



BEYOND

坚韧奋进

RESILIENCE





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, staff and volunteers who have consented to be photographed for the purpose of this annual report.

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



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Chairman's Message



Mr Seow Choke Meng
Chairman

It is with great privilege and honour that I take over the chairmanship from Dr Chua Thian Poh. He has left a legacy in Ren Ci after 21 years of stellar service and I am committed and determined to continue the great work.

My deepest appreciation to Dr Chua who has served with selflessness and distinction, touching many hearts with his compassion and dedication as we care for the elderly and needy. He led Ren Ci to grow to what it is today, with the expansion of service spectrum which includes a

community hospital, two new nursing homes and three senior care centres. To date, more than 25,000 seniors have benefited from Ren Ci's care programmes.

I would also like to thank the outgoing Board Directors: Mr Tan Boon Hoo, Ms Rosemarie Chong, Mr Seah Kiat Seng, Mr Bob Tor and Mr Lawrence Leow for their selfless contributions during their tenure with Ren Ci. As part of Board renewal, we welcomed two new members, Mr Jeffrey Chua and Mr Anthony Mallek, who bring with them valued skills and expertise which will further enhance the Board diversity.

During the challenging second year of the pandemic, I am deeply encouraged by the many heart-warming gestures from our supporters and partners as well as the generosity of our local community, volunteers and staff. With the easing of measures, we successfully held the Ren Ci Charity Golf Tournament on 21 October 2021 with strong support from 128 golf enthusiasts.

I would also like to thank Foo Hai Ch'an Monastery, Kwan Im Thong Hood Cho Temple, associates of UOB Kay Hian

Private Limited, Chin Kang Huay Kuan, Loke's Association and many donors for their continued support and generous funding which allows us to develop our diverse programmes to meet the needs of the seniors. In all, I am delighted to share that \$6.49 million in nett proceeds were raised through campaigns as well as community-led fundraising efforts.

The continued resilience by our volunteers is another key pillar of Ren Ci which has also impressed me deeply. They continued to support our seniors' well-being, engaging and encouraging them via virtual sessions and social media during the periods of heightened measures. In our first full-virtual Ren Ci Volunteer Appreciation Day held on 30 October 2021, we paid tribute to 160

long serving volunteers, including nine awardees who had served 25-year-long service with us. Thank you once again to our compassionate volunteers for your unwavering commitment to serve.

During this period, I have witnessed the fight with COVID-19 requires management and staff to be resilient to work relentlessly with various relevant agencies, so that our patients, residents and clients can be given the best care. Despite the overwhelming demands, I am encouraged by the recognition from the various awards and honours earned by staff like Senior Medical Social Worker Ng Beng Wee which place us in the league of being a respected leader in community care.

In the journey ahead as we quest to live



Chairman Mr Seow Choke Meng, with Board members Mr Jonathan Yeo (first from left), Mr Nelson Lim (second from right) and CEO Mr Joe Hau during the Ren Ci Charity Golf Tournament 2021

Chairman's Message

with COVID-19 as an endemic disease, we will face uncertainties and challenges. I have every confidence with the continued support from our various stakeholders, Board and staff, Ren Ci will continue to improve in our delivery of healthcare services with loving kindness and compassion.

创院迄今，仁慈医院在过去的二十八载风雨兼程，挺着各界善长仁翁、义工、社区伙伴、董事会成员及员工的付出与贡献，为弱势社群提供优质的医疗、护理及复健服务。

在刚卸任主席蔡天宝博士的领导下，仁慈以仁心慈爱的理念帮助了许许多多有需要的年长者。他21年的无私奉献带领仁慈发展，扩大服务范围，包括新设了位于宏茂桥和武吉巴督的疗养院和乐龄护理中心，是有目共睹的。迄今，已有超过2万

5千名年长者在仁慈的护理与照顾下受益。

我非常荣幸从蔡博士接过仁慈董事会主席一职。我承诺致力延续他的信念，竭尽所能把仁慈精神传播到社会的每个角落。

随着仁慈医院新董事会任期伊始，我们迎来了两位新成员。我深信蔡隆川先生和Anthony Mallek先生的加入会为董事会带来更丰富的经验，更多元化。我也要感谢卸任的董事会成员陈文和先生、张少凤女士、谢杰城先生、杜德仁先生和廖振兴先生多年来在仁慈任职期间的无私贡献。

在抗疫的第二年，我对社区团体和所有善长仁翁的慷慨捐助深感鼓舞。2021年10月分疫情措施的放宽后，我们立即重新举办了仁慈慈善高尔夫球锦赛，在128名高尔夫球友和善长仁翁的大力支持下，顺利举行筹得了可观的善款。

在此，要特别鸣谢福海禅寺和观音堂佛祖庙多年



Mayor of Central Singapore District Ms Denise Phua delivering the opening address at the virtual Ren Ci Volunteer Appreciation 2021

来的支持。同时感谢大华继显管理层、晋江会馆及陆氏宗祠和仁慈全体同仁无私付出及慷慨资助，使我们继续呈现多样化的优质护理服务。我很庆幸仁慈在本财政年度通过各项筹款活动与努力，共筹得649万元的善款。

在疫情期间，仁慈义工团队的韧性与支柱也给我留下了深刻的印象。在严格防疫措施期间，义工们继续通过视频和年长者保持沟通并鼓励他们。2021年10月30日首次举办的网上义工慰劳会，我们向所有的义工致敬，表彰他们多年来为仁慈服务，为我们所照顾的年长者带来更有意义的生活。慰劳会也颁发长期服务奖给160名义工朋友，其中9名已在仁慈无私奉献了25年。

与此同时，我也见证了仁慈的每一份子如何保持警惕，齐心协力并以坚韧奋进的精神与各个相关机构配合防疫工作，确保年长者能够继续得到最好的照顾。在疫情的笼罩下，我们也不忘在工作中取得进展突破。员工们荣获的奖项与认可让我感到欣慰，推动我们迈向成为社区护理的佼佼者。

展望未来，我们迈向与冠病安全共存之路。仁慈将继续与义工、社区团体和所有合作伙伴携手合作，以仁心慈爱的理念为有需要的年长者提供更好的全面护理。

萧作鸣
主席



Mr Seow presenting a token of appreciation to Dr Chua



Mr Seow receiving a cheque from Loke's Association



Mr Seow engaging members of the senior management in discussion

CEO's Message



Mr Joe Hau
Chief Executive Officer

I am heartened by the strength and resilience I have witnessed in Ren Ci, especially from our staff, patients, residents, clients, their loved ones, our volunteers and supporters. Since the pandemic started two years ago, we have overcome significant challenges and adapted to the ever-changing measures, all while continuing in our pursuit to provide holistic care with loving kindness and compassion.

I am pleased to share that there have been many new developments at Ren Ci over the past year.

2021 was the year we made preparations to re-launch Ren Ci Home Care services. We had previously offered home care services from 2006 to 2009 and are excited to be able to offer these services again to better serve the community. With the launch of Ren Ci Home Care in April 2022, we look forward to bringing the Ren Ci way of care into the homes of our clients.

To enhance psychosocial care, we introduced music therapy which adds another pillar to our existing suite of programmes, such as art therapy. By offering further opportunities for self-expression and the uplifting of well-being through music making and listening experiences, psychosocial support for our seniors is made more robust.

In addition to music therapy, we placed greater emphasis on gardening activities and improving the physical environment with more green spaces. To provide a better healing environment, we have been exploring on how to upgrade our facilities. One approach is the adoption of a biophilic design concept, which incorporates nature into spaces as we believe that more greenery in our physical spaces complements therapeutic programmes that we have introduced such as hydroponic farming to aid healing and recovery. Riding



CEO Mr Joe Hau (right) on stage at the Techblazer Awards 2021 with Minister for Communications and Information Mrs Josephine Teo (centre)

the green wave, we will also be exploring alternative energy sources with sustainability in mind.

We have also leveraged on innovation and technology to improve our care delivery and worked with partners to co-create solutions for our beneficiaries. One such example is CARES4WOUNDS, an advanced wound management application jointly developed with Tetsuyu Healthcare. The app has made monitoring and treatment of wounds more efficient for our care staff, and it was chosen as the winner in the Best Adoption by a Non-Governmental Organisation category at the Techblazer Awards 2021. This achievement is testament of our efforts to

enhance our standard of care, achieve greater efficiency and excellence to benefit the seniors that we serve across our facilities.

Our focus on the development of our people has not fallen by the wayside despite the pandemic. My congratulations go out to Senior Nurse Clinician/Advance Practice Nurse Ms Zuraidah Sulaiman for clinching the Nurses' Merit Award 2021 and Senior Medical Social Worker Mr Ng Beng Wee for being the Superstar Winner (Allied Health Category) along with 488 awardees in the Star, Gold and Silver categories at the Singapore Health Quality Service Awards 2022. Their wins demonstrated the resiliency in Ren Ci staff

CEO's Message

and ever readiness to go beyond the call of duty.

We were recognised as one of Singapore's Best Employers in 2021, selected by The Straits Times and Marketing Research



firm Statista. This achievement is proof of our commitment to our staff, providing them with the right working environment and empowering them to make a positive difference to the patients, residents and clients we serve. I am also proud to share that Ren Ci was awarded the Enabling Mark (Silver) Award by SG Enable in 2021 in recognition of our efforts in adopting disability-inclusive employment. By making the effort to redesign jobs to match the abilities of our employees, we are able to offer real, long-term employment that benefits both the employer and employee in a win-win situation. Moving forward, we

hope to be able to scale up our disability-inclusive hiring to include more employees especially at our upcoming nursing home, Ren Ci @ Woodlands.

All of this was made possible with the strong support and understanding from the many stakeholders who have partnered and journeyed with us through the years and I thank all of them for believing in our mission. As we live with COVID-19, I have every confidence that our unity and teamwork will continue to stand us in good stead and we will chart greater milestones in the years ahead.



我对仁慈全体同仁和患者、院友、日间中心年长者及亲人，还有我们所有的义工，支持者及合作伙伴，所见证到的正能量和韧性感到鼓舞。疫情期间，我们同心协力克服了重重挑战并应对不断变化的措施，继续提供仁心慈爱的全方面护理。

我很高兴能分享，在过去的一年里，仁慈有许多新的发展。



Hydroponics gardening at Ren Ci @ Bukit Batok St. 52

2021年是我们预备重新推出仁慈居家护理服务的一年。仁慈之前在2006年至2009年期间曾经提供过居家护理。我们很兴奋再次提供上门护理服务，以更好地服助社区里有需要的年长者。随着2022年4月仁慈居家护理的推出，我们期待将仁慈的护理方式带入年长者的家中。

为了加强社会心理护理，往年所推行的艺术疗法之余，我们也引入了音乐疗法，为我们的治疗仿真增添了另一个支柱。通过呈现音乐和聆听体验，年长者有了自我表达的机会，从中促进他们身心健康。

除了音乐疗法，我们也重视园艺并通过种植活动绿划了护理空间及改善环境。为了提供更好的治疗环境，我们一直探索如何提升我们的设施。我们吸取了自然的设计理念，探讨如何将自然融入空间。我们深信，自然物理空间中的绿色植物可以增强治疗计划，例如通过水培农业活动帮助愈合年长者的心理。乘着绿划浪潮，我们也将探索具有可持续性的替代能源。

我们还利用创新科技来改善我们的护理服务，并积极与合作伙伴探索共同创方案，为我们所照顾的年长者带来有益身心的医疗护理。其中一个例子是CARES4WOUNDS，一款与Tetsuyu Healthcare联合开发的智能伤口管理应用程序。

该应用程序让护理人员更有效地监测和治疗伤口。这创新科技在2021年Techblazer奖中被选为非政府组织项目里的获奖者。这成就证明了我们提高护理标准，及实现更高效率和卓越性的努力，以便年长者得以受益。

尽管对抗疫情，我们并没有忽略对于员工的技能提升。我祝贺高级护士Zuraidah Sulaiman获得2021年护士优异奖，以及高级医疗社工黄明伟在新加坡保健优质服务奖2022保健专业级别获颁最高荣誉的《超级巨星奖》。仁慈有488位员工在各组别获颁星奖，项针了仁慈员工的应变能力和超越职责的精神。

我们也被《海峡时报》和营销研究公司Statista评选为2021年新加坡最佳雇主之一。这项荣誉肯定了仁慈对于员工的承诺，并为他们提供积极的工作环境，以便更好的服务有需要的年长者。

也让我感到自豪的是，仁慈于2021年被SG Enable授予“使能标志（银）奖”，表彰我们对于雇佣残疾人士的拥护支持。通过重新设计工作以匹配员工的能力，我们能够提供真正的长期就业，使雇主和员工在双赢的情况下受益。展望未来，我们希望能够招聘更多残疾人士，特别是在我们即将运营的兀兰疗养院。

我们可以取得多方面的成果，归功于所有给予仁慈多年来的支持与理解的伙伴们。我感谢在这期间所有相信仁慈使命的支持者。在我们与冠病共存当儿，我深信团结的力量将继续使我们处于有利地位，并在未来几年取得更大的里程碑。

侯自成
执行总裁

Board of Directors



Chairman
Mr Seow Choke Meng
萧作鸣先生
Business Consultant
Singapore Press Holdings
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
Fraser's 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, Jeffery
蔡隆川先生
Former Senior Managing
Director (Operations)
CapitalLand 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
黄仲谊先生
Chairman
Yellow Pages Pte Ltd
(1 Jul 2019)



Mr Pang Lim
龐琳先生
CEO
Koufu Pte 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 and Honorary Members

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, Jeffery (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)

Mr 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

Ms Teo Kwee Yee, Claudia (1 Jul 2017)

Mr Tang Kok Kai, Christopher (1 Jul 2021)

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

Professor Choo Wee Jin, Philip (1 Jul 2013)

Mr Yap Eu Win (1 Jul 2017)

Ms Lynn Gan (1 Jul 2021)

Investment Committee

Advisor

Mr Seow Choke Meng (1 Jul 2019)

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 Kuan 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, Jeffery (1 Jan 2020)

Mr Lim Eng Koo, Nelson (1 Jul 2021)

Mr Seah Choo Meng (23 Mar 2020)

Mr Zhong Ming (1 Jan 2020)

() Date of appointment to Committees

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 释印愿法师

Senior Management



Chief Executive Officer
执行总裁
Mr Joe Hau
侯自成先生
(1 May 2018)



Chief Operating Officer
营运总裁
Mr Albert Hong
康广裕先生
(22 Jun 2017)



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
(03 Jan 2022)



Executive Director, Ren Ci Learning Academy (RCLA)
仁慈培训学院执行执行总监
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, Community Engagement
社区互动总监
Ms Chong Pei Lan*
钟佩兰女士
(2 Feb 2015)



Director, Operations
营运总监
Ms Bek Siew Lian, Karen
麦秀莲女士
(6 Jan 2021)



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, 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)



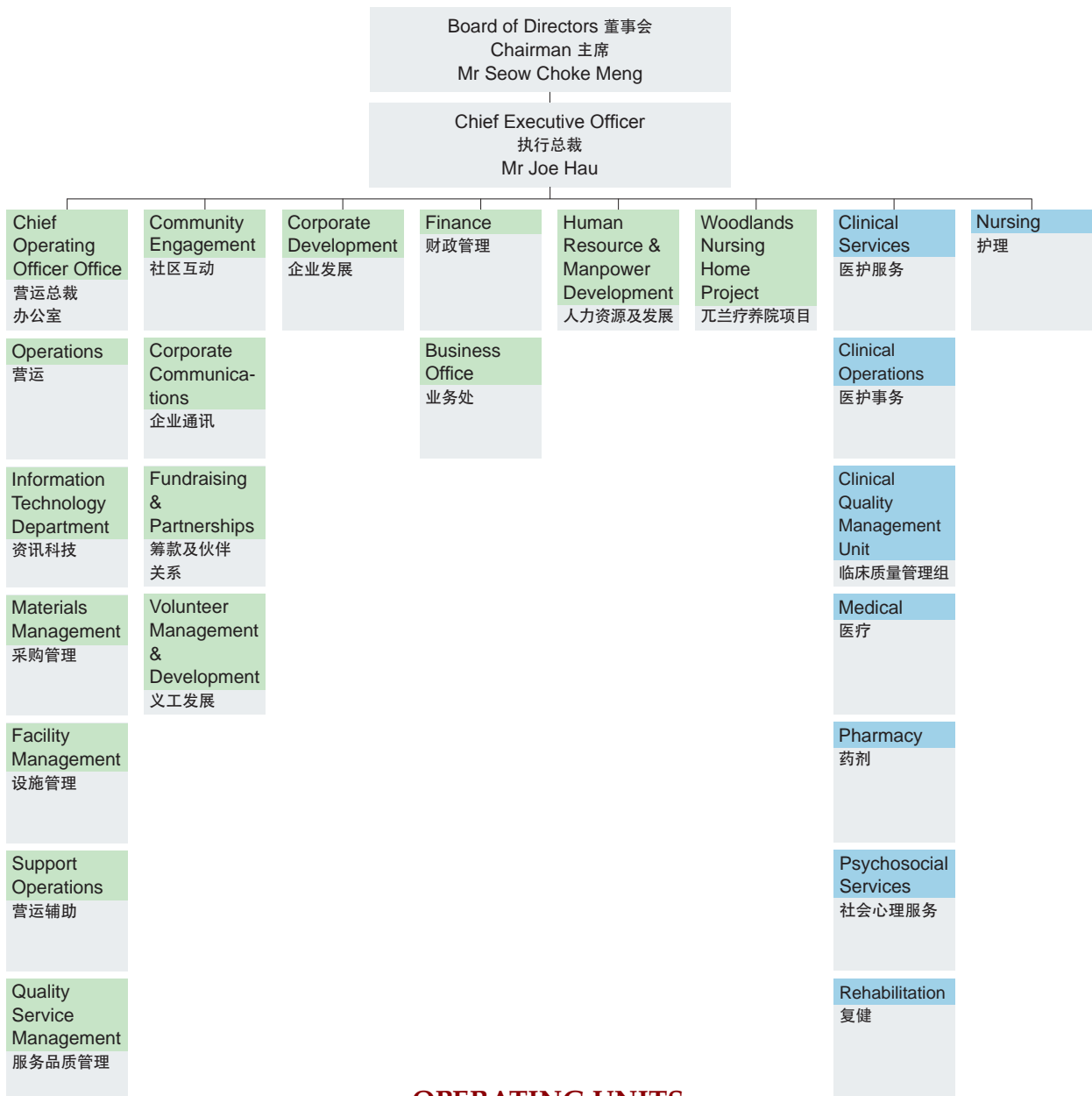
Executive Director,
Ren Ci @ Ang Mo Kio
仁慈宏茂桥疗养院执行总监
Ms Teo Lay Hong 张丽芳女士
(3 Aug 2018)



Executive Director,
Ren Ci @ Bukit Batok St. 52
仁慈武吉巴督52街疗养院执行总监
Director, Ren Ci @ Woodlands Project
仁慈兀兰疗养院项目总监
Mr Ong Eng Hua 王荣华先生
(21 Feb 2020)

*Until 31 Mar 2022

Organisation Structure



OPERATING UNITS

| Ren Ci Community Hospital 仁慈社区医院 | Ren Ci @ Ang Mo Kio 仁慈宏茂桥疗养院 | Ren Ci @ Bukit Batok St. 52 仁慈武吉巴督52街疗养院 | Ren Ci Home Care 仁慈居家护理 | Ren Ci Learning Academy 仁慈培训学院 |
|--|------------------------------|--|-------------------------|--------------------------------|
| Community Hospital 社区医院 (121 Beds) | Nursing Home 疗养院 (472 Beds) | Nursing Home 疗养院 (256 Beds) | | |
| Chronic Sick Unit 慢性病患单位 (120 Beds) | Senior Care Centre 乐龄护理中心 | Senior Care Centre 乐龄护理中心 | | |
| Senior Care Centre 乐龄护理中心 | | | | |
| Integrated Home and Day Care 综合居家和日间护理 | | | | |

At a Glance



2,412

Patients, Residents
& Clients served

Community Hospital
1,002

Chronic Sick Unit
148

Ren Ci
@ Ang Mo Kio
528

Ren Ci
@ Bukit Batok St. 52
291

Senior Care Centre
@ Novena
174

Senior Care Centre
@ Ang Mo Kio
196

Senior Care Centre
@ Bukit Batok St. 52
73

**No. of Patients/Residents
> 65 years old (%)**

Community Hospital
88%

Chronic Sick Unit
64%

Ren Ci
@ Ang Mo Kio
83%

Ren Ci
@ Bukit Batok St. 52
83%

Senior Care Centre
@ Novena
83%

Senior Care Centre
@ Ang Mo Kio
96%

Senior Care Centre
@ Bukit Batok St. 52
96%



969

Beds

Community Hospital
121

Bed Occupancy Rate
86%

Chronic Sick Unit
120

Bed Occupancy Rate
88%

Ren Ci
@ Ang Mo Kio
472

Bed Occupancy Rate
91%

Ren Ci
@ Bukit Batok St. 52
256

Bed Occupancy Rate
96%



32,719

Rehab Sessions from Senior Care Centres

Senior Care Centre @ Novena
8,070

Senior Care Centre @ Ang Mo Kio
13,961

Senior Care Centre @ Bukit Batok St. 52
10,688



Ren Ci Learning Academy

Courses Trainees
93 **999**

External Organisations
60



900

Staff

Local Foreign
48% **52%**

Nursing & Resident Care
61%

Doctor & Allied Health
19%

Administration & Ancillary Support
20%



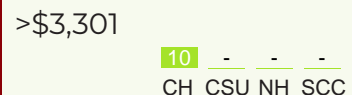
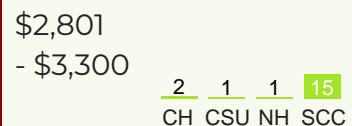
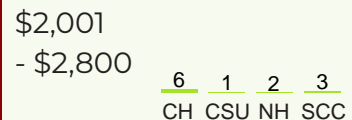
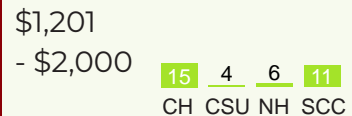
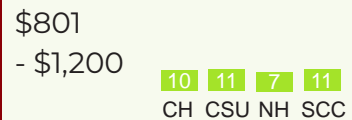
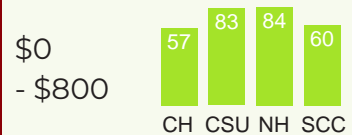
680

Regular Volunteers

No. of online and physical activities
1,487



Patients' Per Capita Family Income Tiers (%)



A Lasting Legacy | 功在仁慈, 利在千秋

Dr Chua Thian Poh retired from the Board of Ren Ci Hospital in June 2021, after an illustrious 21 years of service. During his tenure, he touched many hearts with his compassion and dedication to helping the needy. He never missed any major events and would always thank volunteers and supporters personally. Despite his busy schedule, he regularly took the time to visit the hospital and nursing homes to connect with patients, residents and staff and learn more about their needs.

No words can express our gratitude to Dr Chua for his stewardship and dedication in guiding Ren Ci through many milestones over the years. He has truly exemplified loving kindness and compassion. In honour of his tremendous contributions, he has been conferred the title of Honorary Chairman of Ren Ci Hospital in July 2021. Here are some of the wonderful memories captured during Dr Chua's journey of Heart and Hope at Ren Ci.

蔡天宝博士于2021年6月卸任主席一职。他过去21年辉煌的贡献，以仁心慈爱的理念触动了许多年长者的心。蔡博士从不错过任何重大活动，并始终亲自感谢义工和支持者的付出。尽管日程忙



Dr Chua addressing attendees of Ren Ci 25th Anniversary Charity Gala Dinner

碌，他也经常定时到医院和疗养院探望病患、院友和护理人员，了解他们的需求。

没有言语可以答谢我们对蔡博士的无私奉献及多年来带领仁慈走过许多里程碑。他真正体现了慈爱慈悲的信念。为表彰他的巨大贡献，他被授予仁慈医院名誉主席。

以下是蔡博士在仁慈仁心慈爱之旅中捕捉的一些美好回忆。



“

I witnessed how Ren Ci thoughtfully filled the healthcare gap for the chronic sick patients, and this mission resonated deeply with me.

当初仁慈如何填补慢性病患的医疗及护理需求，这使命深深地引起了我的共鸣。

We need to spread Ren Ci's spirit to every corner of society based on our founding principles of loving kindness and compassion.

以初创信念为本把仁慈精神传播到社会的每个角落。

I believe in the heart of giving back to society, creating a warm society in which seniors are cared for with heart and hope.

赤子之心，回馈社会；共创一个老有所养病有所医的温馨社会。

Dr Chua Thian Poh
Honorary Chairman

蔡天宝博士
名誉主席

Official Opening of Ren Ci @ Ang Mo Kio



Regular visits to the nursing home by Dr Chua

A Lasting Legacy







Beyond Resilience

The heart of what we do here, to protect and safeguard the health of our vulnerable seniors has remained strong despite the challenges we faced in the past year. Together with our partners, such as Agency for Integrated Care (AIC) and Tan Tock Seng Hospital, we stood in solidarity and worked hand-in-hand at the onset of the Delta variant outbreak.

When a cluster at our Bukit Batok St. 52 nursing home broke out in September 2021, we responded quickly in enhancing our safety protocols and measures to prevent further spread within and beyond the facility. Leveraging on the high vaccination rate of 96% amongst the residents against the national figure of 82% has kept the number of infected seniors low.

The bravery, commitment and teamwork from the care staff who fought hard against COVID-19 to keep the residents safe, enabled the nursing home to overcome the cluster as a united front. The team also made recommendations such as using N95 masks instead of surgical masks in our nursing homes during the Delta wave, to help enhance some of the national measures in the community care setting so that seniors can remain safe.

“

As we live with COVID-19, I have every confidence that our unity and teamwork will continue to stand us in good stead and we will chart greater milestones in the years ahead.

Joe Hau
Chief Executive Officer





■ Mayor of South West District Ms Low Yen Ling (centre) distributing care packs in support of Ren Ci @ Bukit Batok St. 52

The COVID-19 booster shots became an important priority and when it was made available in October, we wasted no time to administer fully and quickly to all those working at Ren Ci as well as our patients, residents and clients. We saw a brief easing of measures until the wave of the Omicron variant.

Prior to the peak of the Omicron wave in March, the number of infected staff that were kept away from our premises has impacted our operations. We then set up a Para Care team that comprises both volunteers and staff. Our backend staff became Para Care Staff to help support care staff when resources were lean. Our Para Care Volunteers did likewise. The new variant whilst less fatal than the Delta variant, was more infectious and fast spread. The objective of many of the measures implemented across the country was to ensure the healthcare capacity and

resources were optimally preserved or utilised.

We continue to work closely with AIC to ensure effective care for infected nursing home residents with no or mild symptoms within the facility. The programme known as Care @ Nursing Home was introduced to enable residents to recover in a familiar environment and cared for by trusted familiar faces.

New variants and their waves will undoubtedly be a norm. In line with the national stance of endemic living with COVID-19, supported by the robust vaccination programme in place, Ren Ci will continue to steer beyond resilience, adopt an “always ready” response system that we can scale quickly to ensure the delivery of care and services to our patients, residents and clients will not be disrupted.

Beyond Resilience

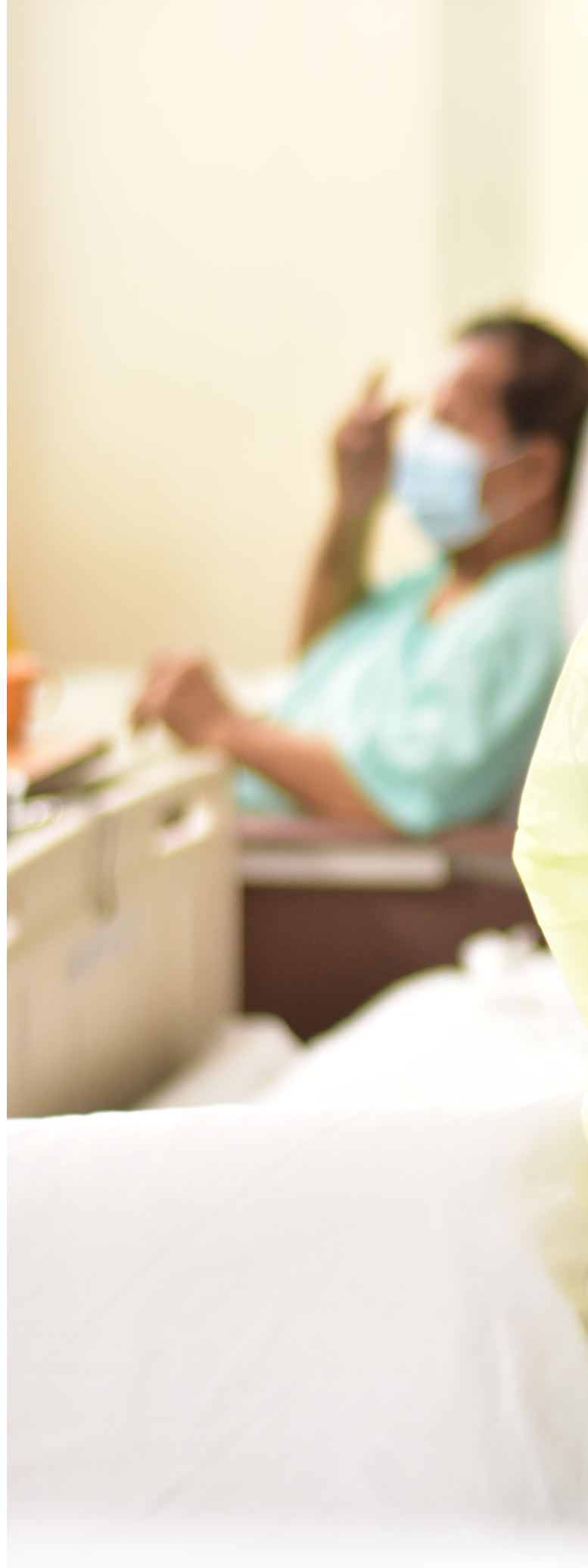
新冠疫情爆发以来，仁慈过去一年持续面临严峻挑战。仁慈为保护风险较高和易受感染的年长者付出心血。我们与我们的合作伙伴之一，陈笃生医院，在冠病变种毒株德尔塔加速传播之际，紧密携手合作度过难关。

去年9月，位于武吉巴督52街疗养院成为了冠状病毒感染群体之一。我们火速做出反应，加强我们的个人防护装备和安全管理措施，避免病毒进一步扩散。与当时全国82%疫苗接种率相比，我们以96%的高疫苗接种率成功把疗养院感染人数保持较低。我们见证了护理人员所展现的勇敢、韧性和团队精神。在与冠状病毒奋战之际，仁慈为了确保院友的安全，提出和实行一些建议，进一步改进全国的防疫措施，帮助强化社区护理领域的年长者。

去年10月，我们快速为所有员工和符合条件的院友注射疫苗追加剂，提高了他们对新冠的防护力。同期间，我们在短暂的措施放宽时段恢复了疫情之前如理发的义工活动。然而，奥密克戎的入侵很快阻断了暂缓的作息，快速而广泛地在本地传播。虽然其致命性较低，但我们并没有掉以轻心。在今年三月在奥密克戎浪潮处于高峰，受感染员工也轻微影响了护理运作。由行政人员组成的代护义工团队缓解了人手问题。

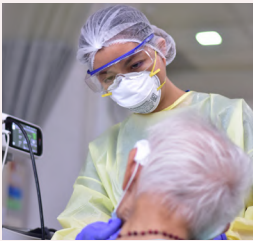
我们将继续与卫生部和互联中心紧密合作。一项称为Care @ Nursing Home的计划，是针对无症状或轻微症状的年长院友，在受感染后能继续留在疗养院，在一个熟悉的环境中得到良好的照顾及康复。

对抗新冠病毒的变种，我们将继续与病毒共存，尽量做好充足的准备，提高我们的应变能力和坚韧不拔的精神，保护我们的年长者。









Steering Forward - Ren Ci 2025



To ensure that we are future-ready to meet the needs of the ageing population, we will adapt and streamline our operations to enhance our care capabilities.

Albert Hong
Chief Operating Officer



Ren Ci 2025 is our 5-year strategy to help us realise and become the leader in community care by 2025. To help us get there, Ren Ci articulated these five

workstreams or **5P - People, Partnership, Products & Services, Place** and **Process**. Key strategic initiatives were formulated, executed and evaluated yearly in each workstream.

People

Ren Ci believes in enabling and empowering the staff to do their level best. Our efforts have gained recognition and awards in the community care sector.

In the last fiscal year, we provided opportunities for skills enhancement and knowledge improvement through giving out scholarships, sponsorships and training workshops. We gave out seven scholarships and training sponsorships to in-service employees that provided them the opportunity for career development, attaining higher qualifications as well as upgrading or enhancing their professional knowledge. The grants came from the AIC's Community Care and Manpower Development Awards (CCMDA) and Community Silver Trust (CST).

Scholarships and sponsorships were also granted to six new entrants to the healthcare industry and students to help

SUPERSTAR AWARD

ALLIED HEALTH

Mr Ng Beng Wee



Minister for Health Mr Ong Ye Kung, Senior Medical Social Worker Mr Ng Beng Wee and SingHealth Deputy Group CEO (Medical & Clinical Services) Professor Fong Kok Yong at the Singapore Health Quality Service Awards ceremony

build the community care sector and Ren Ci's future talent pool. Overall, we achieved a training participation rate of 97.1%. Despite the challenges faced due to the pandemic, we managed to increase the median training hours from 17 to 21 hours in the last fiscal year, which was above the full year national median hours. Ren Ci continues to emphasise the importance of attending training and upgrading amid managing the COVID-19 situation and its challenges.

As part of AIC's initiative to further upskill non-clinical care staff to achieve greater productivity and more holistic care for the seniors, we embarked on job redesign to professionalise Community Care Associate (more endearingly called Resident Care Associate in Ren Ci's context) as a career for the sector, with new career pathways and enhanced career progression. This successful job redesign pilot has enabled us to attract more mid-career switchers to take up this role.

Our training facility, Ren Ci Learning Academy has always supported upskilling in the sector and is well positioned as a strategic platform to build, train and nurture a steady manpower force for Ren Ci and the sector.

Partnership

The primary focus of the Partnership workstream revolves around establishing a caring community in anticipation of the opening of Ren Ci @ Woodlands in early 2024. Like how we have worked with the social service agencies and community organisations in the regions we serve, in Ang Mo Kio and Bukit Batok respectively, we will continue to reach out to those located in Woodlands, so that support is extended to include psychosocial issues management for the seniors as well.

Our volunteers are also key in helping us build a caring community. We are currently ramping up our efforts to provide relevant and adequate training, matching volunteers with

Steering Forward

- Ren Ci 2025

the right opportunities, so that they are able to support needs for home care as well as the upcoming nursing home at Woodlands.

We will continue to strengthen our relationship and engagement with both our volunteers and donors. Over time, we shall organise and identify fundraising events and volunteering initiatives that shall be relevant, meaningful and effective to better cultivate a nurturing and sustained relationship.

Products & Services

In the last fiscal year, we added Inpatient Hospice Palliative Care Service (IHPCS) to our suite of palliative services within our community hospital to improve the quality of life of patients with life-limiting illnesses and their families through therapeutic intervention.

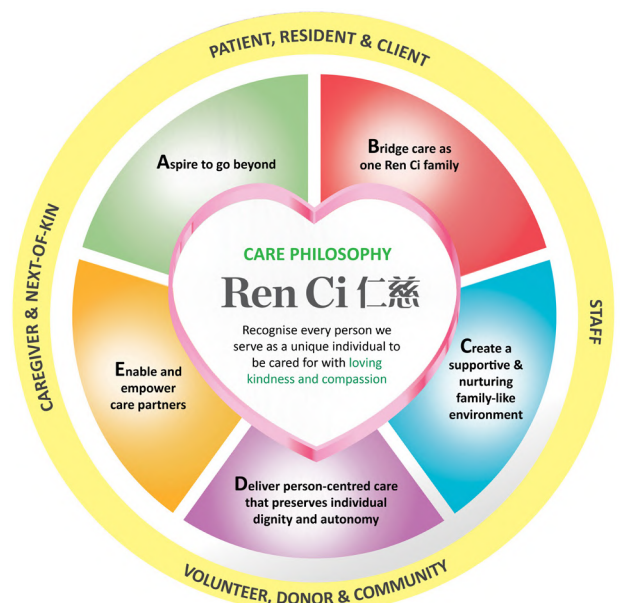
Expanding our spectrum of therapies this fiscal year to enhance psychosocial care, we added music therapy, on top of art therapy, as an eclectic approach to support and improve patients and residents' health, functioning and well-being in a comforting mode. The outcome has been encouraging as more seniors demonstrated greater confidence in their abilities, self-expression and self-esteem.

As Ren Ci expands its spectrum of care in the community, we will build new capabilities that deliver care beyond the

institution; primarily through centre-based care and the new home care service. Ren Ci will be providing person-centric home care service in the next fiscal year. We will be working with various partners, so that we too can elevate our care expertise to serve and care for seniors at home.

Ren Ci has also put in place a Ren Ci Care Philosophy to recognise every person we serve as a unique individual to be cared for with loving kindness and compassion. The **A to E** of our Care Philosophy is:

- A**spire to go beyond
- B**ridge care as one Ren Ci family
- C**reate a supportive and nurturing family-like environment
- D**eliver person-centred care that preserves individual dignity and autonomy
- E**nable and empower care partners



When we create a virtuous cycle of care, we shall in turn create a caring community.

Place

Ren Ci has embarked on enhancing our existing infrastructure to create a better healing and working environment. One approach is the adoption of a biophilic design concept, which incorporates nature into the various spaces to improve the air quality, as well as promote better psychological and emotional well-being. Greenery in our physical spaces helps complement therapeutic programmes that we have introduced such as gardening and hydroponic farming, and they aid healing and recovery. We are also exploring alternative energy sources as we continue to reduce carbon emission and electricity consumption.

The pandemic has also reminded us to be “future-ready”. Ren Ci has begun to look into the feasibility of enhancing our care facilities and capabilities in the existing wards. The renovation works that were completed in the last fiscal year include painting of the community hospital and Ren Ci @ Bukit Batok St. 52, installing exhaust fans to better improve ventilation for our patients and residents.

Process

Ren Ci shall leverage the use of technology to support staff’s working needs as well as to improve quality of life and care of seniors as our focus. From having an innovative hip protector to an award-winning smart wound care system; Ren Ci is always looking at innovative ways in our delivery of care. This has helped enhance our standard of care and achieve greater efficiency and excellence and has benefitted the seniors we serve.

Apart from using technology and innovation, putting people at the centre of our process improvement has also been our emphasis. An Improvement Framework was created to drive an improvement culture so that we build purpose and sustainability of our process improvements.



Ms Magdelene Tay conducting training on enhancing our service level

Steering Forward - Ren Ci 2025



In our stride to transform service level in Ren Ci, our very own service trainer recruited from the Singapore Airlines stepped up on service training this fiscal year and saw over 90% of the staff completed the training.

仁慈2025愿景是一项制定5年的策划方针和行动计划。愿景包含5项大纲 - 人员、合作伙伴关系、产品与服务、地方与环境 and 流程。

人员

仁慈深信给与员工们发挥各自专长与水平。我们

对员工们的栽培，在社区护理领域里，获得了许多认可和奖项。

在上财政年度，我们颁发了赞助培训的各种奖学金我们颁发了七项奖学金和培训赞助，让同工提升技术和和专业知识。赞助资金来自社区护理人力发展奖 (CCMDA) 和社区乐龄基金 (CST)。六名新入行者也获得了奖学金和赞助。我们希望继续培育新一代的社区医疗工作者。

即使面对应付疫情的挑战，我们仍实现了 97.1% 的培训率。个人培训额也有所增长比全国平均高多一些。仁慈培训学院会继续为仁慈及社区护疗服务提供培训课程。

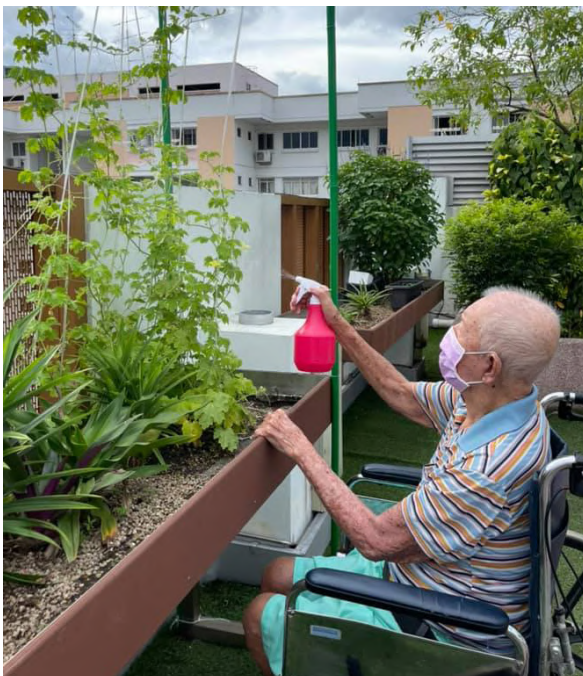
合作伙伴关系

在合作伙伴关系事项里，仁慈会继续加强与各个社区和社群服务团体的关系和互动。义工是许多慈善团体的社区支柱。仁慈将会为即将开发的仁慈兀兰疗养院，做好准备，招收义工，鼎力培训，让义工们更能胜任他们所服务的事项。仁慈也会设计更有针对性和意义性的募捐筹款项目，与募捐者紧密互动。

产品与服务

我们在上财政年增添了安养及临终关怀服务。除此外，我们的艺术治疗也包括了音乐疗程。和美术疗程相同，我们希望通过艺术治疗，让患者，院友和年长者，获得更好的心理愈合。

仁慈制定了仁慈护理理念。主要核心是认同我们所服务的每一位年长人士，他们的所需都是独特的，并要以慈爱关怀作为基本。



Residents participating in gardening activities

地方与环境

仁慈将继续打造和加强更好的康复和工作环境。其中一项，是将大自然生态物尽量融入融入工作和疗养。除此外，我们也尽量节省能源，探讨可再生能源的方案。

疫情的入侵也提醒我们要“为未来做好准备”。仁慈已开始研究在现有病房，提升我们的护理设施的可行性。上一财政年度完成的翻新工程包括社区医院的粉刷、安装排气扇以更好地改善住院病房和慢性病房的通风系统。

流程

仁慈会继续利用数码科技提高我们的护理系统，标准和效率。我们设定了改善框架，结构，为的是继续以改进和改善为主，让现有的流程时时与时俱进。



Utilising 'CARES4WOUNDS', a smart wound care system

Bridging Psychosocial Needs the Ren Ci Way



Music therapy feature in Lianhe Zaobao, 1 July 2021

“

By focusing on the multi-faceted psychosocial programmes, we are able to uplift the well-being of the seniors and ensure that they have opportunities for self-expression and continue to age gracefully under our care.

Bridget Monica Das
Head, Psychosocial Services



Residents participating in gardening activities

Apart from caring for our patients, residents and clients medically, the Ren Ci way of care also encompasses psychosocial care. Using various methods, programmes and activities, we aim to provide psychosocial care that shall improve the mental and emotional well-being of the seniors under our care.

Art therapy in Ren Ci has been a well-received form of psychotherapy where the use of art and craft is primarily used as the core of expression and communication. Many of our seniors have found healing

and empowerment such as resolving their inner conflict, rediscovering their self-worth and meaning of life through such activities conducted by our art therapists.

Music therapy is also introduced in our psychotherapy methods. Seniors have found joy and fun in this form of therapy. Using reminiscence as a theme in the therapy, seniors found themselves rediscovering or recollecting memorable experiences from their younger past. Both our music and art therapists, who are well-credentialed, have

certainly used the arts as a good form of psychosocial support for our seniors.

We also explored using gardening in our nursing homes to help seniors needing simple rehabilitation exercises regain their mobility. The exposure to nature and its greenery, will always find its way to bring about a rewarding sense of calm and rejuvenation to any one with green fingers. One can easily observe the joy of how our own senior gardeners beamed with delight when a seed sown, blossomed and grew.

Our Senior Care Centre team at Ren Ci @ Bukit Batok St. 52 nursing home has also used hydroponics as a therapy form for our residents. The residents have harvested various herbs, spices and vegetables and they certainly enjoyed their fruits of labour as they whipped out delicious dishes using the freshest crop, with the support of the care team.

仁慈的护理方式也涵盖心理护理。我们希望通过各种治疗方案和活动让我们看护的老年患者和院友，得到全面的生理安定心里治疗。

我们通过美术和音乐治疗师组织的活动，让患者和院友重新获得了希望和正能量。这也对他们的康复和治愈有很大的帮助。

我们也在疗养院中使用园艺活动，以促使身心健



Music therapist engaging a bedbound patient

康。我们也以园艺为主，设计了简单的复建活动。

在我们的武吉巴督 52 街疗养院 (Ren Ci @ Bukit Batok)，乐龄护理中心团队还使用水培法为我们的院友提供治疗。院友们种植了各种各样的药草、香料和蔬菜，并烹制各种美味的菜肴。他们对自己劳动成果的愉悦感不言而喻。



Enhancing Care with Innovation



EXO+ hip protector feature in Lianhe Zaobao, 15 November 2021



Smart Geofencing System sensors installed at key locations at our nursing homes



We create more value for our patients, residents, clients and even our staff through harnessing new healthcare innovations to drive better care outcomes and also achieve efficiency gains operationally.

Sim Teck Meh, Jenny
Executive Director, Ren Ci Learning Academy

As part of our service excellence journey, Ren Ci is always looking at how to leverage on technology to better care for and serve our patients, residents and clients. Ren Ci has been recognised as a trailblazer in adopting innovative solutions that drive productivity, empower staff to better do their job and function, so as to deliver value-based care at a sustainable cost.

A project spearheaded by Ren Ci over the past year is the EXO+, a customised and breathable hip protector which has been tested for safety and offer good protection and comfort for fall-prone seniors. Ren Ci collaborated with Singapore Institute

of Technology (SIT) and G4 Pte Ltd to develop this patented lightweight hip protector. Specifically made with our local climate in mind, this device uses breathable material and has foam pads that are made of sandwiched layers of impact-absorbing foam, drawing inspiration from the exoskeleton structure and anatomy of crustaceans and elastomers. This design helps to cushion the wearer's hip in the event of a fall. We are the first in the community care sector to pilot and deploy EXO+ for fall-prone residents across our facilities. This project is supported by the Community Silver Trust fund from AIC.



Scan the QR code to see how EXO+ gives Mr Mohamed the confidence to walk

Our pursuit in using technology and innovation in our delivery of care was recognised and rewarded at the Techblazer Awards 2021. This Awards is jointly organised by the Infocomm Media Development Authority and SG Tech. CARES4WOUNDS, an artificial intelligence assisted software with 3D image capturing capability helps measure, record, track progress and provide treatment guidance for wounds, eventually clinched the prestigious Best Adoption Award in the NGO category.

Apart from EXO+ and CARES4WOUNDS, we implemented various other initiatives to enhance our care for our patients, residents and clients across our facilities. For example, we piloted the Smart Geofencing System (SGS) that uses RFID technology to track and record movement of residents with dementia. This enabled our staff to quickly locate the residents who may have wandered off on their own.

Another item that we ramped up the use of was pressure sensors. By placing them beneath the mattresses, our staff are able to detect potential falls. We also deployed the all-in-one vital signs monitoring devices – not often used in the community care setting – which has enabled our staff to check vital signs of patients more quickly and efficiently. The implementation

of these innovations and devices allows us to care for our seniors in a holistic manner and keep them safe.

仁慈一直都在追求如何更好地利用科技的发展，以服务精髓为标准，更好地服侍我们的患者和院友。

EXO+ 是一种量身定制的透气髌部保护器，经过安全测试，可为较易跌倒的年长者，提供良好的保护性和舒适性。这款获得专利的轻质髌部保护器是由仁慈与新加坡理工学院 (SIT) 和 G4 Pte Ltd 联合研发。以适合本地气候的专门透气材料制构成。产品具有吸收冲击力的泡沫夹层构成垫 (灵感取自甲壳类动物的外骨骼结构和弹性体)。在社区护理领域和行业中，我们是首个试用EXO+ 的社区护理医院。该项目得到了社区乐龄基金的支持。

我们也在Techblazer 2021 奖项中，得到了几个奖励。在我们提交的三个项目中，有两项入选“最佳采用科技 – 非盈利机构”的奖类中，获得奖项。这两个项目是智能地理围栏系统 (SGS) 和 CARES4WOUNDS。前者是使用 RFID 技术追踪和记录失智症患者活动的系统，后者则是具有 3D 图像捕获功能的人工智能 (AI) 辅助软件，可用于伤口测量、记录、追踪进展并提供治疗指导。CARES4WOUNDS 夺下了这一享技术奖。该奖项由 IMDA 和 SGTech 联合举办。



Staff assisting resident Mr Mohamed Hafidz don the EXO+ hip protector

Striving for Excellence



Scan the QR code to hear from our Superstar Beng Wee



CARES4WOUNDS at the Techblazer Award 2021, Lianhe Zaobao, 27 January 2022

Our Recognition

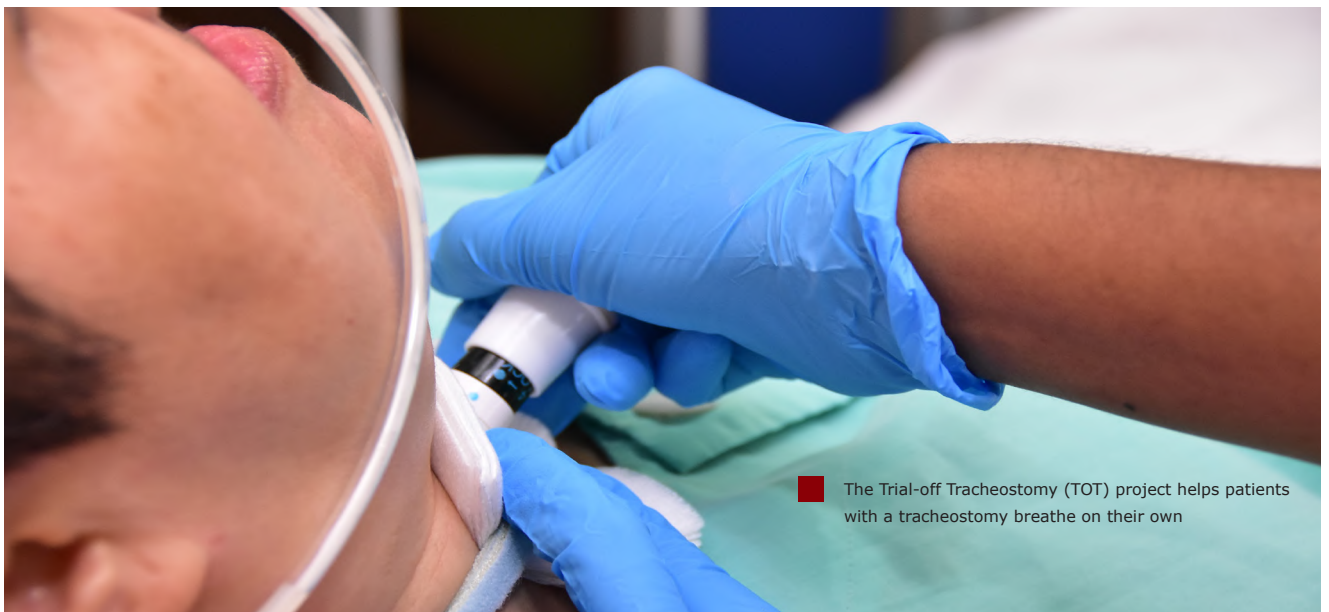
Ren Ci shall be guided by our founding principles of loving kindness and compassion, as we serve the seniors under our care with Heart and Hope. As an organisation, Ren Ci believes in the value of seeking excellence continually to enable us to better care for our seniors. Our commitment was acknowledged and recognised nationally. We were recognised as one of Singapore's Best Employers in 2021, selected by The Straits Times and Marketing Research firm Statista. This recognition is a testament of our commitment to our staff. By providing our staff with the right working environment, we enable and empower them to better fulfil our primary mission of providing quality medical, nursing and rehabilitative care services for the community and make a positive change to the patients, residents and clients we serve.



We focus on providing opportunities for skills enhancement and knowledge improvement even during these challenging times, to ensure that we continue to make inroads in our drive for excellence and progress.

Nuryasmin Hannah
Director, Human Resource & Manpower Development

Ren Ci is an inclusive employer. We were awarded the Enabling Mark (Silver) Award, a national level accreditation by SG Enable that benchmarks and recognises organisations for their practices and outcomes in disability-inclusive hiring. Our partnership with Autism Resource Centre and SG Enable seeks out



The Trial-off Tracheostomy (TOT) project helps patients with a tracheostomy breathe on their own



Ren Ci Human Resource & Manpower Development Director Ms Nuryasmin Hannah and CEO Mr Joe Hau with the Enabling Mark (Silver) Award

job roles for persons with disabilities (PWDs). This helps build an inclusive workforce culture and at the same time, helps fulfil manpower gaps which may be faced by many organisations.

Apart from being recognised for our employment practices, our programmes too received accolades in the last fiscal year. We are a close working partner with Tan Tock Seng Hospital (TTSH) since January 2009, after inking the Clinical Governance Collaboration Agreement. We had since worked on many projects together and are thankful for the strong support from TTSH. The trial-off tracheostomy (TOT) project for the chronic sick patients on tracheostomy, was made possible because of the support given by TTSH. As we embark on providing end-of-life or palliative care services, the Integrated Care for Advanced REspiratory

disorder (iCARE) programme has since benefited more than 300 patients with advanced lung diseases or conditions where the teams at Ren Ci have helped them manage their chronic breathlessness. This significant piece of work was awarded the TTSH Milestone Award 2021.

Our People

The ongoing COVID-19 situation has emphasised the need to stay resilient especially at the forefront of our role. Ren Ci shall continue to serve those in need with compassion and a spirit of excellence, regardless of the function and role each one of us plays.

Ren Ci prides ourselves on developing our People, to serve with Heart and Hope. We want to groom them to pursue and grow a career with us and in the community care sector. Since the start of the Community Care Manpower Development Awards (CCMDA) in 2017, 47 recipients have benefited from this scheme and award.

We saw our colleagues pursuing or upgrading their skillsets and knowledge or domain expertise through the attainment of the National Institute of Technical Education certificate as well as a Master's degree. We believe in raising and equipping a competent and compassionate workforce to serve those under our care.

Striving for Excellence



Senior Nurse Clinician/Advanced Practice Nurse, Ms Zuraidah Binte Sulaiman

Nurses' Merit Award 2021

Our Senior Nurse Clinician/Advanced Practice Nurse Ms Zuraidah Binte Sulaiman believes wholeheartedly in lifelong learning. Since joining the nursing profession 23 years ago, she has constantly upgraded herself in her profession, demonstrating her professionalism and commitment, especially in adhering to the nursing clinical standards and nurses under her care, managing patients with fever or infections. Zuraidah has been leading the Infection Prevention and Control Committee (IPCC) in Ren Ci since August 2020. For her commitment to ensure adherence to infection prevention and control measures for the safety of both the patients and staff, Zuraidah received the Nurses' Merit Award 2021.



Senior Medical Social Worker, Mr Ng Beng Wee

SingHealth Quality Service Awards 2022

The annual SingHealth Quality Service Awards (SHQSA) is a significant event for Ren Ci. Ren Ci's contribution to the sector has gained much recognition over the years.

Ren Ci saw a total of 488 winners, across the various categories, including one Superstar Award, 19 Star, 233 Gold and 235 Silver awards. It was our highest number of winners to date. This significant milestone and accomplishment bore testament to our dedication, commitment and contribution in the community care sector. It had most certainly been a challenging season for many working in the healthcare sector and we are humbled at this recognition and affirmation.



Our Senior Medical Social Worker, Mr Ng Beng Wee was one out of the two winners in the prestigious Superstar Award in the Allied Health Category. He has been instrumental to help create self-directed activities and mindfulness exercises for the seniors who may be homebound due to the restrictions amid COVID-19, so that they would remain physically and mentally active regardless. Beng Wee understood the importance of how important it was too, for the frontline staff to remain positive and resilient. He and his team developed the “5Cs of Coping This Season”, a psychosocial programme to help staff cope with and manage their own emotional

and mental wellbeing, so that they could deliver care and services to those they serve and care for. This project eventually helped him clinch the Superstar Award.

We congratulate all of the award recipients and winners, and know that this truly is the professionalism and spirit of Ren Ci – the Ren Ci way of care, serving with Heart and Hope.

仁慈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。作为一个组织，仁慈相信持续追求卓越的意涵，这能使

Striving for Excellence

我们更好地照顾我们的年长者。我们的努力获得许多认可。我们入选由《海峡时报》与全球研究公司Statista联合开展调查后整理而成的200个最受员工推崇的新加坡雇主之一。这项认可证明了我们员工的承诺。通过为员工提供得当的工作环境，我们能够让他们更好也更具能量去履行我们的主要使命，为社区提供优质的医疗、照护和康复护理服务，并为我们所服务的患者、院友和所有年长者带来积极的变化。

我们也获得新协立 (SG Enable) 颁发包容残障就业标志银奖。仁慈采取公平包容的态度，聘用及培训残障人士，努力打造助亲特需者的职场。这对我们来说是一个重要的举措，这不仅有助于营造一种多元化与包容性的文化，对社区产生积极影响，并最终填补许多业主所面临的人力短缺问题。

我们积极与新加坡自闭症资源中心Autism Resource Center (简称ARC) 和新协立等合作伙伴合作，将合适的特需者候选人与我们设施中的工作角色相匹配。

除了我们的雇佣做法得到认可外，我们有许多计划也获得了赞誉。自2009年1月起成为陈笃生医院 (TTSH) 的紧密邻居和合作伙伴 (签署临床治理合作协议) 后，仁慈和陈笃生医院一直在许多项目上携手合作。我们在陈笃生医院的支持下，为接受气管造口术的慢性病患者施行的气管造口术试验 (TOT) 项目，成功为患者创造新气息，让他们能用口、鼻、气管和肺部恢复正常呼吸。

随着我们开始提供临终/姑息治疗服务，iCARE (

重度呼吸障碍综合护理) 是仁慈医院与陈笃生医院的试点项目为晚期肺部疾病引起慢性呼吸困难的病患而设立的护理计划。

自计划实施以来，iCARE已经治疗护理了超过300位患者。该计划有效地促进了患者自身功能的提高和增强了他们自行照顾的能力并减少患者再入急症医院的情况。给予仁慈不断努力改善我们的护理服务，iCARE 计划获得了 2021年陈笃生医院里程碑奖。

我们的人员

当前的疫情形势突出了保持韧性的必要性，无论是我们的角色是当面对它还是在后方。仁慈将继续以慈悲和追求卓越的精神服务有需要的人。

仁慈始终确保我们的员工拥有齐全的设备并接受专业培训。自社区护理人力资源发展奖(CCMDA) 于2017年开设以来，我们已有47名获奖者从该计划中受益。

我们坚持通过培养及鼓励我们的员工通过取得国家工艺教育学院证书以及硕士学位来追求或提升他们的一应技能和知识或领域专业力，协助他们发展事业。

2021 年护士优异奖

仁慈的高级临床护理导师，Zuraidah Binte Sulaiman女士获颁2021年护士优异奖。自23年前投身护理行业以来，她不断推动和提升自己，为了确保自己有能力可以持续给病患良好的照料。她不仅拥有硕士学位，她也获得临床专科护理师硕士学位，并在药剂课程 (National

Collaborative Prescribing Programme) 获得认证可以为病人开药，为患者带来更多便利。

Zuraidah女士自2020年8月开始领导仁慈感染预防和控制委员会（IPCC）。她的关键作用有助于有效降低病毒在医疗机构内的传播风险，保障医疗质量和医疗安全的同时也确保仁慈的员工和患者的安全。此外，在她的带领下，IPCC经常通过线上进行测验等活动让大家在了解预防和控制措施的同时也增添一些乐趣。

新加坡保健优质服务奖

新加坡保健优质服务奖由新加坡保健服务集团杜克-国学术医疗中心颁发，旨在肯定为病人提供优质服务的医护人员。

仁慈创纪录第一次在所有奖项类别有488名获奖者，其中包括一项超级明星奖！仁慈总共获得：1个超级巨星奖、19个星奖、233个金奖和235个银奖。这是表彰为患者提供优质护理和优质服务的认可，这已成为仁慈护理方式的标志。

仁慈医院社会心理服务部的黄明伟是资深医疗社工。疫情期间，医护人员除了必须承受工作上的压力，一些甚至因为各种原因必须接受隔离，无法同家人见面。为此，明伟和团队着手制定了一套名为“5C”的减压计划，指导医护人员如何照顾自己的身心健康。

这项计划让近半数的同僚受惠，他因此在新加坡保健优质服务奖颁奖典礼上，获颁超级巨星奖。



Ren Ci CCMDA awardees highlighted at the virtual award ceremony organised by the AIC



Melliana is all set and ready to grow a career with Ren Ci and in the community care sector upon her graduation



Job redesign provides the opportunity to equip our people with the skills to deliver better quality care for the seniors

Fundraising and Volunteering



Scan the QR code to watch
《Immensity | 无限》MV



We are proud to partner Ren Ci's care team to look after the patients and residents, spending quality time with them through different activities and interactions and meeting their emotional and social needs.

Quan Tuck Heng
Volunteer, Aspiration Group
25-year Long Service Award Awardee



Staff and volunteers lending their voices to Immensity | 无限

Fundraising

We are into the second year of the pandemic, and Ren Ci is thankful to be able to resume both the physical and online fundraising activities.

After a year of hiatus, the annual Charity Golf Tournament resumed and was held on 21 October 2021 at the lush greenery of Tanah Merah Country Club, Garden Course. We saw 128 golf enthusiasts teed off in batches whilst observing the safe management measures. Our generous golfers helped Ren Ci raise a total of \$631,020 through flight sponsorships and outright donations.

Our fundraising efforts moved into the digital space too. Our first ever e-shop, www.docharitywithrenci.com was launched on 15 November 2021. This initiative substituted our signature annual fundraiser, the Vegetarian Food Fiesta due to the pandemic and its restrictions. We were heartened to see a sum of \$328,100 raised through the e-shop fundraising when the fundraiser ended on 31 December 2021. We were most grateful for the generosity of cash donations, sales of Gift-a-Meal, dining vouchers, flower and candle offerings and items. The e-shop has continued to operate due to its overwhelming response



Do Charity with Ren Ci 2021



Ren Ci Charity Golf Tournament 2021

and success. We are immensely thankful to the Singapore Chin Kang Huay Kuan for sponsoring us the monthly platform fees till the end of 2022.

Another campaign launched on 1 December 2021 was our very own musical fundraiser, *Immensity* | 无限. It is an original number composed by our very own staff and performed by a multi-disciplinary team from various departments across Ren Ci. This song paid tribute not only to every healthcare worker but also to the everyday heroes who have stood and journeyed with us during this pandemic. *Immensity* | 无限 successfully

raised us a total of \$259,143.

We continue to enjoy the Tote Board's Enhanced Fundraising Programme (EFR) which provides a dollar-for-dollar matching for funds raised via digital platforms. We remain deeply grateful to our donors and supporters who have continued to believe in Ren Ci and support us faithfully in our cause. This pledge of support and partnership with Ren Ci is integral to enabling us deliver the high standards of care to our beneficiaries.

Fundraising and Volunteering



CloverHearts volunteer group feature in Lianhe Zaobao,

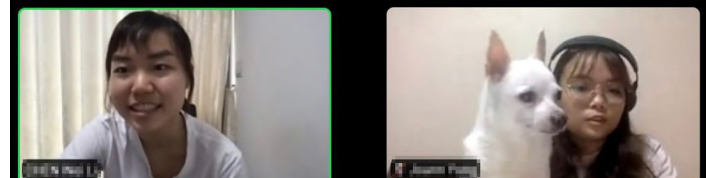
Volunteering

Our pool of dedicated volunteers has waited patiently as we see easing of restrictions and resumption of volunteering when we transited into the endemic phase. Like many other non-profits and charities, we have moved most volunteering activities online. Regardless, these volunteers donated 1,480 hours of virtual volunteering last year.

We continued our engagement with the volunteers through online channels. Our annual Volunteer Leaders Dialogue saw 32 leaders attending the session on 4 September 2021. It was a fruitful session, with a lively exchange of interesting ideas on how to better support their team members during the pandemic. Volunteer recruitment for Ren Ci @ Woodlands nursing home was also brought up.

Ren Ci Volunteer Appreciation event went online for the first time and was held on 30 October 2021. Close to 200 volunteers and partners attended the event. We saw 160 of them receiving the Long Service Awards. Nine had served alongside Ren Ci for 25 years. The CloverHearts volunteer group clinched the “Ren Ci Inspirational Engagement Award” for creatively engaging the seniors with their unique virtual “live” outings.

Volunteers remain integral to supporting our works here at Ren Ci. We want to thank them for their unwavering commitment and tireless service in helping to create enjoyable and wonderful moments and memories for the seniors under our care. They are an ever-ready helping hand to us.



CloverHearts volunteer group engaging our residents during “live” outings



Scan the QR code to find out more about CloverHearts and see them in action

募捐筹款

时隔一年后，仁慈高尔夫球慈善竞赛于2021年10月21日在郁郁葱葱的丹那美拉乡村俱乐部举行。这项竞赛在得到当局批准之后在安全管理措施下进行。128名高尔夫球爱好者踊跃参与。赛事共筹得63万1千20新元。

我们也在2021年11月15日推出在线商店www.docharitywithrenci.com。因新冠疫情，这项筹款活动暂代我们每年一度的“仁慈素食会”筹款活动。让我们鼓舞的是首次创办的在线商店筹得了32万8千100新元。我们非常感谢参与这项活动包括慷慨捐助、餐饮卷的销售、鲜花和蜡烛供礼品的销售。由于在线商店反响热烈，我们将继续营运此在线商店。在此，我们衷心感谢新加坡晋江会馆赞助我们每月平台费用直至2022年底。

仁慈于2021年12月1日发起了一项音乐募捐活动，推出原创歌曲《无限》，向疫情期间坚守岗位的前线抗疫工作人员致敬，也唱出对后疫情时代的美好憧憬。这首由仁慈医院八名员工以及义工所演唱的歌曲《无限》，道出对我国这些无名英雄的感激之情。《无限》成功筹得了25万9千143新元。

我们也继续享用赛马博彩管理局（Tote Board）的EFR计划所提供的额外补助，提供一元配对一元等的助金。我们也非常感谢我们所有的募捐和支持者。因为有他们鼎力支持，仁慈才能持续为我们年长的病患服侍。

义工

我们很感谢一群一直支持仁慈的义工。与许多非

营利组织和慈善机构一样，因疫情的关系，我们将许多互动活动转移到网上。然而，义工们仍侍奉了高达1,480小时的网上义工时间。

在2021年9月4日，我们举办了一年一度的义工领袖交流会。32位义工领袖参与此交流会。

相隔两年，仁慈2021年10月30日举办了首届线上义工慰劳会，以表彰和感谢义工朋友在疫情期间不懈付出！将近200人参与这场线上活动。仁慈很幸运拥有一群忠实的义工朋友，其中有些义工已经在仁慈服务长达25年了。当天院方也如同往年颁发长期服务奖项给予160名义工，表扬他们多年来的奉献。CloverHearts义工团队因其新项目<带你去走走>线上导览活动荣获今年的“启发启心奖”。

抗疫期间，义工们不得不迅速从面对面的互动转向在线平台，线上传温情。仁慈医院谨此衷心感谢所有义工朋友多年来的热心支持。



Volunteers providing hair-cutting services to our residents

Long Service Awardees

25 years

Chua Ngern Wah
Lee Moi
Loke Wan Hing
Mak Sui Fah
Quan Tuck Heng
Tan Siew Chim
Yen Wai Lin
Yeo Siew Mui
Yew Sor Guat

20 years

De Silva J. Greeta
Kam Ying Wah
Lee Guat Kim
Leow Ah Yeo
Lim Boy Boy
Lim Choon Hong Benson
Loh Wan Ho
Neo Eng Lee
Ng Soo Huang
Qua Chee Loong Billy
Quah Hwee Lan
Teoh Chee Seng
Thong Swee Kam Angie
Wong Li Kiong
Yeo Siew Hwa

15 years

Ang Gaik Tee
Chan Chee Fong
Chan Chew Peng
Chan Lily
Chee Geok Har Eliza
Cher Hong Keow
Choo Hoon Lim
Chua Chor Hoon Florence
Goh Joo Eng
Ho Ai Lian
Ho Lay Kheng Rose
Khoo Hui Gek Wendy
Lee Kwee Eng
Lee Wee Sin
Loh Siew Kiang
Low Li Pyio Joelin
Ong Hwee Lay Catherine
Ong Siew Hoon Cheryl

Soh Sok Cheng
Tan Poh Ling Lynne
Tan Rui Yang Dillion
Tan Soon Heng David
Tan Sze Hua Daphne
Tan Tho Wee
Too Soon Lan
Wong Chooi Eng
Woo Chee Wah
Woo Poh Lau
Woo Siew Ying
Yep Chien Chiang
Yep Hui Xin
Yew Seok Leng Agnes
Yong Soo Yoo
Zou Jia Wei Caryn
Zou Jiale Cheryl

10 years

Aw Sin Hong
Chan Say Geok
Chen Oi Yin
Cheng Siew Fong
Chew Wui Khoon Benson
Chong Joon Lan
Choong Jia Yun Timothy
Chua Kah Hoon Doreen

Goh Mui Hua
Henry Tan Han Hwa
Ho Eng Chin
Ho Soo Ting Sherine
Jolyn Han Li Fang
Koh Geok Tin
Lee Cheng Cheng
Lim Cheng Tuan Sally

Lim Chiew Lan Jenny
Low Yu Ting Coco
Neo Choon Yean Jillian
Neo Ek Tum
Neo Guan Neo
Ng Gek Keng
Ong Kim Huway
Ong Peck Hong

Su Sai Moi
Tan Chin Leong
Tan Kheng Hee
Tan Le En Damien
Tan Li Xuan Denise
Teo Lye Moi
Yap Jian Shern

5 years

Agnes Ng Kek Khin
Amelia Loo Joo Leng
Avern Tan Yu Heng
Cai Jiali Kelly
Chan Eng Hoon
Che Xiu Ying Nina
Chen Yong'En
Cheng Kwei Chai
Cheong Cheng Jun
Cheong Yuet Lan Lucy
Chin Siew Kim Irene
Chin Siew Yeen Lena
Chng Sok Huang
Chng Yong How Eric
Chua Chian Chian
Chua Pei Yuan Shirley
Ding Hong Ruey
Ding Lit Shin
Evelyn Alberto Tugade

Gan Qiao Lin Josceline
Guo Jia Ling
Haclicsl.C Irene
Ho Ai Ling Amy
Hui Sock Lin Peggy
Julka Dipti
Kan See Mun
Koay Jun Le
Koh Ah Seng
Kum Geok Meng Belinda
Kwee Poh Gek
Lai Jia Yin Vivian
Lee Xiu Ting
Lee Yoon Heng Janet
Leong Weng Loon
Lian Xiao Shan
Lim Kwee Eng
Lim Lay Hoon Jasmine
Lim Siang Yee

Liu Wen Bin Elisa
Loke Jie Ying Angela
Low See Mooi
Mi Yafei
Ng Bee Hua
Ng Siew Noi Isabel
Ong Chan Zhou Aaron
Ong Ci Xin
Pan Wen
Pang Kia Moh Kelvin
Phang Nyet Siang
Phay Zhi Xi Clarence
Riya Cheryl
Sean Liew
Seow Ah Keow
Sharma Sunil Kumar
Shi Siew Luan Jez
Siah Ek Luan
Sombir

Tan Ah Moy
Tan Hong Wei Andy
Tan Jia Hwee Hannah
Tan Kim Yuan
Tan Lay Ching
Tan Siew Cheng Diana
Rose
Tjokrosetro Olivia Christina
Toh Hwe Peng
Tun Pei Fang Carin
Wee Zheng Wei Lucas
Wendy Chng Siew Lay
Wong Poh Yin
Wong Wui Jin
Woong Tuck Ming Tommy
Xing Zhan Qun
Zldyn Tan Yu Harn

Getting Ready in the North



Scan the QR code for a preview
of Ren Ci @ Woodlands



As a multi-service provider, Ren Ci @ Woodlands aims to serve residents in the home and in the community by leveraging on its facilities and transdisciplinary staff.

Ong Eng Hua
Director, Ren Ci @ Woodlands Project

Ren Ci @ Woodlands nursing home is slated to commence its operations in early 2024 with an estimated 332 nursing home beds, a senior care centre and home care services.

It will be the first nursing home that is integrated within a health campus (i.e Woodlands Health Campus), giving us the opportunity to introduce a new model-of-care as we leverage the advantages of having an on-site acute facility and specialist outpatient clinics.

The unique value proposition would provide



us the opportunity to shift away from the conventional nursing home model and move towards more integrated and individualised care. Essentially, we want to remain relevant and agile with time as the population ages.

Given that Woodlands town is growing, there would also be further opportunity for us to serve more residents there. This addition will also see Ren Ci looking to be a multi-service provider that serves both the long term care patients and the local communities living in the Woodlands, Sembawang and Marsiling areas. The service opportunities will include the provision of slow stream rehabilitation,



Artist impression of the Ren Ci @ Woodlands interior



Artist impression of the Ren Ci @ Woodlands interior



Ren Ci @ Woodlands under construction, taken during the topping out ceremony

day care, caregiver respite care, home care, dementia care and palliative care. We also aim to build a caring community within the population, where Ren Ci will foster networks with the social service partners in the region to better support the community, in their health and psychosocial issues.

仁慈兀兰疗养院 (Ren Ci @ Woodlands) 将于2024年初开始营运。疗养院估计将有332张疗养院床位、乐龄护理中心及提供居家护理服务。

这间设于兀兰医疗园 (Woodlands Health Campus) 里的疗养院让我们以新的经营模式，为居住在兀兰，马西岭和三巴旺的居民提供医疗服务。

于2017年4月动土的兀兰医疗园将于明年底逐步启用，首先推出非紧急专科门诊服务，急诊部和住院病房等则会从后年逐步投入运作。医疗园原定今年起分阶段开放，碍于冠病疫情延迟竣工。

我们希望新的疗养院模式，会以更针对性和整合式的服务，服侍逐渐老龄化的社群。仁慈也将和我们服侍区域的各个社区服务，机构，慈善团体紧密合作，让社区和受护者得到更全面的服务。



Recognising Our Commitment

“

As a result of staff's kind, careful, loving and compassionate care, my father recovered very quickly and possibilities were realised. Thank you for your diligence, patience, friendliness and love; continue benefitting more people in need!

Family of Mr Yeo
Chronic Sick Unit

“

On behalf of my family, we would like to express our appreciation for the support and care provided by the Nursing home staff and members.

We participated in Project Care at the last stage of my late father's life and were very relieved to have received good support and care from this team. We want to say a “BIG THANK YOU” to the team (doctors, social workers, nurses and resident care associates) who have advised and supported us, especially when we were very anxious.

Ms Choo (Next of Kin)
Ren Ci @ Ang Mo Kio

“

Staff is efficient, observant and ensure clients are clean. Caring and professional, the nurse is always on hand to give relevant solutions and care. Thank you, all!

Family of Mdm Chee
Senior Care Centre @ Novena

“

The care staff always listen to my problem and make me look neat, pretty and tidy. They communicate clearly and would encourage me to exercise.

Mdm Ros
Senior Care Centre @ Bukit Batok
St. 52







Corporate Governance Statement

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 Hospital 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 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, 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 Hospital, 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 the Hospital, and representing the interests of the Hospital 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 the Hospital 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, 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, the Hospital 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 and as such, we should retain the services of such volunteers for as long as possible, instead of limiting their tenure of service. To support succession planning and renewal of Board, Ren Ci is constantly on the lookout for volunteers with diverse skill-sets to contribute insights from multiple perspectives.

The Board term is 2 years starting 1 July (first financial year) to 30 June (second financial year). The Board held a total of 4 meetings in FY2021/2022:

| Board Member | Designation | Board Attendance |
|---------------------------------------|--------------------|-------------------------|
| Dr Chua Tian Poh (DUBC), (JP), (BBM)* | Chairman | 1 of 1 |
| Mr Seow Choke Meng (BBM), (PBM)# | Chairman | 4 of 4 |
| Ms Chong Shiao Feng, Rosemarie (PBM)* | Vice-Chairman | 1 of 1 |
| Mr Lim Chai Boon | Vice-Chairman | 4 of 4 |
| Mr Neo Kah Kiat (PBM) | Vice-Chairman | 3 of 4 |
| Ms Teo Kwee Yee, Claudia# | Vice-Chairman | 4 of 4 |
| Mr Tan Boon Hoo* | Treasurer | 1 of 1 |
| Mr Tang Kok Kai, Christopher# | Treasurer | 4 of 4 |
| Ms Ang Fung Fung | Director | 3 of 4 |
| Mr Chia Lee Meng, Raymond (PBM) | Director | 2 of 4 |
| Prof Choo Wee Jin, Philip | Director | 3 of 4 |
| Mr Chua Leong Chuan, Jeffrey# | Director | 3 of 3 |
| Ms Alice Chua | Director | 4 of 4 |
| Dr Ee Chye Hua (BBM) | Director | 3 of 4 |
| Ms Lee Joo Cheng, Lillian | Director | 3 of 4 |

Corporate Governance Statement

| Board Member | Designation | Board Attendance |
|-----------------------------------|-------------|------------------|
| Mr Lawrence Leow Chin Hin (PBM)* | Director | 0 of 1 |
| Mr Lim Eng Koo, Nelson (PBM) | Director | 4 of 4 |
| Mr Anthony Mallek# | Director | 3 of 3 |
| Mr Ng Tiong Gee | Director | 3 of 4 |
| Mr Pang Lim (BBM) | Director | 3 of 4 |
| Mr Seah Choo Meng | Director | 4 of 4 |
| Mr Seah Kiat Seng* | Director | 1 of 1 |
| Dr See Long Hian, Aaron | Director | 4 of 4 |
| Mr Tor Teck Jin, Bob* | Director | 1 of 1 |
| Mr Wong Hsien Xiong | Director | 4 of 4 |
| Mr Yap Wai Ming | Director | 4 of 4 |
| Mr Yeo Hung Chuan, Jonathan (PBM) | Director | 3 of 4 |
| Mr Zhong Ming | Director | 3 of 4 |

*Retired on 30 June 2021

#Appointed on 1 July 2021

SUB-COMMITTEES

The Board has established Sub-Committees, each chaired by its Board members 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:

1. AUDIT COMMITTEE

The Audit Committee (“AC”) has 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 Hospital's system of internal controls. The AC also reviewed the financial statements of the Hospital.

The Hospital has established a control self-assessment ("CSA") framework in 2019, an initiative by the Hospital 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, the Hospital has developed and completed the CSA questionnaires for key processes. The internal auditor, Ernst & Young Advisory Pte Ltd ("EY"), had developed, completed and validated questionnaires for the completed key processes and the results of the CSA validation were discussed and reported to the AC. During the financial year, the hospital reviewed the Human Resource and Payroll Management processes and EY had developed, completed and validated all the questionnaires under this process review.

In addition, the AC reviewed the Finance policies and Terms of reference of AC to ensure these documents remain relevant to provide efficient financial management and the alignment of financial operations with the overall mission of the hospital.

2. BUILDING COMMITTEE

The Building Committee reviewed and endorsed the Wavier of Competition (WOC) list for Facilities Essential Installations/Equipment and Biomedical & Rehab Equipment. The Committee provided guidance in several aspects with regard to maintenance contract renewals. Applying the guidance provided, some contract items were identified where possible alternative competent vendors offering lower maintenance cost could be explored and the striving for performance-based contracting where possible.

3. COMMUNITY ENGAGEMENT COMMITTEE

The Community Engagement Committee oversees fundraising, volunteers management and corporate communication functions. The Committee also carried out oversight of the various fundraising initiatives, development of volunteers and reviewed key corporate collaterals such as the annual report. In the second year of the pandemic, the Committee

Corporate Governance Statement

supported virtual fundraising campaigns and virtual volunteering activities and explored avenues to mitigate the absence of physical fundraising events, leading to the inaugural Ren Ci e-Shop.

4. GOVERNANCE & RISK COMMITTEE

The Governance & Risk Committee reviewed the following policies to ensure that they remain relevant to support a strong governance and enhance the operating performance and efficiencies of the organisation:

- a. Conflict of Interest
- b. Whistleblowing
- c. Enterprise Risk Management
- d. Terms of Reference for Board Sub-Committees

The Committee also provided guidance over the review of Ren Ci 2022 Risk Register, as well as endorsed the Governance Statement and the online governance evaluation submitted to the Charity Portal for which all areas in the checklist were met.

5. HUMAN RESOURCE COMMITTEE

The Human Resource Committee supported a series of human resource policy reviews and initiatives consistent with the best practices in the sector. The review of the existing salary ranges was completed and the implementation of the Community Care Salary Enhancement (CCSE) exercise would take place in three phases from FY2021 to FY2023. By enhancing salary competitiveness, the aim was to ensure we continue to enhance talent attraction and retention in Ren Ci.

In line with the Government's efforts to tap on the abled aging workforce, the Retirement & Re-Employment Policy was reviewed and the retirement age was increased prior to Ministry of Manpower's policy to increase retirement age. To provide further transparency and clarity on merit-based career progression, the promotion guideline was reviewed and revised.

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

6. INVESTMENT COMMITTEE

During the year, the Investment Committee, which was appointed by the Board, reviewed on a quarterly basis the performance of fund managers to ensure the investment portfolios meet the overall investment objectives and guidelines of the Hospital as set by the Board. The Committee continues 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 clinical quality indicators and provided guidance on matters relating to patient care and patient safety. The Committee reviewed the organisation's measures during the COVID-19 pandemic such as the implementation of vaccinations and the response to positive cases detected. The Committee also provided valuable insights on the improvement of services and encouraged continuing collaboration with healthcare partners.

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 for new Board members, and
- Annual Board Self-Assessment exercise to gauge the effectiveness of the Board's performance. The results were discussed at the subsequent Board meeting to identify areas of improvement.

The Board and Sub-Committees renewal exercise for the term 1 July 2021 to 30 June 2023 were conducted. The key changes are follows: -

- 6 Board members have retired
- 2 new Board members were recruited
- New Chairman, Vice Chair and Treasurer were appointed
- New Chairperson for Investment Committee

Corporate Governance Statement

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 July 2021.

The Governance & Risk 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

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 the Hospital, must ensure that the deliberations and decisions made are in the interest of the Hospital, and the interest of the Hospital is protected when entering into a transaction, contract or arrangement.

All members shall promptly and fully disclose, in accordance with the procedures laid down by the Hospital, 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.

The policy was reviewed and updated during the financial year.

CODE OF BUSINESS CONDUCT

Since 2012, the Hospital has in place a Code of Business Conduct (“Code”) that is applicable to the directors of the Board, members of the Sub-Committees, employees and volunteers (collectively the “Members”). The code requires Members to observe high standards of professional and personal ethics and which covers standards in integrity, impartiality, discretion, duty of loyalty, courtesy & respect, diversity, accountability, confidentiality, use of the Hospital’s resources and electronic media, intellectual property rights, communication with external parties and media, contractual relations, acceptance of gifts & tips, health & safety, use of illegal drugs,

engaging in political activities, conflict of interest, conduct outside work hours, secondary employment and business practices. Violation of the code will subject Members to disciplinary action such as termination or criminal prosecution.

WHISTLEBLOWING POLICY

The Hospital also has in place, a Whistleblowing policy since 2008. To develop a culture of accountability and transparency, this policy addresses the Hospital'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. The Hospital aims to establish:

- Reliable and safe channels for RCH'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
- Board Chairman's email at 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.

The policy was reviewed and updated during the financial year.

Corporate Governance Statement

RESERVES POLICY

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

The current year's reserves of \$175m is estimated to be adequate to fund about 2.2 years of annual operating expenses, basing on operating expenses in the financial year ended 31 Mar 2022.

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

Part of our reserves is placed with financial institutions and is managed in accordance with our 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

Statement of Financial Activities and Other Comprehensive Income Year Ended 31 March 2022

| | <u>2022</u> | <u>2021</u> |
|--|--------------------|--------------------|
| | \$ | \$ |
| <u>Incoming resources</u> | | |
| Voluntary income - donations | 4,593,072 | 5,746,399 |
| Government subvention grants | 58,424,935 | 57,351,696 |
| Fund raising income | 2,185,363 | 1,941,693 |
| Interest & investment (loss) / income | (2,340,458) | 15,796,841 |
| Charitable income | 16,995,122 | 17,023,048 |
| Other incoming resources | 3,253,594 | 2,494,566 |
| Total incoming resources | <u>83,111,628</u> | <u>100,354,243</u> |
| <u>Less: resources expended</u> | | |
| Cost of generating funds | | |
| - Fund raising expenditure | 205,588 | 230,852 |
| - General donations | 79,665 | 26,710 |
| Investment expenses | 415,254 | 394,739 |
| Charitable activities expenses | 75,384,072 | 64,226,405 |
| Other operating and administration expenses | 4,535,323 | 4,171,688 |
| Allowance of impairment on trade receivables | 17,903 | 628,247 |
| Total resources expended | <u>80,637,805</u> | <u>69,678,641</u> |
| <u>Net surplus / (deficit) for the year</u> | | |
| Attributed to General fund | 2,434,778 | 30,602,821 |
| Attributed to Sinking fund (Designated fund) | 38,915 | 74,985 |
| Attributed to Kwan Im Thong Medical Assistance Project | 130 | (2,204) |
| Total surplus for the year | <u>2,473,823</u> | <u>30,675,602</u> |
| <u>Other comprehensive (loss) / income</u> | | |
| Attributed to Kwan Im Thong Medical Assistance Project | | |
| - Fair value changes on debt instruments | (34,350) | 97,875 |
| Total other comprehensive (loss) / income | <u>(34,350)</u> | <u>97,875</u> |
| Total surplus after other comprehensive income | <u>2,439,473</u> | <u>30,773,477</u> |
| Total funds brought forward | | |
| General fund | 167,540,718 | 136,937,897 |
| Sinking fund (Designated fund) | 5,162,111 | 5,087,126 |
| Kwan Im Thong Medical Assistance Project | 1,588,273 | 1,492,602 |
| Total funds carried forward | <u>176,730,575</u> | <u>174,291,102</u> |
| Community Silver Trust Fund | 11,728,617 | 15,840,778 |
| Total funds for the Hospital as at year end | <u>188,459,192</u> | <u>190,131,880</u> |

Financial Statements

Statement of Financial Position As at 31 March 2022

| | <u>2022</u> \$ | <u>2021</u> \$ |
|---|--------------------|--------------------|
| ASSETS | | |
| <u>Non-current assets</u> | | |
| Plant and equipment | 1,180,552 | 1,372,038 |
| Right-of-use assets | 4,352,199 | 7,572,275 |
| Intangible assets | 3,336,887 | 3,533,469 |
| Total non-current assets | <u>8,869,638</u> | <u>12,477,782</u> |
| <u>Current assets</u> | | |
| Inventories | 217,278 | 34,017 |
| Trade and other receivables | 18,499,029 | 8,753,305 |
| Other assets | 774,809 | 483,725 |
| Investment securities | 145,610,518 | 118,655,137 |
| Cash and cash equivalents | 36,064,082 | 75,973,560 |
| Total current assets | <u>201,165,716</u> | <u>203,899,744</u> |
| Total assets | <u>210,035,354</u> | <u>216,377,526</u> |
| FUNDS AND LIABILITIES | | |
| <u>Non-current liabilities</u> | | |
| Financial liabilities - lease liabilities | 1,209,929 | 4,542,664 |
| Total non-current liabilities | <u>1,209,929</u> | <u>4,542,664</u> |
| <u>Current liabilities</u> | | |
| Trade and other payables | 13,724,825 | 14,045,404 |
| Financial liabilities - lease liabilities | 3,332,736 | 3,162,644 |
| Other liabilities | 3,308,672 | 4,494,934 |
| Total current liabilities | <u>20,366,233</u> | <u>21,702,982</u> |
| Total liabilities | <u>21,576,162</u> | <u>26,245,646</u> |
| <u>The Funds of the Hospital</u> | | |
| Restricted funds | 13,282,670 | 17,429,051 |
| Unrestricted funds | 175,176,522 | 172,702,829 |
| Total funds | <u>188,459,192</u> | <u>190,131,880</u> |
| Total funds and liabilities | <u>210,035,354</u> | <u>216,377,526</u> |



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

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
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 [ren_ci_hospital](https://www.instagram.com/ren_ci_hospital)

