



迈向新常态

# INTO THE NEW NORMAL

ANNUAL REPORT 22/23

## ABOUT REN CI HOSPITAL

### 关于仁慈医院

The roots of Ren Ci (仁慈) can be traced back to 1994 with the primary mission of providing affordable medical, nursing and rehabilitative care services for the community, living up to its name of “compassion” and “benevolence”.

This is driven by the principle of serving all with loving kindness and compassion, regardless of background, race and religion.

成立于1994年，仁慈医院是新加坡为数不多的医疗慈善机构。仁慈医院以仁心慈爱的原则为社会提供全面和实惠的医疗、护理和复健服务。仁慈也采用以人为本的护理服务理念，为病友提供优质的服务。

## OUR VISION

### 愿景

Holistic care with loving kindness and compassion

仁心慈爱的全面护理

## OUR MISSION

### 使命

Partnering the community to provide inclusive healthcare for quality and meaningful living

与社区携手提供综合医疗服务，共同创造优质且有意义的生活

## CORE VALUES

### 核心价值

Teamwork 团队合作

Open-Minded 豁达开明

Compassion 慈爱之心

Alliance 联盟

Respect 尊重

Excellence 卓越

# CONTENTS

---

01	About Us
03	Chairman's Message
07	CEO's Message
11	Board of Directors
13	Committees
15	Honorary Members
16	Senior Management
17	Organisation Structure
18	At a Glance
21	Ren Ci 2025
32	Home Care
33	Awards and Accolades
38	Fundraising
41	Volunteers
43	Third Nursing Home In The Pipeline
44	Our Environmental, Social and Governance Journey
47	Appreciation
49	Corporate Governance
58	Financial Statements
60	Overview of Charity

## ABOUT THE COVER

### INTO THE NEW NORMAL

The cover photo represents our joy as we collectively move into the new normal, having forged stronger bonds and partnerships during the pandemic, to continue serving our beneficiaries with heart and hope.



Clockwise from left: Ms Yeo Siew Mui, long-time Volunteer Leader; Mr Ismail Bin Hashim, Assistant Nurse Clinician; Sister Saravanakumar Priya, Nurse Manager; Mr Tan Ting Joo, Ren Ci Community Hospital patient; Ms Bernice Bay Jun Yu, Volunteer; and Mr Donato Jomar Sebastian, Enrolled Nurse

Our thanks go out to Mr Tan for graciously agreeing to be photographed for our cover.



Into the third year of the pandemic, I have witnessed the resilience of every member of Ren Ci family ensuring that our patients, residents and clients are given the best holistic care. I appreciate the commitment of every Ren Ci staff who has made tremendous sacrifices and selflessly stayed on the course with us in the battle against COVID-19. Their strive for excellence has led to national recognition and rewards at several awards and these achievements are testament of the works we do as we serve the beneficiaries under our care with heart and hope.

Ren Ci cannot do this alone. I am always grateful for the unstinting

# CHAIRMAN'S MESSAGE

---

Chairman  
Mr Seow Choke Meng

support Ren Ci has received from the community ever since our inception in 1994. I would like to thank our donors, community and corporate partners, volunteers and board of directors, for their concerted contributions and efforts that helped Ren Ci fulfil our cause and mission. This is all the more apparent during the challenging COVID-19 period. Our volunteers stood by us and even though physical interactions were restricted, many activities continued on, albeit online. Our community partners provided support in-kind and their words of encouragement helped keep our spirits up. Donors continued to support us by donating generously to our operations, so that we can continue to deliver inclusive healthcare to our residents.

Heartfelt appreciation to Foo Hai Ch'an Monastery and Kwan Im Thong



Mr Seow Choke Meng presenting a certificate of appreciation to Neo Group Founder, Chairman & CEO and long-time Ren Ci supporter, Mr Neo Kah Kiat, at the Vegetarian Food Fiesta 2022

Hood Cho Temple for their continued support and generosity in many of our programmes and services. Ren Ci also received donations from Cortina Watch's 50<sup>th</sup> anniversary celebrations and Chip Eng Seng Corporation Ltd respectively. At ONERHT Foundation's gala dinner, Ren Ci was also one of the selected beneficiaries.

Our Wheels for Ren Ci campaign also raised funds to secure two wheelchair

transport vehicles. Both NTUC FairPrice Foundation and Pei Hwa Foundation Limited were our long-time supporters. The specially retrofitted vans will help to support our senior care centres and home care services, transporting wheelchair-bound seniors for medical check-ups and dialysis sessions with ease. In fact, NTUC FairPrice Foundation has also funded several of our care programmes.

Special thanks goes to Tote Board for their matching support through its Enhanced Fund-Raising Programme and generous contributions from MCC Land (Singapore) Pte Ltd and Neo Group Limited.

Together with our regular fundraising efforts, namely the Charity Golf tournament and Vegetarian Food Fiesta, I am delighted to share that \$5.57 million in nett proceeds were raised in the financial year FY22/23.



Dr Chua Tian Poh, Honorary Chairman, Ren Ci Hospital (second from left); Mr Nelson Lim, Co-Chair, Ren Ci Charity Golf Tournament Organising Committee (third from left); and Mr Jonathan Lim, Co-Chair, Ren Ci Charity Golf Tournament Organising Committee with a distinguished guest

All the strong support for our works is also seen in our recent award by Ministry of Health. I am very happy to share that Ren Ci has been re-appointed as the nursing home operator for Ren Ci @ Ang Kio nursing home for another nine years.

As part of Ren Ci's initiative to drive sustainability efforts in the Environment, Social & Governance (ESG) area, we have installed solar panels on our rooftop in the hospital in March. Ren Ci is one of the early adopters in the sector to install solar panels in the hospital building.

In January, we welcomed Dr Jamie Mervyn Lim into the Ren Ci family, taking over from Mr Joe Hau who had achieved many noteworthy accomplishments during his five-year stint with Ren Ci. On behalf of the management and staff, I would like to express my gratitude to Joe for his invaluable contributions to Ren Ci. I look forward to Dr Jamie taking Ren Ci to greater heights with his immense

healthcare experiences and track record.

As we enter into the new normal, we will ensure that Ren Ci continues to be a key contributor and reliable partner in the community care sector and serve the evolving needs of an ageing population. With the strong and continued support received from many of our key stakeholders and partners, such as the Agency for Integrated Care, I have every confidence that we will fulfil our mission and vision in providing loving kindness, compassion and holistic care for our patients, residents and clients.

踏入疫情的第三个年头，我再次见证了仁慈每一位成员的韧性精神，无私的付出与贡献，以确保我们照顾的年长者能够继续得到最好的照顾。他们卓越的表现也在多个奖项平台获得认可。这些成就证明了仁慈对年长社群的贡献，也是各界支持者给予我们的一份肯定。感恩。

自1994创院迄今，我非常庆幸仁慈一路走来获得的鼎力支持。衷心感谢各界善长仁翁、



Mr Ong Ye Kung, Minister for Health (seventh from left) with Mr Seow Choke Meng, Chairman, Ren Ci Hospital (leftmost) and other distinguished guests at the ONERHT Foundation Charity Art Exhibition & Gala Dinner



Group photo taken during NTUC FairPrice Foundation's Chinese New Year visit to Ren Ci @ Ang Mo Kio

义工们、社区伙伴、董事会成员的付出与贡献；协助仁慈完成为弱势社群服务的使命。仁慈的义工团队的不离不弃，社区合作伙伴的支持与鼓励和各界的慷慨捐助，都是我们的推动力。仁慈会继续为年长的院友们提供高素质的护理。

在此，要特别鸣谢福海禅寺和观音堂佛祖庙多年来慷慨资助仁慈的护理项目和服务。同时感谢高登鐘錶和集永成机构有限公司的捐款。仁慈也很荣幸能被提名为瑞信德慈善基金会慈善艺术展览和晚宴的受益者之一。

与此同时，仁慈在本财政年度通过各项管道筹集资金购买了轮椅运输车辆。非常感谢职总平价基金会和培华基金各别赞助一辆特别改装的多用途车，用于接送行动不便的院友出行复诊。感恩职总平价基金会资助了我们的几个护理项目。于此也各别感谢新加坡赛马博彩管理局的筹款匹配支持以及中冶置业和梁苑集团的慷慨捐助，济世扶贫。在仁慈各项筹款活动与努力下，仁慈在本财政年度共筹得557万元的净额善款。

仁慈也很荣幸再次获得了卫生部的委托，更新九年任期

继续运营位于宏茂桥的疗养院。这反映了卫生部给与仁慈的信心，也认可我们为院友提供的高质量护理服务。仁慈在环境，社会和治理方面开始尽一份力量。今年三月，我们在社区医院六楼阳台安装太阳能电池板，提供一部分电力能量于仁慈。仁慈是社区护理领域里其中首个利用可持续太阳能项目的机构。

在一月份，我们迎来了林世权博士加入仁慈大家庭。林博士从在仁慈服务了五年，取得许多令人瞩目成就的侯自成先生，接过执行总裁一位。我谨代表仁慈管理层及员工，感谢自成总裁为仁慈所付出的宝贵贡献。我期待并深信林博士凭在医疗领域丰富的经验，将带领仁慈再创高峰。

随着疫情转为新常态，我们将继续奠定仁慈在社区护理领域里，成为可靠的护理服务提供者及合作伙伴，以便应对人口老龄化所带来的需求。我深信有合作伙伴和各界善心朋友们的支持，仁慈必以仁心慈爱为本，继续为有需要的年长者和病患提供全面的护理与照顾，服务社会大众。

萧作鸣主席

# CEO'S MESSAGE

---

Chief Executive Officer  
Dr Jamie Mervyn Lim

In 2022, we were still in the midst of the pandemic and had to tackle the challenges of COVID-19 outbreaks in our wards and nursing homes. Despite the fatigue of the three-year battle with COVID-19, we emerged stronger from the pandemic. I am grateful for the resilience exhibited by our staff and that is truly the spirit of Ren Ci. As one Ren Ci family, we supported each other and remain committed in our duty and mission to serve the seniors under our care.

In February this year, we celebrated the return to DORSCON Green. A new normal beckons. We need to be able to live with COVID-19. Doing things the same way as pre-COVID-19 would not be acceptable. Ren Ci needed to define what a new normal is for ourselves. Infection control measures have stepped down a notch but remain



important as we take a balanced approach shifting into endemic living. I am happy to see that many of our volunteers have returned to face-to-face activities. They are a pillar of support and play an important role taking care of the psychosocial needs of our residents. Some virtual activities are still ongoing as they benefit bedbound residents and foster simultaneous engagements across our facilities. We have also gradually started volunteer recruitment for our upcoming new nursing home in Woodlands.

Moving into new normal also meant that we continue to push forward to

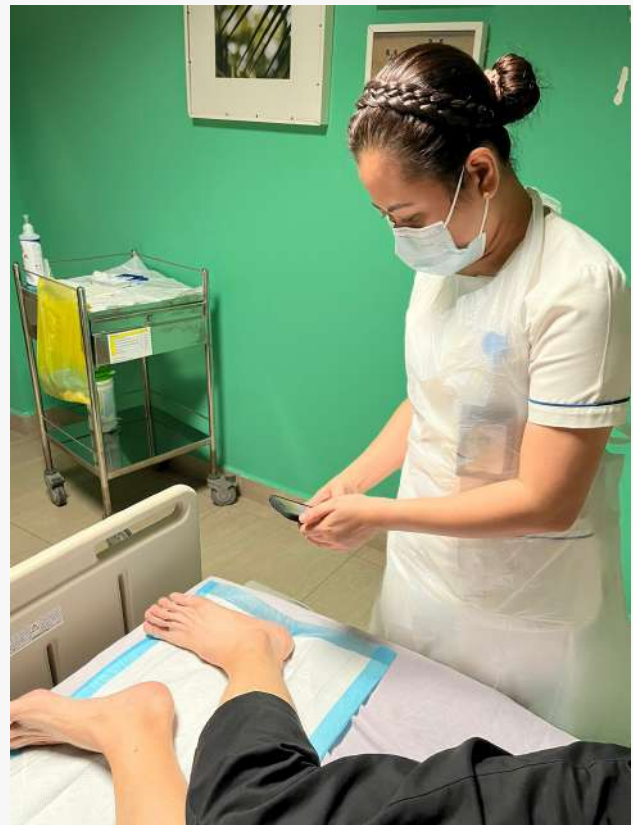


support the Ministry's Healthier SG initiative. This is aligned with our own 5-year strategic plan, Ren Ci 2025. We continued to push on with Ren Ci 2025 even as we battle the pandemic concurrently. This is important because the pandemic will pass and we would still need to prepare ourselves to respond to the evolving and urgent needs in our community care sector. Our Home Care services were relaunched in April 2022 to better support seniors who are homebound. We provide a comprehensive suite of home medical, home nursing, home therapy and home personal care services, which were welcomed by our clients.

We want to support our seniors to age in the community as far as possible. Home care will be one of our key focus areas in the coming years and we will continue to build capabilities in this area. On the Senior Care Centre (SCC) front, "Friends @ Ren Ci" was successfully launched at our Bukit Batok Centre. It is part of our transition initiative to an Active Ageing Centre where we reach out and encourage seniors in the neighbourhood to spend time at our SCC meaningfully.

The pandemic has taught us valuable lessons. It forces us to rethink and reflect, and to realign our priorities, but above all, it reminded us that it is our people and the dedicated group of volunteers who make

Ren Ci a special place. We were awarded one Nurses' Merit Award, 201 Community Care Excellence Awards and 55 Singapore Health Quality Service Awards with one superstar winner. We also have five Community Care Manpower Development Awards recipients. Two of our long-serving volunteer groups, Aspiration and Twinklehearts, received the Singapore Patient Support Volunteer Group Awards 2022 for their selfless contributions in the last 28 years. Our volunteer activities now average 150 sessions a month, more than the pre-pandemic days, with close to 90% being physical interactions with the seniors.



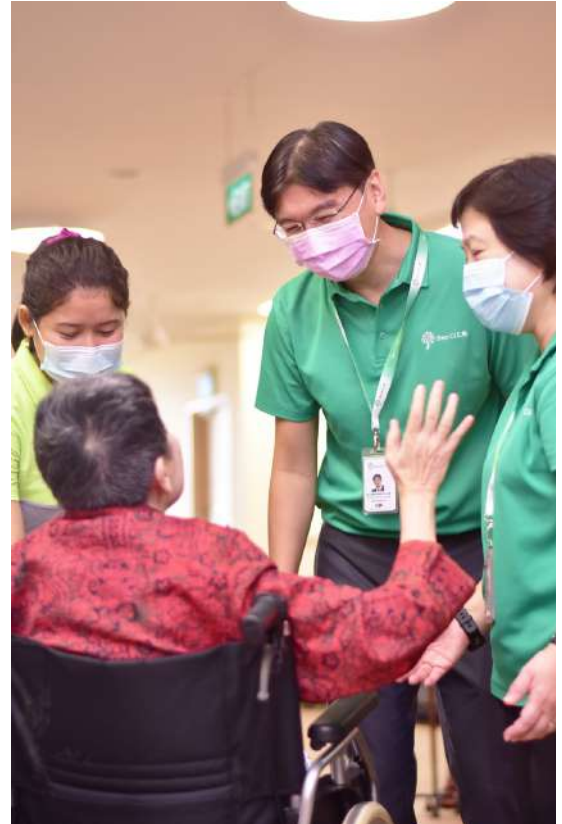
A Ren Ci nurse using CARES4WOUNDS

I am also proud to share that we were awarded the President's Certificate of Commendation for our efforts in the fight against COVID-19. In August 2022, we implemented the Next Generation Electronic Medical Record (NGEMR) as part of the nation's healthcare IT enabler to provide a more seamless care for patients between the acute setting and the community hospital. Our adoption of technology also saw us win the ASOCIO Outstanding User Organisation Award 2022 for our CARES4WOUNDS project; our 3D wound management system. Ren Ci's Smart Geofencing System was also presented the Excellence Champion Medal at the National Healthcare Innovation and Productivity (HIP) Medals 2022.

The Ministry has also affirmed the work we do by awarding us the tender to operate Ang Mo Kio Nursing Home for another nine years. This is a testimony to the great work our staff is doing. We now look forward to bringing the Ren Ci philosophy of care to the north in Woodlands where we will operate a 332-bed nursing home and a SCC in early 2024. We hope more seniors will benefit from our services.

I look back at a busy and fulfilling year for Ren Ci. Many of these cannot

be achieved without the strong support of the volunteers, donors and community partners, for which we are extremely grateful.



在2022年，我们仍与疫情搏斗，并同心协力克服了重重挑战，继续为仁慈所照料的年长者提供全面护理。尽管面对疲惫的三年抗疫，我们凭着正能量与韧性感，展现了仁慈上下一条心的精神所在。仁慈大家庭互相挟持，坚守着本院的使命，继续照顾好年长者的护理需求。

今年二月，我们喜迎DORSCON疾病应对级别转绿的消息，踏入一个新常态：与冠病共存。仁慈将谨慎恢复疫情之前的正常化，让义工团队和年长者回归面对面的互动。与此同时，本院继续保持谨慎的护理工作，以确保义工们

和年长者的健康和安

这新常态也意味着仁慈会积极响应卫生部的健康SG计划。这与仁慈2025策略方针是一致的。即使在疫情的笼罩下，我们继续迈向仁慈2025策略方针的进展。我们在疫情后如何应对社区护理不断变化的需求是很重要的。

去年四月，仁慈重新推出居家护理服务；我们所提供的居家医疗、护理、复健以及个人护理服务，深受年长者欢迎。居家护理服务在未来几年将是关注领域之一。我们将会支持年长者在养老的社区里，设计所需的各项护理服务。位于武吉巴督的仁慈乐龄护理中心也成功推出了“相伴@仁慈”计划。这是配合卫生部推广的新模式 - 活跃乐龄站 - 把中心服务范围推扩到中心周围的组屋邻里及居住的年长者。

冠病疫情给我们上了宝贵的一课。它迫使我们重新调整我们对护理的定义，也提醒我们员工和义工团队的重要性。我们在社区护理领域里也表现优异，各别获得一项护士优异奖、201项社区护理卓越奖和55项新加坡保健优质服务奖，其中包括一名超级巨星奖。7名员工也获得社区护理人力资源发展奖，继续专业培训。

两组义工团体Aspiration 和 Twinklehearts 也在过去28个年里的无私奉献，荣获2022年新加坡激励贡献康护奖的义工团体奖。

现在，义工活动平均每月在仁慈各设施进行150数次，比疫情前来的多。其中将近90%是与年长者们面对面的交流互动活动。我们仍维持虚拟式的义工活动，以便卧床不起的院友们，也能和不同设施地点，同步参与。我们正逐渐开始为即将在兀兰医疗保健园的新疗养院招募新义工。



Twinklehearts volunteers celebrating a Chronic Sick Unit resident's birthday

我也很自豪地与大家分享，仁慈因应对冠病所付出的努力获颁总统嘉奖状。另外去年8月，仁慈社区医院也启用了国家医疗保健研发的“下一代电子病历系统”。我们对科技的采用如CARES4WOUNDS伤口管理系统，获得了2022年ASOCIO杰出组织奖。同时，仁慈的智能地理围栏系统也荣获 2022 年全国医疗保健创新和生产力的卓越冠军奖章。

卫生部肯定了仁慈的高质量护理，再次委托并更新九年任期，让我们继续运营位于宏茂桥的疗养院。这见证了我们所提供的优质护理的能力。我们拭目以待，在明年第一季运营拥有332床位和乐龄护理中心的新疗养院。我们希望更多的年长者能够在仁慈的护理中受益。

回顾起忙碌且充实的一年里，仁慈项项的成就是因为有了义工们、捐助者，支持者和社区合作伙伴的大力支持。对此，我谨代表仁慈，深表感谢。

林世权博士

# BOARD OF DIRECTORS



**Chairman**  
**Mr Seow Choke Meng**  
 萧作鸣先生  
 Business Consultant  
 Cuscaden Peak  
 Investments Pte Ltd  
 (17 May 2004)



**Vice-Chair**  
**Mr Lim Chai Boon**  
 林财旻先生  
 Group Director  
 Swan & Maclaren  
 Architects Pte Ltd  
 (17 May 2004)



**Vice-Chair**  
**Mr Neo Kah Kiat**  
 梁佳吉先生  
 Founder, Chairman &  
 CEO  
 Neo Group Limited  
 (1 Jul 2015)



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



**Treasurer**  
**Mr Tang Kok Kai,  
 Christopher**  
 邓国佳先生  
 Former CEO  
 Frasers Property  
 Singapore  
 (1 Jul 2019)



**Ms Ang Fung Fung**  
 洪芳芳女士  
 Partner  
 KPMG LLP  
 (1 Jul 2017)



**Mr Chia Lee Meng,  
 Raymond**  
 谢礼铭先生  
 Executive Director &  
 Group CEO  
 Chip Eng Seng  
 Corporation Ltd  
 (1 Jul 2019)



**Prof Choo Wee Jin,  
 Philip**  
 朱伟仁教授  
 Group CEO  
 National Healthcare  
 Group  
 (1 Jul 2013)



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



**Mr Chua Leong  
 Chuan, Jeffrey**  
 蔡隆川先生  
 Former Senior Managing  
 Director (Operations)  
 CapitaLand Singapore  
 (1 Jul 2021)



**Dr Ee Chye Hua**  
 俞再华医生  
 Consultant Geriatrician  
 ECH Consultancy  
 (1 Jul 2013)



**Ms Lee Joo Cheng,  
 Lillian**  
 李如贞女士  
 Former Senior Vice  
 President  
 Group Human Resource,  
 Sembcorp Industries  
 Limited  
 (1 Jul 2017)



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



**Mr Anthony Mallek**  
Former Chief Financial  
Officer  
Singapore Press Holdings  
Limited  
(1 Jul 2021)



**Mr Ng Tiong Gee**  
黄仲道先生  
Chairman  
Yellow Pages Pte Ltd  
(1 Jul 2019)



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



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



**Dr See Long Hian,  
Aaron**  
施龍現博士  
Managing Director  
Ch'an Yun Buddhist Pte  
Ltd  
(17 May 2004)



**Mr Wong Hsien Xiong**  
王群雄先生  
Vice President, Strategic  
Planning  
Clean Hydrogen Works  
LLC  
(1 Jul 2019)



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



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



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

( ) First date of appointment

# COMMITTEES

( ) Date of appointment to Committees

## Audit Committee

### Chairperson

Ms Ang Fung Fung (1 Jul 2015)

### Vice-Chair

Ms Tan Yee Peng (1 Jul 2021)

### Members

Mr Lim Chin Sen (1 Apr 2011)  
Mr Neo Sing Hwee (9 Sep 2019)  
Mr Yap Wai Ming (1 Apr 2011)  
Mr Yee Chia Hsing (1 Apr 2011)

## Building Committee

### Chairman

Mr Seah Choo Meng (1 Jul 2013)

### Members

Mr Chia Lee Meng, Raymond (1 Jul 2019)  
Mr Chua Leong Chuan, Jeffrey (1 Jul 2021)  
Mr Lim Chai Boon (1 Apr 2011)  
Mr Lim Eng Koo, Nelson (1 Apr 2011)  
Mr Zhong Ming (1 Dec 2019)

## Community Engagement Committee

### Chairman

Mr Lim Chai Boon (1 Apr 2011)

### Co-Chairman

Mr Neo Kah Kiat (1 Jul 2017)

### Members

Mr Chia Lee Meng, Raymond (1 Jul 2019)  
Dr Muhammad Nadjad (1 Jul 2015)  
Mr Ng Hock Chuan (1 Apr 2011)  
Mr Pang Lim (1 Jul 2019)  
Dr See Long Hian, Aaron (1 Apr 2011)  
Mr Tan Aik Hock (1 Jul 2017)  
Mr Wong Hsien Xiong (1 Dec 2016)

## Governance & Risk Committee

### Chairman

Mr Yap Wai Ming (1 Jul 2015)

### Vice-Chair

Ms Alice Chua (1 Jul 2015)

### Members

Mr Tang Kok Kai, Christopher (1 Jul 2021)  
Ms Teo Kwee Yee, Claudia (1 Jul 2017)  
Mr Shum Wai Keong (1 Jul 2021)  
Ms Gladys Lee (1 Dec 2021)

## Human Resource Committee

### Chairperson

Ms Lee Joo Cheng, Lillian (1 Jul 2017)

### Members

Mr Ang Heng (1 Oct 2022)  
Professor Choo Wee Jin, Philip (1 Jul 2013)  
Mr Yap Eu Win (1 Jul 2017)

## Investment Committee

### Advisor

Mr Seow Choke Meng (1 Jul 2021)

### Chairman

Mr Anthony Mallek (1 Jul 2021)

### Members

Mr Simon Ip (1 Apr 2011)  
Mr Neo Kah Kiat (1 Oct 2021)  
Ms Teo Kwee Yee, Claudia (1 Apr 2011)  
Mr Wong Hsien Xiong (1 Dec 2016)

## Medical Advisory Committee

### Advisor

Dr Khoo Chee Min, James (1 Jul 2013)

### Chairman

Dr Ee Chye Hua (1 Jul 2013)

### Members

Prof Choo Wee Jin, Philip (1 Jul 2013)

Dr Lee Liang Tee (1 Jul 2013)

Dr Ng Wai Chong (1 Jul 2013)

Dr Kenneth Tan (1 Jul 2013)

A/Prof Tan Thai Lian (1 Jul 2013)

Mr Tong Shao Chuen (1 Apr 2011)

Ms Wee Fong Chi (1 Jul 2019)

Prof Alan Wong (1 Jul 2015)

## Nominating Committee

### Chairman

Mr Seow Choke Meng (1 Apr 2011)

### Members

Mr Lim Chai Boon (1 Apr 2011)

Mr Neo Kah Kiat (1 Jul 2017)

Ms Teo Kwee Yee, Claudia (1 Jul 2021)

Mr Yap Wai Ming (1 Apr 2015)

## WORKING COMMITTEES

### Facility Medifund Committee

#### Chairman

Mr Pek Ee Perh, Thomas (1 Jul 2015)

#### Members

Ms Han Yah Yee (1 Jul 2019)

Ms Kuah Boon Theng (1 Jul 2015)

Mr Tang Kok Kai, Christopher (10 Aug 2021)

### IT Steering Committee

#### Chairman

Mr Ng Tiong Gee (1 Jul 2017)

#### Members

Mr Chua Chee Yong (1 Aug 2017)

Mr James Woo (1 Jul 2019)

Mr Michael Yap (1 Jul 2019)

### Ren Ci Assistance Scheme Committee

#### Chairman

Mr Tang Kok Kai, Christopher (1 Jul 2021)

#### Members

Ms Alice Chua (1 Jul 2017)

Dr See Long Hian (1 Jul 2015)

Ms Tan Yee Peng (1 Jul 2021)

### Tender Committee

#### Chairman

Mr Chia Lee Meng, Raymond (1 Jul 2011)

#### Members

Mr Chua Leong Chuan, Jeffrey (1 Jan 2020)

Mr Lim Eng Koo, Nelson (1 Jul 2021)

Mr Seah Choo Meng (23 Mar 2020)

Mr Zhong Ming (1 Jan 2020)

# HONORARY MEMBERS

---

## Honorary Chairman

Dr Chua Tian Poh

## Honorary Members

Mr Bon Ween Foong, Thomas

Mr Ch'ng Jit Koon

Mr Ching Chiat Kwong

Ms Chong Shiao Feng, Rosemarie

Mr Choo Chee Onn

Dr Khoo Chee Min, James

Mr Leow Chin Hin, Lawrence

Mr Leow Teng Hock, Vincent

Mr Ong Pang Boon

Mr Seah Kiat Seng

Venerable Shi Zhen Hao

Mr Tan Aik Hock

Mr Tan Boon Hoo

Mr Tan Huay Lim

Mr Teo Kee Bock, David

Mr Teo Bee Chiong, Desmond

Mr Tor Teck Jin, Bob

Mr Yam Kum Weng

Mr Yap Eu Win

Mrs Yeo Kee Ping

Mr Yip Chee Seng

Mrs Yu-Foo Yee Shoon

## Religious Advisor

Venerable Shi Yin Yuan



# SENIOR MANAGEMENT



**Chief Executive Officer**  
 执行总裁  
 Dr Jamie Mervyn Lim  
 林世权博士  
 (1 Jan 2023)



**Former Chief Executive Officer**  
 前任执行总裁  
 Mr Joe Hau  
 侯自成先生  
 (1 May 2018 - 31 Dec 2022)



**Chief Operating Officer**  
 营运总裁  
 Ms Bek Siew Lian, Karen  
 麦秀莲女士  
 (6 Jan 2021)



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



**Chief Nurse**  
 护理总监  
 Ms Kuttiammal d/o  
 Sundarasan  
 (3 Jan 2022)



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



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

\*Currently on sabbatical



**Executive Director, Ren Ci @ Bukit Batok St. 52**  
 仁慈武吉巴督52街疗养院总监  
 Mr Lim Kong Beng  
 林光明先生  
 (2 Apr 2012)



**Executive Director, Ren Ci @ Woodlands**  
 仁慈兀兰疗养院总监  
 Mr Choo Jui Sheng  
 朱锐诚先生  
 (1 Jan 2023)



**Executive Director, Ren Ci Learning Academy (RCLA)**  
 仁慈培训学院执行总监  
 Ms Sim Teck Meh, Jenny  
 沈德妹女士  
 (21 Aug 2013)



**Director, Clinical Quality Management Unit**  
 临床质量管理组总监  
**Co-Executive Director, RCLA**  
 仁慈培训学院联合执行总监  
 Dr Kalaimamani d/o  
 Kanagasabai  
 (1 Dec 2006)



**Director, Finance**  
 财务总监  
 Ms Quak Jin Fen, Jean  
 郭仁芬女士  
 (15 Mar 2007)



**Director, Human Resource & Manpower Development**  
 人力资源与发展总监  
 Ms Nuryasmin Hannah  
 (25 Jun 2018)



**Head, Community Engagement**  
 社区互动主任  
 Ms Tan Su San  
 陈苏珊女士  
 (23 May 2022)



**Head, Corporate Services and Assistant Director of Finance (Special Projects)**  
 企业服务主任  
 Ms Dawn Chan  
 曾薇莉女士  
 (1 Apr 2023)

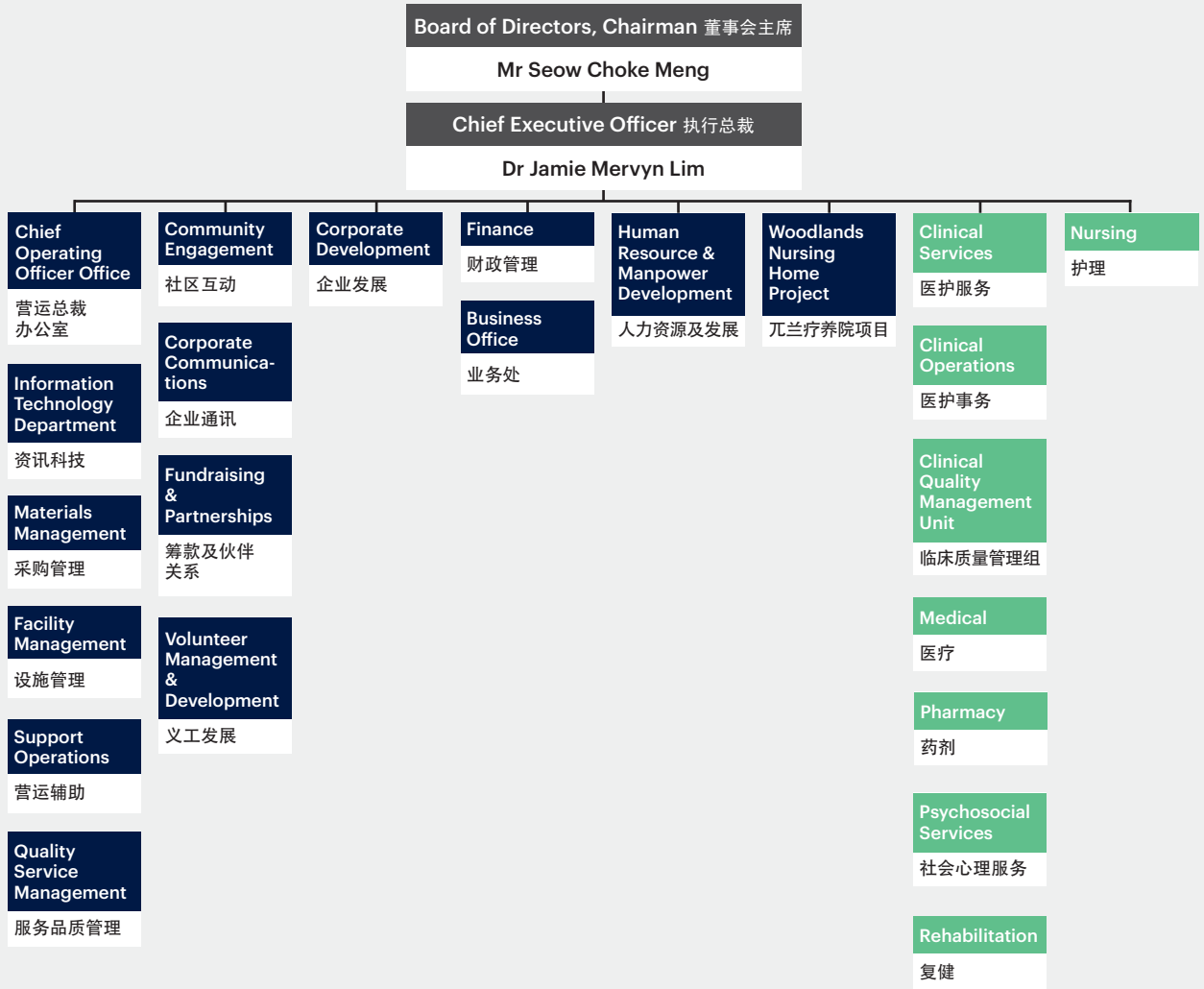


**Head, Psychosocial Services**  
 社会心理服务主任  
 Ms Bridget Monica Das  
 碧奇女士  
 (8 Mar 2010)



**Head, Rehabilitation**  
 复健主任  
 Ms Nur Amalina  
 (2 Jun 2015)

# ORGANISATION STRUCTURE



## OPERATING UNITS



# FY2022/23 AT A GLANCE

## OUR BENEFICIARIES



Patients, Residents  
and Clients

**3,133**

Served

Community Hospital **1,328**

Chronic Sick Unit **136**

Ren Ci @ Bukit Batok St.52 **291**

Rei Ci @ Ang Mo Kio **540**

SCC @ Novena **194**

SCC @ Bukit Batok **221**

SCC @ Ang Mo Kio **205**

Home Care **218**

## BEDS



**969**

Total

Occupancy  
Rate

Community Hospital

**121**



Chronic Sick Unit

**120**



Ren Ci @ Bukit Batok St. 52

**256**



Ren Ci @ Ang Mo Kio

**472**



## ATTENDANCE

<p>SCC @ Novena</p> <p><b>8,051</b></p> <p>Sessions</p>	<p>SCC @ Bukit Batok</p> <p><b>13,068</b></p> <p>Sessions</p>
<p>SCC @ Ang Mo Kio</p> <p><b>17,407</b></p> <p>Sessions</p>	<p>Home Care</p> <p><b>1,651</b></p> <p>Visits</p>

### TOP 3 REFERRALS TO REN CI COMMUNITY HOSPITAL



1. Tan Tock Seng Hospital
2. National University Hospital
3. Singapore General Hospital

### REN CI LEARNING ACADEMY



**93**  
COURSES

**999**  
TRAINEES

**60**  
EXTERNAL ORGANISATIONS

### OUR PATIENT PROFILE

#### PER CAPITA FAMILY INCOME TIERS (%)



### STAFF STRENGTH



- Nursing & Resident Care
- Doctor & Allied Health
- Administration
- Ancillary Support

## VOLUNTEERING



**680**  
REGULAR  
VOLUNTEERS



**1,815**  
VOLUNTEERING  
ACTIVITIES



**11** years old  
YOUNGEST  
VOLUNTEER

**85** years old  
OLDEST  
VOLUNTEER



**>29,000**  
VOLUNTEERING  
HOURS

## FUNDRAISING



Fundraised

**\$5.57**  
Million



Individual  
Donors

**>9,000**



Corporate  
Donors

**>200**



Monthly Giro  
Donors

**>3,000**



Donation Box

**>80**  
Placements

For every dollar raised through our fundraising activities,

**94¢**

went towards patients and residents care

# REN CI 2025

Launched in 2020, our Ren Ci 2025 strategy articulated 5 core workstreams or 5P – Products & Services, People, Partnership, Process and Place, to guide the organisation on its journey to be the leader in community care. We are now more than mid-way through the 5-year strategy. In the last financial year, we reinforced and continued building on these pillars to bring better care and support to our stakeholders.



## LEADER IN COMMUNITY CARE



## PRODUCTS & SERVICES

Ren Ci is committed to providing quality healthcare services to our beneficiaries. In the last fiscal year, we launched two new services and strengthened existing ones.

Ren Ci Home Care was rolled out to provide holistic care and close case management to home-bound clients. A multi-disciplinary care team offers clinical and social support to clients and their caregivers. Since its launch, Ren Ci Home Care has supported and touched the lives of over 200 clients.



The Ren Ci Home Care team with Mr Kang Yong Hui, a home care client

Friends @ Ren Ci, an Eldercare Services initiative, was officially launched in January 2023 at the SCC @ Bukit Batok. It promotes active ageing in the community through active ageing programmes, befriending, and providing necessary information and referrals to care services. Members get to join Ren Ci-organised activities, including coffee and fun sessions every Tuesday, functional screenings, and excursions. Through Friends @ Ren Ci, members engage in activities that stimulate cognitive function and delay muscle degeneration. The interaction also allows Ren Ci to assess and monitor members' needs to ensure that they get the right care at the right time.



Staff conducting a mental stimulation game at Friends @ Ren Ci

The Psychosocial Services (PSS) department introduced the Sensory Story, a new approach to engage patients and residents through creative art mediums and sensory stimulation. In the inaugural story-telling session about the 12 zodiac animals during Chinese New Year, our bedbound patients and residents went on a multi-sensory journey that activated the sense of sight, hearing, smell, taste and touch. Separately, 118 residents with dementia participated in the Relgnite programme and enjoyed art therapy and family bonding outings. The PSS team also conducted art and music therapy open studios for Ren Ci staff, an initiative to provide staff with psychosocial support. Art pieces inspired by staff during these sessions were exhibited in October 2022 to commemorate World Mental Health Day.



## PLACE

One of Ren Ci's priorities in the last financial year was to reduce utility costs amid volatile electricity tariffs. We collaborated with AIC and ALPS to join the Bulk Procurement of Electricity programme and secured lower rates to ensure that the expenditure required to run Ren Ci services remained stable and as low as possible. We also installed solar panels, switched to LED lighting, moderated aircon temperatures, and installed thimbles to taps to reduce water and electricity consumption. We are one of the first in the community care



Solar panels at Ren Ci Community Hospital



Automated gantry system at Ren Ci Community Hospital

sector to install solar panels and that helps to reduce our carbon footprint. We hope through our emissions-cutting and decarbonizing efforts, we will contribute to better and cleaner air.

As part of our commitment to enhance stakeholder experience, we set up an automated gantry and improved the carpark gantry system to manage the flow of visitors and traffic into our community hospital (CH) building. Cyclical maintenance on all our facilities also helped to renew the interiors, bringing greater comfort to their occupants. In caring for our patients and residents, we want to ensure their comfort, modesty, and good spirits. To this end, our new patient pyjamas design was well-received, as were the specially curated festive meals which brought cheer to our patients and residents.



We worked on future-proofing our CH so that it will be able to accommodate more programmes and activities in time to come, and also continue to be pandemic-ready. We completed a Design Thinking journey to ideate a new layout for the CH wards. This culminated in a design brief for the CH ward renovation, and the engaging of a design consultancy team. With the consultancy team on board, we are excited to take the next step to create an even better healing and working environment for our patients, residents, clients, next-of-kin and staff.



## PROCESS

Ren Ci has made notable progress to improve our clinical care, service, and adoption of innovation and technology.

As a pioneer in the sector in terms of establishing a structured Clinical Governance Framework to improve patient outcomes and effectiveness, Ren Ci built on this in the last financial year by developing a Clinical Governance Evaluation Toolkit and completing our inaugural clinical governance review.

Our efforts to grow staff capability in improvement methodology saw 388 more Ren Ci staff completing improvement training. Staff put their learning into post-training implementation of improvement projects, and over 20 projects were

completed. Improvement work was also formally incorporated into the organisation's staff appraisal, demonstrating Ren Ci's commitment to encourage staff and nurture a continuous culture of learning and improvement.

While we need to maintain clinical excellence and keep our seniors safe and well, living with autonomy and dignity is also important. Community Circles (akin to Residents' Committees) were formed to give our nursing home residents a voice in what matters to them. Residents lead more fulfilling lives,



Staff undergoing improvement training



Ms Teo Lay Hong, Executive Director, Ren Ci @ Ang Mo Kio, sharing about the Smart Geofencing System with Mr Tan Kwang Cheak, CEO, Agency for Integrated Care and other visitors

with some stepping up to contribute as members of the Community Circles to initiate activities such as festive celebrations, campaigns to create a friendly and warm atmosphere in their homes, and even building a living habitat with pet birds and gardens.

Ren Ci is always looking at how to leverage innovation and technology to optimise processes and bring better quality of care to our seniors. Our pursuit in adopting innovation and technology to improve the delivery of care was acknowledged and rewarded at the

annual National Healthcare Innovation and Productivity Medals 2022 where our Smart Geofencing System (SGS), which uses RFID technology to keep residents safe, was conferred the prestigious Excellence Champion Medal. Separately, our innovative 3D wound management system, CARES4WOUNDS, was recognised at the Asian-Oceanian Computing Industry Organization (ASOCIO) Tech Excellence event and conferred the Outstanding User Organization Award 2022.

## PARTNERSHIP

Since the start of the pandemic, our fundraising, volunteer and stakeholder engagements adapted to being online. We learnt anew how to work and collaborate with our colleagues, family groups, patients, residents, clients, volunteers, donors and even next-of-kin. In the last financial year, we were able to conduct more face-to-face engagements, but still leverage digital capabilities for better outreach across our facilities. We were heartened to have the strong support of the community and our partners, allowing us to raise more than \$5.77 million in donations and coordinated more than 1,800 volunteer sessions to provide better care for our beneficiaries.

Our Home Care services were relaunched last year and our fundraising efforts secured two wheelchair transport vehicles to support the homebound clients we serve. Our digital campaign hosted on Giving.sg, Wheels for Ren Ci, saw strong support for our cause.

When restrictions began to lift, Ren Ci quickly anchored engagement efforts with our volunteers, donors

and supporters through our Volunteer Appreciation event and Vegetarian Food Fiesta in November 2022. Both events were well-attended and supported.



Mr Seow Choke Meng, Chairman, Ren Ci Hospital (rightmost) with Mr Neo Kah Kiat, Vice-Chair, Ren Ci Hospital (second from left) and Mr Lim Chai Boon, Vice-Chair, Ren Ci Hospital (leftmost) presenting a certificate of appreciation to a corporate volunteer at the Vegetarian Food Fiesta 2022

Many of our long-time partners stood with us in strong solidarity. A true testament of an enduring partnership where friends and supporters of Ren Ci stood with us, through good and bad times. We were especially proud to have two



A wheelchair transport vehicle sponsored by NTUC FairPrice Foundation



Mayor Low Yen Ling, South West District, during her annual Chinese New Year visit to Ren Ci @ Bukit Batok St. 52

of our long-serving volunteer groups, Aspiration and Twinklehearts, receive the Singapore Patient Support Volunteer Group Awards in November 2022 in recognition of their dedication and contribution to Ren Ci's residents and patients.

Ren Ci believes in being part of the community where collective efforts of making a difference create a deeper impact. We were delighted to welcome Mayor Low Yen Ling, South West Community Development Council, to our Bukit Batok Nursing Home on 30 January, visiting our residents and distributing oranges and goodies during the annual Chinese New Year celebration.



Twinklehearts with Dr Benjamin Koh, Chairperson, SPAA Judging Panel, Deputy Secretary (Development), Ministry of Health at the awards ceremony



Ren Ci CEO Dr Jamie Mervyn Lim receiving the Silver award from President Halimah Yacob on behalf of Ren Ci's winners at the Singapore Health Quality Service Awards 2023

## PEOPLE

Ren Ci was also proud to see many of our people leaders recognised at various award platforms in the last year, underscoring our commitment to people excellence. With two Gold award winners and 199 Silver award winners at the AIC Community Care Excellence Awards 2022, Ren Ci was one of the top performing community care organisation in Singapore.

At the Singapore Health Quality Service Awards 2023, our Senior Occupational Therapist, Ms Priscilla Chng, received the Superstar Award.

To further strengthen staff development, the organisation invested heavily in in-house training for Community Care Associates (CCAs) to professionalise the job role



Dr Kalaimamani and Mr James Ganesan, Gold award winners at the AIC Community Care Excellence Awards 2022



Ren Ci Senior Management with Mr Lum Hon Yuen, Deputy Director Manpower & Talent Division, Agency for Integrated Care at the Community Care Associates Graduation Ceremony

and recognise community care as a career path. Our inaugural batch of CCAs graduated in October 2022.

At an MOH-NHG staff engagement session on 17 March 2023, Minister for Health Ong Ye Kung underscored the importance of ensuring “that healthcare workers feel safe and supported” so that they can “(do) their best work for all Singaporeans, in a positive environment, centred on care and kindness”. Ren Ci strongly echoes this sentiment and is committed to providing a safe and harassment-free work environment.

To this end, we put in place a Workplace Harassment policy early in the year, and restructured our Workplace

Safety and Health Committee to better facilitate our aim of creating a holistic and conducive working space for all.



Ren Ci's newly minted Community Care Associates

在2020年推出的仁慈2025愿景确认了仁慈的五个核心工作领域或俗称5P - 产品与服务、人员、合作伙伴关系、地方与环境 and 流程，指导仁慈成为社区护理领域的领导者。在过去的财政年度，我们加强并继续建立这些核心，为我们的年长者提供更好的护理和支持。

## 产品与服务

仁慈致力为我们的年长者提供优质的医疗服务。我们推出了两项新服务并加强了现有服务。仁慈居家护理可以为年长者提供全面的护理。该跨部门的护理团队为居家疗养的客户及其看护者提供临床和社会援助。自推出以来，仁慈居家护理已经为超过200位年长者服务。

“相伴@仁慈”于2023年1月在武吉巴督乐龄护理中心正式推出。这项计划提供居住在附近的年长者一个结交朋友的平台以及为他们提供必要的信息和护理服务转介。此外，会员可以参加由仁慈医院组织的活动，包括每个星期二的咖啡和欢乐时光、功能筛查和郊游。年长者也可定期前来疗养院锻炼身体，参与刺激认知功能和延缓肌肉退化的活动，保持身心活跃。

## 地方

仁慈医院的其中一个重点是在不稳定的电费率中降低能源成本。我们与护联中心和医疗保健供应链管理公司合作参与批量采购电力计划，获得较低的费率，确保营运的支出保持稳定。我们是社区护理领域中最先安装太阳能电池板的机构之一，这有助于减少我们的碳足迹。我们还安装了太阳能电池板、改用LED灯、调节空调温度和在水龙头上安装节水节电装置。我们引用更多的科技在社区医院大厅安装自动闸门系统。这系统将改善人流、提高安全性、增加便利性和简化院方的访客管理流程。我们

也改进了停车场门禁系统以管理进入社区医院的访客和交通流量。仁慈对旗下所有设施进行设施提升为所有用户带来更大的舒适感。在照顾我们的病人和院友时，我们希望确保他们的舒适、隐私和良好的精神状态。为此，我们为所有病友设计的新型住院服和在特别节日时策划节日餐谱。

我们未雨绸缪，使我们的社区医院能够在未来容纳更多的项目和活动，并继续具备应对疫情的准备。我们完成了一次性设计思维之旅，为社区医院病房构思了新的布局。仁慈聘请了一支设计咨询团队。有了咨询团队的支持，我们很高兴迈向下一步，为我们的患者、院友、客户、亲属和员工创造一个更好的康复和工作环境。

## 流程

仁慈医院在改善临床护理、服务以及创新和技术应用方面取得了显著进展。

作为社区领域建立结构化临床治理框架以改善患者结果和效果的先驱，仁慈医院在上个财政年度通过开发临床治理评估工具包和完成首次临床治理审查，进一步加强了这一框架。

我们努力提升和扩大员工的技能和工作范围，388名仁慈护理人员完成了改进培训。员工将所学知识应用于改进项目的实施，共完成了20多个项目，将工作时间和运营成本降低高达百分之三十。改进工作也正式纳入医院的员工评估中，这验证仁慈医院鼓励和培养持续改进文化的承诺。

在我们需要保持临床卓越、确保年长者安全和健康的同时，让年长者拥有自主权和尊严的生活是一项非常重要的课题。我们成立了类似居民

委员会的社区圈子，让我们的疗养院院友在他们的事务上有发言权。这让院友过上了更充实的生活，一些院友甚至积极参与社区圈子的工作，发起节庆庆祝活动、倡导在疗养院中营造友好和温馨的氛围，甚至建立了宠物和花园等生活空间。

仁慈医院始终致力于利用创新和技术优化流程，为年长者提供更优质的护理服务。我们在采纳创新和技术以改善护理服务方面的努力获得了认可，并在2022年全国医疗创新与生产力奖章颁奖典礼上荣获了备受赞誉的卓越冠军奖。此外，我们的创新性自动化伤口管理系统CARES4WOUNDS获颁2022年ASOCIO杰出用户组织奖！ASOCIO奖是一项享有盛誉的地区性资讯科技奖项，旨在表彰24个ASOCIO成员国中在资讯科技领域取得杰出成就和贡献的个人、机构、组织和企业。

### 合作伙伴关系

自从疫情爆发以来，我们的筹款与义工活动、和所有沟通方式都转向了线上形式。我们重新学习如何与同事、社区团体、患者、院友、客户、义工、捐助者甚至亲属合作。我们非常感激社区和合作伙伴的鼎力支持，使我们筹集到超过570万新元的捐款，并协调了1800多个义工活动，为我们的年长者提供更好的服务。

仁慈在去年重新推出居家护理服务，因此我们需要更多的多用途车以为我们的年长者提供急需的接送服务。我们在giving.sg平台的筹款活动成功筹得购买两辆多用途车所需的费用。

当我国开始放宽限制措施时，仁慈迅速举办了旗舰活动《仁慈素食会》和义工慰劳会。这两个活动都得到踊跃的参与和支持。许多与仁慈长期合作的伙伴和义工团队与我们同心协力，体现持久的合作关系，时时刻刻与仁慈站在同一条阵线。仁慈

医院的两个义工团队在2022年新加坡激励贡献康护奖上获得义工团队奖。他们是Aspiration团队和Twinklehearts团队。他们的奉献和精神值得我们向他们致敬。

仁慈医院相信要成为社区的一部分，我们需要与不同的社团合作，齐心协力和拥有共同的目标。我们很高兴西南区市长兼市长委员会主席刘燕玲于1月30日到访仁慈武吉巴督52街疗养院，参加农历新年庆祝活动并颁发橙子和礼品给院友们。

### 人员

仁慈医院非常自豪地看到我们许多的领导在过去一年中在各种奖项平台上获得认可。这突显了仁慈对员工卓越的承诺。在2022年护联中心社区护理卓越奖项中，我们有两位金奖得主和199位银奖得主，成为新加坡表现最好的社区护理机构之一。在新加坡保健优质服务奖2023，超级巨星奖是新加坡保健优质服务奖项的最高荣誉，授予仁慈武吉巴督52街乐龄护理中心高级职业治疗师兼中心负责人莊茵茹。

为了进一步加强员工发展，仁慈大量地进行内部培训，推出“社区护理专员”职位，旨在提升和扩大我们护理人员的技能和工作范围。为了认可技能升级，首批护理专员通过专业技能培训后，获颁社区护理专员和高级社区护理专员两项新设立的职称并于2022年10月毕业。

在2023年3月17日的卫生部和国立健保集团员工参与会议上，卫生部长王乙康强调了“确保医护人员感到安全和得到支持”的重要性。仁慈医院强烈响应这一观点并致力于为所有员工提供一个安全和无骚扰的工作环境。为此，我们在年初制定了防止骚扰政策，并重组我们的工作场所安全与健康委员会，以更好地创造一个全面和有利的工作空间的目标。



# HOME CARE

The relaunch of Ren Ci's Home Care services on 1 April 2022 was an important milestone and deliberate move to provide holistic care to the seniors at home while they age in the community. Expanding our spectrum of services to include home care was mooted when we were selected as the operator to run our third nursing home at the upcoming Woodlands Health Campus. Ren Ci@Woodlands has been tasked to provide home care services in the Woodlands, Sembawang and Marsiling area when the facility begins operating in the first quarter of 2024.

Supported by a multi-disciplinary team comprising nurses, therapists, medical social workers, care coordinators and doctors, our home care services ensure that the seniors' needs in personal, nursing, therapy and medical care are met. Seniors needing an extra hand during medical appointment will find the medical escort and transport services helpful. We also have home care volunteers to provide psychosocial support and engagement.

在即将运仁慈营兀兰疗养院的同时，我们扩大了服务范围，于2022年4月1日重新推出仁慈居家



护理服务，旨在为在社区养老的年长者提供全面护理。这是仁慈一个重要的里程碑。居住在兀兰、三巴旺及马西岭的居民可享受仁慈居家护理服务。由护士、治疗师、和医疗社工组成，这服务将确保在社区有需要的年长者可以得到个人和护理治疗方面的照顾。仁慈居家义工也可以定期为年长者提供社会心理支持。

# AWARDS AND ACCOLADES

As an organisation, Ren Ci strives to live up to the values of excellence and compassion and was recognised at numerous award platforms for our dedication in making a difference in the lives of those we care for and serve. These achievements showcased Ren Ci as a beacon of Loving, Kindness and Compassion.

作为一个医疗组织，仁慈致力于践行卓越和慈悲关怀的理念。仁慈在众多奖项平台上获得认可，表彰了我们在改变我们所关心和服务的人们的生活方面的奉献精神。这些成就展示了仁慈的大爱和慈悲的光辉楷模。

## CHARITY TRANSPARENCY AWARDS 2022

After a hiatus of two years due to pandemic, the Charity Council is back to assess charities with the revised framework for good governance practices. Since the award inception in 2016, Ren Ci has been consistently

and annually accorded recognition at the Charity Transparency Awards. This 2022 accolade is a firm nod to Ren Ci's continued efforts in adopting good transparency standards and maintaining high accountability to our stakeholders. It remains our commitment to upkeep Ren Ci's reputation as a well-governed and responsible community care organisation to deliver better care to the seniors in the community.

因疫情中断两年后，慈善委员会重新评估慈善机构，并使用修订后的良好治理实践框架进行评估。自该奖项于2016年设立以来，仁慈每年都连续获得慈善透明度奖认可。2022年的这一荣誉再次表扬仁慈不仅达到监管准则的要求，而且在监管水平方面可成为其他慈善团体的榜样。我们仍然致力于改进不足的地方，确保在管理方面和计划朝正确的方向前进，以便更好的服务在社区里的年长者。





■ Ms Karen Bek, COO, Ren Ci Hospital, receiving the President's Certificate of Commendation (COVID-19) Awards from President Halimah Yacob

## PRESIDENT'S CERTIFICATE OF COMMENDATION & COVID-19 AWARDS

The COVID-19 pandemic has reshaped the way we operate in order to ensure the well-being of the seniors under our care, our staff and stakeholders. With a united front, we are able to overcome the challenges. To nurture the spirit of togetherness, it is important to support diversity, equity and inclusion such as hiring persons with disabilities. Workplace safety, health and well-being of staff will remain the focus in the new normal. We also recognise that the long-term success of the sector is closely related with the health and prosperity of the community in which we operate. Supporting national movements such as the Healthier SG initiative will be the key highlight in the pipeline.

为了表扬在疫情期间照顾年长者的努力以及在对抗冠病方面的贡献，仁慈荣获“应对冠病坚韧奖章”。这成就肯定仁慈的韧性、承诺和团队合作的结果，从中汲取力量，克服疫情所带来的挑战，并在疫情期间成功地守护着年长者的安全与健康。此外，我们一月离任的执行总裁侯自成先生和新上任的执行总裁林世权博士各获得了公共行政银质奖章 (COVID-19)。前护士长沈德妹女士和两名护理部副主任也因领导各自的团队对抗冠病的贡献和有效推广疫苗接种，获得公共服务奖章 (COVID-19)。

## AIC COMMUNITY CARE EXCELLENCE AWARDS 2022

Ren Ci has won two Gold awards and 199 Silver awards at the AIC Community Care Excellence Awards (CCEA) 2022, making us one of the top performing community care organisations in Singapore. The award criteria had been adjusted to recognise our efforts during the COVID-19 fight over the last three years.

在2022年护联中心社区护理卓越奖项中，仁慈有两位金奖得主和199位银奖得主，成为新加坡表现最好的社区护理机构之一。这项奖项为了表扬在疫情期间的努力调整奖励标准。



## SINGAPORE PATIENT ACTION AWARDS 2022

Two of our long-serving volunteer groups, Aspiration and Twinklehearts, received the Singapore Patient Support Volunteer Group Awards 2022. For the past 28 years, volunteers from Aspiration group took charge of hair-cutting for the chronic sick and nursing home residents. Twinklehearts regularly runs activities such as monthly birthday celebrations for residents as well as facilitates group outings and mass celebrations.

仁慈两组义工团体Aspiration和Twinklehearts获得了新加坡激励贡献康护奖2022。在过去的28年里，Aspiration团队负责为慢性疾病病房和疗养院的院友理发。Twinklehearts团队定期为慢性疾病病房和疗养院的院友举办活动并在疫情期间经常为院友们安排虚拟活动和协调团体出游和群众庆祝活动节目，为年长者带来欢乐和活力！

## NATIONAL HEALTHCARE INNOVATION AND PRODUCTIVITY MEDALS 2022

Our efforts to provide quality care and service, through continual improvement efforts, have won another innovation award. “Smart Geofencing System (SGS) for Residents’ Safety” was awarded the Excellence Champion Medal, for the National Healthcare Innovation and Productivity (HIP) Medals 2022.



Ms Teo Lay Hong, Executive Director, Ren Ci @ Ang Mo Kio receiving the Excellence Champion Medal

To clinch this prestigious tech award by the Ng Teng Fong HIP managed by the Tan Tock Seng Hospital Community Fund and Centre for Healthcare Innovation and strongly supported by the Ministry of Health, is a clear testament that levelling up our use of innovative technology will enhance the standard of our care, achieve greater efficiency and excellence to benefit the seniors that we serve across our facilities.

仁慈不断通过改进努力，势要为我们的年长者提供优质的护理服务。仁慈推出的“智能地理围栏系统”荣获2022年国家医疗保健创新和生产力卓越冠军奖章。



## NURSES’ MERIT AWARD 2022

Senior Nurse Manager Ms Toh Cheng Yen received the Nurses’ Merit Award 2022 for her dedication in the care of our seniors, especially those with dementia. She engaged them through gestures such as preparing morning coffee and desserts. This thoughtfulness allows her and her team to connect with the seniors and enhance their care and well-being.

仁慈前高级护士长卓清燕凭借她对年长者，尤其是失智症患者的奉献精神，获得这个荣誉。

## ASOCIO OUTSTANDING USER ORGANIZATION AWARD 2022

CARES4WOUNDS, our innovative 3D wound management system was given the prestigious tech award - ASOCIO Outstanding User Organization Award 2022. Ren Ci Hospital is the sole organisation from Singapore to have won this accolade, with other winners hailing from Japan, Thailand, Vietnam, Malaysia and Laos.

This intelligent wound software has helped Ren Ci in the guidance and treatment for wounds among our patients and residents. This recognition is a clear testament to Ren Ci's continuous improvement culture as we seek better ways to improve patient care, safety and staff productivity.

仁慈创新的智能伤口管理应用程序获得著名ASOCIO的科技奖 - 2022年ASOCIO杰出用户组织奖。这款智能伤口管理应用程序让护理人员更有效地监测和治疗伤口。



## SINGAPORE HEALTH QUALITY SERVICE AWARD 2023



55 Ren Ci staff who had delivered quality care and service to patients were recognised at the Singapore Health Quality Service Award (SHQSA) 2023. Senior Occupational Therapist and Centre Lead for Senior Care Centre at Bukit Batok, Ms Priscilla Chng, took home the Superstar Award with her reminiscence therapy programme that injects a lively and joyful environment and enhances the well-being of the seniors under our care.

仁慈有55位员工在各个组别获颁星奖，金奖及银奖。其中，仁慈武吉巴督52街乐龄护理中心高级职业治疗师兼中心负责人莊茵茹凭借她的回忆疗法项目获得了最高荣誉的“超级巨星奖”。

# FUNDRAISING

As we move from pandemic to endemic living, we continued our fundraising efforts in both virtual and physical modes. Our heartfelt thanks go out to all our supporters and donors in our journey of care.

随着冠病疫情的全球紧急状态经过三年多的抗争后终于结束，我们在虚拟和实体模式下继续进行筹款活动。仁慈衷心感谢所有在我们关爱之旅中支持我们和捐助给我们的善长仁翁。



From left: Mr Nelson Lim, Co-Chair, Ren Ci Charity Golf Tournament Organising Committee; Mr Seow Choke Meng, Chairman, Ren Ci Hospital; Mr Gan Kim Yong, Minister for Trade and Industry; Mr Zhong Ming, Chairman, Ren Ci Charity Golf Tournament Organising Committee; Mr Joe Hau, then-CEO, Ren Ci Hospital

## REN CI CHARITY GOLF TOURNAMENT 2022

Held at Tanah Merah Country Club, Garden Course on 20 October 2022, the dinner was graced by Mr Gan Kim Yong, Minister for Trade and Industry. Through flight sponsorship and outright donations, the event successfully raised \$656,653.

一年一度的仁慈高尔夫球慈善竞赛于2022年10月20日在丹那美拉乡村俱乐部完美落幕。

贸工部长颜金勇先生是这一届的大会主宾。124名高尔夫球手参加了这次的活动。

在大家的慷慨和努力下，赛事共筹得的65万元，创下历史新高。

## REN CI VEGETARIAN FOOD FIESTA 2022

The Ren Ci Vegetarian Food Fiesta, our iconic carnival fundraising activity, returned after a two-year hiatus on 13 November 2022 and raised \$300,770 through sales of coupons, outright donations and cash sales. 在中断两年后，仁慈医院再次迎来了超过数千名的支持者光顾在仁慈社区医院举行的旗舰活动《仁慈素食会》。这为期一天的活动通过销售优惠券和直接捐款共筹募超过30万元。



## GENEROSITY FROM OUR SUPPORTERS & DONORS

With the relaunch of Ren Ci Home Care services, we foresee increased need for wheelchair transport vehicles to help transport wheelchair-bound clients for check-ups, dialysis sessions and other medical appointments.

Our Wheels for Ren Ci campaign has raised funds to purchase two wheelchair transport vehicles in 2022, sponsored by NTUC FairPrice Foundation and Pei Hwa Foundation Limited. This campaign was also set up on the Giving.sg platform to garner support from the general public for this meaningful cause.

Special thanks to Cortina Watch and Chip Eng Seng Corporation Ltd for their respective generous donations to Ren Ci in conjunction with their anniversary and festive celebration.

随着仁慈居家护理服务的重新推出，我们预见到对轮椅运输或多用途车辆的需求增加，以帮助运送行动不便的长者进行检查、透析和其他医疗预约。培华基金和职总平价基金会响应仁慈的“Wheels for Ren Ci”筹款活动各捐赠了一辆特别改装的多用途车给仁慈，为长者提供急需的接送服务。该活动也在Giving.sg平台上设立，让公众有机会参与这项富有意义的善举。仁慈特别感谢高登鐘錶和集永成机构有限公司在庆祝周年纪念和节日庆典之际向仁慈提供慷慨捐赠。





# VOLUNTEERS

In the new normal of endemic living, our dedicated volunteers wasted no time and swung into action to engage the seniors under our care physically, with new as well as their all-time -favourite activities.

We are immensely grateful for our pool of dedicated volunteers, some of whom had volunteered with us for more than 20 years and were recognised during the

physical Volunteer Appreciation event on 5 November 2022. Here are some highlights on the volunteering front.

在新的常态化生活中，我们敬业的义工毫不拖延迅速行动起来，通过年长者喜欢的活动，与他们互动。仁慈非常感激我们敬业的义工团队，其中一些义工已经为仁慈服务超过20年。仁慈其中一个义工团队在2022年11月5日的义工慰劳会中得到了表彰。以下是义工服务方面的一些亮点。



Mr Neo Kah Kiat, Vice-Chair, Ren Ci Hospital (centre) with staff and senior management at the Volunteer Leader Dialogue Session 2022

## VOLUNTEER LEADER DIALOGUE SESSION 2022

We held the first physical dialogue session after a two-year hiatus on 3 September 2022 with 18 volunteer leaders.

在经过两年的间断后，仁慈于2022年9月3日举行了对话会议，与18名义工领导者进行交流以了解义工们所面对的问题和聆听他们的建议。

## VOLUNTEER APPRECIATION 2022

Close to 200 volunteers and partners gathered on 5 November 2022 for an occasion of appreciation, with 115 volunteers presented with Long Service Awards, of which 10 staunch volunteers received their 25-year Long Service Award. 在2022年11月5日，近200名义工和合作伙伴齐聚一堂，参加义工慰劳会。其中115名义工获得了长期服务奖，其中10名坚定的义工获得25年长期服务奖。



## SINGAPORE PATIENT ACTION AWARDS 2022

Two of our volunteer groups, Aspiration and Twinklehearts, were honoured with the Volunteer Group Award at the Singapore Patient Action Awards 2022. Volunteers from Aspiration took charge of hair-cutting for the seniors since the establishment of Ren Ci, while Twinklehearts volunteers focused on birthday celebrations and seniors across our facilities since 1997. 仁慈的两个义工团体，Aspiration和Twinklehearts获得了新加坡激励贡献康护奖2022。Aspiration团队负责为慢性疾病病房和疗养院的院友理发。Twinklehearts团队定期为慢性疾病病房和疗养院的院友举办活动并在疫情期间经常为院友们安排虚拟活动和协调团体出游和群众庆祝活动节目，为年长者带来欢乐和活力！

# THIRD NURSING HOME IN THE PIPELINE

The COVID-19 pandemic resulted in some construction delay but with the return to DORSCON Green in February 2023, Ren Ci @ Woodlands, the first nursing home integrated within a health campus, i.e Woodlands Health Campus (WHC), is finally slated to commence operations in early 2024.

Besides the 332-bedder nursing home, the senior care centre and home care services will cater to the community's needs in a growing town like Woodlands. In line with ageing-in-place and supporting the Healthier

SG movement, our provision of slow stream rehabilitation, day care, caregiver respite care, home care, dementia care and palliative care will better position us to support the community for both physical and psychosocial health.

虽然疫情导致一些施工延误，但随着2023年2月我国DORSCON疾病应对级别转绿，仁慈有望在2024年初开始运营位于兀兰医疗保健园里的新疗养院。除了332张疗养院床位外，乐龄护理中心和居家护理服务也将满足兀兰社区的护理需求。仁慈的多元化护理服务是为了配合老龄化和支持卫生部的健康SG计划。



# OUR ENVIRONMENTAL, SOCIAL AND GOVERNANCE JOURNEY

---

Environmental, Social and Governance (ESG) factors have become a global imperative in recent years. The nature of Ren Ci's operations means that manpower needs and utilities consumption are high, especially as we operate round-the-clock. We also avail of many single-use items due to infection control. As a charity, we judiciously ensure that the impact of every dollar is maximised. There are many opportunities for us to implement and integrate ESG principles to not only reduce our baseline costs but also increase our impact. On our journey to operationalise ESG principles, we have come up with an ESG framework to guide and inform our progress. Our commitment is anchored by our mission, vision, and values; which are driven by our founding principle of serving all with loving kindness and compassion.

## BETTER ENERGY MANAGEMENT

Responsible usage of energy resources is important to run our operations across our suite of facilities. We promote green consumption by optimising electricity efficiency and using high-efficiency lighting at certain areas. We also constantly remind our staff about basic and socially responsible habits at their workplaces such as adopting greener work ethics, switching off appliances if not in use and enabling power saving modes. Our estimated electricity consumption per year is about 40,000kWh and our collective efforts in better energy initiatives have resulted in nearly \$14,000 cost savings annually. Moving forward, we will scale up efforts in green procurement, green waste management and disposal as well as solar power deployment.

## INCREASING SOCIAL IMPACT

As part of our efforts to increase our social impact beyond the seniors we serve, we are making inroads into building partnerships with the community through community outreach activities and engagement through our Active Ageing Centre (under transition). Supporting the Healthier SG initiative will be a key focus in the pipeline of activities. We



Members at our Active Ageing Centre (under transition)

have also looked inwards to improve diversity, equity and inclusion. We re-designed job roles to provide meaningful employment to persons with disabilities, and implemented welfare policies to bolster workplace safety, health and wellbeing, including flexible work-from-home arrangements when needs arise.

## ROBUST GOVERNANCE FRAMEWORK

Ren Ci has been consistently and annually accorded the Charity Transparency Award recognition since its inception in 2016. Clinching the Charity Transparency Award 2022 after a hiatus of two years due to the pandemic showed our continued efforts in adopting good transparency standards and maintaining high accountability to our stakeholders. Our efforts in ensuring a robust governance framework have also enabled us to have our Institution of a Public Character (IPC) status renewed for the next three years.



Solar panels on the rooftop of Ren Ci Community Hospital



Mr Yap Wai Ming, Board Director, Ren Ci Hospital, receiving the Charity Transparency Award 2022



As part of our inclusive hiring initiative, job roles were re-designed to provide meaningful employment to persons with disabilities

近年来，环境、社会和公司治理 (ESG) 已成为全球关注的焦点之一。随着仁慈在社区护理领域里继续为年长者提供负担得起的医疗、护理和康复护理服务，我们也意识到可持续发展的重要性，以便扶持护理项目。实施环境、社会和治理是一段旅程。在仁慈迈向实施ESG原则的过程中，我们制定了一个ESG框架以指导和更进我们的进展。我们将以我们的使命、愿景和价值观为基础，承诺注重可持续发展来更好的为有需要的年长者服务。

#### 更好的能源管理

负责任地使用能源资源对我们各个设施中的运营至关重要。我们通过优化用电效率和使用高效LED照明灯来促进绿色消费。我们不断提醒员工在工作场所养成基本的、具有社会责任感的习惯，如采用更环保的工作伦理、在不使用时关闭电器设备并启用节能模式。我们每年的估计用电量约为四万千瓦时，我们在更好的能源倡议方面的集体努力每年节省了近一万四千元费用。在未来，我们将加大在绿色采购、绿色废物管理和处理方面的努力，并探索太阳能的应用。

#### 增加社会影响力

仁慈通过社区外展活动和我们的活跃乐龄中心（正在转型中）与社区建立伙伴关系，为年长者服务。配合卫生部的“健康SG”倡议将成为仁慈在未来活动的重点。仁慈也从内部着手，改善多样性、公平性和包容性。我们重新设计了工作角色，为残障人士提供有意义的就业机会，并实施福利政策，加强工作场所的安全、健康和福祉，包括依据需求提供灵活的远程办公安排。

#### 稳健的治理框架

自2016年慈善透明度奖成立以来，仁慈每年都获得该奖项的认可。在疫情中断两年后仁慈在再次获得此认可，这意味着我们的公共机构 (IPC) 状态再度更新三年。仁慈致力成为一个管治良好和负责任的社区护理机构。此外仁慈希望更有意义地与合作伙伴、捐赠者和义工合作，为仁慈的受益人提供更全面的护理。新三年的公共机构 (IPC) 地位。

# APPRECIATION

We take great pride in serving our beneficiaries with heart and hope. To receive recognition from those we serve goes a long way to bolstering our spirits through the hard times, encourages us to strive for greater excellence and affirms the work that we do.

仁慈一直以真心和希望为有需要的年长者提供服务。从我们所服务的受益者那里获得认可对仁慈全体同仁有很大的帮助。这鼓舞我们的士气、激励我们追求更大卓越，并确认我们所做的工作具有重要意义和具有长远影响。





I am a migrant worker from India. One day, I found out that I had cancer and it shattered me. I got admitted to TTSH, and was then transferred to RCCH. Ward 13 team gave me hope that I still have a life to live. I want to thank them for taking care of me and sending me back home and on top of that, providing me with some financial aid. The rehab staff also made a video for caregiving and Nurse Manager (NM) Prabha sent it to my wife to learn how to take care of me. Special thanks to Dr Tan, Dr Faith, NM Prabha, MSW Nadirah, EN Maro, SNA Justino, SNA Ade, NA Ding, SSN Lesly, SN Shirley, SN Eric, SN Rey, SN Aye Min Soe, SN Rajathi, SN Insyrah, PT Izyani, and OT Syahirah.

Thank you for also suggesting for me to see Dr Krishna Kumar in India for further treatment. God bless all of you and your families.

Castro Evangelene Bucaoto (Evan) has been caring and showed concern for Mr Sukifli, resident of bed 39, during his period of stay at Ren Ci. She also took the initiative to ask me often about Sukifli's well being when he was at Ng Teng Fong hospital. She not only showed concern for Mr Sukifli but was also attentive to the rest of the residents in the ward at Level 7, whenever I visit my brother at Ren Ci. It really warms my heart to see that she willingly goes the extra mile for all the residents to ensure that they're okay and well cared for at Ren Ci.

We, the family of Sukifli, are very grateful to Evan and also grateful to Guzman Jennifer, Thandar Aung, Sales Vanessa De Quiroz and Tun Tun Win for making Mr Sukifli's stay a comfortable place during his time at Ren Ci, by keeping him as clean as possible especially in changing his diapers whenever he demands. A very big thank you to all the staff at level 7 at Ren Ci Bukit Batok. Keep up the good work and team effort. We appreciate it so much and thank you all again.

Special thanks to Karel, April, Melani & Mary for the great photobook. So well designed and what a collection of photos of my mum! They are so amazing, and I'm so touched. My mum is well taken care by the team, they are so heartwarming, so passionate in taking care of the residents here. Also thanks to Peng, Ja Aung, Thin and all the nurses here. Many thanks for your excellent care! Little joys in life with Mdm Ang L H.

# CORPORATE GOVERNANCE

---

## Board of Directors

The Board's role is to provide strategic direction and oversight of Ren Ci's functions and goals, and to steer the organisation towards fulfilling its vision and mission through good corporate governance and sustainability. As part of its role, the Board also approves all budgets prior to the beginning of the financial year and monitors the expenditure against the approved budget at every quarterly Board meeting.

The Board currently comprises 22 members. They include businessmen and professionals of diverse backgrounds, experiences and disciplines, as well as representatives from Foo Hai Ch'an Monastery.

The appointment and composition of the Board of Directors is in accordance with the Memorandum and Articles of Association (MAA) of Ren Ci Hospital:

- The Board of Foo Hai Buddhist Cultural & Welfare Association (the "Association") shall appoint up to half of the Board of Directors (the "Board") of the organisation, including the Board Chairman who shall be appointed in consultation with the Ministry of Health (Article 44).
- The Directors appointed by the Association shall, amongst themselves, elect a Nominating Committee. This Nominating Committee shall be responsible for the appointment of the remaining Directors of Ren Ci Hospital (Article 45).

Led by Chairman Mr Seow Choke Meng, the Board is committed to upholding the public image of Ren Ci, and representing the interests of Ren Ci to the best of its abilities.

The Board accepts its role without remuneration, and pledges not to accept personal favours or gifts from any interest groups, so as to maintain the integrity of serving for public trust and community good.

All the members of the Board have also declared that during the period under review and while holding their appointment as directors, they have had no personal or vested interest in any of the business transactions, contracts or joint ventures into which Ren Ci had entered.

The roles and responsibilities of the Board Chairman and the CEO are kept separate in order to maintain effective oversight. The CEO and senior management consult with relevant Board members and the Sub-Committees where advice is sought through meetings, telephone calls and electronic mails.

In keeping with the good practice as set out in Guideline 1.1.7 of the Code of Governance for Charities and Institutions of a Public Character (2017), the term limits for Treasurer and the Chairpersons of the Audit Committee and the Investment Committee do not exceed four consecutive years respectively. In addition, Ren Ci neither makes loans nor donations.

Ren Ci believes that competent, experienced and committed Board members will ensure that we continue to be relevant and sustainable for the future. Board members who have served on longer terms would have acquired the relevant experience and industry knowledge during this period particularly on the complex landscape and evolving trends in the healthcare industry, having regard to the needs of an aging society, can provide valuable insights and guidance to the charity. Notwithstanding, in recognition of the principle of compliance with the Code of Governance for Board renewals, balancing the demand for specific insights in the healthcare industry, Ren Ci continuously seek volunteers with diverse skill-sets to contribute and has been actively refreshing its Board composition.

The Board term is 2 years starting 1 July and ending 30 June. The Board held a total of 4 meetings in FY2022/2023:

<b>BOARD MEMBER</b>	<b>DESIGNATION</b>	<b>BOARD ATTENDANCE</b>
Mr Seow Choke Meng (BBM), (PBM)	Chairman	4 of 4
Mr Lim Chai Boon	Vice-Chair	4 of 4
Mr Neo Kah Kiat (PBM)	Vice-Chair	3 of 4
Ms Teo Kwee Yee (Claudia)	Vice-Chair	4 of 4
Mr Christopher Tang Kok Kai	Treasurer	2 of 4
Ms Ang Fung Fung	Director	4 of 4
Mr Chia Lee Meng Raymond (PBM)	Director	1 of 4
Prof Choo Wee Jin Philip	Director	2 of 4

BOARD MEMBER	DESIGNATION	BOARD ATTENDANCE
Mr Chua Leong Chuan Jeffrey	Director	4 of 4
Ms Alice Chua	Director	2 of 4
Dr Ee Chye Hua (BBM)	Director	4 of 4
Ms Lee Joo Cheng Lillian	Director	4 of 4
Mr Lim Eng Koo (Nelson) (BBM) (PBM)	Director	2 of 4
Mr Anthony Mallek	Director	4 of 4
Mr Ng Tiong Gee	Director	1 of 4
Mr Pang Lim (BBM)	Director	3 of 4
Mr Seah Choo Meng (PBM)	Director	3 of 4
Dr See Long Hian (Aaron)	Director	4 of 4
Mr Wong Hsien Xiong	Director	3 of 4
Mr Yap Wai Ming	Director	4 of 4
Mr Yeo Hung Chuan (Jonathan) (PBM)	Director	3 of 4
Mr Zhong Ming	Director	4 of 4

### Sub-Committees

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

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

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

- i. **Audit Committee**

The Audit Committee (“AC”) held four meetings since the date of the last

Directors' report and carried out the functions of an audit committee as specified in the terms of reference approved by the Board of Directors. In carrying out its functions, the AC reviewed the overall scope of both the external and internal audits and met with the auditors to discuss the results of their examinations and their evaluation of the organisation's system of internal controls. The AC also reviewed the finance policies and financial statements of the organisation.

Ren Ci had established a control self-assessment ("CSA") framework in 2019, an initiative by the organisation to strengthen the internal control processes, create a stronger awareness of risk practices and establish a clearer line of accountability for controls.

Over the course of the last three financial years, Ren Ci had developed and completed the CSA questionnaires for key processes. The internal auditor, Ernst & Young Advisory Pte Ltd ("EY"), developed, completed and validated questionnaires for the completed key processes and the results of the CSA validation were discussed and reported to the AC.

In addition, the AC reviewed and endorsed the Internal Audit and CSA plans for the next two financial years. This is to ensure continued validation on the adequacy of Ren Ci's internal controls, and to ensure that recommendations to improve the efficiency and effectiveness of these internal controls are implemented.

## 2. Building Committee

The Building Committee ("BC") reviewed and endorsed the following projects, with further guidance in several aspects on project planning and implementation:

- Automated Building Access Control for Ren Ci Community Hospital
- Autonomous Mobile Robot deployment at Ren Ci @ Ang Mo Kio
- Multi-Disciplinary Consultancy Services for Addition & Alteration Works at Ren Ci Community Hospital
- Kitchen Equipment Setup and On-Premise Kitchen Operations for Ren Ci @ Woodlands

The Committee also provided guidance on the installation of solar panels at Ren Ci Community Hospital, the first initiative of the organisation in support of the Singapore Green Plan 2030.

3. **Community Engagement Committee**

The Community Engagement Committee (“CEC”) oversees fundraising, volunteer management and corporate communication functions. The Committee provided oversight of the various fundraising initiatives, development of volunteers and reviewed key corporate collaterals such as the annual report, as well as ensured the existing policies in the area of fundraising, volunteer development and corporate communications remain relevant. In the new normal of endemic living, the Committee also participated in dialogue sessions and events to better engage our various stakeholders.
4. **Governance & Risk Committee**

At its yearly meeting, the Governance & Risk Committee (“GRC”) discussed and provided guidance on the review of the Ren Ci 2023 Risk Register to ensure that Ren Ci’s operations remain sustainable and that there is business continuity.

In the same year, the GRC endorsed the Governance Statement and the online Governance Evaluation Checklist (GEC) submitted to the Charity Portal for which all areas in the checklist were met. When the Charity Council reviewed the Code of Governance for Charities and IPCs and called for feedback from the sector, the GRC also provided advice and suggestions regarding the proposed simplified code, which were subsequently submitted for the Charity Council’s consideration.

5. **Human Resource Committee**

The Human Resource Committee (“HRC”) supported a series of human resource policy reviews and initiatives consistent with the best practices in the sector. In its commitment to provide and maintain a work environment that is safe from harassment, the Committee introduced a new policy for Workplace Harassment keeping up with the HR best practices and Tripartite Guidelines. Housing and night duty allowances were also reviewed. In line with MOM’s Tripartite Statement of Flexible Work Arrangements, the Committee implemented a Work-from-Home arrangement for staff. In addition, the Gifts and Cash declaration policy was reviewed to provide greater clarity on how to deal appropriately with gifts, tips and other forms

of monetary awards received by staff so that Ren Ci continues to uphold personal and organisational integrity.

Ren Ci's digital transformation journey crossed an important milestone with the launch of a new HR system that will integrate different sources of data, and allow greater flexibility and scalability to bring about a seamless experience across different work processes and functions. The automation of the core HR functions and processes will result in an estimated annual savings of \$270,000 based on increased operational efficiency.

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

#### 6. Investment Committee

Against a challenging investment cycle, the Investment Committee ("IC") met more frequently compared to previous years, to review the performance of fund managers and to ensure the investment portfolios meet the overall investment objectives and guidelines of the organisation as set by the Board.

During the year, the Committee continued to explore options available to reduce risks, particularly given the turbulent market conditions, and to protect the investment portfolio. The Committee will continue to provide guidance and feedback on matters relating to investments and investment policies to the Board.

#### 7. Medical Advisory Committee

The Medical Advisory Committee reviewed the organisation's response to COVID-19 and controls adopted as Singapore exited the acute phase of the COVID-19 pandemic and established an endemic COVID-19 new norm. The Committee also reviewed and provided guidance on the improvement of services and continuing collaboration with healthcare partners to support the Nation's Healthier SG strategy.

#### 8. Nominating Committee

As part of good governance and in alignment with the Charity Transparency Framework, the Nominating Committee complies with the Board renewal and Performance Evaluation policy which includes:

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

### Working Committees

From time to time, the Board establishes Working Committees to provide further guidance and oversight in specific areas. There are currently four Working Committees, the IT Steering Committee, Tender Committee, Facility Medifund Committee, and Ren Ci Assistance Scheme.

The IT Steering Committee guides the development of IT strategy and architecture to improve security, productivity and optimise cost. The Tender Committee guides and endorses RFP recommendations for scopes of work that are not covered by other Board sub-committees, including guidance on procurement matters. The IT Steering Committee and Tender Committee met four times and thrice respectively during the year to discuss key projects such as NGEMR implementation and the procurement of organisation-wide services.

The Facility Medifund Committee which oversees the Government Medifund and Medifund Silver Assistance schemes for Ren Ci beneficiaries, met twice last year. The Ren Ci Assistance Scheme Committee meets annually to give guidance on the support rendered to beneficiaries who require additional assistance on top of existing subsidy schemes.

### Governance Evaluation

Ren Ci submitted a declaration of its extent of compliance with the Code of Governance for Charities and IPCs (2017) ("the Code") via the charity portal in July 2022.

The Governance & Risk Committee is pleased to report that the organisation and Board have complied with the guidelines of the Code. The level of compliance by the organisation can be viewed at [www.charities.gov.sg](http://www.charities.gov.sg)



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

### Policy on Conflict of Interest

Since 2008, the Board has put in place a policy where all members of the Board, Sub-Committees, staff or volunteers (collectively the “Members”), when acting on behalf of Ren Ci, must ensure that the deliberations and decisions made, including transactions, are in the interest of the organisation.

All Members shall promptly and fully disclose, in accordance with the procedures laid down by the organisation, all interests (actual or potential) which could conflict with their duties and shall not in any way be involved in the transaction, or influence the outcome of the transaction.

### Code of Business Conduct

Since 2012, Ren Ci has in place a Code of Business Conduct that is applicable to all members of the Board, Sub-Committees, staff or volunteers (collectively the “Members”). The code requires Members to observe high standards of professional, personal ethics and integrity. It sets out guiding principles and desired behaviours that Members are expected to abide by in situations, such as when representing Ren Ci, using Ren Ci’s resources or communicating with external parties on behalf of Ren Ci. Violation of the code may result in disciplinary action such as termination of employment or appointment or even civil legal action.

### Whistleblowing Policy

Ren Ci also has in place, a Whistleblowing policy since 2008. To develop a culture of accountability and transparency, this policy addresses the organisation’s commitment to ethical behaviour where employees and external parties such as volunteers and contractors are encouraged to report concerns of misconducts without fear of reprisal or unfair treatment. Ren Ci aims to establish:

- Reliable and safe channels for Ren Ci’s internal and external stakeholders to report concerns or suspected concerns,
- Structure to ensure fair investigations of reports, and
- Arrangements to support learnings and continuous improvements to achieve strong governance.

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

- Audit Committee Chairman's email at [whistleblow@renci.org.sg](mailto:whistleblow@renci.org.sg)
- Board Chairman's email at [boardchair@renci.org.sg](mailto:boardchair@renci.org.sg)
- Sealed report in an envelope marked 'Private & Confidential' and mail to:

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

The Audit Committee has the authority and responsibility to commission and review investigations and their findings of the complaints, with the full co-operation of management and use of other resources, where necessary.

#### Reserves Policy

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

The current year's reserves of \$176m is estimated to be adequate to fund about 2.1 years of annual operating expenses, basing on operating expenses in the financial year ended 31 Mar 2023.

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

Part of the reserves is placed with financial institutions and is managed in accordance with the organisation's investment policy which is approved by the Board. This helps to preserve the purchasing power of the funds while ensuring sufficient liquidity for operational contingencies.

# FINANCIAL STATEMENTS

Ren Ci Hospital

Statement of Financial Activities and Other Comprehensive Income  
Year Ended 31 March 2023

	<u>2023</u>	<u>2022</u>
	\$	\$
<b><u>Incoming resources</u></b>		
Voluntary income - donations	4,184,451	4,593,072
Government subvention grants	61,848,602	58,424,935
Fund raising income	1,681,904	2,185,363
Interest & investment loss	(3,519,168)	(2,340,458)
Charitable income	19,173,299	16,995,122
Other incoming resources	3,336,967	3,253,594
<b>Total incoming resources</b>	<u>86,706,055</u>	<u>83,111,628</u>
<b><u>Less: resources expended</u></b>		
Cost of generating funds		
- Fund raising expenditure	273,379	205,588
- General donations	21,707	79,665
Investment expenses	385,369	415,254
Charitable activities expenses	79,262,492	75,384,072
Other operating and administration expenses	5,043,185	4,535,323
Allowance of impairment on trade receivables	481,389	17,903
<b>Total resources expended</b>	<u>85,467,521</u>	<u>80,637,805</u>
<b><u>Net surplus for the year</u></b>		
Attributed to General fund	1,144,102	2,434,778
Attributed to Sinking fund (Designated fund)	94,432	38,915
Attributed to Kwan Im Thong Medical Assistance Project	-	130
<b>Total surplus for the year</b>	<u>1,238,534</u>	<u>2,473,823</u>
<b><u>Other comprehensive loss</u></b>		
Attributed to Kwan Im Thong Medical Assistance Project		
- Fair value changes on debt instruments	(19,350)	(34,350)
<b>Total other comprehensive loss</b>	<u>(19,350)</u>	<u>(34,350)</u>
<b>Total surplus after other comprehensive loss</b>	<u>1,219,184</u>	<u>2,439,473</u>
<b>Total funds brought forward</b>		
General fund	169,975,496	167,540,718
Sinking fund (Designated fund)	5,201,026	5,162,111
Kwan Im Thong Medical Assistance Project	1,554,053	1,588,273
<b>Total funds carried forward</b>	<u>177,949,759</u>	<u>176,730,575</u>
Community Silver Trust Fund	19,161,417	11,728,617
<b>Total funds for the Hospital as at year end</b>	<u>197,111,176</u>	<u>188,459,192</u>

## Ren Ci Hospital

## Statement of Financial Position

As at 31 March 2023

	<u>2023</u>	<u>2022</u>
	\$	\$
<b>ASSETS</b>		
<b><u>Non-current assets</u></b>		
Plant and equipment	1,400,699	1,180,552
Right-of-use assets	1,132,123	4,352,199
Intangible assets	3,140,305	3,336,887
<b>Total non-current assets</b>	<u>5,673,127</u>	<u>8,869,638</u>
<b><u>Current assets</u></b>		
Inventories	197,065	217,278
Trade and other receivables	13,056,621	18,499,029
Other assets	1,384,153	774,809
Investment securities	141,027,272	145,610,518
Cash and cash equivalents	55,177,206	36,064,082
<b>Total current assets</b>	<u>210,842,317</u>	<u>201,165,716</u>
<b>Total assets</b>	<u>216,515,444</u>	<u>210,035,354</u>
<b>FUNDS AND LIABILITIES</b>		
<b><u>Non-current liabilities</u></b>		
Financial liabilities - lease liabilities	-	1,209,929
<b>Total non-current liabilities</b>	<u>-</u>	<u>1,209,929</u>
<b><u>Current liabilities</u></b>		
Trade and other payables	15,361,611	13,724,825
Financial liabilities - lease liabilities	1,209,929	3,332,736
Other liabilities	2,832,728	3,308,672
<b>Total current liabilities</b>	<u>19,404,268</u>	<u>20,366,233</u>
<b>Total liabilities</b>	<u>19,404,268</u>	<u>21,576,162</u>
<b><u>The Funds of the Hospital</u></b>		
Restricted funds	20,696,120	13,282,670
Unrestricted funds	176,415,056	175,176,522
<b>Total funds</b>	<u>197,111,176</u>	<u>188,459,192</u>
<b>Total funds and liabilities</b>	<u>216,515,444</u>	<u>210,035,354</u>

Please refer to [www.renci.org.sg](http://www.renci.org.sg) for the full financial report.

# OVERVIEW OF CHARITY

---

## BANKER | AUDITOR | INVESTMENT ADVISORS

银行 | 会计事务所 | 投资顾问

Banker 银行

Oversea-Chinese Banking Corporation Limited

Auditor 会计事务所

RSM Chio Lim LLP

Investment Advisors 投资顾问

BNP Paribas Wealth Management

Lion Global Investors Limited

Avanda Investment Management

## CHARITY STATUS

慈善注册资料

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

201018593M

Charity Registration Date 慈善注册日期

8 Nov 2010

Constitution 类别

Company Limited by Guarantee

## IPC STATUS

公益机构资料

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

201018593M

Sector Administrator 领域监管单位

Ministry of Health

# THANK YOU

---

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

We would also like to thank our patients, residents, clients, staff and volunteers who have consented to be photographed for the purpose of this annual report.

仁慈由衷感谢长期以来一直支持我们的捐赠者和善长仁翁。期待在我们成长的过程中持续获得您的鼎力支持和信赖。

我们也要感谢愿意为本年度报告而同意拍照的患者、院友、员工和义工。





**Ren Ci Community Hospital**

71 Irrawaddy Road  
Singapore 329562  
T 6385 0288

**Ren Ci @ Ang Mo Kio**

10 Ang Mo Kio Avenue 8  
Singapore 567727  
T 6665 2035


**Ren Ci @ Bukit Batok St. 52**


31 Bukit Batok Street 52  
Singapore 659251  
T 6355 6316


**Ren Ci @ Woodlands**

17 Woodlands Drive 17, #02-01  
Singapore 737628

 [www.renci.org.sg](http://www.renci.org.sg)

 [renci@renci.org.sg](mailto:renci@renci.org.sg)

 [renchospital](https://www.facebook.com/renchospital)

 [ren\\_ci\\_hospital](https://www.instagram.com/ren_ci_hospital)