEY HOLDINGS LIMITED

### Mr. Richard Eu Yee Ming

**Board Member**

Appointed on 5<sup>th</sup> June 2018

CURRENT OCCUPATION:

**Group Chairman**

EU YAN SANG INTERNATIONAL LIMITED



### Mr. Richard Tan Cheong Su

**Board Member**

Appointed on 28<sup>th</sup> September 2018

CURRENT OCCUPATION:

**Vice President, Operations,**

**Serviced Suites**

PAN PACIFIC HOTELS GROUP

### Mr. Koh Juay Meng

PBM

**Board Member**

Appointed on 1<sup>st</sup> June 2019

CURRENT OCCUPATION:

**President**

RSVP SINGAPORE



### Prof. Alex Siow Yuen Khong

**Board Member**

Appointed on 1<sup>st</sup> June 2020

CURRENT OCCUPATION:

**Professor**

SCHOOL OF COMPUTING, NATIONAL UNIVERSITY OF SINGAPORE (NUS)

### Dr. Abdul Razakjr Bin Omar

**Board Member**

Appointed on 9<sup>th</sup> January 2023

CURRENT OCCUPATION:

**Director**

SPECIALIST CARE GROUP



### Ms. Tan Khiaw Ngoh

**Board Member**

Appointed on 9<sup>th</sup> January 2023

CURRENT OCCUPATION:

**Director**

SINGAPORE LAND GROUP LIMITED

## ADVISOR & BOARD OF TRUSTEES



### Dr. Koh Poh Koon

Senior Minister of State,  
Ministry of Manpower & Ministry of  
Sustainability and the Environment

**Advisor**



### Prof. Lim Pin

DUBC

**Chairman**



### Mr. Herman Hochstadt

PPA(E), PPA(G), BBM

**Member**

## MANAGEMENT TEAM

**Ms. Sng Yan Ling**  
**Director, Executive Office**  
 Joined on 15<sup>th</sup> November 2023

35 years of experience in education, health and social services, with more than 20 years in senior management role

**Ms. Joanne Koh**  
**Director, Nursing Services**  
 Joined on 5<sup>th</sup> April 2021

36 years of nursing expertise in private and public healthcare institutions

**Mr. Michael Soh**  
**Assistant Director, Management Information Systems**  
 Joined on 1<sup>st</sup> July 2024

8 years of IT experience in healthcare and over 10 years in retail pharmacy sectors

**Ms. Minakshi Pandey**  
**Director, Allied Health**  
 Joined on 7<sup>th</sup> November 2017

18 years of allied health experience, 9 years in management and leadership roles and a registered physiotherapist specialising in geriatric care

**Ms. Sharon Woo**  
**Director, Human Resource**  
 Joined on 3<sup>rd</sup> April 2023

26 years of experience in human resource sector

**Ms. Zeng Meilian**  
**Director, Finance**  
 Joined on 19<sup>th</sup> February 2018

24 years of in-depth experience in the healthcare, finance, and audit sectors, and an accredited Chartered Accountant of Singapore



**Mr. Ardi Saban Hardjoe**  
**CEO**

Joined on 5<sup>th</sup> February 2020

24 years dedicated to management, administration executive leadership in the healthcare and social welfare sectors

**Dr. Derek Lim**  
**Director, Medical Services**  
 Joined on 15<sup>th</sup> June 2012

19 years as a doctor, 9 years as a consultant family physician, and 6 years in management leadership role at AMK-THKH

**Mr. Joel Leong**  
**Director, Operations**  
 Joined on 1<sup>st</sup> June 2021

12 years of experience in operations and strategic planning in health and community care

## Corporate Governance Report

Ang Mo Kio – Thye Hua Kwan Hospital (the Hospital), was incorporated in Singapore on 22 February 2002 under the Companies Act, Chapter 50 (Registration Number: 200201385C).

The Hospital is also a Charity registered under the Charities Act, Chapter 37 (Charity Registration Number: 01589), and an approved institution of a Public Character under the Singapore Income Tax Act, Chapter 134.

The Hospital has its principal place of registered office at 1 North Bridge Road, #03-33, High Street Centre, Singapore 179094.

Independent Auditor: KPMG LLP

Bankers: Oversea-Chinese Banking Corporation, Development Bank of Singapore, United Overseas Bank, Malayan Banking Berhad, Standard Chartered, BNP Paribas Singapore (Wealth Management), Deutsche Bank AG, Filialen Singapur

Investment Advisers: Bank of Singapore, BNP Paribas Singapore (Wealth Management), United Overseas Bank Assets Management

### Board Selection and Recruitment

The Hospital recruits and nominates 10 - 16 Directors. The Board members recruited are qualified individuals with different backgrounds and specialisations, collectively bringing considerable knowledge, judgement, and experience to the Board. Board members elect among themselves various positions in the Board, including the Chairman. The Board reviews the composition and size regularly to ensure its appropriateness. Board members serve on a voluntary basis and are not remunerated for their services. There is no Hospital staff on the current Board.

### Board of Directors

The Board's role is to provide overall leadership for the strategic direction of the Hospital's operations. In line with corporate governance, the Hospital has renewed the Board membership in this financial year. All Board members of the Hospital have accepted their roles without remuneration and are committed to serve the Hospital and to bring a better level of healthcare services to our patients and the community. Under the guidance of our Chairman and the Board members, the Hospital has undergone more stringent reviews of processes that are good Corporate Governance. In performing its duties, the Board of Directors have maintained effective working relationships with the Hospital's Management.

### Board Training and Development

Board members are required to possess and demonstrate the core competencies necessary for effective governance and strive to attend suitable training or development courses to develop these competencies, as necessary.

### Board Members Re-Nomination and Re-Appointment Process and Evaluation of Board's Effectiveness

In line with corporate governance, the Hospital renews the Board memberships every financial year.

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

The Hospital also carries out annual online governance evaluation on the extent of its compliance with the essential guidelines in The Code of Governance for Charities and IPCs ("the Code") via the charity portal. The level of compliance by the Hospital can be viewed at [www.charities.gov.sg](http://www.charities.gov.sg).

## Attendance at Board of Directors' Meetings FY 2023/2024

Salutation	Board Members	Meeting Attendance Chair of the Board	Meeting Attendance Member of the Board	Year of First Appointment	Years Served	Remarks
Mr.	Lee Kim Siang	4/4	-	2002	22	
Er.	Ong Ser Huan	-	4/4	2006	18	
Prof.	Alex Siow Yuen Khong	-	4/4	2020	4	
Mr.	Koh Juay Meng	-	4/4	2019	5	
Prof.	Low Cheng Hock	-	2/4	2017	7	
Dr.	Tan Tiong Har	-	4/4	2016	8	
Mr.	Richard Tan Cheong Su	-	3/4	2018	6	
Mr.	Richard Eu Yee Ming	-	4/4	2018	6	
Prof.	Philip Choo Wee Jin	-	1/4	2015	9	Work commitment. Contributed actively at committee level.
Dr.	Abdul Razakjr Bin Omar	-	4/4	2023	1	
Mr.	John Teo Woon Keng	-	4/4	2016	8	
Ms.	Tan Khiaw Ngoh	-	2/4	2023	1	
Mr.	Ching Chiat Kwong	-	0/4	2018	6	Travelling on business. Contributed actively at committee level.
Dr.	Jayaram Lingamanaicker	-	1/4	2008	16	Work commitment. Contributed actively at committee level.

Three Board members served more than ten years. The Board has reviewed and concluded that the Hospital will continue to benefit from these Board members. Their expertise and in-depth knowledge of the Hospital's history, operations, growth potential, and strategic directions will continue to provide the Board with invaluable insights and guidance.

### Standing Board Committees

The Board delegated its powers to the following committees and made standing orders and terms of reference to regulate the duties of the committees to oversee its management and operations and attain objectives of the Hospital:

- Audit Committee
- Establishment and Remuneration Committee
- Executive Committee
- Finance Committee
- Investment Committee
- Medical Advisory Board
- MediFund Committee
- Nomination Committee
- Programmes Committee
- Technology Committee
- Tender Committee

	Chairman	Vice-Chairman	Members
<b>Audit Committee</b>	Dr. Tan Tiong Har		Er. Ong Ser Huan Mr. Hwang Koh Chee
<b>Establishment and Remuneration Committee</b>	Mr. John Teo Woon Keng		Dr. Tan Tiong Har Er. Ong Ser Huan
<b>Executive Committee</b>	Mr. Lee Kim Siang		Dr. Jayaram Lingamanaicker Er. Ong Ser Huan
<b>Finance Committee</b>	Er. Ong Ser Huan		Dr. Jayaram Lingamanaicker Mr. John Teo Woon Keng Mr. Lee Kim Siang
<b>Investment Committee</b>	Mr. Philip Tan Eng Seong		Mr. Lee Kim Siang Mr. John Teo Woon Keng
<b>Medical Advisory Board</b>	Prof. Chin Jing Jih	Prof. Pang Weng Sun	Prof. Low Cheng Hock Prof. Ng Han Seong Prof. Tay Boon Keng Assoc. Prof. Goh Lee Gan Dr. Chan Peng Chew Mark Dr. Lee Kheng Hin
<b>MediFund Committee</b>	Dr. Abdul Razakjr Bin Omar		Mr. Fang Tan Kin Ricky Mr. Chan Chee Keong Mr. Thiruthakka Devan Slok Perumal
<b>Nomination Committee</b>	Mr. Lee Kim Siang		Prof. Philip Choo Wee Jin Er. Ong Ser Huan
<b>Programmes Committee</b>	Dr. Jayaram Lingamanaicker		Prof. Philip Choo Wee Jin Dr. Tan Tiong Har Mr. Lee Kim Siang
<b>Technology Committee</b>	Prof. Alex Siow Yuen Khong		Mr. Alvin Ong Mr. Koh Juay Meng
<b>Tender Committee</b>	Mr. Koh Juay Meng		Dr. Tan Tiong Har Mr. Richard Tan Cheong Su

### Audit Committee

The Audit Committee ("AC") will assist the Board in fulfilling the following oversight responsibilities. The AC will review the financial reporting process, the system of internal control, management of financial risks and the audit process. In performing its duties, the AC will maintain effective working relationships with the Board of Directors, Management and the internal and external auditors. To perform his or her role effectively, each committee member will obtain an understanding of the detailed responsibilities of committee membership as well as the Hospital's business, operations and risks.

### Establishment & Remuneration Committee

The Establishment and Remuneration Committee ("ERC") will assist the Board in fulfilling the following oversight responsibilities. The ERC will review the human resource policies, Hospital's establishment headcount and all remunerations matters. In performing its duties, the ERC will maintain effective working relationships with the Board of Directors and Management. To perform his

or her role effectively, each committee member will obtain an understanding of the detailed responsibilities of committee membership as well as the Hospital's business, operations and risks. The duties of the ERC shall be to:

- Review and approve the Hospital's human and resource policies.
- Review and approve the Hospital's Establishment headcount.
- Review and approve the Hospital's staff appraisal system.
- Review and make recommendations to the Board of Directors on the job descriptions of the Hospital's key staff, for example, the CEO.
- Review and make recommendations to the Board of Directors on the terms of employment and total remuneration package of the Hospital's key staff, for example, the CEO.
- Review the ongoing appropriateness and relevance of the staff remuneration policy.
- Review and approve the Hospital's staff service increments, annual wage supplement and performance bonuses.
- Review and make recommendations to the Chairman of the Board of Directors on any remuneration payable to any Board members. No individuals shall be involved in any decisions as to their own remunerations.

### Executive Committee

The Executive Committee ("EC") will assist the Board in fulfilling the following oversight responsibilities. The EC provides overall strategic direction to the Hospital's Management Team. In performing its duties, the EC will maintain effective working relationships with the Board of Directors and Management. To perform his or her role effectively, each committee member will obtain an understanding of the detailed responsibilities of committee membership as well as the Hospital's business, operations and risks. The duties of the EC shall be to:

- Provide overall strategic direction to the Hospital's Management Team.
- Review and approve new services and programs propose by the Hospital's management.
- Review and approve business or operational proposals recommended by the Hospital's Management Team.
- Recommend, recruit and review the appointment of members for the various Committees/ Board of the Hospital.
- Oversee the business and affairs of the Hospital and monitors the performance of the Management against pre-agreed targets.
- Assume full responsibility for the corporate governance framework of the Hospital and provides oversight in the proper conduct of the Hospital's business.
- Give advice and directions on any major fundraising activities organised by the Hospital.
- Perform other duties as assigned by the Board of Directors.

### Finance Committee

The Finance Committee ("FC") will assist the Board in fulfilling the following oversight responsibilities. The FC shall review and approve significant financial planning, management and financial reporting matters of the Hospital. In performing its duties, the FC will maintain effective working relationships with the Board of Directors and Management. To perform his or her role effectively, each committee member will obtain an understanding of the detailed responsibilities of committee membership as well as the Hospital's business, operations and risks. The duties of the FC shall be to:

- Review and approve the Hospital's annual capital and operating budgets.
- Review and approve the Hospital's ad-hoc budgets on major projects.
- Review and approve any fee revision by the Hospital.

- Review and approve any major fund-raising activities organised by the Hospital.
- Review the Hospital's financial statements regularly.
- Review and approve the Hospital's financial policies.
- Review and make recommendations on financial priorities.
- Review and make recommendations on the Hospital's financial reporting to ensure compliance with statutory regulations and guidelines.

### Investment Committee

The Investment Committee ("IC") will assist the Board in fulfilling the following oversight responsibilities. The IC shall review and approve significant investments of the Hospital. In performing its duties, the IC will maintain effective working relationships with the Board of Directors and Management. To perform his or her role effectively, each committee member will obtain an understanding of the detailed responsibilities of committee membership as well as the Hospital's business, operations and risks. The duties of the IC shall be to:

- Oversee all investment management of the Hospital.
- Review and approve the Hospital's investment policies.
- Engage the services of registered investment managers/ independent investment consulting firm who possess the necessary specialised research facilities and skill to meet the investment objectives and guidelines of the invested funds.
- Review and evaluate investment managers'/ investing consultant firm's performance, fees and services against competitive providers.
- Oversee and ensure that the investment managers/ investment consulting firm adhere to any policies adopted by the Hospital.
- Review and approve investment assets in accordance with agreed upon guidelines and restrictions.
- Review and evaluate investment results.

### Medical Advisory Board

The Medical Advisory Board ("MAB") will assist the Board in fulfilling the following oversight responsibilities with regard to clinical matters. In performing its duties, the MAB will maintain effective working relationships with the Board of Directors and Management. To perform his or her role effectively, each MAB member will obtain an understanding of the detailed responsibilities of MAB membership as well as the Hospital's business, operations and risks. The duties of the MAB shall be to:

- Make recommendations on Medical and Professional matters and policies to the Board of Directors.
- Advise the Board on the development of medical services to the Hospital.
- Monitor and evaluate medical standards to ensure quality in patient care using guidelines, protocols and QA programmes.
- Advise the Board on Ethical Issues in relation to the Hospital's clinical policies and patient care services.
- Review accreditation guidelines and make decisions on accreditation issues.

### MediFund Committee

The MediFund Committee ("MC") will assist the Board to consider and approve MediFund applications for eligible patients, and to administer payments out of the Hospital's account. The MC will review the applications and ensure that applicants fulfil the eligibility criteria prescribed under guidelines issued by the Ministry of Health.

### Nomination Committee

The Nomination Committee (“NC”) will assist the Board in fulfilling the following responsibilities. The NC shall review and approve the Board structure and Committees of the Hospital. In performing its duties, the NC will maintain effective working relationships with the Board of Directors and Management. To perform his or her role effectively, each committee member will obtain an understanding of the detailed responsibilities of committee membership as well as the Hospital’s business, operations and risks. The duties of the NC shall be to:

- Review and approve the Hospital’s Board Structure and Committees.
- Recruit and make recommendations on new members of the Board and its Committees.
- Review and make recommendations on term limits of members of the Board and its Committees.
- Review and make recommendations on terms of reference of members of the Board and its Committees.
- Review and renew the Board Members annually.

### Programmes Committee

The Programmes Committee (“PC”) will assist the Board in fulfilling the following oversight responsibilities. The Committee shall review and approve new programmes and services of the Hospital. In performing its duties, the Committee will maintain effective working relationships with the Board of Directors and Management. To perform his or her role effectively, each committee member will obtain an understanding of the detailed responsibilities of committee membership as well as the Hospital’s business, operations and risks. The duties of the PC shall be to:

- Review and approve the Hospital’s new programmes and services.
- Provide advisory role to the Hospital with regard to the running of these programmes and services.
- Review reports and updates of these programmes and services.

### Technology Committee

The Technology Committee (“TEC”) will assist the Board in fulfilling the following oversight responsibilities. The Committee will review and approve IT strategies, IT projects and cyber security strategies of the Hospital. In performing its duties, the Committee will maintain effective working relationships with the Board of Directors and Management. To perform his or her role effectively, each committee member will obtain an understanding of the detailed responsibilities of committee membership as well as the Hospital’s business, operations and risks. The duties of the TEC shall be:

- Make recommendations to the Board with respect to major technology related projects and IT investments that require the Board’s approval.
- Review, evaluate and make recommendations to the Board as to scope, direction, quality, investment levels and execution of the Hospital’s technology strategies.
- Monitor the quality and effectiveness of the Hospital’s technology security, and periodically review, appraise and discuss with management the quality and effectiveness of the Hospital’s information technology security, data privacy and disaster recovery capabilities.
- Assess and advise the Hospital’s Senior Management Team with respect to existing trends in information technology and new technologies, applications and systems that relate to or affect the Hospital’s technology strategy or programmes.
- Appraise and review the financial, strategic and operational benefits of the proposed major technology related projects, including impact on the Hospital’s performance, growth and competitive position.
- Report to the Board on decisions taken and make recommendations to the Board for its approval when this is deemed necessary

### Tender Committee

The Tender Committee (“TC”) will assist the Board in fulfilling the following oversight responsibilities. The TC will take part and give advice to the Hospital on the tendering and awarding of contracts for procurement of services and supplies. In performing its duties, the TC will maintain effective working relationships with the Board of Directors and Management. To perform his or her role effectively, each committee member will obtain an understanding of the detailed responsibilities of committee membership as well as the Hospital’s business, operations and risks. The duties of the TC shall be to:

- Review and approve the Hospital’s procurement policies and procedures to ensure that Hospital’s interests are protected.
- Oversee to ensure compliance with the Hospital’s procurement policies and procedures.
- Review and approve the awarding of contracts for procurement of services and supplies with values of \$70,000 or more.
- Give advice on the terms and specifications of contracts to protect the Hospital’s interest.

### Remuneration and Benefits

#### Board Members’ Remuneration and Benefits

Board members serve on a voluntary basis and receive no remuneration for their services.

#### Remuneration of Three Highest Paid Staff

Remuneration Band	Number of Staff
\$300,001 to \$400,000	1
\$200,001 to \$300,000	2

Number of paid staff who are close members of the family of the Board members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000

Remuneration Band	Number of Staff
\$300,001 to \$400,000	1

### Governance Evaluation

The Hospital carried out an online governance evaluation on the extent of its compliance with the essential guidelines in The Code of Governance for Charities and IPCs (“the Code”) via the charity portal in September 2024.

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

The level of compliance by the Hospital can be viewed at [www.charities.gov.sg](http://www.charities.gov.sg).

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

## Corporate Governance Checklist Financial Year 2023/2024

	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
<b>Board Governance</b>				
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 staff <sup>1</sup> appointments? (skip items 2 and 3 if "No")		No	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3		NA
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		NA
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.	1.1.12	Complied	
	Is there any governing Board member who has served for more than 10 consecutive years? (skip item 7 if "No")		Yes	
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	Complied	
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
<b>Conflict of Interest</b>				
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	
<b>Strategic Planning</b>				
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	
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of the plan.	3.2.4	Complied	
<b>Human Resource and Volunteer<sup>2</sup> Management</b>				
13	The Board approves documented human resource policies for staff.	5.1	Complied	
14	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	
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteers serving in the charity? (skip item 16 if "No")		Yes	
16	There are volunteer management policies in place for volunteers.	5.7	Complied	
<b>Financial Management and Internal Controls</b>				
17	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	Complied	
18	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
19	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
20	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
21	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)? (skip item 22 if "No")		Yes	
22	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
<b>Fundraising Practices</b>				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if "No")		Yes	
23	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? (skip item 24 if "No")		Yes	
24	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	
<b>Disclosure and Transparency</b>				
25	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? (skip items 26 and 27 if "No")		No	
26	No governing Board member is involved in setting his own remuneration.	2.2		NA
27	The charity discloses the exact remuneration and benefits received by each governing Board member in its annual report. <u>OR</u> The charity discloses that no governing Board member is remunerated.	8.3		NA
	Does the charity employ paid staff? (skip items 28, 29 and 30 if "No")		Yes	
28	No staff is involved in setting his own remuneration.	2.2	Complied	

29	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. <u>OR</u> The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	
30	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 <sup>3</sup> belonging to the Executive Head <sup>4</sup> 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. <u>OR</u> The charity discloses that there is no paid staff, being a close member of the family <sup>3</sup> belonging to the Executive Head <sup>4</sup> or a governing Board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
<b>Public Image</b>				
31	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	

<sup>1</sup> 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.

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

<sup>3</sup> 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.

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

## Policy on Conflict of Interest

### Objectives

1. To set out the policy and administrative procedures for the Board members, staff and volunteers to undertake and disclose as part of the governance practices.
2. To ensure any Board members, staff and volunteers serving Ang Mo Kio - Thye Hua Kwan Hospital (the Hospital) will act in the best interest of the Hospital instead of any vested or personal interest or interest of the third parties.
3. To prevent conflict of interest and to safeguard the Board/ Hospital's integrity and accountability.

### Scope

This policy shall apply to the Board members, staff and volunteers being employed by the Hospital.

### Definition

Conflict of interest arises whenever the personal or professional interests of Board members, staff or volunteers interfere with the performance of their official duties or with their decision-making on matters related to the Hospital. Conflict of interest situations include those actual, potential or perceived. Conflict of interest situations may include but are not limited to those stipulated in the Conflict of Interest Situations.

### Policy and Procedures

1. The Conflict of Interest policy should be read and understood by all Board members, staff and/or volunteers upon the commencement of their term of office, employment, and/or volunteer service. Declarations of interests are required to be submitted upon assuming office, commencement of work or commencement of volunteer service. Any subsequent changes in personal or professional interests are to be declared. To ensure any Board members, staff and volunteers serving Ang Mo Kio - Thye Hua Kwan Hospital (the Hospital) will act in the best interest of the Hospital instead of any vested or personal interest or interest of the third parties.
2. To prevent conflict of interest and to safeguard the Board/ Hospital's integrity and accountability.
3. Transactions with parties with whom a conflicting interest exists may be permitted only if all of the following are observed:
  - a. The conflicting interest is to be fully disclosed;
  - b. The person with the conflict of interest is to abstain from the discussion, voting and approval of such a transaction;
  - c. Competitive bids or comparable valuations are to be obtained; and
  - d. The Board of Directors has determined that the transaction is in the best interest of the Company although there may be a conflict of interest.
4. The Board of Directors (excluding Board members with conflict of interest) shall determine whether a conflict exists and in the case of an existing conflict, whether the contemplated transaction may be authorised as just, fair and reasonable to the Company. The decision of the remaining Board members on these matters shall rest in their sole discretion, and their concern must be the welfare of the Company and the advancement of its purpose.
5. Any disclosure of interest made by Board members, staff or volunteers where they may be involved in potentially conflicting situations, must be recorded, filed and updated appropriately by all specified parties.
6. As Board members hold the ultimate responsibility and are always accountable to the public, they should uphold and maintain a standard of conduct such as the avoidance of conflict of interest to fulfil public trust responsibilities. Therefore, Board members must lead by example with an attitude and act of personal integrity.

## Conflict of Interest Situations

### 1. Contract with vendors

Where the Board/committee members, staff or volunteers have a personal interest in the business transactions or contracts that the Hospital may enter into, the interested party is required to declare such interest as soon as possible followed by abstention from discussion and decision-making on the matter (including voting on the transaction or contract).

All such discussion and evaluation should be made by the remaining committee members or relevant approving authority in arriving at the final decision.

Such transactions or contracts should always be recorded and filed.

### 2. Vested interest in other organisations that have dealings/relationship with the Hospital

Where Board/committee members, staff or volunteers who have a vested interest in other organisations that have dealings/relationship with the Hospital, and when matters involving the interests of both the Hospital and the other organisation are discussed, there should be a policy requiring a declaration of such interest and if necessary, followed by abstention from discussion and decision-making on such matters.

### 3. Joint ventures

The Board's approval should be sought before the Hospital enters into any joint venture with external parties. Where Board/committee members, staff or volunteers have an interest in such ventures, there should be a declaration of such interest and if necessary, followed by abstention from discussion and decision-making on the matter.

### 4. Recruitment of staff with close relationship

Recruitment of staff with close relationship (i.e. those who are more than just mere acquaintances) with current Board/committee members, staff or volunteers should go through the established human resource procedures for recruitment. The Board member, staff or volunteer should make a declaration of such relationships and should refrain from influencing any decision on the recruitment.

### 5. Remuneration

Board members and volunteers should serve without remuneration for their voluntary service to the Hospital so as to maintain the integrity of serving as a matter of public trust and community good instead of personal gain. However, the Hospital may reimburse Board members or volunteers for out-of-pocket expenses directly related to the service.

### 6. Paid staff on Board of Directors

Paid staff, including the executive head and senior staff employed by the Hospital, should not serve as a member of the Board as it can pose issues of conflict of interest and role conflicts, and may raise doubts relating to the integrity of the Board decisions. The executive head and senior staff can attend Board meetings, ex-officio, to provide information and facilitate necessary discussion but should not take part in the decision-making of the Board.

### 7. Major donors/representatives from major donor companies being on the Board of Directors

When a major donor/representative from a major donor company is also a Board member, potentially conflicting situations such as the following may arise:

#### a. Conflict of loyalty

The Board member may not have the overall best interests of the Hospital due to his/her vested interests/priorities. This may influence decisions relating to allocation of resources or setting the Hospital's directions. There may be particular programme areas the Board member is vested in and is biased towards.

#### b. Use of information to influence donor decision

Information accessible to the Board members may be used to influence donors' decision

allocations or to influence the corporation they represent. This may result in staff not highlighting certain issues for fear that the donation may be affected. Issues of transparency and disclosure can arise.

c. Pressure to release additional information to donor

The Board member may expect additional information from staff on how donations were used and the details of beneficiaries, etc.

d. Personal benefit/gain/recognition

The Board member may expect greater recognition for the financial support given than is usually the case. Staff may feel beholden to this Board member in case the donor relationship is threatened.

8. Others

- a. A Board member's organisation receives grant funding from the Hospital he/ she is serving.
- b. Prohibition on gifts, entertainment and other favours from any persons or entities which do or seek business with the Hospital.

## Whistle-Blowing Policy

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This Policy addresses the commitment of Ang Mo Kio - Thye Hua Kwan Hospital Ltd ("the Hospital") to integrity and ethical behaviour by helping to foster and maintain an environment where employees can act appropriately, without fear of retaliation.

To maintain these standards, the Hospital encourages its employees who have concerns about suspected serious misconduct or any breach or suspected breach of laws or regulations that may adversely impact the Hospital, to come forward and express these concerns without fear of punishment or unfair treatment.

### Scope of Whistle-Blowing Policy

1. Any activity or conduct or omission by an employee or officer of Ang Mo Kio - Thye Hua Kwan Hospital Ltd. To prevent conflict of interest and to safeguard the Board/ Hospital's integrity and accountability.
2. These will include but are not limited to:
  - a. Fraud or suspected fraud, theft and dishonest acts.
  - b. Profiteering as a result of insider knowledge.
  - c. Accepting or giving bribes.
  - d. Intimidation, discrimination or harassment of staff and other persons during the course of work.
  - e. Misappropriation of funds.
  - f. Disclosure of confidential information to outside parties.
  - g. Conflict of interest in business dealings with external parties.

### Channel and Structure for Whistle Blowing

1. Only disclosed reporting (i.e., disclosure where the whistle-blower identifies himself/ herself) will be handled and investigated.
2. The channels for reporting such concerns or matters shall be to the Audit Committee Chairman or members.
3. Any reports to the Audit Committee should be in writing addressed to the Chairman – Audit Committee, in a sealed envelope via the Head, Finance Officer or Chief Executive Officer.

4. The Audit Committee may appoint independent Committee or personnel to investigate or assist in reviewing the reported case.
5. Where the matter reported is proven to be fraud, misappropriation of funds or bribery, the Audit Committee shall report to the Board of Directors.

### Confidentiality of Whistle-Blower & Whistle-Blowee Identities

1. The whistle-blower's identity will be kept confidential unless required by the court or other regulatory authorities to disclose the identity.
2. The identity of the whistle-blower will be kept confidential until there is sufficient evidence to support that it is a genuine case.

### Protection for Whistle-Blower

1. The Hospital will not tolerate victimisation of the whistle-blower. Disciplinary action will be taken against those who victimise the whistle-blower.

### Protection for the Hospital & Whistle-Blower

1. Information pertaining to the whistle-blowing case will be kept confidential and restricted to the group of designated officers in charge of the investigation. This is to prevent unnecessary leakage of information which could result in potential legal suits if there is insufficient evidence to support the case.
2. The Hospital shall ensure that all whistle-blowers will not be convicted of any wrongdoing or unduly penalised until the case facts are proven to be genuine and sufficient evidence are in place to support the case.
3. Reporting with malicious intent shall not be tolerated.

## Policy on Volunteer Management

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The Volunteer Management Team has established protocols for volunteering at the Hospital which is guided by SOPs for Recruitment, Selection, Orientation, Training as well as Data Management. Application to volunteer opportunities will be channelled to the Volunteer Management Team who will conduct the selection process. Suitable volunteers will be invited for either in-person or phone interview before being deployed to the suitable programmes.

### Recruitment

The Hospital recruits volunteers through outreach programmes such as networking sessions; brochures/forms; the Hospital's website; publishing volunteering opportunities at NCSS and NVPC websites; reaching out to schools and companies for VIA and CSR projects; social media such as Instagram and Facebook.

### Interview

The Volunteer Management Team will interview all prospective volunteers to ascertain their skills, interests and attitudes. An overview of the Hospital's programmes, services, and volunteer opportunities will also be provided to the candidates. Successful volunteers may be required to attend orientation or training sessions where appropriate.

### Orientation and Training

A comprehensive orientation programme will be conducted to induct them to the hospital, prepare them with the basic knowledge and skills.

**Data Maintenance**

Volunteers’ data will be recorded, compiled, and kept for 5 years. The Hospital shall observe the strictest confidentiality in maintaining the database of volunteers in accordance with the Personal Data Protection Act of Singapore unless the volunteer has provided consent for collection, use or disclosure.

**Policy and Guidelines for Volunteers**

Volunteers shall contribute without expectation of financial or other form of remuneration from the Hospital and agree to follow all relevant protocols. They may be reimbursed for pre-approved expenses established by the respective departments. Volunteers are covered by insurance in accordance with the guidelines of the Hospital.

**Financial Management & Internal Controls**

Documented procedures are in place for financial matters in key areas including procurement procedures and controls, receipting, payment procedures and controls, and a system for the delegation of authority and limits of approval.



**Long Service**

AMK-THKH would like to thank the following staff who marked their service milestones with us in the past year. Their years of dedication and contributions have left an indelible mark in the hospital.

	NAME	DESIGNATION
<b>30 Years of Service</b>	Saraswathy d/o Manicam @ Low Hui Huay	Senior Health Attendant
<b>25 Years of Service</b>	Singodan Rangamal	Senior Health Attendant
<b>15 Years of Service</b>	Ong Poh Suan	Senior Administrative Assistant
	Garcia Mary Santiago	Therapy Support Associate
	Limoso David Dexter Valenzuela	Service Registrar
	Chong Yew Fei	Pharmacy Technician
	Paderes Mary Jane Legaspi	Staff Nurse
	Nor Melati Binte Ja’afar	Senior Administrative Assistant
<b>10 Years of Service</b>	Sahariffah Binte Shariff	Senior Therapy Assistant
	Unnikrishna Pillai Madhuprabha	Senior Staff Nurse
	Yee Wai Yei	Clinical Instructor
	Padilla Michelle Razo	Staff Nurse
	Bondoc Hiyasmin Flavier	Staff Nurse
	Fernandez Bethsaida Ouano	Staff Nurse
	Yong Kok Leong	Manager, Referrals & Admissions Office
	Chan Shi Yong	Social Work Assistant
<b>5 Years of Service</b>	Khoo Chai Ling	Medical Social Worker
	Axel Ang Kian Chew	Therapy Assistant
	Gwee Yuan	Physiotherapist
	Kendrick Teo Zhe Wei	Physiotherapist
	Neoh Han Wei	Senior Therapy Assistant
	Teo Zhen Yeow, Jason	Physiotherapist
	Minakshi Pandey	Director, Allied Health
	Terence Mok Wai Ming	Assistant Director, Mgt Info System
	Zeng Meilian	Director, Finance
	Low Sook Yee	Manager, Human Resource
	Tay Lee Leng	Assistant Manager, Human Resource
	Baskaran Surendran	Senior Registrar

5 Years of Service

Toffa Binte Zainalabidin	Pharmacy Technician
Rashidah Binte Mohamad Rais	Senior Staff Nurse
Sudha Aravindar	Senior Enrolled Nurse
Caringal Glenda Melaya	Healthcare Assistant
Fregil Mae Anne Rose Tabaque	Staff Nurse
Joanna Marie Bio Fangon	Staff Nurse
Ignacio Iveca Cale Villalon	Staff Nurse
Malbas Anafe Abalos	Staff Nurse
Baquial Katherine Lagang	Staff Nurse
Labayne Marshiele Ann Tejada	Healthcare Assistant
Loma Ma. Alona Perias	Staff Nurse
Longga Ma. Graciel Bongat	Enrolled Nurse
Signo Rizza Jane Ramos	Staff Nurse
Sri Melati Binte Kassim	Liaison Officer

Of these individuals, we would like to spotlight Singodan Rangamal for commemorating her silver jubilee, and Saraswathy d/o Manicam @ Low Hui Huay for three decades of stellar service with AMK-THKH. Both have been with the hospital even before it came under the Thye Hua Kwan Moral Society's management.

**Evon Cheong**  
Senior Nurse Manager  
Supervisor to SHA Saraswathy



**Saraswathy d/o Manicam**  
@ Low Hui Huay  
Senior Health Attendant

"Thanks, Aunt Sara, for your three decades of service, you have helped turn the ward into a nurturing and caring environment for our patients to recover!"

"My colleagues, family and friends who had supported me unconditionally for these past thirty years – you have brought joy to my days, and made me feel cherished. Thank you for all the opportunities I've been given and the chance to learn, grow and pursue my passions at work."

# Stories of Our People

## A STRATEGIST'S VISION

*"I knew that for the healthcare ecosystem to step up, it needed a seamless stepdown care, and we can make it happen."*

**Ardi S Hardjoe**

When Ardi Saban Hardjoe took over the reins at Ang Mo Kio – Thye Hua Kwan Hospital as Chief Executive Officer back in 2020, the institution was in a different shape than it is at present. Notably, the hospital's finances lacked acute management, and our strategic direction had yet to be charted.

Bringing with him close to twenty years in the healthcare, eldercare, disability and social service sectors, Ardi knew that the long-term sustainability of AMK-THKH required a balance of clinical progress and financial sustainability. Also an accredited social worker, Ardi has a deep understanding of how social factors can influence patients' care outcomes.

The vision of a seamless care for patients came to Ardi in his early days at the hospital. His experience as CEO of Thye Hua Kwan Nursing Home has given him insights of the need for making healthcare more accessible to patients with potential for rehabilitation. He is determined to bring to fruition a seamless stepdown care with multiple services to support patients' rehabilitation and recovery, spanning the hospital to the home and even the community.

Thus began AMK-THKH's revitalisation under Ardi's watch, with the earliest and most tangible outcome reflected by a turnaround in the finances – the hospital achieved financial sustainability in just three years of operations during his stint as CEO. The hospital has also maintained a healthy revenue stream and managed its liabilities with fiscal prudence since then.

As a tech-agnostic, Ardi advocates digitalisation and rehabilitative technology to improve organisational workflows and patient outcomes. Over the years, this has seen AMK-THKH adopt assistive technology in wound imaging and automated showering systems to improve patients' infection management. The hospital also implemented its Electronic Meals Ordering System

to significantly increase efficiency and convenience when patients order their meals.

Despite an often hectic schedule, Ardi would visit the wards and different offices at the hospital to talk to staff and understand the challenges of their work environments and operations. His wish for all employees at AMK-THKH is for them to thrive at the hospital and find their work purposeful, while being able to develop their capabilities, to be a better version of themselves. Quoting the late Steve Jobs, 'if you are working on something exciting that you really care about, you don't have to be pushed. The vision pulls you'.

With Ardi taking on the Chairmanship of the Thye Hua Kwan Moral Society in 2024, he looks forward to further synergising the different services to provide the community with greater access to health and social support.





## EMBRACING AND INSPIRING PERSONAL GROWTH

*“If I could offer my younger self advice, I’d have told him to be less inhibited and go with the flow – ‘you’ll have a support system to help you push through your initiatives’.”*

**Jason Lim**

Senior Speech Therapist Jason Lim joined Ang Mo Kio – Thye Hua Kwan Hospital in September 2018. In his six years of dedicated service, Jason has contributed his expertise and enhanced the field of speech therapy within the hospital and beyond.

Before joining AMK-THKH, Jason was a team lead in the neuro-rehabilitation department at Changi General Hospital, overseeing rehabilitation wards and providing outpatient care to stroke patients. At AMK-THKH, Jason quickly established himself as an initiator and important contributor. As a committee member of the stroke Centre of Excellence (COE), Jason has provided valuable insights during multi-disciplinary meetings, enhancing the holistic care plans for stroke patients. He is also the only speech therapist in our hospital to sit on the Singapore Dysphagia Diet Standardisation (SDDS) Committee, which sets national standards for diet and fluids terminologies.

His dedication to creating a unified approach to dysphagia management also led him to form the hospital’s Eat Safe SG Committee in 2022 along with the dietetics and nursing teams. This internal committee has been instrumental in implementing and maintaining high standards for safe eating and drinking practices across the institution.

Jason’s experience at AMK-THKH has been marked by a supportive environment that encourages innovation and flexibility. He appreciates the receptiveness to new ideas and support for implementing projects. Jason has gained confidence and a more holistic view of patient care, incorporating psycho-social factors and family dynamics into his practice. Seeing his growth on a personal level, he hopes to be able to contribute more at a departmental level, learning and working closely with the physiotherapists and occupational therapists to achieve even better patient care outcomes.

## AN UPLIFTING COLLEAGUE WITH A HEART FOR THE COMMUNITY

*“Personally, I come to work looking to improve the work environment for our staff, and in turn, I hope it would motivate my colleagues to do the same for their patients too.”*

**Elaine Low**

Human Resource Manager Elaine Low may just be one of the more familiar faces at AMK-THKH. Whether it is addressing enquiries at recruitment roadshows, sitting in the interview room with prospective hires, or negotiating a compensation package, many staff would have interacted with Elaine.

Elaine joined AMK-THKH in 2017, bringing with her over twenty years of experience in Human Resource, tapping into her work experience previously at a restructured hospital. As a mother of two school-going children, working at AMK-THKH also allows her to pick them up after working hours as their schools are near the hospital. She also has time to spend with her family and have dinners with them, testifying to the work-life balance that she advocates as a human resource practitioner.

Elaine notes the several changes and growth she has seen in the past seven years, including the establishment of AMK-THKH’s second Dialysis Centre, opening of the THK Family Clinic, and the improved allied health services.

Apart from the hospital’s trajectory, Elaine has also seen herself through some memorable projects and moments in her own career. These include working with a team of staff for mass overseas recruitment drives for nurses and healthcare assistants, following through with their successful onboarding, as well as working with the compensation and benefits team to develop competitive remuneration packages in line with several national exercises.

As a human resource practitioner in the healthcare industry, Elaine seeks ways to promote staff welfare and contribute to patient experience where she can. She has been involved in various committees throughout the years, such as the organising committee for Nurses Day, and she also volunteered to screen visitors at triage stations during the thick of COVID-19. “All of us should look forward to providing quality care and step into the shoes of the patients,” Elaine says.



Elaine encourages all staff to be resilient and agile to adapt to various changes from within and outside of AMK-THKH. “The good thing is, as a community hospital, we are more close-knit, and as HR we’ll do our best to look out for our staff’s interests.”

## A PILLAR OF DEDICATION AND PRIDE

*“There are few places where more good can be done for others than over here (in a community hospital).”*

**Dr. Surendran**

Dr. Baskaran Surendran’s role at AMK-THKH is an important and a multi-faceted one. A part of the hospital since May 2018, his daily responsibilities centres around direct patient care, where he oversees the ward, ensuring a smooth integration of services among nurses, therapists, and medical social workers. Additionally, he mentors junior doctors, dedicating his time and energy to nurture the next generation of medical professionals.

Beyond the confines of direct patient care, Dr. Surendran also contributes significantly to the hospital and in the broader healthcare industry. He has spearheaded quality improvement projects such as warfarin safety, and assists the Director of Medical Services in clinical policy-making and strategic planning. He is also the Chairman in the Medication Safety Quality Assurance Committees. His involvement in the stroke Centre of Excellence (COE) and his support for the THK Family Clinic underscore his commitment to advancing healthcare standards across multiple avenues in the hospital.

Outside of AMK-THKH, Dr. Surendran coordinates with external partners on referrals and co-management of patients, and extends his expertise to support medical services at the Thye Hua Kwan Nursing Home. For his exemplary service and commitment to delivering quality care in the hospital and the community, Dr. Surendran was conferred the Individual Award (Silver) at 2023 Community Care Excellence Awards by the Agency of Integrated Care (AIC).

For Dr. Surendran, witnessing the growth of his colleagues is a source of immense pride.

“I find immense satisfaction in teaching and mentoring, and seeing junior doctors rise through the ranks to become senior doctors. This progression, I believe, is a testament to the hospital’s robust training and development programmes.”

In his daily interactions, Dr. Surendran emphasises the importance of attentiveness and respect. By showing his



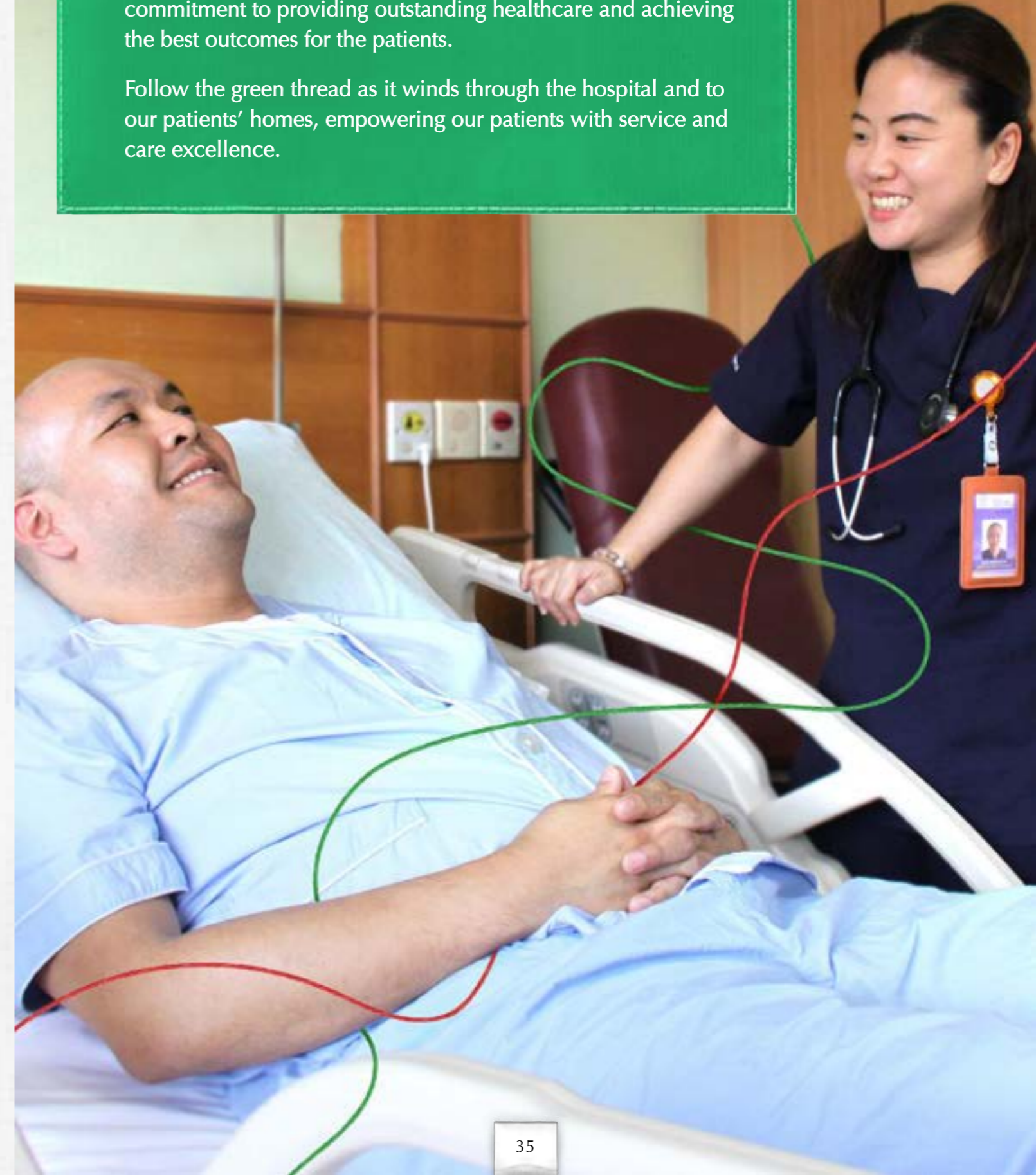
colleagues, patients, and their families the dignity they deserve, he contributes to a culture of compassion and empathy in the hospital. Dr. Surendran is moved by the opportunities working in a community hospital presents to make a difference for patients facing medical crises.

Reflecting on the major changes in AMK-THKH during his tenure, Dr. Surendran cites the COVID-19 pandemic as a pivotal challenge, alongside the commencement of the Transitional Care Facility (TCF), which has expanded the hospital’s capacity to deliver comprehensive care. However, he remains focused on the future, looking forward to the exciting developments on the horizon. He is particularly enthusiastic about the upcoming refurbishment of the hospital, which will enhance its functionality and further improve patient care.

## Tying Threads of Care

We now look back to AMK-THKH’s achievements on the clinical care and service front, tying in our team of physicians, allied health workers and nurses, and their **Professionalism** and commitment to providing outstanding healthcare and achieving the best outcomes for the patients.

Follow the green thread as it winds through the hospital and to our patients’ homes, empowering our patients with service and care excellence.



# Our Core Services at a Glance



## Inpatient Rehabilitation

Personalised care plans designed to help patients regain physical mobility. Rehabilitation services focus on those recovering from strokes, fractures, and other debilitating conditions.



## Stroke Care

Care for patients recovering from stroke including rehabilitation, hemiplegic shoulder care, caregiver education and ongoing support to enhance recovery and quality of life.



## Renal Care

Care for renal conditions including haemodialysis and peritoneal dialysis, as well as peritoneal dialysis training.



## Sub-Acute Care

Comprehensive medical care for patients with complex medical conditions that require a higher level of support and rehabilitation. This service is designed to cater to individuals who need intensive medical and therapeutic interventions to aid in their recovery and improve overall health outcomes.



## Non-Invasive Ventilatory Support Care

Support and management of patients with tracheostomy and home ventilators as well as non-invasive ventilation machines such as Bilevel Positive Pressure (BIPAP) and Continuous Positive Airway Pressure (CPAP).



## Chronic Sick Care

Provide ongoing maintenance and specialised nursing care for patients with complex and advanced chronic conditions including patients, such as those with tracheostomies needing regular suctioning or individuals with severe pressure ulcers.



## Wound Care

A wide spectrum of wound care for patients, ranging from acute post-surgical wounds to chronic vascular wounds. Our wound care-certified nurses are trained in surgical debridement and the use of various wound care products, including VAC dressing. Our goal is to accelerate healing and provide optimal comfort for our patients.

## Transitional Care Facility

The Transitional Care Facility (TCF) is a dedicated facility to support patients transitioning from public hospitals to long term-care options or awaiting nursing home placement. This service includes managing elderly patients who are clinically stable but have underlying chronic conditions or comorbidities, providing continuity of care until suitable arrangements are made.

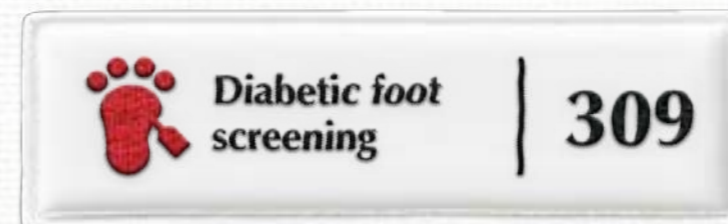
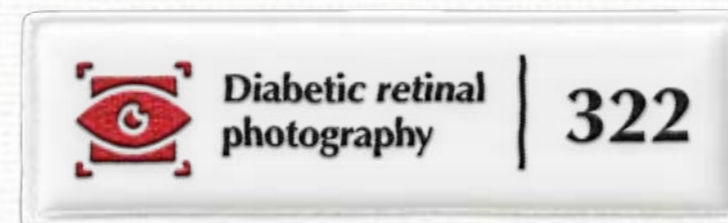


## Community Health Centre

The Community Health Centre (CHC) provides convenience to the community by offering diabetic health services such as the diabetic retinal photography and diabetic foot screening.

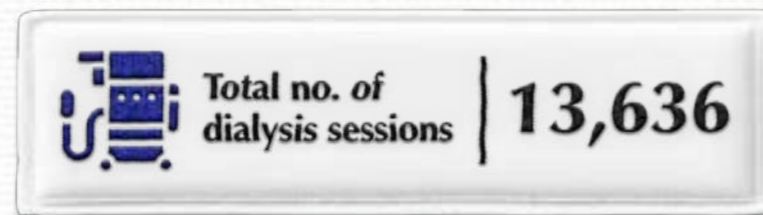
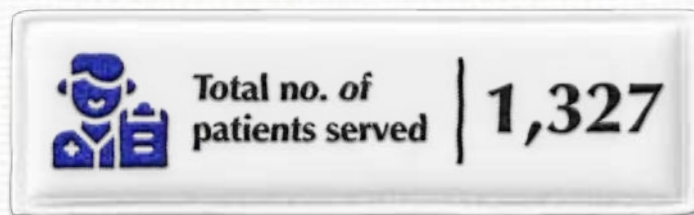
Patients can access these services by visiting their general practitioners to obtain a referral for these services.

The service operates on every Monday and Tuesday, and between 2023 and 2024, the Centre has partnered with 37 GP clinics that have referred 383 patients to us.



## Dialysis Centres

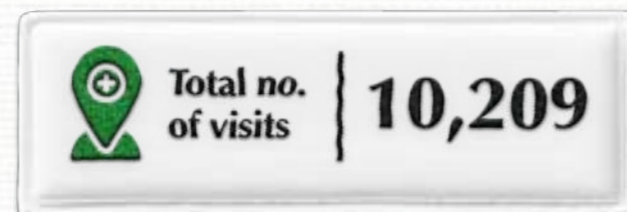
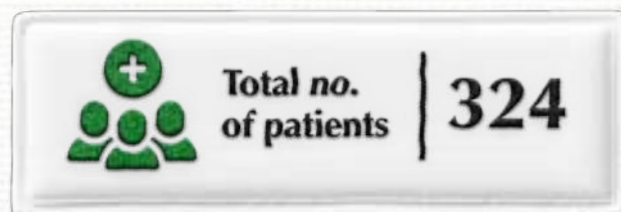
AMK-THKH's Dialysis Centre I is a pioneering facility offering comprehensive haemodialysis treatment within a community hospital setting. With the expansion and opening of Dialysis Centre II in July 2023, the two Dialysis Centres now house over 34 dialysis stations. Having served more than 1,300 patients in the last fiscal year, the additional capacity enables us to address the rising demand for dialysis.



## Day Rehabilitation Centre

The Day Rehabilitation Centre (DRC) caters to patients requiring continual rehabilitation after their discharge from the hospital.

The expansion of the therapy gym has increased the capacity of patients coming for rehabilitation on a daily basis. With a customised care plan for every patient, we aim to assist patients in regaining their independence and mobility for a smooth integration back into day-to-day life. Our team of physiotherapists, occupational therapists, speech therapists and dietitians provide a comprehensive range of services for patients suffering from a variety of medical conditions.

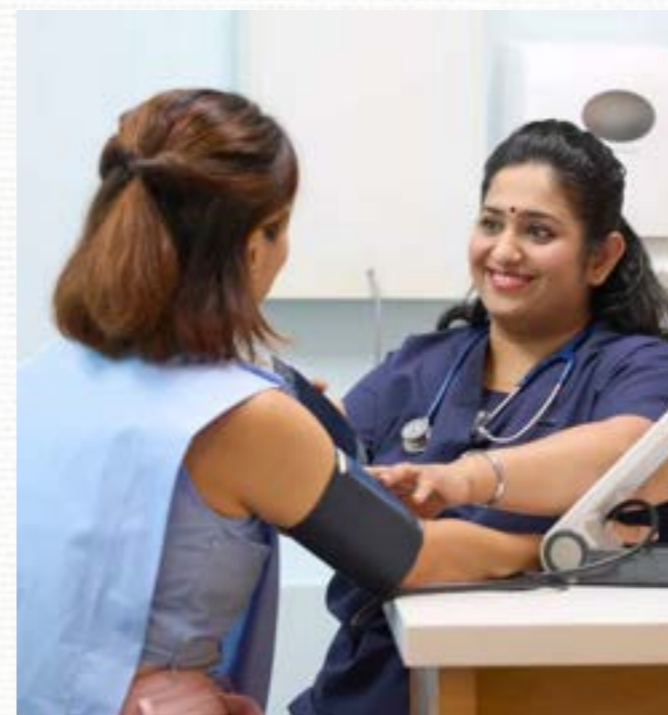
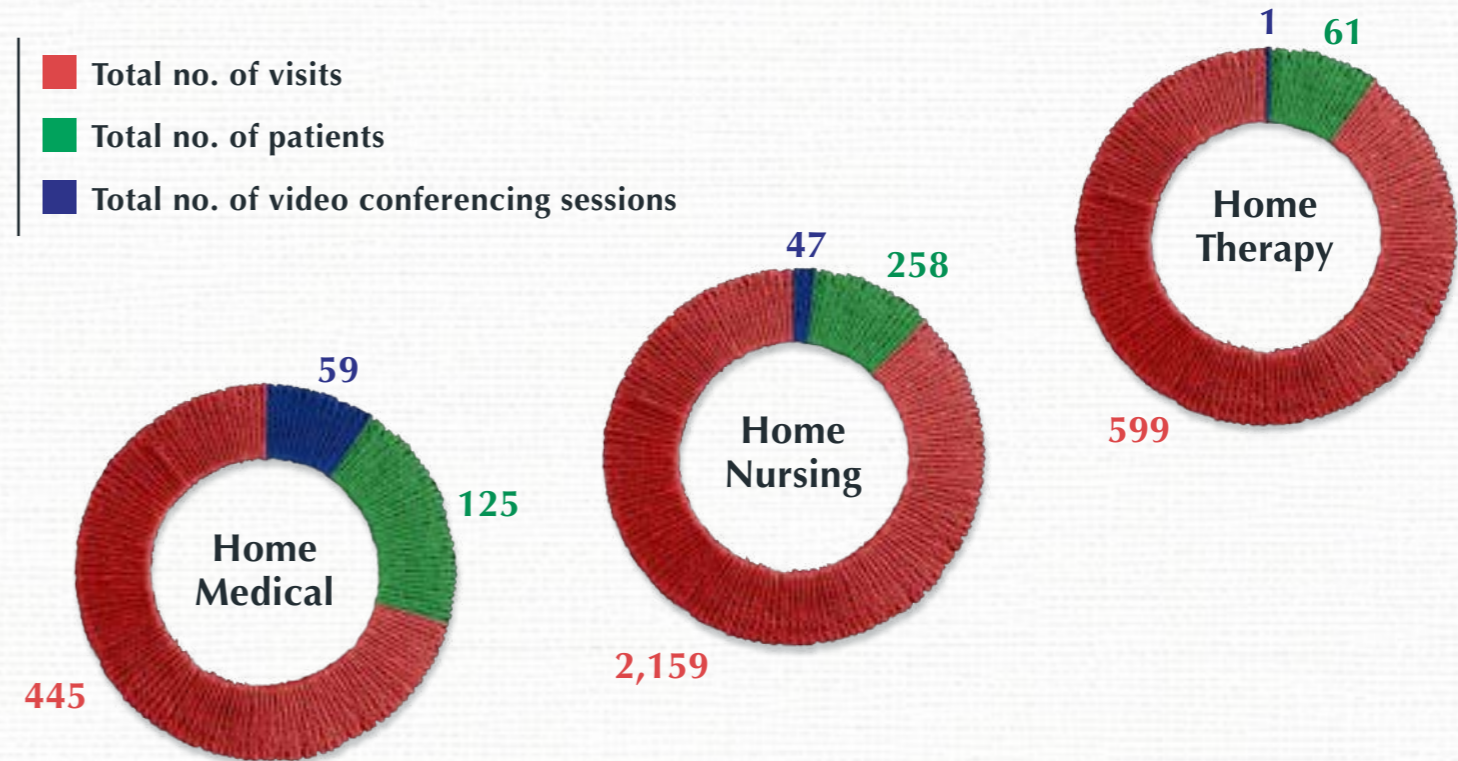


## Home Health Team

The Home Health Team is dedicated to providing comprehensive post-discharge home healthcare, as well as supporting patients in transitioning from hospital to home, and back to the community. To address patients' diverse needs, the team offers a wide range of services, such as wound management, medication management, physiotherapy, insertion of nasogastric tubes, and tube feeding.



- Total no. of visits
- Total no. of patients
- Total no. of video conferencing sessions



## Thye Hua Kwan Family Clinic

AMK-THKH opened the Thye Hua Kwan Family Clinic within the hospital premises in April 2024, taking over the former Chung Kiaw Family Practice. Offering a range of services including acute medical care, chronic disease management, vaccinations, and health screenings, the clinic is strategically positioned to provide medical attention for the community.

With extended operating hours and shorter wait times, patients can look forward to visiting a general practitioner more conveniently and accessing the hospital's services more seamlessly.

# Our Year's Accolades

## Singapore Health Quality Service Award

The Singapore Health Quality Service Awards (SHQSA) is a nationwide platform to honour outstanding healthcare professionals from across the healthcare sector who have delivered quality care and excellent patient experience.

AMK-THKH won a total of 162 awards in the 2023 edition of SHQSA, with 60 Gold, 88 Silver and 14 Star tier winners going to our allied health, medical services and nursing colleagues. At the ceremony, our award winners received a plaque from Senior Minister of State for Health Janil Puthucheary.



## Nurses Merit Award

Since 1976, the Nurses Merit Award (NMA) are given out to nurses who have displayed noteworthy and exceptional performance, participated in professional development, and contributed to uplifting the nursing profession.

For the 2023 edition of NMA, Nurse Manager Sister Elisa Buena Brillantes was nominated by AMK-THKH and selected by a panel at the Ministry of Health to

receive this honour. Sister Elisa has been with AMK-THKH for twenty years, and holds an Advanced Diploma in Gerontology Nursing. She was actively involved in setting up AMK-THKH's Community Health Centre, and leads the smooth and safe operation of the centre since its opening. She guides her colleagues and trains new staff at the Centre, and is a role model in delivering high standards of patient care. AMK-THKH is extremely proud of you, Elisa!

**Elisa Buena Brillantes**  
Nurse Manager, Ward 1



*"I began my journey as a Staff Nurse in AMK-THKH in June 2004, and worked towards my dream of becoming a competent and skilful nurse while providing for my family back in Philippines. I faced a lot of challenges and hardship especially when living alone and away from home. I was promoted to Nurse Manager which gave different skillsets such as overseeing all aspects of managing the ward and assuming accountability for other people's performance.*

*In the midst of COVID-19, I was appointed a Credential Trainer just as the hospital was embarking on the use of New Generation Electronic Medical Record (NGEMR). I was tasked to lead the NGEMR Team and in doing so, I developed the training materials and conducted training for the in-patient and Dialysis Centre's teams.*

*There were times when I felt like giving up with all the stress and pressure mounting on me. Fortunately, with the help and guidance from my Head of Department and colleagues, I was able to adapt well and enjoyed the journey I experienced. The training, life lessons and adversities have moulded me to become who I am today and I have found great career fulfilment."*

**"Your dedication to the call of duty is much respected and appreciated. We acknowledge the heroes among us. Congratulations, Elisa!"**

**Joanne Koh**  
Director of Nursing

## Community Care Manpower Development Award & Excellence Awards



From left to right: Zulasmira Binte Zulkifli, Rachel Tay Hui Qi, Ma Phyu Phyu Aung, and Dr. Baskaran Surendran.

The Community Care Manpower Development (CCMDA) & Excellence (CCEA) Awards are given out by the Agency of Integrated Care (AIC) to recognise and celebrate the outstanding achievements of individuals and organisations in the Community Care sector.

AMK-THKH is proud to support the training and development of our following staff who received the CCMDA:

- Zulasmira Binte Zulkifli (Medical Social Worker)
- Ma Phyu Phyu Aung (Senior Clinical Instructor)
- Rachel Tay Hui Qi (Occupational Therapist)

We also congratulate Senior Registrar Dr. Baskaran Surendran's achievement as he receives the CCEA, which celebrates outstanding individuals who have gone the extra mile in displaying exceptional service standards and made significant contributions in AMK-THKH and beyond.

## Allied Health Excellence

AMK-THKH had a good showing at the Allied Health Congress 2023, with three posters submitted and selected for display at the poster village by the Centre for Allied Health and Pharmacy Excellence (CAPE).

The following projects were spotlighted during the Congress:

- Documenting the effectiveness of Alter G (an anti-gravity treadmill) gait training to improve balance, lower limb strength and reduce falls among patients in AMK-THKH inpatient rehabilitation.

- Implementing inpatient work transformation initiatives to mitigate risk factors that attribute to therapy-related falls and skin associated injuries, and reduce the total number of unassisted falls by at least 50% year-on-year.
- Optimising the efficiency and accuracy of afternoon tea serving to improve the overall patient experience. This project was also selected for presentation at the Singapore Healthcare Management 2023 – Patient Experience.



# Making Progress in Renal Care Centre of Excellence

With the formalisation of AMK-THKH's renal care Centre of Excellence (COE), the hospital has embarked on an ongoing effort to provide greater accessibility to dialysis treatment for patients.

Since 2017, AMK-THKH became the first community hospital to provide an outpatient haemodialysis service. We further increased the haemodialysis capacity by 140% in July 2023, with the opening of Dialysis Centre II. Today, we have a total of 34 haemodialysis stations in our two Dialysis Centres.

**In 2023, AMK-THKH stepped up on expanding accessibility to peritoneal dialysis (PD) and building capabilities in this modality through the following two broad developments:**



## Piloting the Peritoneal Dialysis Home Support Programme



In 2023, AMK-THKH piloted the PD Home Support Programme with the support of Tan Tock Seng Hospital.

Patients would previously spend three to five days in the hospital for PD training and were then discharged home to continue dialysis on their own. Yet complications and infection risks to patients, such as fluid overload and peritonitis, are the highest in the first three months of a patient's PD journey.

Consequently, the short inpatient training, and limited support at home during this duration are often precipitations of a PD patient's poor outcome. The PD Home Support Programme is set up to support the patient's successful transition from conducting PD in the hospital to their own home while mitigating risk factors.

With the PD Home Support Programme, patients will receive continuous monitoring and support for the three months post-training. The Programme specifically handholds them to reinforce technique, infection control measures as well as educate them on wound and exit site care. On the longer horizon, the Programme aims to reduce the need for patients readmitting to the acute hospitals due to complications.

To date, the PD Home Support Programme has assisted a total of 60 patients in conducting PD at home.

## The PD Journey for AMK-THKH Patients

The PD Journey for AMK-THKH Patients		
Before 2023	Piloted in 2023 <i>The AMK-THKH PD Home Support Programme</i>	
3-5 Days	1 <sup>st</sup> Year since PD Training (Initiation Phase)	2 <sup>nd</sup> Year Onwards (Maintenance Phase)
PD training conducted on-site at AMK-THKH or by an external hospital.  Since 2023, this training is still conducted for patients taking up PD.	Up to ten routine visits by the Home Health Team, with more frequent visits during the first three months, to reinforce technique and ensure patients are coping well both physically and psychologically. Medical social workers may be activated to provide financial or psycho-social support.	Visits are tapered down to three times a year; patients are followed through by the Home Health Team to check on their well-being.
<i>Moving Ahead</i>		
Seamless PD service offered by AMK-THKH, with patients grouped for monitoring and support, and dedicated nursing staff to follow through every step of the patient's journey		

## Home Support Success – A Case Study of Mdm. Pek

*Mdm. Pek Goy Ching, 74, enrolled into AMK-THKH's Home Support Programme in February 2023.*

Her Programme started with ten visits by AMK-THKH's Home Health Team for one year, following her peritoneal dialysis training from an external hospital. Our team regularly checked on her technique, especially during her first three months in the Programme, to ensure that she was able to apply the learnings during her PD training in her home environment. They also monitored her fluid status, appetite, medication compliance and psychological well-being while on PD. Mdm. Pek was assessed to cope well during the initiation visits, and she confidently progressed to just three maintenance visits after the first year.

Even as she stays alone, Mdm. Pek is an independent and lively person, and she would do her walks in the neighbourhood to keep herself active and fight boredom. She became so confident that she even conducts her own dialysis exchanges while helping out at her sister's store at a shopping mall!

When Mdm. Pek experienced some fluid overload, it was the vigilance of the Home Health Team who discovered and rectified it by moderating the tonicity of her dialysis solution. The renal doctor also discussed with her to manage her schedule, and adjusted her timings for optimal PD.

Today, Mdm. Pek is coping well in spite of her condition. She remains cheerful and goes about her daily routine and has even celebrated Chinese New Year with her family.



*"I have done peritoneal dialysis on my own for almost two years now. It's a breeze and very convenient, so I don't need to trouble anyone."*

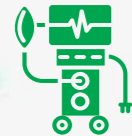
**Mdm. Pek Goy Ching**

## Moving Upstream in Peritoneal Dialysis Training

In 2023, AMK-THKH broke ground as the first and currently only community hospital in Singapore to provide PD training directly to patients, further supporting their journey as they pick up this dialysis modality.

Replicating the capability of an acute hospital, our staff can now train patients on the proper technique of PD through all phases – from preparation, connection,

draining and filling, as well as disconnection. Where such training used to be taken up entirely by restructured hospitals, the progress in capability allows them to devote resources to other acute cases. Currently, Ang Mo Kio – Thye Hua Kwan Hospital takes up PD training for about 40% of Tan Tock Seng Hospital’s patients.



### Haemodialysis at a Glance

Haemodialysis is a treatment to filter waste and water from the blood for kidney failure patients. Usually conducted in a dialysis centre, the patient remains hooked up to the dialysis machine for three hours for thrice a week. This means patients are required to travel to the centre, in order to receive the cleansing process to avoid fluid overload and other complications.



### Peritoneal Dialysis at a Glance

PD is an alternative treatment to haemodialysis which can be done at home. A special sterile fluid is introduced into the abdomen through a permanent tube placed in the peritoneal cavity. This fluid circulates through the abdomen to draw impurities from surround blood vessels in the peritoneum, which is drained from the body.



### Why Peritoneal Dialysis?

With six<sup>^</sup> new patients in Singapore diagnosed with kidney failure daily, accessibility to haemodialysis treatment has become a growing challenge as demand for dialysis stations increase and more manpower is needed to tend to patients on this modality.

The clinical benefits of PD include higher survival rates<sup>#</sup> and disease severity one tenth that of haemodialysis modality. From the patients’ perspective, they may look forward to an enhanced quality of life in terms of comfort, mobility and cost savings from less frequent travel to dialysis centres. Additionally, they are empowered to schedule and conduct their own dialysis at a place of their convenience.

At a national level, the shift towards a PD-preferred approach helps healthcare institutions manage renal diseases more optimally and inclusively. Efforts are being made to enable more renal patients to adopt PD, including those who may not be able to conduct PD on their own (such as nursing home residents or high-dependency patients). Such a shift in approach could also help healthcare institutions achieve sustainability in renal care, and resources could be channelled towards other critical healthcare needs.

<sup>^</sup># Based on the Singapore Renal Registry Annual Report

## Enlarging the Capability Pool in PD Training – A Case Study of Nurse Manager Ziling

A part of AMK-THKH since August in 2021, Nurse Manager Wang Ziling brings with her more than twenty years of experience in renal care. She has dedicated herself to the care of her patients, and has contributed much to advancing the hospital’s Centre of Excellence.

Ziling’s first hand with PD training was back in 2014, but she updated her training in May 2023 in line with the national direction towards PD-preferred renal disease management. She is also a member of the Singapore Society of Nephrology Committee. Today, she oversees the patients’ PD training at AMK-THKH and has trained about twenty patients in the past year.

Ziling observed that ironically, a few haemodialysis patients attributed their initial hesitation to taking up PD to inconvenience. They would prefer sitting down in the dialysis centre and having the nurse run the dialysis machine on them, rather than conduct the dialysis themselves. However, many patients soon appreciated the flexibility of the modality and the empowerment in their lifestyle since they adopted PD.

Recognising that patients have different communication and learning preferences, Ziling is part of a two-staff



team driving a train-the-trainer model of PD training at AMK-THKH. Recently, the pair have successfully trained a fellow nurse who is versed in Malay, and they plan to train a few more staff to attend to Tamil and dialect-speaking patients.

Ziling looks forward to building up the hospital’s capability in PD training, with more members of her team qualifying to do so in the next year.

*“The shift towards PD brings about a two-prong benefit not only to our patients, but to our staff too. They can pick up an additional skillset besides being trained in haemodialysis.”*

**Wang Ziling**  
Nurse Manager

## Moving Ahead

### Supporting Every Step of the Patient Journey

As AMK-THKH continues to build on its renal care Centre of Excellence, it looks to further support our patients in every step of their PD journey. PD patients are grouped for monitoring and support by dedicated nursing staff, an arrangement which provides them with logistical and psycho-social support as they transit from PD training to carrying out PD independently at home.

### Extending Peritoneal Dialysis Provision to THK Nursing Home

With no clear national standards on nursing home patients who can take on PD, and a lack of trained nurses in the homes who are able to administer such services, nursing home residents have been

conventionally excluded from PD services. This makes dialysis treatment less accessible to the residents, either due to the cost of transport, inconvenience, or frailty of travelling to the dialysis centre.

However, with the rise in dialysis patients in Thye Hua Kwan’s Nursing Home in the past few years, it becomes more viable in the long run that PD is also provided to the nursing homes.

AMK-THKH is laying the foundations for future nursing home capabilities as nurses from THK’s Nursing Home are sent to the hospital to take on PD training. With another Home to be built in 2025/26, we aim to progressively prototype such a service in our Nursing Homes and become a model for PD provision for the industry to benchmark.

# A Look Back to Our 2023 Stroke Centre of Excellence Achievements

Stroke is one of the leading causes of death in Singapore. One in six persons will suffer from a stroke in their lifetime<sup>1</sup> and the number is expected to climb with our ageing population and hectic lifestyle.

Over the years, AMK-THKH has cared for stroke patients and witnessed many who successfully reintegrated into the community after efficacious rehabilitation. We have demonstrated a steadfast end-to-end care for our patients from inpatient to outpatient stroke management.

Through our stroke Centre of Excellence, we aim to combine specialised stroke care with strong community collaboration so as to bridge the gap between post-acute hospital-based treatment and community-based rehabilitation. In the past year, we have done so through the following programmes:

## Targeted Patient Management

In November 2023, AMK-THKH took an essential step of cohorting stroke patients within a designated ward. This process allows a deep focus on stroke care by an experienced multi-disciplinary team and enhanced application of expertise for optimal care outcomes.

Equipped with a base of proficient clinicians, we have streamlined patient care and resource allocation, ensuring early detection, intervention and rehabilitation. Close monitoring of patients in this dedicated space has enabled early detection of complications and consistent application of care protocols. To date, more than 100 stroke patients have benefitted from the targeted rehabilitation services which have enhanced their functional outcomes, while reducing the risk of complications.

Detailed data on over 100 stroke patients was gathered throughout the year, playing a crucial role in supporting the establishment of comprehensive stroke care pathways and rehabilitation programmes. By gathering information on key aspects of patient care, we have been able to tailor our care plans more effectively. By leveraging the benefits of cohorting, we are able to facilitate focused and specialised care that contribute significantly to improving patient outcomes.



AMK-THKH also instituted weekly multi-disciplinary meetings, enabling our teams to review patient progress, assess the impact of care strategies, and make adjustments to treatment plans. This collaborative approach ensures that all aspects of patient care are continuously evaluated and optimised.

Cohorting stroke patients has also significantly enhanced communication and coordination among our multi-disciplinary teams. The improved synergy led to better management and education for both patients, their families and caregivers, with centralised data collection facilitating performance tracking and quality improvement.

## Building Our Nursing Capability

Running parallel with these efforts, we also concentrated on enhancing the capabilities of our nursing staff. In 2023, over 100 nurses underwent specialised training to build their skills in managing stroke complications and improving empathetic communication with patients and their caregivers.

The training programme was meticulously designed to address the complexities of stroke care and the handling of complications such as hemiplegic arms and the use of sequential compression pumps to

prevent Deep Vein Thrombosis (DVT). With input from our physiotherapists and occupational therapists, a holistic care pathway was developed for patients with hemiplegic arms, covering the recognition and management of early warning signs, prevention strategies, and rehabilitation techniques.

The training resulted in a significant improvement in nurses' ability to identify and manage hemiplegic arm cases, leading to more frequent early interventions.



A multi-disciplinary meeting in progress.

## Safe Feeding Training for Home Health

To ensure a smooth transition and value-added post-discharge support and care, we stepped up training for our Home Health Team so they can take on early discharge cases.

Our Home Health Team are often instrumental as stroke patients are discharged and transition into independent living. One aspect of this is the clinical skills to manage

patients requiring feeding assistance or modified diets post-discharge. Our speech therapy team conducted a hands-on safe feeding training including preparation of modified diets and fluids consistencies, as well as feeding techniques. 30 Home Health Team members were certified competent to safely support post-stroke patients with specific feeding needs.



<sup>1</sup>[Healthhub.sg/programmes/130/strokehub](https://www.healthhub.sg/programmes/130/strokehub)

## Stroke Self-Management Programme for Stroke Patients



Building on our comprehensive stroke care pathway, the AMK-THKH Care and Counselling team launched the Stroke Self-Management Programme (SSMP) in September 2023. This programme empowers stroke patients and caregivers with essential knowledge and skills for stroke prevention and management. It covers self-monitoring, recognising risk factors and symptoms, adopting healthy lifestyle habits, exploring alternative

therapies, and utilising community resources to build confidence and emotional resilience.

To date, a total of 7 patients and 4 caregivers have participated in the programme. 60% of participants reported experiencing an improvement in health status, attributing to their newly acquired knowledge and skills.

### The Path Ahead

Moving forward, our efforts will focus on developing a seamless care model by establishing a central hub to coordinate all AMK-THKH stroke services, encompassing both inpatient and outpatient care. We will also prioritise continuous staff development through mentorship and capacity-building programmes. To drive innovation in stroke treatment, rehabilitation, and technology, we will pursue active research collaborations with institutions like Singapore Institute of Technology and Rehabilitation Research Institute of Singapore. These initiatives aim to solidify AMK-THKH's position as a leading centre for stroke rehabilitation.

## Continuous Upskilling – A Common Thread in Our Clinical Care

Whether it is expanding the pool of nurses trained in peritoneal dialysis, or training the Home Health Team in safe feeding, AMK-THKH is focused on building its staff capabilities through various avenues, such as overseas exchanges and collaborations with other healthcare institutions.

Seeing to Singapore's imminent Silver Tsunami, AMK-THKH sent two staff representatives to Zurich, Switzerland and Fukuoka, Japan each to understand the healthcare approaches adopted by both jurisdictions to tackle their ageing population.

Our staff got to understand how Switzerland's approach varies across its 26 different cantons, while grasping the challenges that the city of Fukuoka, and Japan, encountered in implanting such their care system. The learning was shared with the various professional groups to encourage innovation and application to spur continuous improvement.



### Seamless Continuity of Care: Collaboration with Singapore General Hospital on Central Venous Catheter Nursing Care

In August 2023, AMK-THKH and Singapore General Hospital (SGH) collaborated on improving the nursing care of patients with central venous catheter (CVC) at AMK-THKH.

A central venous catheter is a thin tube inserted into a vein, typically near the collarbone, to deliver fluids, medications, and blood products. The collaboration aimed to enhance the knowledge and skills of AMK-THKH nurses in managing patients with CVC, ultimately ensuring a smooth continuity of care for patients from SGH to AMK-THKH.

Through collaborative efforts, nurse educators from both hospitals designed training and sharing sessions specifically tailored for AMK-THKH's nurses in November 2023. These sessions focused on aligning our hospital protocols with SGH's recommended best practices, ensuring standardised and effective CVC care across both institutions. Additionally, training materials were developed to address the specific needs and learning preferences of our nurses.

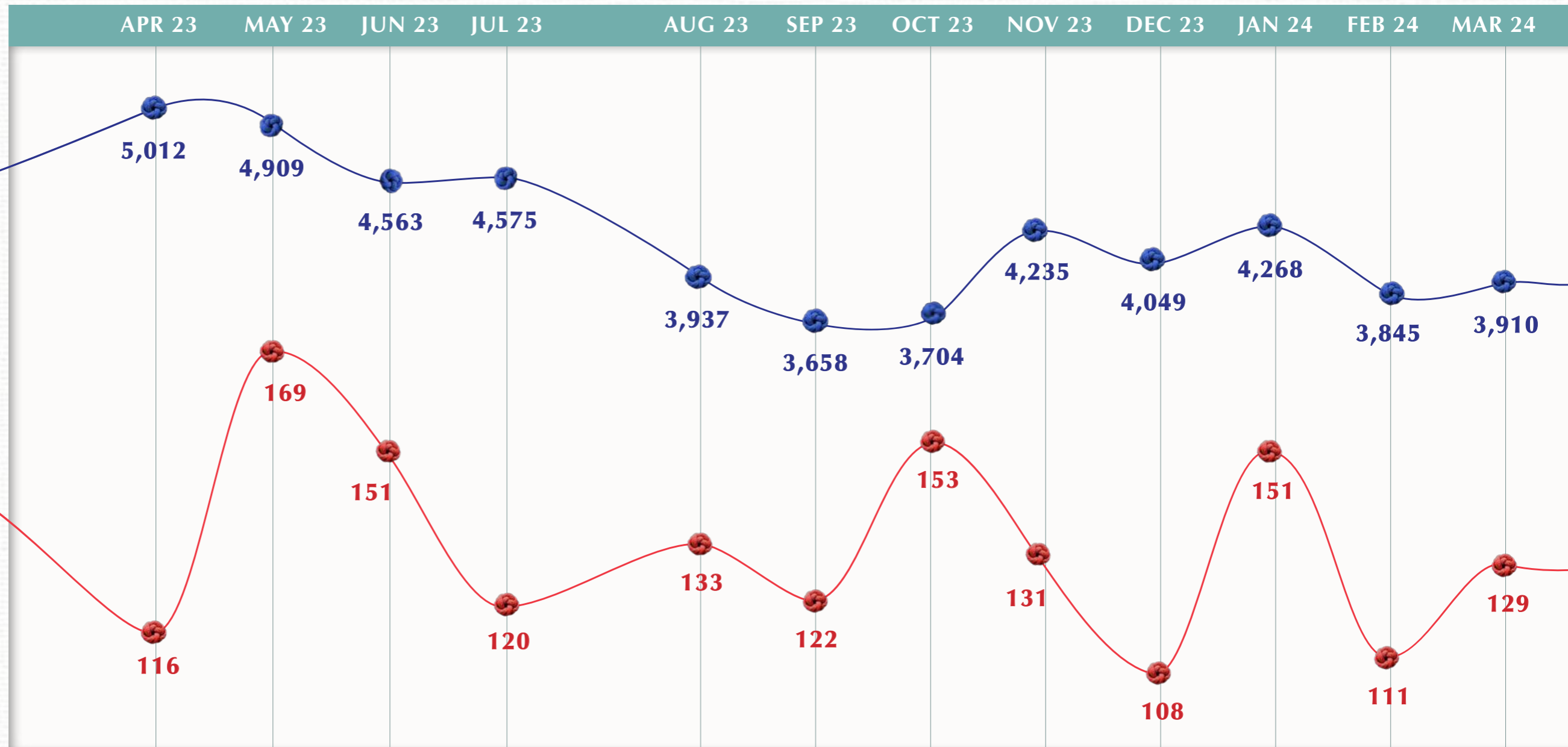
In December 2023, AMK-THKH's nursing staff were ready to accept patients with CVC, thus marking the successful completion of the collaboration and underscoring the commitment of both hospitals to providing high-quality care to patients with complex medical needs.



# Facts & Figures

## No. of Inpatient Days

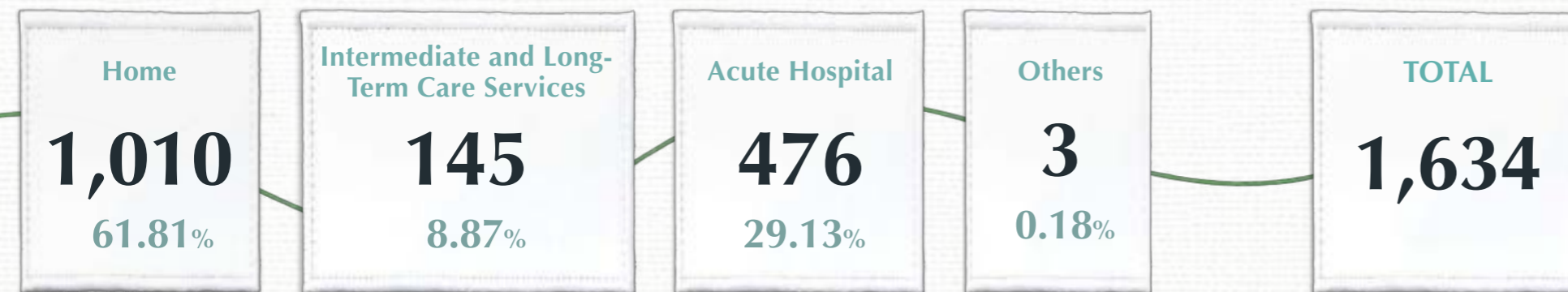
TOTAL - 50,665



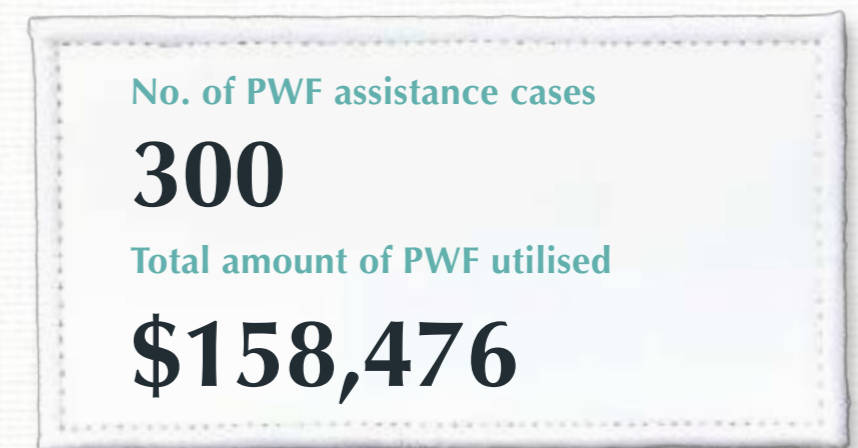
## No. of Admissions

TOTAL - 1,594

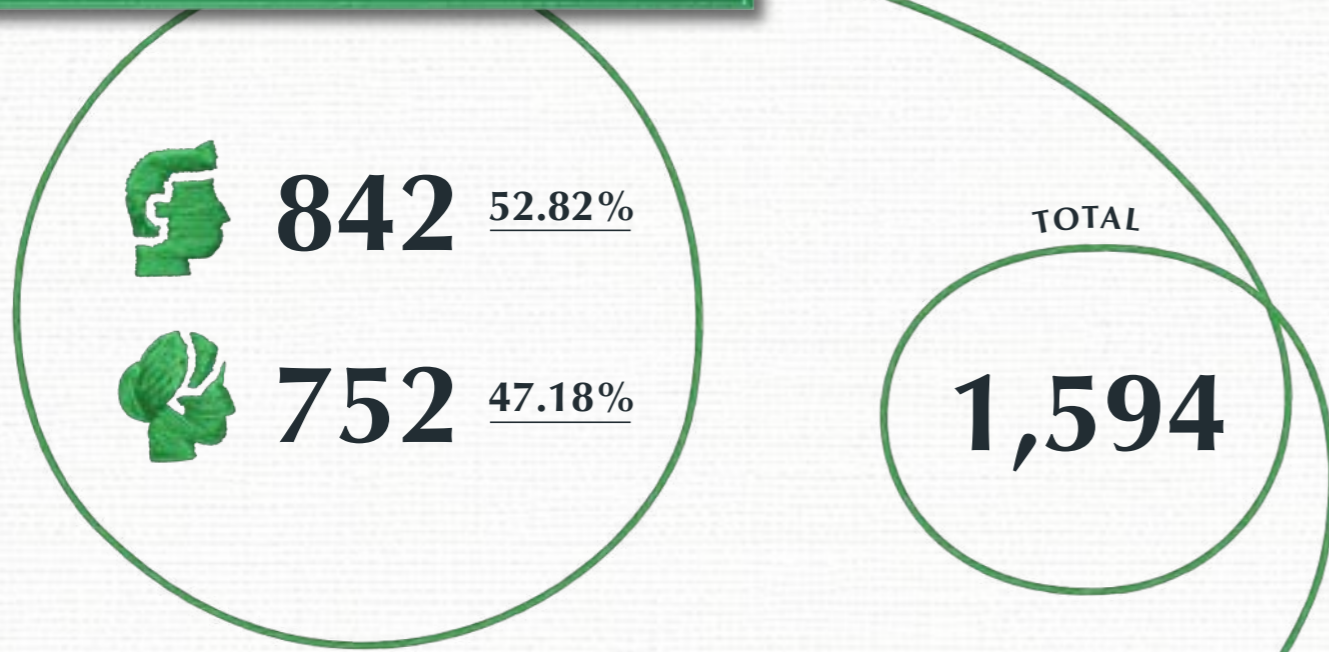
## No. of Discharge Destinations



## Patient Welfare Fund



TOTAL NO. OF PATIENTS (BY GENDER)

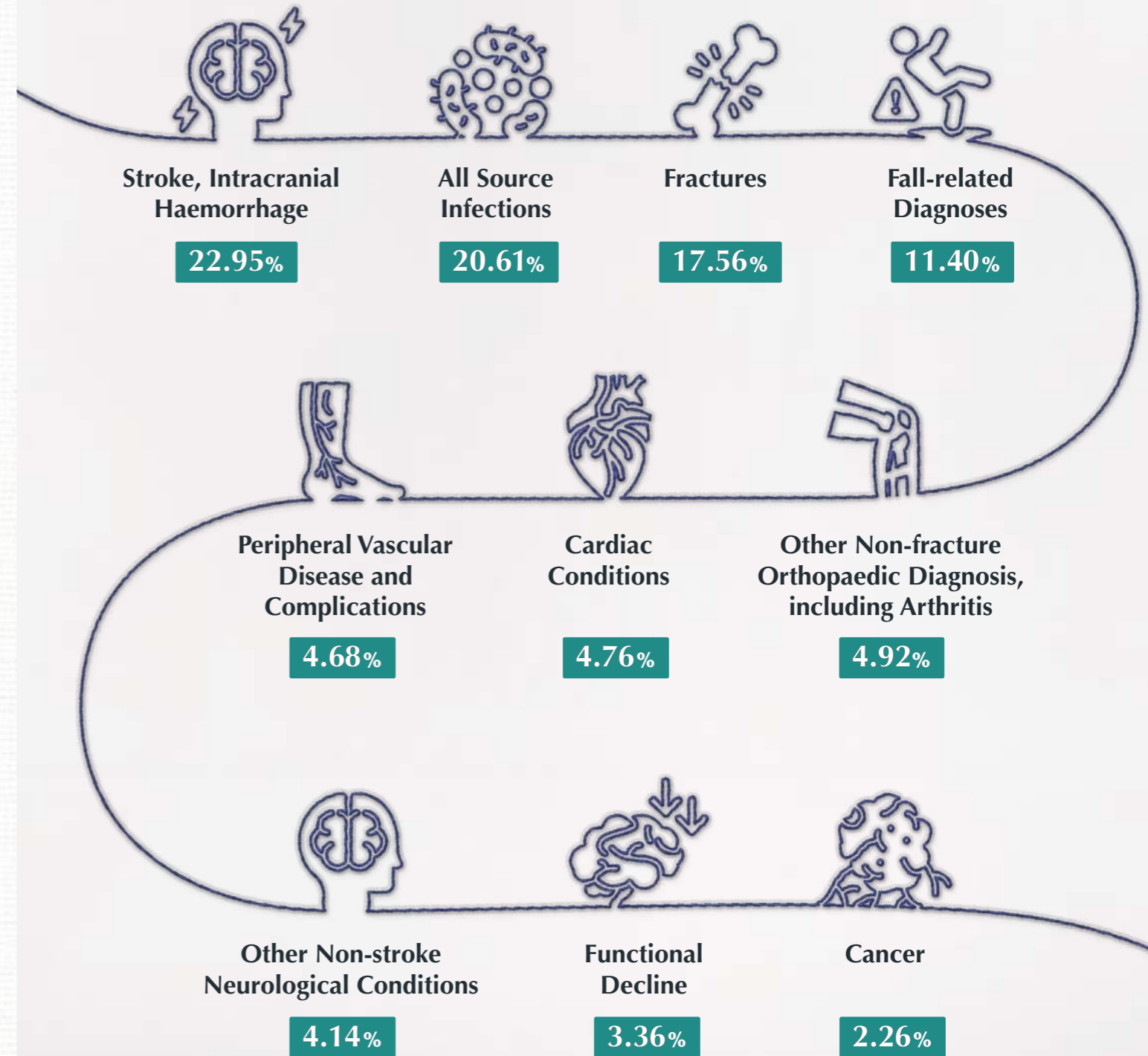


# Inpatient Numbers

TOTAL NO. OF PATIENTS (BY AGE)



# Top 10 Medical Conditions



## Stringing Together Our Patients with Our People

The blue thread joins the story, and finds its way to our core – our patients – connecting them together with strength and support from our competent hospital administration, our cohesive clinical team of doctors, nurses, allied health professionals and even our administrative and operational staff.

As the people at AMK-THKH collaborate to craft personalised treatments prioritising our patients' recovery, the thread also imbues our value of **Empathy**, serving them with open, personal communication as well as utmost compassion.



## Remembering Our Patient, the Late Mr. Ravi

*“Nothing is ever really lost to us as long as we remember it.”*

**L.M. Montgomery**

Following a diffused axonal injury and other serious orthopaedic injuries from a biking accident in 2021, the late Mr. Krishnasamy Ravendran (Ravi) was transferred to AMK-THKH in April that year. After two and a half months of treatment at the hospital, Mr. Ravi was discharged from the ward and became an outpatient in the hospital.

During that time, Mr. Ravi's recovery astonished those around him, including his wife, Mdm. Chandra Mallika, who noted that he was nurtured from a point of immobility “to where he was almost independent in terms of his movements”. On the other hand, the doctor assigned to the case, Dr. Baskaran Surendran recalled vividly that Mr. Ravi had been on tube feeding and not tasted food for months. Upon learning that Mr. Ravi loved Rawa Thosai with lentil curry, and after checking with a speech therapist that it was safe for Mr. Ravi to consume soft diet, Dr. Surendran went out at lunch to get his favourite dish from Komala Villa. Dr. Surendran could fondly remember that Mr. Ravi cried in joy when he finally tasted food again, just like he used to.

As Mr. Ravi progressively regained his mobility, he also looked forward to his twice-weekly physical rehabilitations, as his interactions with the physiotherapists provided him with psycho-social engagement. Mdm. Chandra gave special mentions to “[Physiotherapists] Gina and Connie for all their patience and deep care” to Mr. Ravi, and to “[Senior Administrative Assistant] Frances, for her very positive attitude and patience in accommodating my requests for changes in appointments due to conflicting hospital visits,” pointing out that the staff has become like a family to him.

Turning from anguish and anxiety to embracing physical rehabilitation and mental rejuvenation, Mr. Ravi demonstrates the possibilities when our team of hospital staff from different disciplines and functions collaborate on a patient's recovery, so much so that the patient becomes just like our family. Sadly, Mr.



Ravi passed away in November 2023 due to other complications with his health. While we share the grief with the family, Mr. Ravi's story continues in Mdm. Chandra and her giving back to the hospital. This story could be found later in the Annual Report under Our Interwoven Milestones.

## Tales of Resilience from Our Patients

With support from our donors, the community and our healthcare workers, the patients at AMK-THKH have managed to recover while overcoming several odds. In this report, we spotlight a few individuals whose stories of resilience and success have left an indelible impression on us.

### Mr. Zainal Bin Kamarudin

Mr. Zainal, 67, was admitted to AMK-THKH in June 2022. Zainal has been unemployed since 2018, having previously worked as a Traditional Chinese Medicine (TCM) therapist in Malaysia until his declining health necessitated his return to Singapore for medical treatment and rehabilitation for multifactorial shortness of breath.

For Zainal, improving his strength was his utmost objective so that he could lessen his dependency on his caregiver and spouse, Hasenah, who reduced her workload significantly to care for him full-time. Together, they reside in a 1-room HDB rental flat.

Our medical and allied health team devised a treatment plan for Zainal to receive extensive training on activities of daily living by the occupational therapists as well as sessions with physiotherapists to educate him on ways to cope and modify activities living with chronic obstructive pulmonary disease and to improve endurance and activity tolerance.

Zainal and Hasenah rely on monthly CPF payouts of \$400 and a \$200 Home Caregiving Grant, with his wife unable to earn a regular income due to her caregiving responsibilities. Already living a frugal lifestyle, they were worried about the bills incurred during their stay at the hospital. Thankfully, our Medical Social Worker (MSW) team counselled Zainal and his wife on financial management and emotional health, and aided the co-payment of the a specialised foam mattress for his bed to provide pressure relief and additional support.

Through the strong support of our medical team and therapists, Zainal has been discharged safely as Hasenah continues their journey together.

### Mdm. Lim Cheng Boy

Mdm. Lim suffers from a longstanding lower limb weakness in both legs and experienced 25 recurring falls in 2023. Although a plan was arranged for Mdm. Lim to be placed at a psychiatric nursing home, such waitlists can be indefinite.

It was during her stay at our Transitional Care Facility (TCF) at AMK-THKH for 288 days where Mdm. Lim experienced a support system that she would remember dearly. She received maintenance rehabilitation by the TCF team and improved her functioning during that period, so much so that she offered to give up her bed space so that other patients could benefit from the facility. Yet having lived alone in a 1-room HDB flat with no caregiver, the risk of another recurring fall was not to be ignored. Our TCF team counselled and convinced Mdm. Lim to continue her stay at the facility until she received her nursing home placement.

Throughout her stay, Mdm. Lim participated in the weekly volunteer programme to keep herself occupied. The team also facilitated MediFund assistance for her outstanding hospital bills, as well as PWF assistance to cover the ambulance fees she incurred, amounting close to \$1500. Additionally, the MSW team provided Mdm. Lim with a donated wheelchair for her son to take her to medical appointments.

After a re-discussion between the MSW team and the Agency of Integrated Care (AIC), Mdm. Lim was re-assessed and right-sighted from a psychiatric nursing home to a dementia nursing home. She was eventually discharged from AMK-THKH to Lentor Health Nursing Home (MacPherson) where she will continue to receive long-term care.

## Compliments from Our Patients and Families

We would like to compliment [Home Health Team] nurse Yu Qing from AMK-THKH. She has been most dedicated and patient when she visits my father. We are much relieved to have her service as she drops by diligently every month providing medical assistance to my family. She is instrumental in helping us link up with the social worker when our helper indicated that she wished to go for home leave. With Yu Qing's help, we are greatly assured and are able to look into the different options that we could exercise. We are very grateful to nurse Yu Qing for her dedication and professionalism shown.

**Ms. Ong Boon Leng**  
 Daughter of patient  
**Mr. Ong Low Sit**

I have enjoyed my therapy sessions with Emily. She is a very responsible therapist and brought my health back over two months. Not only does she do her job well, she is good at consoling the needy and sad patients. In all she is an excellent staff.

I have been comforted in my stay here in the hospital. The nurses were specially helpful to my needs, putting names to mention: Healthcare Assistant May Zaw, Senior Nurse Gretchen, Senior Nurse Lorrelyn and Healthcare Assistant Christine. I thank them from the bottom of my heart for taking good care of me.

**Mr. Chu Youk Onn**  
 Patient of AMK-THKH

My mum, Mdm. Tan Ah Arr, had a fall and was admitted to AMK-THKH to recuperate for the period 7 November to 20 December 2023. She was in Wards 1331 and 1635. She has dementia and we are sure it must have been most tiring for the frontline staff to cater to her needs. For that, we wish to say a big "Thank You" to these staff. Unfortunately there are too many of them for us to be specific as to who they are. During that period, we also received a lot of support from staff across other departments like physio and social services. We are most grateful for their dedication and the effort they have put in caring for our mum. The physio staff interacted and cajoled mum to do the exercises. They are most cheerful and patient in connecting with mum. We can see that the job is physically demanding and difficult; so thanks a lot!

We also wish to register our appreciation to Betty Kong from Social Services for drawing our attention to some government schemes which my mum could tap on. We have just received approval for 2 schemes from AIC. The funds are indeed timely because we had to engage a helper for mum before she could discharge. The extra funds will most certainly ease our financial commitments as we are retirees. Our mum is 92, so we are also very old! **Without Betty, we are clueless and have no idea what schemes are available to us. A very big "thank you" to her for assisting us!** All in all, we are truly grateful for the care which my mum enjoyed during her recuperation at AMK-THKH!

**Mdm. Lucy Lee Hui Noi**  
 Daughter of Mdm. Tan

My father, Mr. Goh Poey Tiang, was admitted to the hospital on 19 June 2023 (Ward 1111).

The original long term care plan was to fetch my father home after when my new maid arrived. In mid-July, we came to the realisation that my father's mobility is an issue (before warding to AMK-THKH, my father was still able to walk very slowly at home) In addition, my new maid is nowhere in place. I am an only child, married with 2 schooling children. My mother is 75 years old and has been staying with my father, being his caregiver. Given above situation, we anticipated the following challenges with the original long term care plan. (1) With one dedicated helper, he/she will not be able to transfer my father at all times from bed to chair and either way. At AMK-THKH, most of times, I witnessed two nurses help my father with the transfers. (2) My mother will be too old to work along with the helper to assist with the transfer (3) Any helper is just like us, an employee of a company. When we are not satisfied with the job or if there are domestic matters that creep up, we will just serve our employer the required notice period. Given our situation, it will be very stressful for the family to handle the attrition rate with these challenges concurrently.

This is where, we decided to change our plan to send our father to a nursing home through the help of the social worker. Betty was assigned to be our POC since 18 July 2023. **Betty had been very diligent in understanding our background, why we needed AIC's support to support our case.** Betty is young and relatively new to her job. Given her background, her exposure may not be as extensive. Nevertheless, Betty has been prompt in following up and working with me patiently and closely on how we could get AIC's support. The two weeks application journey had been mentally very stressful for me and my mother. Betty stayed by me and worked on it throughout. For someone like Betty who has strong follow up skills, ready to listen and understand a case background, diligently doing her checks, these skills are not transferrable. While I have thanked Betty many times for her help, I need to let the management know, you have a gem worker.

**Mdm. Doreen Goh**  
 Daughter of Mrs. Goh

To the angels from Ward 1 West Wing (including physiotherapist, occupational therapist and the speech therapist team). Thank you for the healing touch. Your dedication meant a lot to my family during this difficult time. My mum wouldn't have made such a great improvement without your excellent care. To the team providing caregiver training, appreciate the time and effort invested to ensure we are qualified and most ready to bring her home. It really made a difference. To Kendrick Teo, even though you have been reassigned to the care group of other beds, your genuine compassion and empathy truly stands out. Your casual chats and words of reassurance provided much needed solace during moments of distress. Your attention to detail and careful approach in every aspect were truly remarkable. Thank you for the patience and going above and beyond during each and every therapy. Lastly, thank you all from the bottom of my heart.

**Ms. April**  
 Daughter of patient  
**Ms. Chew Ah Fong**

## Lifting Barriers to Assistance – A Spotlight on Our Medical Social Workers

Having been singled out by a few compliments, one might be curious of the work of Betty Kong and AMK-THKH's Medical Social Workers in general. In reality, they play just as crucial a part in uplifting patients' experience during their stay at the hospital.

Their responsibilities could range from providing psycho-social care and support to patients and caregivers during the onset of their illness, to reducing their anxiety and stress, assessing the patients and families' finances and sourcing for financial assistance, as well as facilitating the patients' discharge and care-planning as they transition to their home or the community.

For Betty, who has joined AMK-THKH for over a year, she observes that very frequently, patients and caregivers' ability to think rationally are impeded by the onset of illness – not only are they concerned with coping with

the illness financially, they also lack the information on the kinds of financial schemes and community services that are available to them. As the compliments revealed, the circumstances that the families encountered were often stressful and complex.

With that consideration in mind, Betty exercises empathy in her interactions with patients and focuses on seeking financial support with priority, noting that families would be more receptive to other advice once their financial concerns are allayed. "By being able to provide our patients with the practical support of easing their financial burden, they can then be in a better mental state to think about other aspects of their care," she says.

For making patients' stay as stress-less and shining the path towards hope and help in the community, we appreciate Betty Kong and our medical social workers.



*“When barriers to help are removed, and resources and aid are made accessible, patients and caregivers will feel less frustrated. They become more open-minded to work with our care team towards their discharge.”*

**Betty Kong**  
Medical Social Worker



## Stringing Together Our Community

Through our dedicated efforts in outreach, our hospital endeavours to impact the wider community and the care ecosystem, bringing in even more faces and facets to our story. The yellow thread finally comes into picture, twining our people, patients and partners to form one reinforced, multi-coloured thread.

Our keenness on **Collaboration** draws on our collective strengths to enhance patient experience and provide well-rounded care for the community.

# Community Engagement

## Our Volunteers

Our volunteer programme is demonstrative of the hospital's efforts to provide therapeutic and psychosocial support for our patients. Volunteers from all walks of life join us in activities ranging from calligraphy, gardening, craftwork, taichi exercise to animal therapy.

### Key Highlights



New volunteers who came on board our programme in 2023/24

167



Active volunteers

115



Hours in volunteering contributed to patients

> 480

## Integrated Rehabilitation Programme (IRP)

Together with our therapy assistants, our volunteers facilitate a range of activities as part of the Integrated Rehabilitation Programme (IRP) on a daily basis. This programme encourages patients to get up from their beds to participate in activities which improve their motor skills and provide cognitive stimulation. At the same time, the activities provide an environment for social interaction – a welcomed distraction from the low mood of being away from home. In the words of one appreciative patient, "I enjoy this activity very much because I can talk to other patients. If not, the hospital is so boring."



## Support from the Neighbourhood: Nail Cutting Service

From September 2023, two lovely staff from D'Nails Artist, a nail salon based in the Yio Chu Kang vicinity began providing professional nail cutting service on a monthly basis for our patients. This has helped many patients maintain good hygiene with clean nails, comfort and reduced their risk of infection. Proper nail care helps prevent ingrown toenails, a painful condition that can lead to complications. This initiative highlights a hospital and community collaboration which tapped into local resources to enhance patient care.

## Activating Corporate Volunteerism

Besides connecting individual volunteers, our hospital also collaborated with 15 unique educational institutions and explored volunteering initiatives with 28 diverse corporate partners.



### SPACElogic Partnership

SPACElogic, a multi-disciplinary design and build company, formed a partnership with AMK-THKH that exemplifies the power of corporate social responsibility. This collaboration not only enhanced the hospital's physical environment but also significantly deepened our engagement with the community.

An outcome of this partnership was the creation of a striking mural that encapsulates AMK-THKH's unwavering commitment to patient care and community well-being. The mural, unveiled by our Guest-of-Honour, Member of Parliament for Yio Chu Kang SMC, Mr. Yip Hon Weng, alongside our CEO Ardi Hardjoe, serves as a powerful visual representation of our hospital's milestones and achievements. This project, which included a

comprehensive refresh of our donor and recognition walls, created a striking showcase of our hospital's accomplishments to donors, corporate partners, and the wider community.

Beyond the mural, SPACElogic's dedicated team of 27 volunteers contributed a total of 56 hours to enhancing the hospital's environment through the installation of new signages and notice boards. This project notably enhanced grounds navigation and reduced wayfinding inquiries. Moreover, SPACElogic volunteers actively engaged with our patients through our Integrated Rehabilitation Programme (IRP), providing essential support and befriending. These combined efforts demonstrated the positive impact of skilled volunteerism and avenues for collaboration with the corporate sector.

### BNP Paribas Volunteer Efforts

Another exemplary corporate volunteer group, BNP Paribas made a significant impact through participating in our music therapy sessions and games day. The sing-along led by BNP volunteers uplifted patients' mood and brought joy and laughter. On games day, volunteers facilitated various activities, including board games and puzzles. From a different but significant angle, BNP Paribas also facilitated a workshop on Design Thinking to upskill our staff. BNP Paribas has shown that corporate volunteerism can bring cheer directly to patients, and contribute by uplifting the professional capability of our staff.



## Staff Appreciation

### Dog-Assisted Therapy Assessment (DATA)

Our occupational therapists have been collaborating with the Singapore Institute of Technology (SIT) to develop a comprehensive Dog-Assisted Therapy Assessment (DATA) tool to enhance our existing Animal-Assisted Therapy (AAT) programmes. DATA, evaluates factors like patient mood, engagement, and motor skill improvement, providing a more holistic picture of treatment effectiveness. Our research into developing the DATA tool was recognised and presented at The Asian Conference on the Social Sciences on May 2023, highlighting the importance of our work in advancing AAT practices. With anticipated completion of the final phase of improvement by the end of 2024, the AAT programme may be further optimised.



### AAT at AMK-THKH – a Thera-paw-tic Experience

AMK-THKH conducts sessions every month for our patients to interact with our unique cat and dog “volunteers”. These furry friends are assessed for their temperament and comfort in the midst of other humans. They are also required to be well-groomed and sociable with other pets. Together with their human volunteer counterparts, our cats and dogs aim to foster social engagement, elevate their mood and provide emotional therapy during their stay at the hospital.



### Gesture of Thanks from Our Community

In a heartfelt gesture of gratitude, over 100 hand-painted keychains were presented by Yio Chu Kang View Residents’ Network volunteers to our hospital. This “Act of Giving” initiative to honour the unwavering dedication and service of our nurses. Participants were actively involved in creating and personalising the keychains, fostering a sense of unity and appreciation within the community. This token of thanks, featuring designs painted by residents and volunteers, served as a meaningful expression of thanks to our frontline workers.

### Staff Appreciation Dinner

On March 2024, 313 staff turned out in their finest to celebrate the annual Staff Appreciation Dinner. This event brought together employees from various departments in celebration of shared successes and spirit of camaraderie, this event also served as a platform to recognise exceptional achievements,

including the Singapore Health Quality Service Awards (SHQSA). Fourteen star tier winners were honoured for their remarkable contributions to the hospital, with 12 awardees from Nursing Services, and one each from Medical Services and Allied Health.





### Nurses' Day Celebration

In addition, 11 August 2023 was dedicated Nurses' Day to celebrate the invaluable contributions of our nursing team. This event highlighted our commitment to employee well-being and our deep appreciation for their hard work and sacrifices. Through this celebration, we aimed to acknowledge the dedication of our nurses and their honourable role in delivering compassionate and effective care to our patients.



### Our Interwoven Milestones

After threading through our organisation and clinical achievements, twining in the vibrant colours and stories of our people, patients and partners along the way, we proudly present our financial report, represented by a multi-coloured, eye-catching ball of yarn.

Put together with thoroughness and precision, our financial statements are a testament of our stewardship and financial **Integrity** – holding ourselves to transparency and high standards of ethical conduct.



# Our Fundraising Efforts in Financial Year 2023/24

Our fundraising efforts are mainly through the support of Thye Hua Kwan Moral Society. In addition, we source donations via external online donation platforms such as Giving.SG, Give.Asia etc. We also receive walk-in donations from the general public and from patients and their families who we had the privilege of caring for.

## Mdm. Chandra Gives Back

No stranger to AMK-THKH, Mdm. Chandra Mallika (as featured in Stringing Together Our Patients with Our People) has given to the hospital on more than one occasion. Touched by her late husband, Mr. Ravi's recovery and inpatient experience, her family had donated \$10,000 to the hospital in 2021. Mdm. Chandra made a further \$10,594 contribution to AMK-THKH in March 2024 after Mr. Ravi passed away.

Despite her late husband's admission to another hospital prior to his transfer to AMK-THKH, she made the donations to us believing the amount would make a bigger impact to a healthcare institute run by a charitable organisation. Mdm. Chandra was especially heartened that patients at AMK-THKH were treated with universal care and unprejudiced interaction, despite many patients who were financially less-advantaged while Mr. Ravi was paying the full hospital charges.

Though Mdm. Chandra has lost her beloved husband, she believes that many lesser-advantaged patients will now gain access to the rehabilitation and same quality of attentiveness and compassion that Mr. Ravi was extended when he was at our hospital. AMK-THKH is humbled by Mdm. Chandra's encouragement, kindness and charity.

We rely on these generous donations to fund our important work in helping the communities. We extend our heartfelt gratitude to all donors for their generosity.



During the past few years, I have seen the great work that your hospital is doing in rehabilitating many in need. You should be very proud of the noble and exceptional work that your team is doing in improving the lives of many in need and for your contributions to the community.

## Our Donors

Whether it is a nominal monthly contribution or a one-off gesture, Ang Mo Kio – Thye Hua Kwan Hospital truly appreciates all our donors who have helped to improve our the lives of our patients and those in need.

We extend our heartfelt gratitude to the following contributions of significant amounts.

DONOR NAME	DONATION AMOUNT (\$)	DONOR NAME	DONATION AMOUNT (\$)
Chandra Mallika	10,594.00	GS Technology Pte Ltd	5,000.00
Jack Investment Pte Ltd	10,000.00	The estate of late Yip Yuen Toh	5,000.00
Chia Soo Hien	10,000.00	The estate of Cheong Keng	5,000.00
Tong Guan	8,250.00	RSM Chio Lim LLP	3,000.00
C J Management And Development Pte Ltd	8,000.00	Selena	3,000.00
Tey Suk Hui	7,000.00	The estate of late Fong Poh Yoke	2,772.00
Wesley Joon-Wie Tann	7,000.00	Low Hui Cheng	2,500.00
Samantha Soh-Tann Yuling	7,000.00	FS Chillis	2,000.00
Thomson Shin Min Foundation	5,000.00	Chng Chee Kiong	2,000.00
Chin Lee Restaurant Pte Ltd	5,000.00	Tang Tuck Wah	2,000.00
HY Building and Maintenance Services Pte Ltd	5,000.00	Koay Mei Lin	2,000.00
Thomas Lee Chee Chong	5,000.00	Ong Xiaoqing	2,000.00
Kitzig Design Studio Pte Ltd	5,000.00	Heng Peng Seng	2,000.00
Lfkaren	5,000.00	Shin Hui Chong	2,000.00
Chow Joo Ming	5,000.00	Tak Products & Services Pte Ltd	2,000.00
Yong Shan Chang	5,000.00	Ong Jun Zhao	2,000.00
		Zhang Bin	2,000.00

## Receipts of Donations

Donations, other than those specified above, are recognised in the period of receipt.

Donations of property, plant and equipment, as well as cash donations designated for property, plant and equipment purchases, which are valued at more than \$1,000 individually are taken to deferred income in the period of receipt. The deferred income is amortised over the useful life of the property, plant and equipment by crediting to the statement of financial activities an amount so as to match the related depreciation expense.

Cash donations which are designated for specific uses other than for property, plant and equipment purchases

are taken to donation fund account in the period of receipt. The donation income is recognised in the statement of financial activities when the relevant expenditure is incurred.

In the financial year 2023/24, we have received a total donation income of \$364,836 which included \$23,300 for the Patient Welfare Fund (restricted). The overall fundraising efficiency ratio is at 28%.

Tax-exempt receipts of \$364,836 (2023: \$608,168) were issued during the same financial year.

### Making a Donation

If you would like to make a donation to Ang Mo Kio – Thye Hua Kwan Hospital, you may visit [donation.amkh.org.sg](http://donation.amkh.org.sg). Alternatively, scan the QR code to take the first step towards making a difference.



### Restricted Funds

#### Patient Welfare Fund (PWF)

Patient Welfare Fund was established by the company to provide additional financial assistance to needy patients. This fund helps with the settlement of outstanding hospital bills and offers an alternative avenue for financial aid for home retrofitting and furniture purchases, ensuring a safe home

environment upon discharge. It also assists in purchasing wheelchairs, walking aids and other necessities related to patient welfare.

The total amount of PWF utilised in FY 2023/24 is \$158,476 and number of cases benefited is 300.

#### Sinking Fund

Sinking fund was set up by the Company for the purpose of major replacements or acquisition of property, plant and equipment.

	2024	2023
	\$	\$
Patient welfare fund	278,523	413,300
Sinking fund	3,638,000	3,638,000
	<u>3,916,523</u>	<u>4,051,300</u>

## Summary of Financial Performance

### INCOME

**\$86,233,126**

Investment Income **5.41%**

Voluntary Income **0.42%**

Incoming Resources from Charitable Activities **44.87%**

Government Subvention Income **49.29%**

### EXPENDITURE

**\$67,242,026**

Cost of Generating Funds **0.15%**

Finance Costs from Lease Liabilities **0.45%**

Resources Expended on Charitable Activities **32.44%**

Staff Costs **66.96%**

The Reserve ratio is 2.41 times based on audited operating expenditure.

# Financial Statements

## Financial Statements

### Statement of Financial Position as at 31 March 2024

	Note	2024 \$	2023 \$
<b>Non-current assets</b>			
Property, plant and equipment	4	2,113,532	1,683,868
Right-of-use assets	5	8,096,673	12,431,029
Investment property	7	12,782,163	–
Intangible assets	6	10,719	15,885
Investments	8	38,504,625	60,040,568
Other financial assets	12	–	86,981
		<u>61,507,712</u>	<u>74,258,331</u>
<b>Current assets</b>			
Investments	8	14,475,846	14,553,292
Inventories	9	168,857	222,227
Trade and other receivables	10	16,273,178	16,964,397
Other financial assets	12	64,545,981	42,000,000
Cash and cash equivalents	11	27,887,718	20,663,434
		<u>123,351,580</u>	<u>94,403,350</u>
<b>Total assets</b>		<u>184,859,292</u>	<u>168,661,681</u>
<b>Funds</b>			
Restricted funds	13	3,916,523	4,051,300
Unrestricted funds		<u>157,270,253</u>	<u>138,144,376</u>
Fair value reserve	14	680,173	278,966
		<u>161,866,949</u>	<u>142,474,642</u>
<b>Non-current liabilities</b>			
Lease liabilities	16	4,595,652	8,696,096
<b>Current liabilities</b>			
Trade and other payables	15	11,854,564	11,674,258
Lease liabilities	16	3,792,052	3,975,524
Deferred government grants	17	2,750,075	1,841,161
		<u>18,396,691</u>	<u>17,490,943</u>
<b>Total liabilities</b>		<u>22,992,343</u>	<u>26,187,039</u>
<b>Total funds and liabilities</b>		<u>184,859,292</u>	<u>168,661,681</u>

### Statement of Financial Activities as at 31 March 2024

Note	2024				Total Funds \$	
	Accumulated Fund (unrestricted) \$	Fair Value Reserve (unrestricted) \$	Patient Welfare Fund (restricted) \$	Sinking Fund (restricted) \$		
<b>Incoming resources:</b>						
Incoming resources from generated funds:						
- Donation income	18	341,536	–	23,300	–	364,836
- Investment income	19	4,667,935	–	–	–	4,667,935
Incoming resources from charitable activities	20	81,200,355	–	–	–	81,200,355
<b>Total incoming resources</b>		<u>86,209,826</u>	<u>–</u>	<u>23,300</u>	<u>–</u>	<u>86,233,126</u>
<b>Resources expended:</b>						
Costs of generating funds:						
- Donation expenses	21	(103,040)	–	–	–	(103,040)
Charitable activities:						
- Other costs		(66,680,348)	–	(158,077)	–	(66,838,425)
- Finance costs from lease liabilities		(300,561)	–	–	–	(300,561)
	22	<u>(66,980,909)</u>	<u>–</u>	<u>(158,077)</u>	<u>–</u>	<u>(67,138,986)</u>
<b>Total resources expended</b>		<u>(67,083,949)</u>	<u>–</u>	<u>(158,077)</u>	<u>–</u>	<u>(67,242,026)</u>
<b>Net incoming resources/(resources expended) for the year</b>		<u>19,125,877</u>	<u>–</u>	<u>(134,777)</u>	<u>–</u>	<u>18,991,100</u>
<b>Other comprehensive income:</b>						
<b>Items that will not be reclassified to income or expenditure:</b>						
Equity investments at FVOCI – net change in fair value		–	(2,898)	–	–	(2,898)
<b>Total items that will not be reclassified to income or expenditure</b>		<u>–</u>	<u>(2,898)</u>	<u>–</u>	<u>–</u>	<u>(2,898)</u>

### Statement of Financial Activities as at 31 March 2024 (continued)

	2024				Total Funds \$
	Accumulated Fund (unrestricted) \$	Fair Value Reserve (unrestricted) \$	Patient Welfare Fund (restricted) \$	Sinking Fund (restricted) \$	
<b>Items that are or may be reclassified subsequently to income or expenditure:</b>					
Debt investments at FVOCI – net change in fair value	–	376,380	–	–	376,380
Debt investments at FVOCI – reclassified to income or expenditure	–	27,725	–	–	27,725
<b>Total items that are or may be reclassified subsequently to income or expenditure</b>	<u>–</u>	<u>404,105</u>	<u>–</u>	<u>–</u>	<u>404,105</u>
<b>Total comprehensive income for the year</b>	<u>19,125,877</u>	<u>401,207</u>	<u>(134,777)</u>	<u>–</u>	<u>19,392,307</u>
<b>Total funds brought forward</b>	<u>138,144,376</u>	<u>278,966</u>	<u>413,300</u>	<u>3,638,000</u>	<u>142,474,642</u>
<b>Total funds carried forward</b>	<u>157,270,253</u>	<u>680,173</u>	<u>278,523</u>	<u>3,638,000</u>	<u>161,866,949</u>

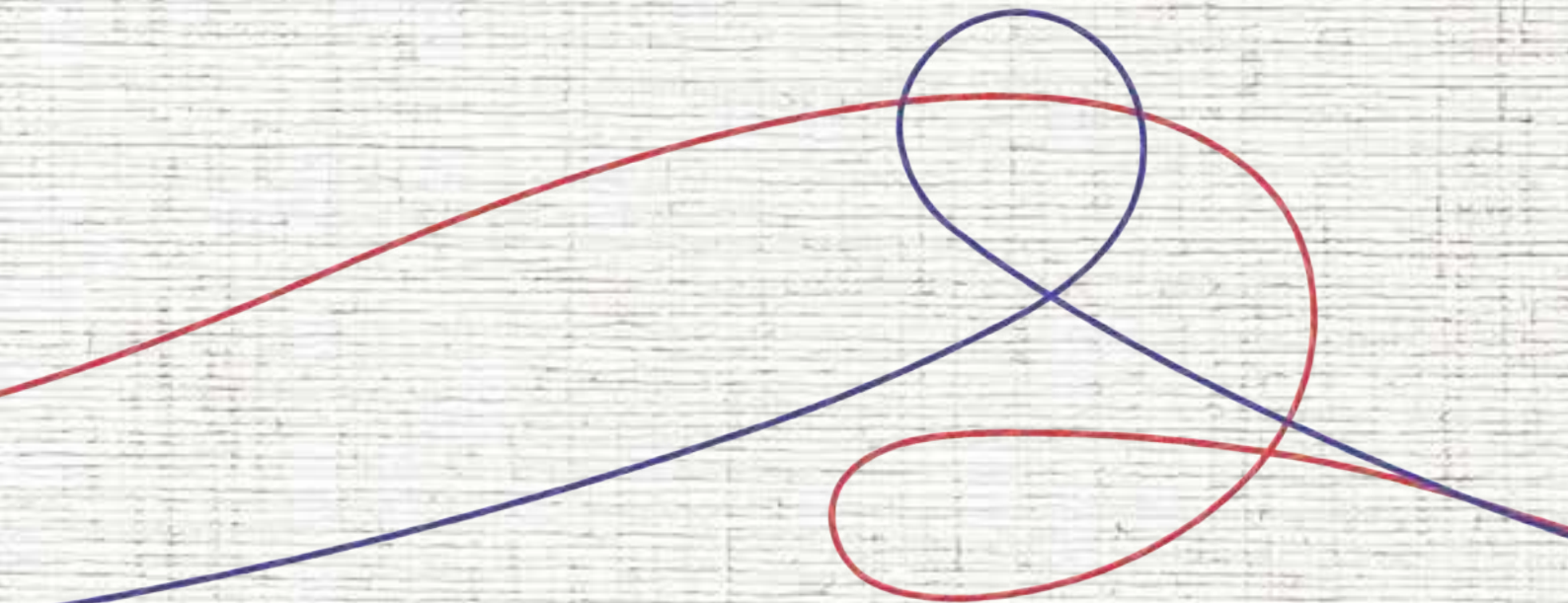


## Threaded by Passion Weaving the Next Edition

With a new yarn and a reinforced thread at hand, we are now stronger and more dynamic than we have been. Just as we are **Threaded by Passion**, we are catalysed by our ***Passion in Action***, taking on challenges and embracing innovation in our path forward.

The next edition will explore how we continue to make impact to our patients and the community, building on our clinical care and service achievements, whilst weaving together fabrics of diversity and tales of optimism.

Our story continues.



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Support Our Patients

