

Annual Report  
2023/24



Bukit Batok

Woodlands

Ang Mo Kio

Novena

# FROM STRENGTH TO STRENGTH

从成功走向辉煌



Ren Ci @ Woodlands



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# ABOUT US

## 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



## CHAIRMAN'S MESSAGE



As we reflect on the past year, I would like to extend my heartfelt thanks to our dedicated community of donors, committed Board of Directors, selfless volunteers and dedicated staff. Your unwavering support and hard work are the cornerstone of Ren Ci's success and impact.

I am pleased to share that in the past financial year we were able to raise \$6.42 million, having witnessed your remarkable generosity, not only with notable donations pouring in from individuals and organisations alike but also the strong support from the general public. In particular, our 2023 Charity Golf tournament and Vegetarian Food Fiesta had been successful. They served both as calls to action to help raise funds for our beneficiaries and to bring together our donors and volunteers into a single community with a common cause. Your participation and enthusiasm were instrumental in making them a resounding success.

The past year also saw \$1.15million being raised so far for our 'Wheels for Ren Ci' campaign. Through your support, we were able to provide wheelchair accessible vehicles to transport our beneficiaries in a safe manner to our four senior care centres as well as medical check-ups and dialysis sessions, so that they can access the services they need more conveniently.

Every donation raised, big and small, has empowered us to advance our mission and extend our help to even more beneficiaries. This is even more crucial as we continue to expand our services with the opening of our Ren Ci @ Woodlands nursing home. It will translate to higher operating cost for us but we truly believe that this is the right thing to do.

In addition, I would like to note that our pool of over 700 registered volunteers have contributed more than 38,000 hours of service in FY23/24. This is on top of the more than 1000 ad hoc, company CSRs and school Values-in-Action volunteers. We have enjoyed strong support from many segments of the community and I would like to thank each and every volunteer for supporting our mission and touching the lives of our beneficiaries. The results of a satisfaction survey we conducted last year also showed that 84% of the surveyed volunteers rated their volunteering experience with Ren Ci highly.

Finally, I would like to give thanks to our staff,

particularly our frontline staff. We have 965 of them. Almost 80% served our beneficiaries directly in some capacity, be it in nursing and community care, or as doctors and allied health professionals. They are the ones who worked tirelessly, day in and day out to serve our beneficiaries and keep our organisation running smoothly. Your dedication made the difference for our beneficiaries.

From an Environmental, Social & Governance (ESG) perspective, we continue to be a good corporate citizen. We were able to achieve 100% compliance with the Code of Governance. I am also proud to share that we continue to be awarded the Charity Transparency Award in 2023, making it the 6th award in a row since its inception. In addition, the Board and Management are committed to further our ESG efforts and we conducted a Board retreat in the financial year to acquaint Board Members on the topics as well as discuss how we can support the Management in our ESG efforts.

Looking beyond FY23/24, I am happy to report that Ren Ci Hospital will continue to expand its range of services, reaching out to new beneficiaries in new areas such as Woodlands. As we embark on the journey ahead, I am filled with optimism and confidence, knowing that with your continued support, we will continue to make a meaningful difference in the lives of those we serve.

With Loving Kindness & Compassion,

**Mr Seow Choke Meng**  
Chairman



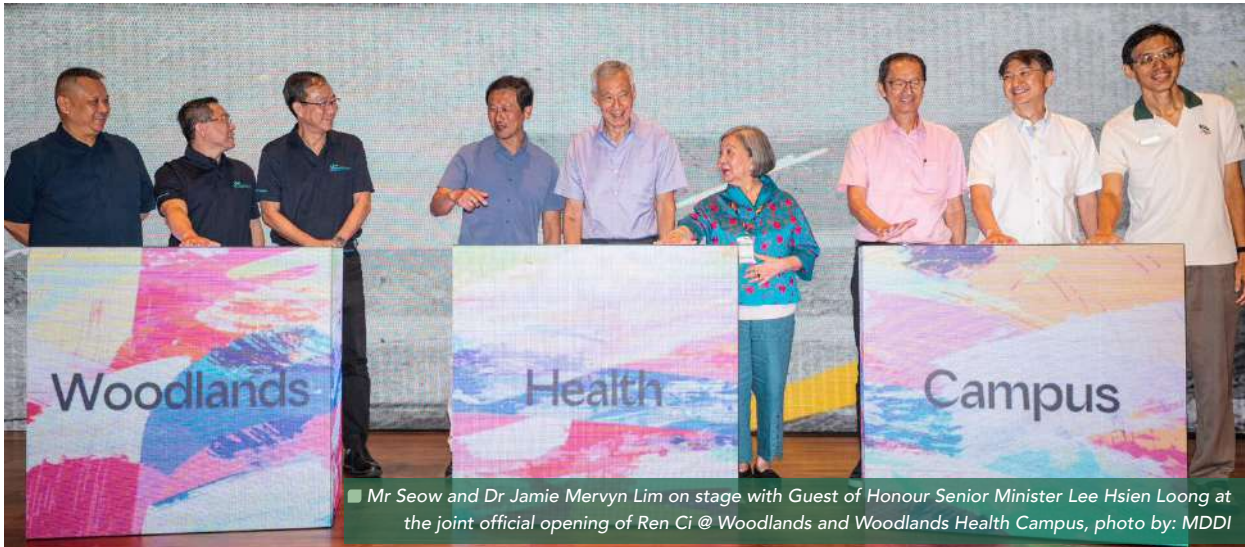
■ Mr Seow presenting a token of appreciation to Mr Zhong Ming, Ren Ci Board Director, for his role as Chairman of the Organising Committee for the Ren Ci Charity Golf Tournament 2023



■ Mr Seow presenting gifts of mandarin oranges and a red packet during Chinese New Year to our nursing home residents



■ Mr Seow, together with Vice-Chairs Mr Neo Kah Kiat, Ms Claudia Teo and Mr Lim Chai Boon, and CEO Dr Jamie Mervyn Lim presenting a certificate of appreciation to a corporate volunteer at the Vegetarian Food Fiesta



■ Mr Seow and Dr Jamie Mervyn Lim on stage with Guest of Honour Senior Minister Lee Hsien Loong at the joint official opening of Ren Ci @ Woodlands and Woodlands Health Campus, photo by: MDDI

回顾过去的一年，我要感谢热心的捐赠者、尽职尽责的董事会成员、无私奉献的义工和克尽职守的员工。你们坚定不移的支持和付出是仁慈医院成功的基石。

在上一财政年度，仁慈医院共募集到642万元的捐款。这要归功于您的慷慨解囊，不仅有个人和各大机构源源不断的捐款，我们也获得公众的大力支持。每一笔无论数额大小的款项都使我们能够完成向更多人伸出援手的使命。此外，随着仁慈兀兰疗养院开始营运，我们将继续扩大服务范围，这一点尤为重要，因为我们将面临更高的运营成本。

2023年度的高尔夫球慈善竞赛和素食会取得巨大成功。这些活动为捐赠者和义工提供一个机会和平台，让大家在一个共同的目标走到一起。您的参与和热情是这些活动取得成功的关键。去年，我们的“仁慈轮椅多用途车”筹款活动取得了显著的成果。在你们的支持下，我们筹集到了115万元，用于提供特别改装的多用途车以便安全地运送我们的年长者，方便他们前往我们的四家乐龄护理中心进行医疗检查和透析。

今年有700多名义工在仁慈贡献了超过38,000个小时的服务。此外，还有1,000多名临时义工、企业和学校义工参与其中。我们得到了社会各界的大力支持。感谢你们支持仁慈的使命，感谢你们触及了我们受益者的生活。

我们在去年进行的义工满意度调查结果显示，百分之八十四的受访义工对他们在仁慈医院的义工服务体验给予了高度评价。

最后，我要向我们的965名员工表示衷心的感谢，尤其是我们的前线工作人员。你们不辞辛劳地工作为我们的受益人提供最好的服务为他们的生活带来巨大的改变。

仁慈致力于成为一个对环境、社会和公司治理方面负责任的企业公民。董事会和管理层进一步推动我们在这一方面的努力。我们也百分之百履行《公司治理守则》。我们召开了董事会会议讨论相关话题，并商讨如何支持管理层在环境、社会和公司治理方面所做的工作。我也很自豪地分享仁慈医院荣获“2023慈善团体透明度奖”，这是仁慈医院自该奖项设立以来连续第六次获奖。

随着仁慈兀兰疗养院和兀兰医疗集团于2024年7月13日成功举行联合开幕仪式，仁慈将致力于为社区提供高质量的护理服务。仁慈医院将继续扩大服务范围，为更多新地区的受益者提供服务。在您的持续支持下，我们将可以帮助到更多的受益者和为他们的生活带来有意义的改变。

萧作鸣  
主席

## CEO'S MESSAGE



FY23/24 has been a significant one for Ren Ci Hospital. I am happy to share updates of our continued growth and expansion of services.

Over the past year, we operationalised a new nursing home (Ren Ci @ Woodlands) with a capacity of 332 beds and a Senior Care Centre that can accommodate up to 100 clients, all within the Woodlands Health Campus. Ren Ci @ Woodlands saw its fair share of disruptions due to COVID-19. The construction delays, supply chain disruption during the setting up process and cost inflation meant that the team had to work doubly hard to overcome the challenges. We admitted our first resident on 19 February 2024, on schedule, and the service has been growing from strength to strength. Feedback from our residents and clients has been extremely positive and it only serves to motivate us further. I am grateful that we have been

given the opportunity to serve Singaporeans staying in the north of Singapore; bringing Ren Ci's philosophy of care to more residents. I would also like to thank the Woodlands community for graciously accepting us into their neighbourhood.

With the opening of Ren Ci @ Woodlands, we will have more than 1,300 inpatient residential beds across our 4 sites at a steady state. Our approach continues to be one of supporting our seniors to age in the community as far as possible and being admitted to institutionalised care as a last resort. Therefore, we have also focused on



Ren Ci staff with Guest of Honour Senior Minister Lee Hsien Loong at the joint official opening of Ren Ci @ Woodlands and Woodlands Health Campus, photo by: MDDI

providing services to support that intent. Our Home Care services continue to grow with the increasing demand. We saw a 91.5% jump in the number of clients served compared to the previous financial year. In FY23/24, we touched 473 lives, making over 11,838 visits and providing a combined 17,740 hours of Home Medical, Home Nursing, Home Personal Care, Home Rehabilitation and Medical Escort & Transport services. This

helped ensure that more of our beneficiaries can receive quality care in the comfort of their own homes, in an environment that they are familiar with.

Ren Ci @ Bukit Batok St. 52 has also been accredited as an Active Ageing Centre (Care) on 1 April 2024, after a 15-month accreditation process. It combines the services of our Senior Care Centre, Day Rehabilitation Services and an Active Ageing Centre. This is an important recognition as we are now entrusted with the care of more than 1,000 seniors in the Bukit Batok neighbourhood, and we will continue to reach out, engage and look after their wellbeing as part of the national Healthier SG initiative.

A relatively newer area of development is in palliative care. We are developing our capabilities in palliative care through both our Inpatient Hospice and Palliative Care Services, as well as our Integrated Home Health under Home Care. Last year, we formulated our Palliative Care strategy, so that we have a structured and systematic approach to manpower planning, facilities and competency building over the coming years. This reflects our commitment to providing good holistic care covering the realms of bio-psychosocial-spiritual care so that we can better support and accompany our residents on the last leg of their life journey.

For all the hard work, I am proud to share that Ren Ci has been recognised with several prestigious awards in FY23/24, such as:

- President's Certificate of Commendation (COVID-19)
- COVID-19 Resilience Certificate
- COVID-19 Resilience Medals
- Charity Transparency Awards *(which we won every year since the Awards inception)*
- Singapore Health Quality Service Awards *(1 Superstar, 12 Star, 35 Gold & 94 Silver)*
- MOH Nurses' Merit Award Winner
- Enabling Mark (Silver) Award
- Community Care Excellence Awards
- Community Care Manpower Development Awards

These accolades serve as testament to the dedication of our team and reaffirm our commitment to excellence in serving the needy elderly in Singapore.

As we look to the future, I am inspired by the incredible support that Ren Ci has received and the impact we can achieve together. Thank you for trusting us. Your unwavering support and commitment allow us to deliver on our shared mission.

With Loving Kindness & Compassion,

**Dr Jamie Mervyn Lim**  
**Chief Executive Officer**



23/24财政年度对于仁慈医院来说是至关重要的。我很高兴能与大家分享仁慈医院在持续发展和扩大服务方面的最新进展。

在过去的一年里，仁慈在兀兰医疗园新开设了一家拥有332张床位的疗养院和一家可容纳超过100名客户的乐龄护理中心。尽管面临疫情导致施工延期、供应链中断以及成本上升等挑战，我们还是按计划于2024年2月19日迎来第一批院友。院友和客户的积极反馈让我们备受鼓舞。有机会为新加坡北部的居民提供服务，并将仁慈的护理理念带到更多地方，我们感到非常欣慰，并对兀兰社区给予我们的热情接待表示感谢。



■ Welcoming our first resident on moving-in day at Ren Ci @ Woodlands

随着兀兰疗养院的营运，我们的四个设施共有超过1,300张床位。我们仍然尽可能支持年长者在社区中原地养老，只有在必要时才入住疗养院。为此，我们注重于提供适当的社区支持服务。对我们居家护理服务的需求持续增长，与上一财政年度相比增加了91.5%。在本财政年度，我们为473位客户提供服务，进行了11,838次探访，提供了17,740小时的居家医疗、护理、个人护理、康复和医疗护送服务，帮助更多受益者在自己的家庭环境中获得优质护理。

仁慈武吉巴督52街疗养院也于2024年4月1日被护联中心认证为活跃乐龄中心。它结合了我们的乐龄护理中心、日间康复服务和活跃乐龄中心的服务。该中心为武吉巴督社区的1,200多名年长者提供服务。作为政府“健康SG”计划倡议的一部分，该中心将



继续开展外联活动，参与并关心年长者的福祉。

一个相对较新的发展领域是慈怀疗护。我们正在通过住院和家庭护理服务发展我们的慈怀疗护能力，并制定了一项战略，以确保在未来几年内以系统化的方法建设我们的护理团队、设施和能力。这表明我们致力于提供全面的护理服务，为处于生命末期的病患提供更好的支持。

今年，仁慈医院获得了多个奖项，对此我们深感自豪。

- 总统表扬状（冠病）
- 应对冠病坚韧奖状
- 应对冠病坚韧奖章
- 慈善团体透明度奖（自奖项设立以来每年都获得）
- 新加坡保健优质服务奖（1个超级巨星奖，12个明星奖，35个金奖和94个银奖）
- 卫生部护士优异奖
- 包容残障就业标志（银级）
- 社区护理卓越奖
- 社区护理人力资源发展奖

这些奖项认可了我们团队的奉献精神，也再次肯定了我们为新加坡弱势群体提供卓越服务的承诺。我感谢所有捐赠者、义工们和公众的支持。展望未来，我们将携手共创辉煌。

林世权博士  
执行总裁

# BOARD OF DIRECTORS TERM 2023/2025

( ) First date of appointment



**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 CEO  
Swan & Maclaren  
Architects Pte Ltd  
(17 May 2004)



**Vice-Chair**  
Mr Neo Kah Kiat  
梁佳吉先生

Founder, Chairman &  
CEO  
Neo Group Ltd  
(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 Cheok Bok Sim, Philip  
石耀心先生

Acting Group CFO,  
Surbana Jurong Pte Ltd  
(1 Jul 2023)



Mr Chia Lee Meng,  
Raymond  
谢礼铭先生

Executive Director &  
Group CEO  
Acrophyte Pte Ltd  
CEO  
Singhaiyi Group Pte Ltd  
(1 Jul 2019)



Prof Choo Wee Jin, Philip  
朱伟仁教授

Senior Advisor  
National Healthcare  
Group  
(1 Jul 2013)



Mr Chua Leong Chuan,  
Jeffrey  
蔡隆川先生

Former Senior Managing  
Director (Operations)  
CapitalLand Singapore  
(1 Jul 2021)



Ms Lee Joo Cheng, Lillian  
李如贞女士

Former Senior Vice  
President  
Group Human Resource,  
Sembcorp Industries Ltd  
(1 Jul 2017)



Ms Lee Pei Yun, Gladys  
李珮瑜女士

Managing Director,  
Group Audit, DBS Bank  
Ltd  
(1 Jul 2023)



Mr Lim Jit Yaw, Jeremy  
林日耀先生

CEO, Cortina Watch  
Singapore Pte Ltd  
(1 Jan 2024)



Mr Lim Yew Soon  
林有顺先生

Managing Director, EL  
Development Pte Ltd  
(1 Mar 2024)



Mr Anthony Mallek

Former Chief Financial  
Officer  
Singapore Press  
Holdings Ltd  
(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

Chairman  
DLS Consultancy  
Pte Ltd  
(1 Jul 2013)



Dr See Long Hian, Aaron  
施龍現博士

Managing Director  
Ch'an Yun Buddhist Pte  
Ltd  
(17 May 2004)



Associate Prof  
Tan Thai Lian  
陈筛廉副教授

Deputy Chairman Medical  
Board, Woodlands Health  
Campus  
(1 Jul 2023)



Ms Tan Yee Peng  
陈燕萍女士

Former Partner  
KPMG LLP  
(1 Jul 2023)



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 Zhong Ming  
钟铭先生

Executive Director  
Yanlord Land Group Ltd  
(1 Dec 2019)

Retired on 30 June 2023



Ms Alice Chua

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



Dr Ee Chye Hua  
俞再华医生

Consultant Geriatrician  
ECH Consultancy  
(1 Jul 2013)



Mr Lim Eng Koo,  
Nelson  
林永车先生

Managing Director  
JP Nelson Equipment  
Pte Ltd  
(1 Aug 2010)



Mr Yeo Hung Chuan,  
Jonathan  
杨汉泉先生

Vice President  
Mitsubishi Electric Asia  
Pte Ltd  
(1 Jul 2013)



# COMMITTEES

( ) Date of appointment to Committees

## Audit Committee

### Chairperson

Ms Tan Yee Peng (1 Jul 2021)

### Members

Mr Cheok Bok Sim, Philip (1 Jul 2023)

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 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)

Ms Goh Mui Fong (1 Jul 2023)

Mr Lim Choon Hock, Andrew (1 Jul 2023)

Dr Muhammad Nadjad Abdul Rahim  
(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)

Ms Tay Lay Hong (1 Jul 2023)

Mr Wong Hsien Xiong (1 Dec 2016)

## Governance & Risk Committee

### Chairman

Mr Yap Wai Ming (1 Jul 2015)

### Vice-Chair

Ms Lee Pei Yun, Gladys (1 Dec 2021)

### Members

Mr Shum Wai Keong (1 Jul 2021)

Mr Tang Kok Kai, Christopher (1 Jul 2021)

Ms Teo Kwee Yee, Claudia (1 Jul 2017)

## Human Resource Committee

### Chairperson

Ms Lee Joo Cheng, Lillian (1 Jul 2017)

### Members

Mr Ang Heng (1 Oct 2022)

Prof Choo Wee Jin, Philip (1 Jul 2013)

Ms Yalung Arlene Valoria (1 Jul 2023)

## Investment Committee

### Advisor

Mr Seow Choke Meng (1 Jul 2021)

### Chairman

Mr Anthony Mallek (1 Jul 2021)

### Members

Mr Neo Kah Kiat (1 Oct 2021)

Ms Teo Kwee Yee, Claudia (1 Apr 2011)

Mr Wong Hsien Xiong (1 Dec 2016)

Mr Tan Yoke Tarng, Justin (1 Jul 2023)

Mr Simon Ip\* (1 Apr 2011)

\* Stepped down on 2 Sep 2023

### ■ Medical Advisory Committee

#### Advisor

Dr Khoo Chee Min, James (1 Jul 2013)

#### Chairman

A/Prof Tan Thai Lian (1 Jul 2013)

#### Members

Prof Choo Wee Jin, Philip (1 Jul 2013)

Dr Ee Chye Hua (1 Jul 2013)

Dr Lee Liang Tee (1 Jul 2013)

Dr Ng Wai Chong (1 Jul 2013)

Dr Kenneth Tan (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 Cheung Siew Li (1 Jul 2023)

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

Mr Cheok Bok Sim, Philip (1 Jul 2023)

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)

Ms Lee Joo Cheng, Lillian (1 Jul 2023)

Mr Seah Choo Meng (23 Mar 2020)

Mr Zhong Ming (1 Jan 2020)



## HONORARY MEMBERS

Ren Ci Hospital appreciates our Honorary Chairman, members and Religious Advisor who have made important contributions to Ren Ci and still continue to support Ren Ci in our vision and mission.

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**Honorary Chairman**  
Dr Chua Thian 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

\*RCLA - Ren Ci Learning Academy  
CQMU - Clinical Quality Management Unit



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



**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 Ng Wei Han, David  
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**  
仁慈宏茂桥疗养院执行总监  
Mr Au Yeong Khaee, Darren  
欧阳奇先生  
(23 Aug 2023)



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



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



**Executive Director, RCLA\***  
仁慈培训学院执行总监  
**Director, Operations** 营运总监  
Mr Ong Eng Hua  
王荣华先生  
(21 Feb 2020)



**Co-Executive Director, RCLA\***  
仁慈培训学院联合执行总监  
**Director, CQMU\***  
临床质量管理组总监  
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)



**Deputy Director, Community Engagement**  
社区互动副总监  
Mr Sim Puay Ngee, Philip  
沈信毅先生  
(26 Dec 2023)



**Head, Community Engagement (Volunteer & Fundraising)**  
社区互动主任 (义工与筹款)  
Ms Tan Su San  
陈苏珊女士  
(23 May 2022)



**Head, Corporate Services**  
企业服务主任  
**Assistant Director of Finance (Special Projects)**  
财务副总监 (特别项目)  
Ms Chan Wei Li, Dawn  
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)

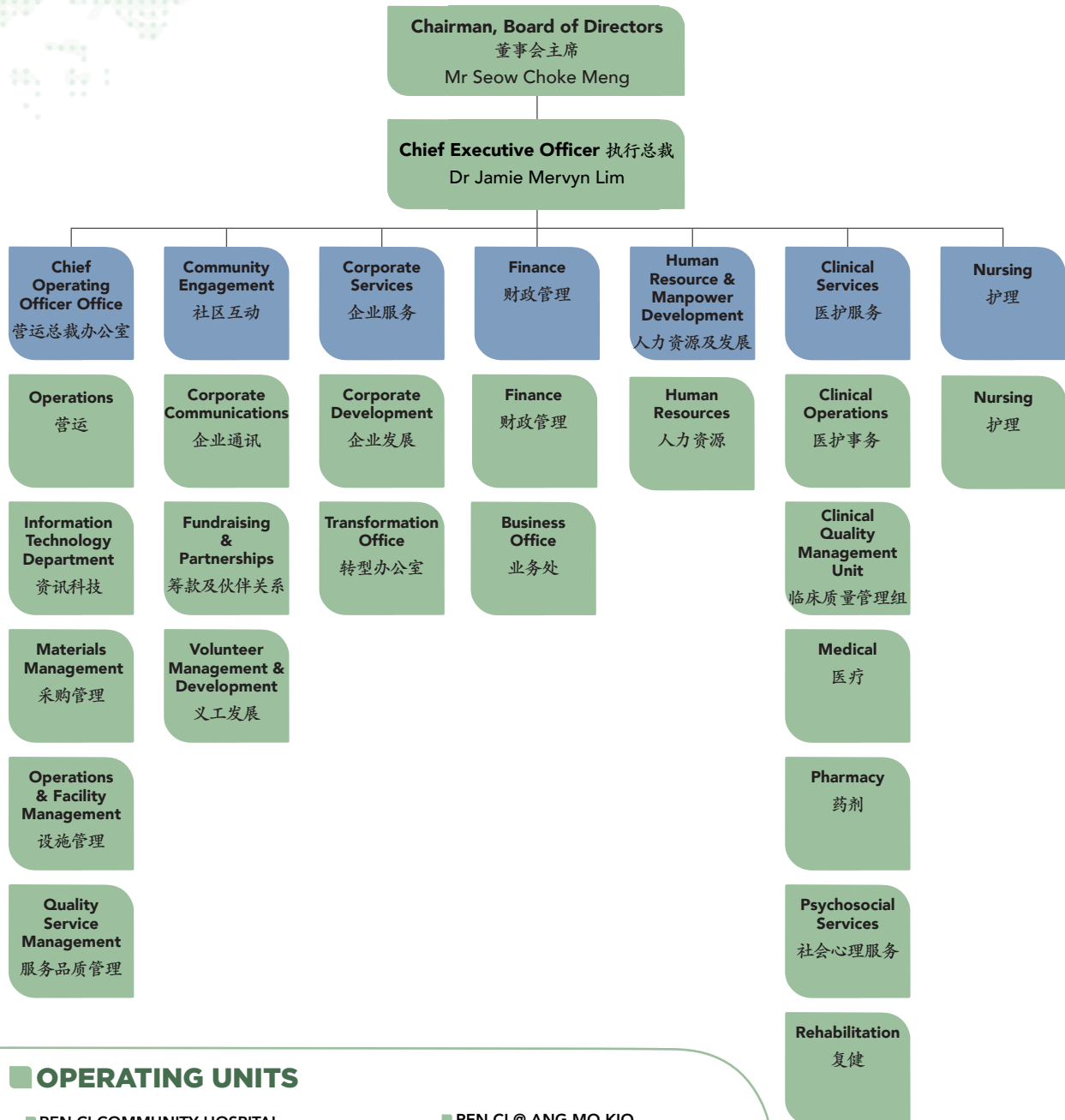


**Executive Director, Ren Ci @ Ang Mo Kio**  
仁慈宏茂桥疗养院执行总监  
Ms Teo Lay Hong  
张丽芳女士  
*Resigned on 31 Jul 2023*



**Executive Director, RCLA\***  
仁慈培训学院执行总监  
Ms Sim Teck Meh, Jenny  
沈德妹女士  
*Retired on 31 Jan 2024*

# ORGANISATION STRUCTURE



## OPERATING UNITS

- REN CI COMMUNITY HOSPITAL
  - Community Hospital 社区医院 (121 Beds)
  - Chronic Sick Unit 慢性病患单位 (120 Beds)
  - Senior Care Centre 乐龄护理中心
  - Integrated Home and Day Care 综合居家和日间护理
- REN CI HOME CARE 仁慈居家护理
- REN CI LEARNING ACADEMY 仁慈培训中心
- REN CI @ ANG MO KIO
  - Nursing Home 疗养院 (472 Beds)
  - Senior Care Centre 乐龄护理中心
- REN CI @ BUKIT BATOK ST. 52
  - Nursing Home 疗养院 (256 Beds)
  - Senior Care Centre 乐龄护理中心
  - Active Ageing Centre (Care) 活跃乐龄中心
- REN CI @ WOODLANDS
  - Nursing Home 疗养院 (332 Beds)
  - Senior Care Centre 乐龄护理中心



# FY2023/24 AT A GLANCE

**3,577**

Patients, Residents,  
and Clients Served

**1,301**

Beds

**4**

Facilities

## Home Care

**473**

Clients  
Served

## Community Hospital

**1,376**

Patients  
Served

**121**

Beds

**93%**

Occupancy Rate

**497**

Home Medical  
Hours

## Chronic Sick Unit

**118**

Patients  
Served

**120**

Beds

**80%**

Occupancy Rate

**1,602**

Home Nursing  
Hours

## Ren Ci @ Ang Mo Kio

**569**

Residents  
Served

**472**

Beds

**94%**

Occupancy Rate

**13,318**

Home Personal  
Care Hours

## Ren Ci @ Bukit Batok St. 52

**306**

Residents  
Served

**256**

Beds

**96%**

Occupancy Rate

**1,644**

Home  
Rehabilitation  
Hours

## Ren Ci @ Woodlands\*

**42**

Residents  
Served

**332**

Beds

**N.A**

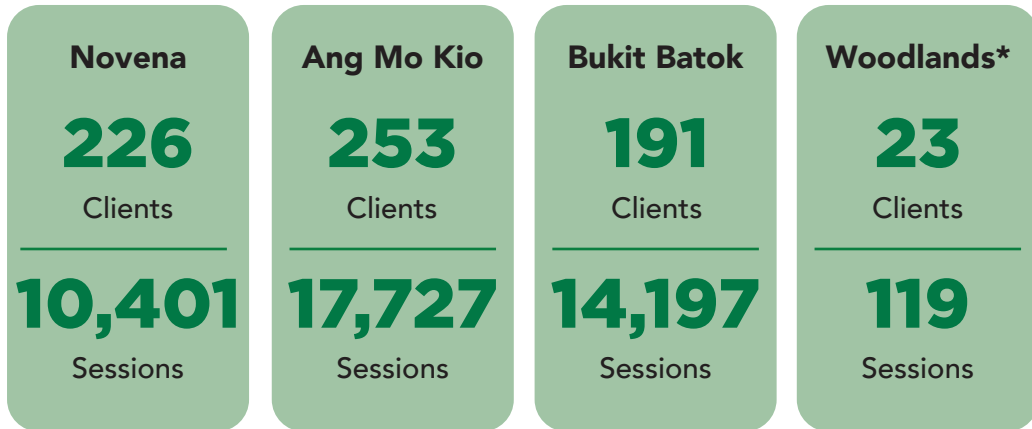
(ramping up phase)  
Occupancy Rate

**679**

Medical Escort &  
Transport Trips

\* Operational on 19 Feb 2024

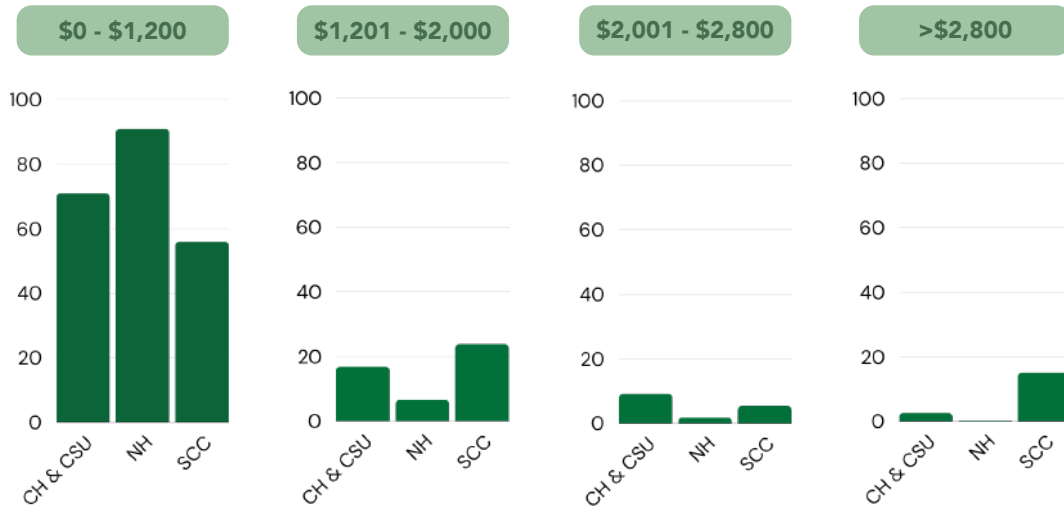
### Senior Care Centre



\* Since March 2024

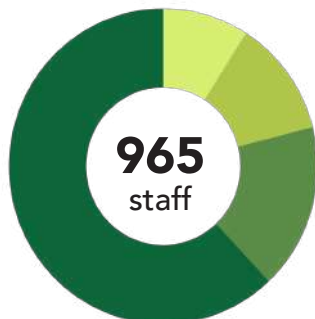
### Our Patient/Resident Profile

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



\* CH - Community Hospital    CSU - Chronic Sick Unit    NH - Nursing Home    SCC - Senior Care Centre

### Staff Strength



- Nursing & Community Care **62%**
- Doctor & Allied Health **17%**
- Administration **12%**
- Ancillary Support **9%**

**Ren Ci Learning Academy**

**27**

Courses

**>1,300**

Participants

**365**

Senior/Community Care  
Associates Trained

**61**

External  
Organisations

**Volunteering**

**700**

Regular  
Volunteers

**2,500**

Volunteer  
Activities

**>38,000**

Volunteer  
Hours

**>100**

Partners  
(Schools, Corporations,  
Religious Groups)

**12 years old**

Youngest Volunteer

**86 years old**

Oldest Volunteer

**Fundraising**

**\$6.42 MILLION**

Raised

**>8,000**

Individual Donors

**>180**

Corporate Donors

**>3,000**

Monthly Giro Donors

**>80**

Donation Box Placements

For every dollar raised through our fundraising activities,

**94 cents**

went towards patient and resident care

## SPOTLIGHT ON REN CI @ WOODLANDS



Residents enjoying the Urban Farm space at Ren Ci @ Woodlands

Ren Ci @ Woodlands turned operational on 19 February 2024. This is the third nursing home to be operated by Ren Ci Hospital. It adds another 332 beds to our capacity to care for our elderly beneficiaries and houses a Senior Care Centre that can serve up to 100 clients. More importantly, this operationalisation marked the expansion of Ren Ci Hospital into a new region of Singapore. It is the first facility in the north to be entrusted to us.

Ren Ci @ Woodlands is also distinctive in that its location is within the Woodlands Health Campus. It is situated beside the acute hospital and community hospital, allowing for seamless transition across the various care settings according to patients' needs. This is the first nursing home in

### Capacity

**332**

Nursing Home  
Beds

**100**

Senior Care Centre  
Clients

Singapore to embrace such a concept. With this physical proximity, it allows us to have clinical collaborations with the acute hospital, allowing shared care and tapping on the expertise of the specialists in the acute hospital to provide better care for our residents.

This operationalisation represented yet another milestone in Ren Ci Hospital's growth from our humble beginnings as a single

Chronic Sick Unit with 174 beds at the former Woodbridge Hospital in Hougang in 1994. Over the years, we have expanded in terms of the services we offered, our coverage of the island, as well as our capacity to serve more beneficiaries.

With the help of our donors and volunteers, we look forward to bringing our vision of holistic care with loving kindness and compassion to even more people.



**Highlights of our New Facility:**



**Smart Rehabilitation Therapies**

To leverage technology and gamification in our rehabilitation therapies, we are working with a vendor to develop new programmes that our clients can utilise at home to improve compliance and result in better rehabilitation outcomes.



### Natural Light

To maximise the feeling of space and to provide natural light, the area outside the households opens up to a community space with a skylight, turning the corridor into a multi-purpose community space, ideal not only for our residents but also for the community at large to utilise.



### Silver Stream

Also at the community area is the Silver Stream water feature. Home to 28 beautiful koi, our residents spend many happy hours by the Silver Stream enjoying the sight of the koi swimming to and fro.



### Therapy through Arcade Games

From nostalgic retro video games to virtual fishing and even whack-a-mole, Ren Ci @ Woodlands has a variety of arcade machines to engage our residents and keep their reflexes sharp. Through games, we make rehabilitation more interesting and engaging.



**Vegetable Garden**

The rooftop garden brings more greenery to our residents for the ultimate “farm to table” experience. By growing and eating their favourite fruits and vegetables, our residents are further engaged in life at the nursing home.



**Experiential Learning**

By hosting student volunteers and letting them undergo experiential learning, our volunteers are able to better empathise and understand some of the challenges our seniors face, making their time volunteering with us even more meaningful.



■ Mr Vikram Nair, MP for Sembawang GRC, completing the wall mural at our Urban Farm

**Community Partners and Volunteers**

We have already established relationship with community partners in the area and our volunteers have started work at the new nursing home. This has helped us sink our roots into the neighbourhood.

# REN CI 2025 UPDATES

Launched in 2020, the Ren Ci 2025 strategy with its 5P strategic focus – Products & Services, Process, People, Partnership, and Place – has brought Ren Ci closer to our vision of being the leader in the Community Care sector. We recount the significant milestones achieved by the respective 5P workstreams in the last financial year.

## PRODUCTS & SERVICES WORKSTREAM

Ren Ci continues to build upon our suite of services and programmes to provide high quality healthcare services to our beneficiaries. We have spearheaded several initiatives to better care, serve and empower our beneficiaries, their families and caregivers.

In partnership with Tan Tock Seng Hospital (TTSH) and Lien Foundation, we launched the Air Master Programme in our Day Rehabilitation Centres (DRCs) in 2023.

This cardiopulmonary rehabilitation programme helps patients to manage their breathlessness condition through supervised exercise sessions that rebuild strength and endurance, comprehensive education for managing their condition and daily activities, and peer support groups that encourage social engagement. Empowering patients to manage their condition and anxiety at home will enable them to improve their quality of life and avoid unnecessary hospitalisation. Seven patients have completed this programme since its launch in November 2023.



Volunteers and staff worked hand in hand to organise a family portrait photo-taking session for our Chronic Sick Unit residents



Through a refreshing of our signature “Shared Memories” programme, programme elements such as Music and Art Therapy, Facilitating Reminiscence, Legacy Building, and Family Bonding were enhanced or included to provide more opportunities for residents and their families to build memories through meaningful activities. This well-received resident-centric programme has since touched the lives of more than 100 residents and family members.

Building on the success of “Caregiver Appreciation Month” in February, the caregiver workshops organised in 2023 focused on “Self-Care CPR” – Connection, Partnership, and Building Resilience. This programme underscores Ren Ci’s commitment to the well-being of caregivers as our partners in healthcare. The subsequent theme for 2024’s workshops revolved around “Self-Care ABC”, which encouraged self-care through “Self-Care ABC - Age Well, Be Well, Care Well” workshops. Sharing sessions were specifically curated and conducted on Ren Ci’s social media platforms during lunch-time, providing easier access and convenience to caregivers.

Gearing up for the ever-increasing demand for care services within the community, Ren Ci’s Home Care service continues to expand its capabilities and staff strength to match demand. Ren Ci saw a huge growth in capacity, with a 91.5% jump in clients served compared to the previous year. Ren

Ci will continue to grow to cater and deliver care in the comfort and familiarity of our beneficiaries’ homes.



■ A Home Care nurse cleaning a client’s wound

### PROCESS WORKSTREAM

The commitment of Ren Ci to make quality care possible for our beneficiaries goes beyond the delivery of services; it involves continuous improvement and adaptation to the ever-changing healthcare landscape. Ren Ci achieves this through a focus on streamlining processes, leveraging technology and enhancing clinical practices and services.

Recognising the importance of capturing the value each project brings (in terms of cost savings, manhour savings or improving safety), we established an Improvement Repository to monitor the organisation’s overall improvement efforts for all Innovation & Technology, Process, Service and Clinical Improvement projects. Our team of in-house staff trained in improvement tools also continued to extend their expertise on a regular basis to coach teams in improvement projects.

Efforts to enhance clinical outcomes through the Ren Ci Clinical Governance Framework continued. These consist of improvements to the Incident Reporting System, ensuring data confidentiality, and streamlining immunisation requirements for staff, volunteers and service providers, further safeguarding those under Ren Ci's care.

Our recent pursuit in adopting innovation and technology saw the organisation dive into the world of Robotic Process Automation (RPA). Leveraging RPA for repetitive and routine work processes will bring time and manpower savings. 23 staff embarked on learning the technology and 10 projects were self-initiated to better improve internal work processes. Ren Ci will continue to expand the use of RPA for other areas.

In the clinical arena, we brought in an Exo-skeleton to better support our patients' rehabilitation journey. The equipment assists with gait training for patients with neurological conditions and reduces the therapist manpower required during each rehabilitation session. With the deployment of this technology, the Rehabilitation department will be able to improve the clinical outcomes of patients.

Separately, in alignment with the Government's efforts to keep healthcare regulation up to date with new models of care, Ren Ci successfully transitioned to the newly enacted Healthcare Services Act

(HCSA) last year.

**PEOPLE WORKSTREAM**

Recognising staff as the cornerstone of Ren Ci's success, Ren Ci continues to take significant strides in cultivating an empowered workforce. Staff development remains a key focus, with sponsorships offered to staff for upskilling. The median training hours and the percentage of employees who have attended trainings both saw a rise as compared to the previous year, reflecting Ren Ci's commitment to continuous learning.

Ren Ci is proud to announce the successful completion of the Job Redesign (JR) conversion programme for our Community Care Associates (CCA). Ren Ci was the first



Community Care organisation to roll out the training of staff in the CCA JR journey. By end 2023, we completed the initiative at an organisation-wide level. Moving forward, we intend to play our part to uplift the Community Care sector by providing advisory support to partner organisations in the sector as they embark on their own JR conversion.

To boost staff engagement, Ren Ci kick-started regular CEO-staff engagement sessions last year. Named "Ask Jamie over Coffee", these sessions provided a platform for employees to directly share concerns with CEO in a small group informal setting. In FY2023, 203 suggestions and feedback were received. To date, more than 90% have been looked into with either improvements made

or clearer policy explanations provided. The rest of the feedback are still being carefully deliberated by relevant departments.

Last year, Ren Ci also launched our newly designed uniforms, lending a refreshed look for the frontline care team. In addition, Ren Ci started a small-scale pilot on Flexi Work arrangements for staff in our nursing homes, so as to meet the diverse needs of our workforce.



Ms Kristine Ang receiving her Superstar Award at the Singapore Health Quality Service Awards ceremony

Ren Ci is proud to have a dedicated team of healthcare professionals, always ready to go beyond to serve our beneficiaries. 142 Ren Ci staff were recognised at the Singapore Health Quality Service Awards (SHQSA) for their service excellence. Notably, Ms Kristine Ang from the Ren Ci @ Bukit Batok St. 52 Administration team received the prestigious SHQSA Superstar Award, and Senior Nurse Educator Eng Chor Lin received the Nurses' Merit Award. At the organisation-level, we were very proud to be conferred the Enabling (Silver) Award by SG Enable. Ren Ci also received the President's Certificate of Commendation (COVID-19) for its

exceptional efforts during the COVID-19 pandemic.

**PARTNERSHIP WORKSTREAM**

It takes a village to care for our elders. Ren Ci prioritises fostering strong and lasting relationships with our donors, volunteers and social and community partners. We actively recruited volunteers for both Ren Ci @ Woodlands and Ren Ci Home Care as these are new services which we are ramping up, while co-creating meaningful volunteer experiences with existing and new partners. In line with the national Healthier SG initiative to develop Active Ageing Centres (AAC) for seniors in the community, our team at Ren Ci @ Bukit Batok St. 52 opened their doors to welcome residents in the community to drop by the premise.

We actively engaged seniors in the community through door-knocking, coffee sessions, recreational activities, and basic health screenings. Furthermore, under a Memorandum of Understanding (MOU) agreement with St Luke’s Hospital, we

established a Community Health Post at the AAC, allowing us to holistically offer community screening, prevention, and active ageing activities under Ren Ci’s AAC programme. We also worked with St Luke’s Hospital to start providing wound consultancy services, bolstering support to our nursing home residents and aiding in complex wound care cases. For the good work, Ren Ci @ Bukit Batok St. 52 was officially accredited as



Members of our AAC (Care) attending a health talk hosted on our premises

an Active Ageing Centre (Care) in April 2024. This will expand our scope and geography of service to more seniors in the Bukit Batok neighbourhood.

We continue to maintain a dedicated pool of over 700 regular volunteers through consistent communication and engagement sessions. Our commitment to volunteer satisfaction was evident from an experiential survey conducted last year. 84% of our volunteers rated their volunteering experience highly which affirmed our efforts at tailoring a varied range of activities to cater to different pool of volunteers.





■ Volunteer leaders attending the annual Volunteer Leaders Dialogue Session with members of our Community Engagement Committee and Senior Management

## PLACE WORKSTREAM

As a responsible corporate citizen, Ren Ci is keenly aware of its impact on the environment and is committed to environmental and social responsibility. In the last financial year, we undertook a variety of initiatives to reduce our environmental footprint and foster a culture of sustainability within the organisation. These include:

- Further Promoting Recycling: Introducing new and vibrant-coloured recycling bins to increase recycling opportunities through better awareness and visibility;
- Reducing Use of Plastics: Replacing procurement of disposable plastic water bottles with tetra pack drinking water;
- Environmental Awareness: Building awareness of environmental impact by celebrating World Environment Day and World Environmental Health Day with quizzes and prizes, which were further iterated during Ren Ci Value Carnival 2023;
- Paperless Workflow: Transitioning to the use of digital documents and signatures to

minimise paper use and printing;

- Eco-Friendly Printing: Replacing laser printers/copiers with lower environmental impact ink jet models.

As part of our continued commitment to enhancing patient and staff experience, the Ward Renovation project in our Community Hospital is currently underway. The project aims to improve patient care and clinical outcomes, enhance patient safety through infection control designs, and improve workflows and staff satisfaction.



■ Artist impression of the renovated ward

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE

On the environmental, social, and governance (ESG) front, we mapped Ren Ci's ESG efforts to national and international standards in the last financial year. Our ESG efforts support the United Nations Sustainable Development Goals (UN SDGs) and we solidified our commitment to environmental sustainability by having a dedicated committee to monitor and implement green initiatives.

## KEY ENVIRONMENTAL MEASURES

**36,301m<sup>3</sup>**

annual water utilisation  
4% reduction over the last FY

**5,072MWh**

annual electricity utilisation  
7% reduction over the last FY

**72**

solar panels  
installed  
at Ren Ci  
Community  
Hospital

**34,290kWh**

solar energy generated

**14.3**

tonnes of CO<sub>2</sub> emission  
avoided\*

\*Based on the latest (2022) Operating Margin Grid Emission Factor (OM GEF) of 0.4168 kg CO<sub>2</sub>/kWh published by the Energy Market Authority of Singapore.

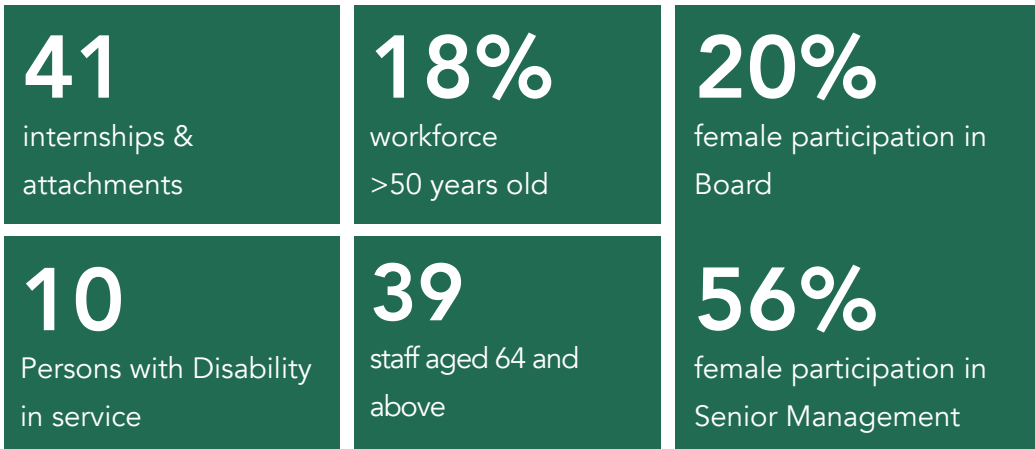


■ Board Directors and Senior Management at a retreat focusing on ESG



■ Solar panels installed on the roof of Ren Ci Community Hospital

KEY SOCIAL MEASURES



At Ren Ci, much of our work centers on serving the society at large and supporting the vulnerable and needy. Not only did we align our work with the national Healthier SG strategy, we also focused on staff well-being and development and inclusive hiring.



Mr Chang Zhi Kang, intern from APSN Delta Senior School, during his Work Experience at Ren Ci @ Woodlands

KEY GOVERNANCE MEASURES



We recognise the importance of grounding all that we do on a strong foundation of good governance. As a charity serving the most vulnerable in society, and receiving generous support from Ren Ci’s donors and benefactors, we are committed to being transparent and accountable to the organisation’s stakeholders.



## AWARDS AND ACCOLADES

Ren Ci is honoured to have been awarded at multiple platforms in the last financial year, including the prestigious President's Certificate of Commendation (COVID-19). These awards signify external recognition for our commitment and contribution to excellence as Ren Ci strives to be a leader in community care.

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### COVID-19 Awards

Ren Ci received several national awards in recognition of our contributions during the COVID-19 pandemic. The organisation received the President's Certificate of Commendation (COVID-19), and 3 staff were awarded the COVID-19 Resilience Certificate for exceptional contributions during the pandemic. 23 other staff received the COVID-19 Resilience Medals.

### Charity Transparency Awards

As a charity that holds ourselves accountable for the trust that our donors show in us, we are proud to announce that we were awarded the Charity Transparency Award 2023 by the Charity Council, an award that we have won every year since the Award's inception.

### Singapore Health Quality Service Awards

Our commitment to service quality saw our staff achieve 1 Superstar, 12 Star, 35 Gold & 94 Silver awards at the SHQSA ceremony, held by SingHealth.

### Ministry of Health Nurses' Merit Award

Senior Nurse Educator Eng Chor Lin was conferred the Nurses' Merit Award for exemplifying the heart of the profession with her dedication to upkeeping the skill competency of nurses in Ren Ci.

### Enabling Mark (Silver) Award

Ren Ci has been recognised in our efforts as an inclusive employer with the Enabling Mark (Silver) by SG Enable. As a progressive employer, we continue to support the meaningful employment of persons with disabilities.

### Community Care Excellence Awards

Ren Ci was awarded 63 Community Care Excellence Awards, including one Team (Silver) award, by the Agency for Integrated Care for exemplary service and commitment in delivering quality care as well as outstanding quality improvement projects.



### Community Care Manpower Development Awards

13 staff received the CCMDA, which provides opportunities for staff to upskill and grow their career in the Community Care sector, testament to Ren Ci's dedication to professional training and development.



■ Senior Nurse Educator Eng Chor Lin receiving the MOH Nurses' Merit Award



■ Mr Yap Wai Ming, Board Director, receiving the Charity Transparency Award



■ Ms Karen Bek, Chief Operating Officer, receiving the President's Certificate of Commendation (COVID-19)



■ Ren Ci winners at the Singapore Health Quality Service Awards



■ Ren Ci received the Enabling Mark (Silver)



■ Ren Ci awardees at the Community Care Manpower Development and Excellence Awards



## FUNDRAISING & PARTNERSHIPS

With the new Ren Ci @ Woodlands nursing home having started operations this year, our operating expenses will be increasing. It is important that our fundraising efforts prepare for the additional expenses that come with our expanded operations. Our heartfelt gratitude goes out to the generosity of our donors and sponsors who believed in our work and showed their staunch support.

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### Ren Ci Charity Golf Tournament

123 enthusiastic golfers joined us at Sentosa Golf Club, Tanjong Course on 20 October 2023 for a game of golf and dinner thereafter. The event successfully raised \$780,650 through flights and outright donations.

### Ren Ci Vegetarian Food Fiesta

The annual Ren Ci Vegetarian Food fiesta 2023 was bigger and better than ever before, with more than 75 stalls selling delicious vegetarian food, dried goods, merchandise and more. Hundreds of visitors and sponsors helped raise \$255,581 through the sales of coupons, outright donations and cash sales.

### Wheels for Ren Ci

As we ramp up the admissions for Ren Ci @ Woodlands and expand our Home Care services capacity, the need for additional wheelchair transport vehicles is more pressing than ever. Special recognition goes out to UOB Kay Hian, Singapore Teochew Foundation and

Gain City Best-Electric Pte Ltd for sponsoring four additional wheelchair transport vehicles so that our wheelchair-bound seniors have the mobility to get where they need to be, whether it be check-ups, dialysis sessions, other medical appointments or even to attend their daily care sessions at one of our four senior care centres.

### Donation Boxes

Donation boxes have been a stalwart part of our fundraising strategy, providing an easy, accessible way for the general public to support operations at Ren Ci Hospital. In FY23/24, we raised a total of \$378,000 through collections. We are grateful for the strong support shown to us by the public.

**\$6.42 million**  
raised in FY23/24



Ren Ci Charity Golf Tournament



Mr Vipul Chalwa, CEO of FairPrice Group, gifting goodies to residents during FairPrice Group's annual visit to Ren Ci @ Ang Mo Kio



Ren Ci Vegetarian Food Fiesta



Wheelchair vehicles sponsored by UOB Kay Hian and Gain City Best-Electric Pte Ltd



Receiving a cheque from the Singapore Buddhist Youth Mission, presented by Guest of Honour Mr Seah Kian Peng at their Lunar New Year celebration



## VOLUNTEERS

Our longstanding pool of over 700 regular volunteers work hand in hand with our staff, partnering us in providing care to our patients, residents and clients. They are key members of our Ren Ci family, and we thank them for their compassion and dedication.

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With the operationalisation of Ren Ci @ Woodlands, we have increased our recruitment and expect the number of volunteers to trend upwards as we aim to reach full operating capacity.

Even as our volunteers dedicate their time and efforts to care for our seniors, we also strive to make the volunteering experience one that brings value to them. Our Volunteer Management department conducted a volunteer experiential survey in December 2023 to better understand their volunteering experience in Ren Ci and for further areas for improvement. We surveyed 273 volunteers through this exercise. We were gratified to learn that over 84% of the surveyed volunteers rated their volunteering experience with Ren Ci highly on a scale of 1 to 10. The results also showed their willingness to continue volunteering with us and to bring their friends to volunteer with us too.

We also held our annual Volunteer Leaders Dialogue and Volunteer Appreciation events in 2023. Two volunteer leaders shared their inspiring volunteering journey during the dialogue session, while the volunteer appreciation event saw over 200 volunteers join us as we honoured our long-serving volunteers and expressed our appreciation for all our volunteers.

**>700**  
regular volunteers

**84%**  
volunteers rated Ren Ci highly in the  
volunteer experiential survey



Volunteers at various events throughout the year

## COMPLIMENTS FROM THE HEART

Ren Ci strives to provide high standards of care that extend beyond our patients, residents and clients. When our staff are recognised by our beneficiaries and their loved ones, we are reminded of the positive impact that we have and this fuels our motivation to continue providing exceptional care. We are grateful for the recognition that keeps us going.

377

compliments  
received

280

Community  
Hospital

26

Ren Ci @  
Ang Mo Kio

71

Ren Ci @  
Bukit Batok St. 52



■ Ren Ci Community Hospital Ward 13 team being acknowledged for their good work and service

### **Ren Ci @ Ang Mo Kio**

I would like to take this opportunity to say a big “Thank You” to Ren Ci and the staff of the Senior Care Centre, from the therapists to the front desk personnel and transportation team. Mom keeps praising each therapist, saying they are so caring and helpful. She greatly enjoys all activities organised by them. The front desk staff is so helpful every time. Even your transport team is praised by mom. We sincerely appreciate all of you.

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

My mother has been in Bukit Batok since June 2017, almost 6 years. I would like to commend the staff in the ward for their care of my mother. They are warm and friendly and always give updates of my mother’s health condition. Thank you for their dedication and professionalism in caring for the patients. They also encourage me each time I visit. I’ll like to thank all staff on the team - SN Irene, SN Beverly, SN Melanie, Hkwan Ra, Mary Joy, Thin Thin, Celmar, Dhaarani, Aye Aye and all staff not mentioned. Once again, I really appreciate all you’ve done for my mother.

### **Ren Ci Community Hospital**

Over the past few years of my mum being warded, I am satisfied with all the doctors and nurses for their treatment and care towards my mum. During the pandemic period, no doubt there was a shortage of nurses, but they still work very hard towards the care of all the patients. As the years passed on, they had been co-ordinating quite well with us, maybe they had begun to understand our needs and requirements, we can put our heart at ease because we know they will do their very best to treat and take care of my mum even when we are not around.

There are also three nurses I would like to compliment, one is Staff Nurse Nilar. Over the past few years while my mum is in the ward, she had put extra effort and care to all patients, including my mum. Staff Nurse Nilar is also a very diligent and caring nurse, she is quite responsible to her work and she will complete every task fast and properly, without making any mistakes. This shows that she cares about the patients. She enjoys her work very much, this is very important, if you like your work, definitely you will put all your heart and effort into your job. Another nurse I would like to compliment is Staff Nurse Marcelo Cristina Santos, she is a very understanding and caring nurse, she is quite patient with the care towards my mum. She will elaborate well the problems and treatment of my mum to me, she is also a very responsible nurse, thanks nurse. Another nurse I would like to compliment is Senior Assistant Nurse Nang Cho Lay Nwe, for her great effort to care for my mum. She is a very diligent and caring nurse, she knows about my mum’s needs and requirements. Her attitude and patience towards all the patients in the ward is worth my compliment to her, keep it up, thanks.



# 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 24 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 members of the Board are committed to 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. During the period under review, all members of the Board have done the



necessary declaration to affirm that there were no conflicting 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 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. In addition, Ren Ci neither makes loans nor donations.

Ren Ci believes that competent, experienced and committed Board members are crucial for its continued relevance and sustainability. 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 seeks volunteers with diverse skill-sets to contribute and has been actively refreshing its Board composition. The 23/25 Board term sees a renewal of board membership where 6 new board directors have been brought on board, 4 have stepped down with more board directors stepping down at the end of the 23/25 term. 75% of the board members have served less than 10 years. This deliberate phased overlapped approach allows Ren Ci a seamless transition, allowing outgoing members to share their expertise and experience with incoming directors.

The Board term is 2 years starting 1 July 2023 and ending 30 June 2025. The Board held a total of 4 meetings in FY2023/2024:

Board Member	Designation	Board Attendance
Mr Seow Choke Meng (BBM), (PBM)	Chairman	4 of 4
Mr Lim Chai Boon	Vice-Chair	4 of 4
Mr Neo Kah Kiat (BBM), (PBM)	Vice-Chair	3 of 4
Ms Teo Kwee Yee (Claudia)	Vice-Chair	4 of 4

Board Member	Designation	Board Attendance
Mr Tang Kok Kai, Christopher	Treasurer	4 of 4
Ms Ang Fung Fung	Director	3 of 4
Mr Cheok Bok Sim, Philip <sup>#</sup>	Director	3 of 3
Mr Chia Lee Meng, Raymond (PBM)	Director	1 of 4
Prof Choo Wee Jin, Philip	Director	2 of 4
Mr Chua Leong Chuan, Jeffrey	Director	3 of 4
Ms Alice Chua <sup>*</sup>	Director	1 of 1
Dr Ee Chye Hua (BBM) <sup>*</sup>	Director	1 of 1
Ms Lee Joo Cheng, Lillian	Director	4 of 4
Ms Lee Pei Yun, Gladys <sup>#</sup>	Director	3 of 3
Mr Lim Eng Koo, Nelson (BBM) (PBM) <sup>*</sup>	Director	1 of 1
Mr Lim Jit Yaw, Jeremy <sup>##</sup>	Director	1 of 1
Mr Lim Yew Soon (PBM) <sup>###</sup>	Director	1 of 1
Mr Anthony Mallek	Director	4 of 4
Mr Ng Tiong Gee	Director	2 of 4
Mr Pang Lim (BBM)	Director	0 of 4
Mr Seah Choo Meng (PBM)	Director	4 of 4
Dr See Long Hian, Aaron	Director	3 of 4
A/Prof Tan Thai Lian <sup>#</sup>	Director	1 of 3
Ms Tan Yee Peng <sup>#</sup>	Director	2 of 3
Mr Wong Hsien Xiong	Director	4 of 4
Mr Yap Wai Ming	Director	4 of 4
Mr Yeo Hung Chuan, Jonathan (PBM) <sup>*</sup>	Director	1 of 1
Mr Zhong Ming	Director	1 of 4

\* Retired on 30 June 2023

# Appointed on 1 July 2023

## Appointed on 1 January 2024

### Appointed on 1 March 2024

## 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:

### 1. 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 Ren Ci’s system of internal controls. The AC also reviewed the finance and business office policies and financial statements of Ren Ci.

Ren Ci engaged internal auditor Baker Tilly Consultancy (Singapore) Pte. Ltd. to review and 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.

During the year, the Ministry of Health (“MOH”) appointed its auditors to conduct audits of selected funded community care organisations with Ren Ci being reviewed on the following areas:

- Grant Management
- Corporate Governance

Overall, the control environment was assessed to be adequate, with Ren Ci having attained the highest rating in governance effectiveness index for the corporate governance audit.

## 2. Building Committee

The Building Committee (“BC”) reviewed and provided guidance in several aspects with regard to the design concept and main contractor tender for the Ren Ci Community Hospital Wards Additions & Alteration Works. With the guidance provided, the design of spaces was improved to be more efficient and patient centric, making the wards a more conducive environment for rehabilitation and recovery. Considerations were made for future proofing with potential for bed capacity expansion if required. Compliance with authorities’ regulations was also highlighted, and the project team took extra steps to ensure all compliance would be obtained before commencement of works.

## 3. Community Engagement Committee

The Community Engagement Committee (“CEC”) oversees fundraising, volunteer management and corporate communication functions. CEC 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 areas of fundraising, volunteer development and corporate communications remain relevant. CEC 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”) provided guidance on the review of the Ren Ci 2024 Risk Register, Ren Ci’s Documentation Policy and Ren Ci’s Personal Data Protection Policy, to ensure that they remain relevant to support strong governance.

During the year, 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. GRC Chair also guided Ren Ci’s review when the 2023 Code of Governance for Charities and Institutions of a Public Character was released by the Charity Council. Ren Ci remains in full compliance with the revised Code of Governance.

Ren Ci was shortlisted as a finalist for the Charity Governance Awards and was awarded the Charity Transparency Award, recognising the importance the Board and GRC places on transparency and maintaining accountability to Ren Ci’s stakeholders.

In an MOH Corporate Governance Audit, Ren Ci attained the highest rating in governance

effectiveness index, a further testament to Ren Ci's strong governance framework. The Committee remains committed to guiding Ren Ci towards governance excellence.

## 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.

This year, HRC endorsed the Management's proposal for remuneration adjustments and bonus payout. HRC provided guidance to the review of the new salary structure and to benchmark against the MOH Community Care Sector's published guidelines in order for Ren Ci to remain as a competitive and attractive employer of choice.

In line with the Government's continuous efforts to implement pro-employee well-being policies, HRC endorsed a set of updated Marriage & Family Leave policies and Medical Benefits, including two days of sick leave without medical certificate. HRC also supported the enhancement of the Workplace Harassment policy based on the recommendations from the Tripartite Workgroup Report on Prevention of Abuse and Harassment of Healthcare Workers.

In addition, HRC supported the revision of our Learning and Development policy to provide clarity on staff training. HRC provided guidance to the establishment of a framework to manage the quality of training courses by the Ren Ci Learning Academy. The OneHR human resource management system was implemented successfully marking a significant milestone in Ren Ci's productivity journey and enhanced employee experiences at work.

## 6. Investment Committee

During the year, the Investment Committee ("IC") met quarterly to review the performance of the fund managers against the macro-economic conditions. Fund managers had to explain their investment approaches, their performances and their forecast of performance to IC. This process allows for a comprehensive analysis of investment performance and ensures the portfolios are managed in line with the overall investment objectives and guidelines of Ren Ci as set by the Board.

IC 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 (“MAC”) reviewed and provided guidance on the improvement of services and continuing collaboration with healthcare partners to support the Nation’s Healthier SG strategy. Areas include reviewing palliative care support services, collaboration between Woodlands Health and Ren Ci @ Woodlands Nursing Home as part of an integrated campus, as well as healthcare technology such as Exo-skeleton for rehabilitation.

## 8. Nominating Committee

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

- Grant Management
- Nomination and renewal of Board every 2 years,
- Board skills matrix as part of succession planning,
- Timely orientation and induction of 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.

The Board and Sub-Committees renewal exercise for the term 1 July 2023 to 30 June 2025 was conducted. The key changes were follows:

- 4 Board members retired
- 6 new Board members were recruited
- New Chairpersons for Audit and Medical Advisory Committees were appointed
- New Vice Chair for Governance & Risk Committee was appointed

## **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 (“ITSC”), Tender Committee (“TC”), Facility Medifund Committee (“FMC”), and Ren Ci Assistance Scheme Committee (“RCAS”).

The ITSC guides the development of IT strategy and architecture to improve security, productivity and cost optimisation. The TC guides and endorses RFP recommendations for scopes of work that are not covered by other Board sub-committees, including guidance on procurement matters. The ITSC and TC met three and four times respectively during the year to discuss key projects such as Nursing Homes Clinical Systems Implementation and the procurement of organisation-wide services.

The FMC oversees the Government Medifund and Medifund Silver Assistance schemes for Ren Ci beneficiaries and met twice last year. The RCAS meets annually to consider and grant support 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 2023.

The GRC 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. 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 AC Chairperson and the Board Chairman by the following channels:

- AC Chairperson'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 AC 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.

In 2023, one case of whistleblowing was made known to Management and AC Chairperson and Board Chairman were duly informed. An internal Board of Inquiry was formed and the follow up recommendations were made to AC Chairperson and Board Chairman for endorsement. The case is closed.

### **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 \$191 million 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 March 2024.

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 STATEMENT

## REN CI HOSPITAL

### Statement of Financial Activities and Other Comprehensive Income Year Ended 31 March 2024

	<u>2024</u>	<u>2023</u>
	\$	\$
<b><u>Incoming resources</u></b>		
Voluntary income - donations	4,843,395	4,184,451
Government subvention grants	68,202,084	61,848,602
Fund raising income	1,536,505	1,681,904
Interest & investment income / (loss)	11,325,503	(3,519,168)
Charitable income	18,874,672	19,173,299
Other incoming resources	3,441,483	3,336,967
<b>Total incoming resources</b>	<u>108,223,642</u>	<u>86,706,055</u>
<b><u>Less: resources expended</u></b>		
Cost of generating funds		
- Fund raising expenditure	247,387	273,379
- General donations	52,185	21,707
Investment expenses	478,840	385,369
Charitable activities expenses	87,227,112	79,262,492
Other operating and administration expenses	6,168,969	5,043,185
Allowance of impairment on trade receivables – (reversal) / loss	(1,031,955)	481,389
<b>Total resources expended</b>	<u>93,142,538</u>	<u>85,467,521</u>
<b><u>Net surplus for the year</u></b>		
Attributed to General fund	14,991,913	1,144,102
Attributed to Sinking fund (Designated fund)	157,381	94,432
Attributed to Kwan Im Thong Medical Assistance Project	(68,190)	–
Attributed to Community Silver Trust Fund	–	–
<b>Total surplus for the year</b>	<u>15,081,104</u>	<u>1,238,534</u>
<b><u>Other comprehensive income / (loss)</u></b>		
Attributed to Kwan Im Thong Medical Assistance Project		
- Fair value changes on debt instruments	50,725	(19,350)
Total other comprehensive income / (loss)	<u>50,725</u>	<u>(19,350)</u>
<b>Total surplus after other comprehensive income / (loss)</b>	<u>15,131,829</u>	<u>1,219,184</u>
<b>Total funds brought forward</b>		
General fund	171,119,598	169,975,496
Sinking fund (Designated fund)	5,295,458	5,201,026
Kwan Im Thong Medical Assistance Project	1,534,703	1,554,053
<b>Total funds carried forward</b>	<u>193,081,588</u>	<u>177,949,759</u>
Community Silver Trust Fund	17,982,598	19,161,417
<b>Total funds for the Hospital as at year end</b>	<u>211,064,186</u>	<u>197,111,176</u>

**REN CI HOSPITAL**
**Statement of Financial Position  
As at 31 March 2024**

	<u>2024</u> \$	<u>2023</u> \$
<b>ASSETS</b>		
<b><u>Non-current assets</u></b>		
Plant and equipment	4,014,011	1,400,699
Right-of-use assets	15,468,920	1,132,123
Intangible assets	2,943,724	3,140,305
<b>Total non-current assets</b>	<u>22,426,655</u>	<u>5,673,127</u>
<b><u>Current assets</u></b>		
Inventories	274,672	197,065
Trade and other receivables	13,170,245	13,056,621
Other assets	2,589,139	1,384,153
Investment securities	150,553,028	141,027,272
Cash and cash equivalents	64,549,159	55,177,206
<b>Total current assets</b>	<u>231,136,243</u>	<u>210,842,317</u>
<b>Total assets</b>	<u>253,562,898</u>	<u>216,515,444</u>
<b>FUNDS AND LIABILITIES</b>		
<b><u>Non-current liabilities</u></b>		
Financial liabilities - lease liabilities	9,140,682	—
<b>Total non-current liabilities</b>	<u>9,140,682</u>	<u>—</u>
<b><u>Current liabilities</u></b>		
Trade and other payables	19,627,052	15,361,611
Financial liabilities - lease liabilities	7,892,639	1,209,929
Other liabilities	5,838,339	2,832,728
<b>Total current liabilities</b>	<u>33,358,030</u>	<u>19,404,268</u>
<b>Total liabilities</b>	<u>42,498,712</u>	<u>19,404,268</u>
<b><u>The Funds of the Hospital</u></b>		
Restricted funds	19,499,836	20,696,120
Unrestricted funds	191,564,350	176,415,056
<b>Total funds</b>	<u>211,064,186</u>	<u>197,111,176</u>
<b>Total funds and liabilities</b>	<u>253,562,898</u>	<u>216,515,444</u>

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

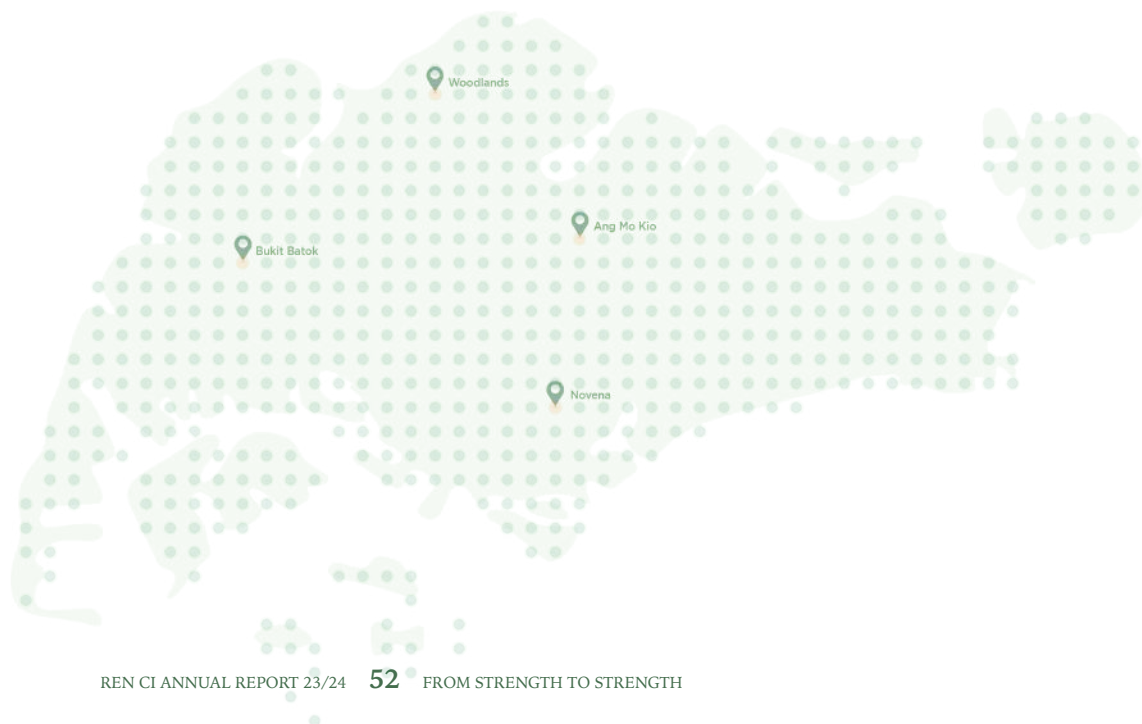
# THANK YOU

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來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、客户、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  
Tower E  
Singapore 737628  
T 6028 8910

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

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

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