

# RESILIENT HEARTS

ANNUAL REPORT 2020/21



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## VISION

To be a leading heart health movement and a household name in Singapore through educating and motivating the public, assisting those affected and supporting community-based research to better understand the landscape of heart disease in Singapore.

## MISSION

To promote heart health, prevent and reduce disability and death due to cardiovascular disease and stroke

## CORE VALUES

Honesty and Integrity  
Enthusiasm and Passion  
Accountability and Transparency  
Research and Innovation  
Teamwork and Collaboration  
Sharing and Caring



## CHAIRMAN'S MESSAGE

*If there is one word that I can use to describe 2020, it will be Resilience.*

The emergence of COVID-19 has brought massive disruption to lives worldwide and caused over 4 million deaths to date. While individuals fight to stay safe from the coronavirus, organisations are put to a demanding test of their ability to adapt and their resolve to tackle challenges. It is no different for the Singapore Heart Foundation (SHF).

For an organisation that relied strongly on traditional methods of service delivery, SHF had to cancel or postpone several events and programmes due to the suspension of physical activities to curb the spread of COVID-19. At the same time, we recognise that SHF has a vital role in this pandemic where cardiovascular disease (CVD) patients face more life-threatening complications and a substantially higher risk of death. Taking care of our hearts now is as important as ever. Bearing in mind our social mission to support Singaporeans in their battle against CVD, SHF worked quickly to come up with radical solutions.

### TELEHEALTH

Routine cardiac rehab is essential preventive care for heart patients. When COVID-19 struck and our Heart Wellness Centres (HWCs) had to close for three months, our clients were most impacted. But our physiotherapists sprung into action right away to provide exercise sessions on Facebook Live, psychosocial tele-support and health talks on Zoom to motivate our clients to keep active and monitor their health.

Many clients were glad to hear familiar voices from us and expressed gratitude towards SHF. Mdm Kirti Harnal, who started cardiac rehab with us only in 2019, shared that she managed to keep active by following our exercise videos and doing light weights and resistance band exercises, which she learnt during her rehab sessions at SHF. "I appreciate the effort that SHF has put in to help us patients keep our exercise routine. It motivates me to continue exercising," she said.

### VIRTUAL EVENTS AND PROGRAMMES

Annual signature campaigns – the National Heart Week/World Heart Day, Go Red for Women, Project Heart and National Life Saving Day – and education programme like the Blood Pressure (BP) Initiative @ Schools and our CPR+AED programmes took on the virtual format, so as to continue our core mission in imparting important heart health and lifesaving knowledge to people. Cardiologists on our Board worked closely with staff on articles, media interviews, educational videos and health

talks to offer medical advice to the concerned public, dispelling fears and misinformation on COVID-19 and CVD.

Despite a hiatus of more than three months and the requirement to downsize our classes, we managed to certify 1,566 people in lifesaving in FY20/21.

### STAFF WELFARE AND DEVELOPMENT

As our team strives to give our best to our beneficiaries, each of us also has to cope with personal stressors that arose from the pandemic, especially over the Circuit Breaker (CB) period. The management introduced regular staff engagement activities and distribution of care packs to keep spirits up in the face of adversity. Staff were also encouraged to take time off from daily work to enrich themselves. Last year, the SHF team clocked 835 training hours, enhancing personal and organisational capability, competency and performance.

### RESILIENCE SHONE THROUGH

Every cloud has a silver lining. With adaptability, flexibility, a positive attitude and fresher skills, SHF has strengthened over the past year. It is noteworthy that even amid the chaos of COVID-19 and having to constantly react to its uncertainties and changes, SHF successfully drew attention to the topic of CPR+AED when we launched the female CPR manikin vest in Jan 2021. Our initiative received widespread media coverage, with many members of the public lauding

the effort, reinforcing SHF's status as a leading CPR+AED training provider in Singapore.

As you have seen, COVID-19 may have thrown many plans off course, but it has also pushed forth new ideas at SHF to keep our Prevention, Resuscitation and Rehabilitation programmes going. These demonstrate our undying commitment to battle CVD through the COVID-19 pandemic and beyond.

In a year where we experienced many cancellations on recurring donations, all these would not have been possible without the support of corporate donors who donated their Job Support Scheme payouts and many other individuals who continued to keep the less privileged in mind. Knowing that we are in a time of financial instability, your donation is extra special to us and our beneficiaries. Thank you for your generous financial support during this tumultuous time.

As we move towards the post-pandemic future, SHF is poised to adapt and transform itself to meet the challenges ahead while it continuously strives to fulfill its vision of promoting cardiovascular health for all. Let's not forget this spirit of resilience. Together, we can build a heart-healthier nation.

Professor Tan Huay Cheem  
Chairman, Board of Directors

**PATRON** ESM Goh Chok Tong  
Appointment Date (AD): 7 Sep 2013

**HONORARY ADVISORS** Prof Koh Tian Hai  
AD: 2 Apr 2005

Mr Liak Teng Lit  
AD: 10 Apr 2004

Mr Lim Soon Hock  
AD: 31 Mar 2001

A/Prof Lim Yean Teng  
AD: 18 Apr 1998

Dr Lily Neo  
AD: 10 Apr 2004

Mr Tan Kin Lian  
AD: 29 Mar 1997

Mr Wong Yew Meng  
AD: 10 Apr 2004

# OUR 50<sup>th</sup> BOARD OF DIRECTORS

**Dr Low Lip Ping**  
Chairman Emeritus  
26 Jul 2008  
*Cardiologist*

**Associate Prof Ching Chi Keong**  
Member  
24 Mar 2021  
*Cardiologist*

**Dr Goh Ping Ping**  
Member  
24 Jun 2006  
*Cardiologist*

**Mdm Koh Teck Siew**  
Member  
24 Jun 2006  
*Advisor*

**Ms Tan Lee-Chew**  
Vice Chairman  
26 Jul 2008  
*ASEAN Managing Director*

**Dr Bernard Kwok**  
Member  
23 Aug 2014  
*Medical Doctor*

**Mrs Regina Lee**  
Member  
30 Jul 2011  
*School Principal*

**Prof May Oo Lwin**  
Member  
26 Jul 2008  
*Professor*

**Dr Chee Tek Siong**  
Member  
29 Mar 2003  
*Cardiologist*

**Dr C Sivathasan**  
Member  
30 Jun 2007  
*Cardiothoracic Surgeon*

**Prof Terrance Chua**  
Member  
31 Aug 2019  
*Cardiologist, Medical Director*

**Mr Peter Sim**  
Member  
11 Jul 2009  
*Advocate & Solicitor*

**Clinical Associate Prof Jack Tan**  
Member  
23 Sep 2017  
*Cardiologist*

**Assistant Prof Yeo Tee Joo**  
Member  
24 Mar 2021  
*Cardiologist*

**Prof Tan Huay Cheem**  
Chairman  
31 Aug 2019  
*Cardiologist*

**Dr Tan Yong Seng**  
Vice Chairman  
26 Jul 2008  
*Cardiothoracic Surgeon*

**Mr Goh Chiew Seng**  
Honorary Secretary  
31 Aug 2019  
*Managing Director*

**Mrs Elsie Foh**  
Honorary Treasurer  
23 Sep 2017  
*Former Career Banker*

**Dr Mak Koon Hou**  
Assistant Honorary Secretary  
31 Aug 2019  
*Cardiologist*

**Mr Chong Chou Yuen**  
Member  
23 Sep 2017  
*Former Career Accountant*

**HONORARY LEGAL ADVISOR**  
Mr Peter Sim - Sim Law Practice LLC

**BANKERS**  
DBS Bank Ltd  
Singapura Finance Ltd

**AUDITORS**  
External - RSM Chio Lim LLP  
Internal - Shared Services for Charities Ltd

**INVESTMENT ADVISORS**  
Bank of Singapore Limited  
DBS Bank Ltd

# OUR COMMITTEE MEMBERS

## EXCO / NOMINATION

Meetings: 4

<b>Chairperson</b> Prof Tan Huay Cheem AD: 31 Aug 2019	<b>Members</b> Dr Tan Yong Seng AD: 26 Jul 2008 Ms Tan Lee Chew AD: 26 Jul 2008 Mrs Elsie Foh AD: 23 Sep 2017	Mr Goh Chiew Seng AD: 31 Aug 2019 Dr Mak Koon Hou AD: 31 Aug 2019
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## CORPORATE PARTNERSHIP

Meeting: 1

<b>Chairperson</b> Dr Bernard Kwok AD: 2 Feb 2021	<b>Members</b> Mdm Koh Teck Siew AD: 2 Feb 2021	Dr C Sivathasan AD: 2 Feb 2021
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## MEMBERSHIP

Meeting: 1

<b>Chairperson</b> Prof Terrance Chua AD: 26 Sep 2015	<b>Members</b> Mr Chong Chou Yuen AD: 31 Aug 2019	Mr Goh Chiew Seng AD: 31 Aug 2019
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## COMMUNITY EDUCATION

<b>Chairperson</b> Dr Chee Tek Siong AD: 23 Aug 2014	<b>NATIONAL HEART WEEK/ WORLD HEART DAY</b> Meetings: 2	Dr Low Lip Ping AD: 7 Sep 2013 Dr Mak Koon Hou AD: 26 Sep 2015 Dr Tan Yong Seng AD: 23 Sep 2017 Ms Joanne Yap AD: 1 Sep 2018
<b>Vice Chairperson</b> Dr Tan Yong Seng AD: 11 Jul 2009	<b>Chairperson</b> Mrs Regina Lee AD: 14 Mar 2019	<b>GO RED FOR WOMEN</b> Meeting: 1
<b>Members</b> Mr Goh Chiew Seng AD: 23 Aug 2014 Ms Tan Lee-Chew AD: 11 Jul 2009 Ms Joanne Yap AD: 26 Sep 2015	<b>Members</b> Prof Tan Huay Cheem AD: 26 Sep 2020 Dr Chee Tek Siong AD: 1 Sep 2018 Prof Terrance Chua AD: 28 Jul 2012 Mr Goh Chiew Seng AD: 28 Jul 2012 Dr Goh Ping Ping AD: 6 May 2019	<b>Chairperson &amp; Spokesperson</b> Dr Goh Ping Ping AD: 26 Jul 2008
		<b>Member</b> Dr Chan Wan Xian AD: 1 Sep 2018

## FUNDRAISING

Meeting: 1

<b>Chairperson</b> Mr Goh Chiew Seng AD: 1 Apr 2000	<b>Co-Chairperson</b> Dr Low Lip Ping AD: 23 Aug 2014	Mr Goh Chiew Seng AD: 10 Sep 2016 Mr Jimmy Goh AD: 24 Jun 2006 - 28 Dec 2020 Dr Bernard Kwok AD: 1 Sep 2018 Mr Eric Teoh AD: 29 Mar 200
<b>CHARITY CUP</b> Meetings: 3	<b>Members</b> Mr Joe Chan AD: 29 Mar 2003 Mr Chong Chou Yuen AD: 26 Jul 2008	
<b>Chairperson</b> Mr Peter Sim AD: 10 Sep 2016		

## HEART SAFE

<b>Chairperson</b> A/Prof Lim Swee Han AD: 23 Sep 2017	<b>Co-Chairperson</b> Dr Chee Tek Siong AD: 23 Aug 2014	<b>Member</b> Prof Terrance Chua AD: 11 Jul 2009
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## SCHOOLS PROGRAMME

Meeting: 1

<b>Chairperson</b> Mrs Regina Lee AD: 30 Jul 2011	<b>Members</b> Dr Chee Tek Siong AD: 11 Jul 2009 Mdm Koh Teck Siew AD: 11 Jul 2009 Prof May Oo Lwin AD: 11 Jul 2009	Dr Mak Koon Hou AD: 26 Sep 2015 Mrs Jaswant Sroya AD: 11 Jul 2009 Dr Tan Yong Seng AD: 11 Jul 2009
<b>Co-Chairperson</b> Mr Goh Chiew Seng AD: 26 Jul 2008		

## HEART WELLNESS CENTRES

<b>Chairperson</b> Dr Tan Yong Seng AD: 31 Aug 2019	Dr Peter Ting AD: 30 Jul 2011 A/Prof Raymond Wong AD: 26 Jul 2008 Asst Prof Yeo Tee Joo AD: 23 Sep 2017	<b>HEART SUPPORT FUND</b> <b>Chairperson</b> Dr Goh Ping Ping AD: 24 Jun 2006
<b>Member</b> Ms Chan Siok Tian AD: 24 Jun 2006 A/Prof David Foo Chee Guan AD: 29 Mr 2003 Mr Goh Chiew Seng AD: 29 Mar 2003 Mdm Koh Teck Siew AD: 31 Aug 2019 Ms Diana Lau AD: 31 Aug 2019 Adj A/Prof Tan Swee Yaw AD: 24 Jun 2006	<b>RESEARCH</b> <b>Chairperson</b> Prof Tai E Shyong AD: 11 Jul 2009	<b>Members</b> Mrs Lee Lay Beng AD: 24 Jun 2006 Dr Lim Chong Hee AD: 24 Jun 2006 Dr Tan Ju Le AD: 2 Apr 2005 Mr Tan Tian Wui AD: 12 Mar 2020 Ms Genevieve Wong AD: 24 Jun 2006 Dr Wong Keng Yean AD: 2 Apr 2005
	<b>Member</b> Prof Terrance Chua AD: 28 Jul 2012	

## FINANCE & INVESTMENT

Meetings: 4

<b>Chairperson</b> Mrs Elsie Foh AD: 23 Sep 2017	<b>Members</b> Mr Chong Chou Yuen AD: 23 Sep 2017 Prof Terrance Chua AD: 26 Sep 2015 Ms Alicia Foo AD: 23 Aug 2014	Prof Tan Huay Cheem AD: 31 Aug 2019 Ms Tan Lee-Chew AD: 28 Jul 2012
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## GOVERNANCE & AUDIT

Meetings: 4

<b>Chairperson</b> Mr Chong Chou Yuen AD: 23 Sep 2017	<b>Members</b> Prof Terrance Chua AD: 11 Jul 2009 Mrs Elsie Foh AD: 23 Sep 2017	Prof Tan Huay Cheem AD: 31 Aug 2019 Mr Richard Tan AD: 26 Sep 2015
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## HUMAN RESOURCE

Meetings: 4

<b>Chairperson</b> Mr Goh Chiew Seng AD: 31 Aug 2019	<b>Members</b> Ms Alicia Foo AD: 31 Aug 2019 Mdm Koh Teck Siew AD: 26 Jul 2008 Dr Mak Koon Hou AD: 30 Nov 2020	Mr Peter Sim AD: 7 Sep 2013 Ms Joanne Yap AD: 26 Jun 2020
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## PR & COMMUNICATIONS

<b>Chairperson</b> Mr Chong Chou Yuen AD: 30 Jul 2010	<b>EDITORIAL</b> Meetings: 2	<b>Members</b> Dr Chan Wan Xian AD: 18 Nov 2020 Dr Chee Tek Siong AD: 31 Mar 2001 Prof Terrance Chua AD: 29 Mar 2003 Dr C Sivathasan AD: 31 Mar 2001
<b>Member</b> Mr Goh Chiew Seng AD: 30 Jul 2010	<b>Editor</b> Mr Patrick Deroose AD: 31 Mar 2001	

# OUR TEAM



## MANAGEMENT

- 1 **Vernon Kang** CEO (AD: 1 Jun 2009)
- 2 **Jeslin Sin** Director, Programmes (AD: 1 Jul 2012)
- 3 **Teng Chiun How** Director, Corporate Services & HWC (AD: 1 Apr 2019)
- 4 **Lim Kiat** Manager, Programmes

## COMMUNITY EDUCATION

- 5 **Amanda Guo** Assistant Manager
- 6 **Zinnia Lau** Supervisor

## SCHOOLS PROGRAMME

- 7 **Grace Chen** Assistant Manager
- 8 **Naomi Chang** Senior Executive
- 9 **Wenny Yee** Executive

## HEART SAFE

- 10 **Cassandra Lim** Assistant Manager
- 11 **Denise Ng** Assistant Manager
- 12 **Jerry Song** Senior Executive

## SAVE-A-LIFE INITIATIVE

- 13 **Kenneth See** Assistant Manager, Marketing
- 14 **Joanne Su** Executive, Marketing
- 15 **Lin Zicheng** Operations Senior Executive
- 16 **Muhammad Khairil** Operations Senior Executive
- 17 **Daryl Seah** Operations Executive
- 18 **Tan Han Cheng** Operations Executive

## HEART WELLNESS CENTRES

- 19 **Jacqueline Leong** Senior Manager (AD: 1 Jul 2020)
- 20 **Ann Loh** Senior Assistant Manager
- 21 **Jesamine Ling** Supervisor
- 22 **Eileen Lee** Senior Executive cum Nurse Educator
- 23 **Joanne Low** Executive
- 24 **Ruth Tay** Executive
- 25 **Ong Shi Hua** Executive, Events & Programmes



- 26 **Natalie Yeo** Dietitian
- 27 **Chan Pui Yee** Assistant Principal Physiotherapist
- 28 **Feng Shumin** Senior Physiotherapist
- 29 **Fendi Ahmad** Physiotherapist
- 30 **Muhamad Haziq** Therapy Assistant
- 31 **Tan Zhong Shern** Therapy Assistant
- 32 **Tee Jia Bin** Therapy Assistant

## FUNDRAISING & VOLUNTEER MANAGEMENT

- 33 **Damon Goh** Manager, Partnership Development
- 34 **Julia Hoh** Senior Executive
- 35 **Patricia Phua** Senior Executive

## ADMINISTRATION & HR

- 36 **Raymond Chiang** Manager
- 37 **Natalie Tang** Supervisor
- 38 **May Lee** Senior Executive

## FINANCE & PROCUREMENT

- 39 **Desmond San** Assistant Director (AD: 1 Jul 2020)
- 40 **Hazel Yeong** Senior Assistant Manager
- 41 **Ang Sock Hoon** Assistant Manager
- 42 **Kelly Goh** Supervisor
- 43 **Peh Jiaqian** Senior Executive
- 44 **Joanne Ho** Executive

## PR & COMMUNICATIONS

- 45 **Chng Kheng Leng** Senior Manager (AD: 2 Jan 2020)
- 46 **Samantha Chan** Supervisor
- 47 **Gillian Lim** Senior Executive



# YOUR SUPPORT, OUR IMPACT

This Year,  
We supported  
**580** lives



with the disbursement of  
**\$316,291**  
from the Heart Support Fund

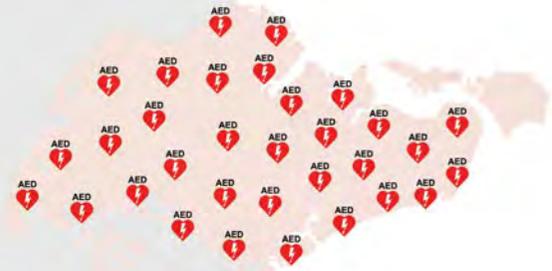


and kept  
**2,535** hearts strong with our  
Heart Wellness Programme.

We reached over  
**200,000**  
people through our  
Public Education efforts,



increased publicly  
accessible AEDs to  
**10,121**



trained  
**2,248**  
individuals in  
CPR+AED skills,



enriched the hearts of  
**5,431** primary school  
students from  
**24** schools,



and boosted the  
pool of volunteer  
first responders to  
**19,610**

on the **myResponder** app,  
fortifying a heart-safer nation.



With  
**489**  
volunteering  
hours



and more than  
**\$6,000,000**  
raised, we will continue to support  
hearts in the days ahead.

# TOUCHING HEARTS

The best measure of impact is through hearing the stories of individuals whose lives have changed since crossing paths with Singapore Heart Foundation.



“ **My intention for the Save Hearts, Save Lives campaign is to promote heart health to those in my professional and social network, my family and loved ones, and for the message to reach beyond Singapore’s shores. It is my way of presenting a small gift to SHF for her 50<sup>th</sup> anniversary.** ”

- Mr Somnath Adak,  
Volunteer of SHF

Mr Somnath Adak, 37, joined SHF as a volunteer in 2019. As a social service and community work advocate, Somnath devotes his time and provides financial support to empower those in need. He got to know SHF through the heart patients in his extended family and was inspired to be a part of our heart health movement.

When physical events were still celebrated, he was one of many volunteers at Woof-a-thon 2019, engaging participants and helping them capture moments with the Dog Mascot.

The limited volunteering opportunities due to the COVID-19 pandemic did not

stop Somnath from continuing his charity work. His Save Heart, Save Lives campaign was born from the crisis and came to fruition in Mar 2021.

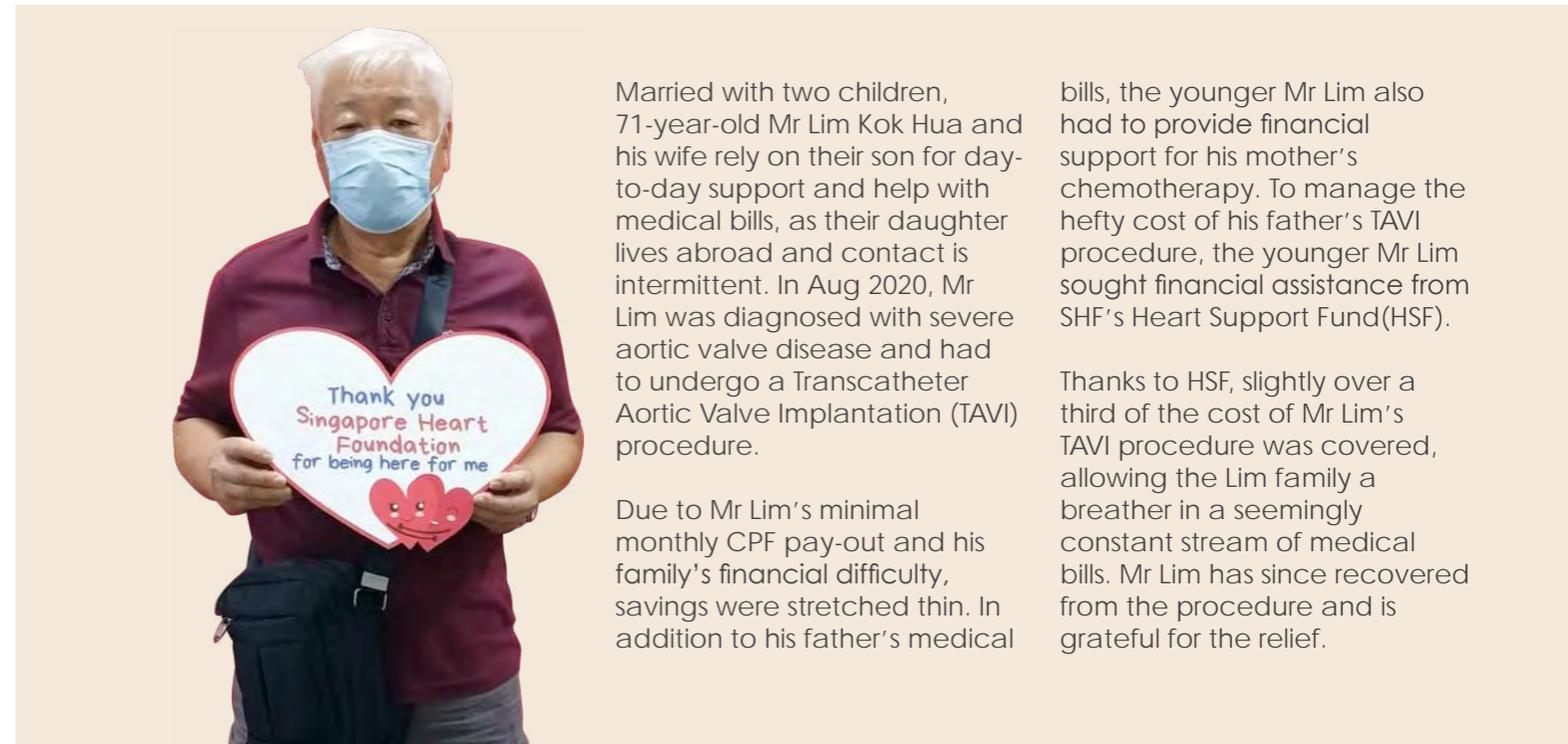
At the end of the campaign, Mr Somnath raised \$10,050, exceeding his personal target.



With the launch of the female manikin vest, CPR+AED course participants are now able to learn and familiarise themselves with the proper techniques of CPR and application of AED pads on a feminine physique.

Mr Tan Teck Chong, 60, a healthcare worker who had recently received his certification shared: “The most satisfying part of the course

is knowing that at the end of it, you are well-equipped. The course, conducted in a comprehensive and hands-on manner, gives me the confidence to administer CPR when the situation arises. Saving lives is regardless of gender. It is the foremost important thing, and if a cardiac arrest victim happens to be a lady, I would not think twice [to save a life].”



Married with two children, 71-year-old Mr Lim Kok Hua and his wife rely on their son for day-to-day support and help with medical bills, as their daughter lives abroad and contact is intermittent. In Aug 2020, Mr Lim was diagnosed with severe aortic valve disease and had to undergo a Transcatheter Aortic Valve Implantation (TAVI) procedure.

Due to Mr Lim’s minimal monthly CPF pay-out and his family’s financial difficulty, savings were stretched thin. In addition to his father’s medical

bills, the younger Mr Lim also had to provide financial support for his mother’s chemotherapy. To manage the hefty cost of his father’s TAVI procedure, the younger Mr Lim sought financial assistance from SHF’s Heart Support Fund (HSF).

Thanks to HSF, slightly over a third of the cost of Mr Lim’s TAVI procedure was covered, allowing the Lim family a breather in a seemingly constant stream of medical bills. Mr Lim has since recovered from the procedure and is grateful for the relief.

“ **Singapore Heart Foundation has done a very good job. The three gyms they provide are heavily subsidised for heart patients, and they have very supportive physiotherapists to help and guide patients through their exercises. They even have dietitians who advise on diet and food portioning.** ”

- Mr Stanley Kwan,  
a client of HWC



After a New Year’s Eve feast in 2013, Mr Stanley Kwan woke up from a nap breathless and with a strain on his heart. Within 15 minutes of admission to the hospital, he underwent a stent insertion to prop open his artery that was more than 90% blocked.

Following his discharge, Mr Kwan was referred to SHF’s HWC, where he went through a major lifestyle change to get his health back on track.

The Heart Wellness Centre (HWC) is not only a place for Mr Kwan to improve his heart

health, but also where he met a dedicated group of friends who motivate one another on this journey in fitness.

# RESPONDING TO COVID-19

COVID-19 brought about a new set of rules and guidelines, redefining how we live, work and run our programmes and events.

## Safe management measures

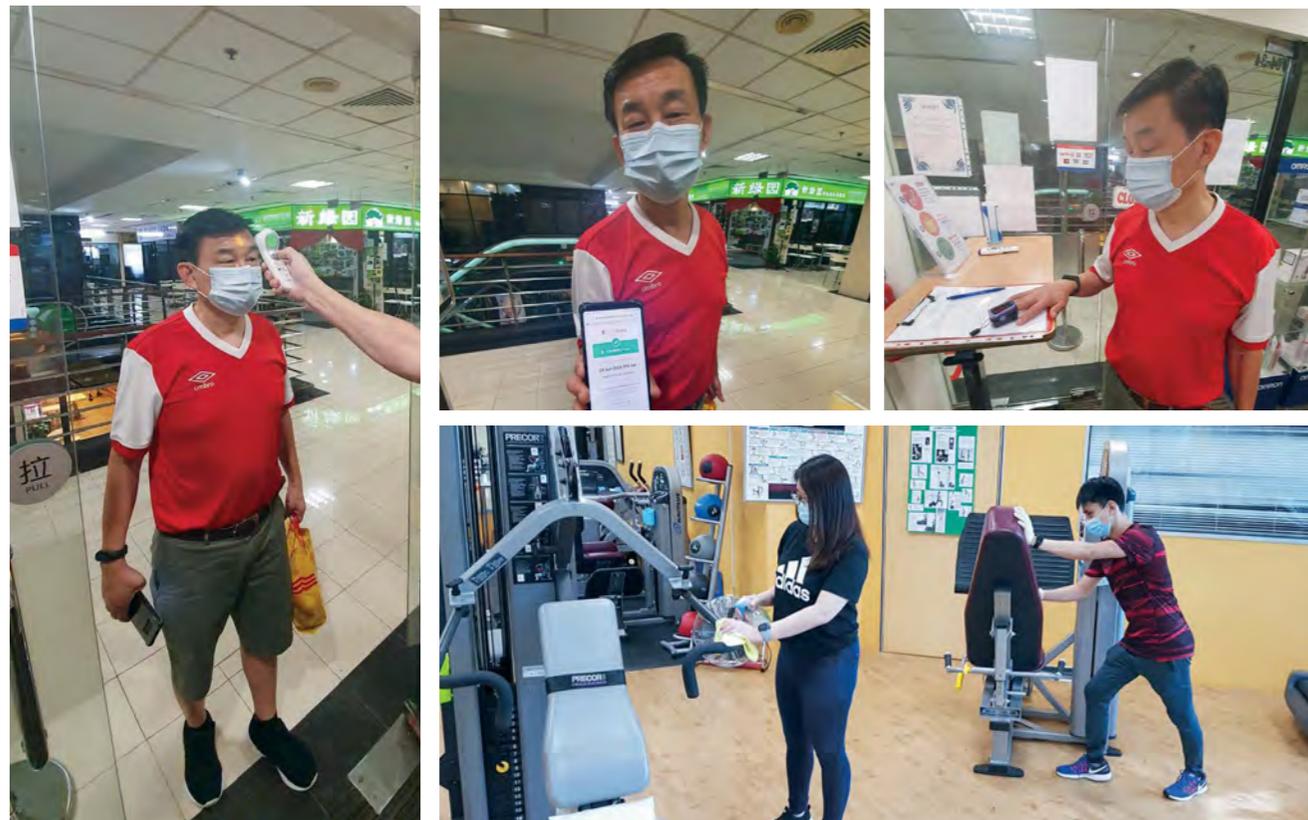
In line with the government's safe management measures, we implemented a split-team arrangement from Jun 2020, with half of the workforce working from home. This helps us maintain office capacity at the stipulated level, adhere to all safe distancing measures and ensure business continuity. All staff and visitors are also required to check-in via Safe Entry and record their temperatures.

As our HWCs cater to heart patients, safety measures went above and beyond the mandated. Besides taking temperature, clients have to check their oxygen saturation level before exercising. The safe distance between

clients is set at 2m and alternate machines are out of bounds. As a result, class size was reduced from a maximum of 25 in pre-covid days to 8 (as of 31 Mar 2021).

Each class is scheduled to start 30 min later to cater for extra time needed for cleaning and sanitising. Clients are also encouraged to sanitise each exercise station after use.

Similarly, the class size for CPR training was reduced to 8-12 pax per class, from the former 24-36 pax, with a 1:4 instructor to participants ratio in line with the Singapore Resuscitation and First Aid Council (SRFAC) guidelines.



National Heart Week/World Heart Day 2020 Virtual



Project Heart 2020

## Virtual Events

The need for safe distancing and to adapt to changing guidelines have posed unprecedented challenges for physical events. In continuing our mission to raise heart health awareness, we moved our signature events – National Heart Week/World Heart Day (NHW/WHD) and Project Heart – online, educating and engaging the public through an interactive microsite, webinars, virtual health talks and videos.

## Conducting Training Remotely

With the temporary closure of schools and suspension of CPR+AED training classes, we developed online learning content to continue imparting skills and knowledge. This included the CPR+AED blended learning certification course, which converted theory teaching to an e-learning module; Virtual Restart A Heart (VRAH), where participants learn chest compression over Zoom using their Do-It-Yourself (DIY) manikin; and the BP Initiative @ Schools that introduced e-learning and blended learning models for students.



## Continuing Patient Care

Following the CB and closure of the HWCs, cardiac rehabilitation for our clients was interrupted. Our physiotherapists continued to reach out to clients through the phone to provide psychosocial support and lead them in weekly virtual workouts to motivate them to continue exercising at home.

## Disseminating reliable information on COVID-19 and CVD

As heart patients are at higher risk of complications due to COVID-19, we saw the importance to educate readers with accurate and reliable heart health information. We introduced the COVID-19 Resources page on our website, collating important health information on coronavirus and heart disease, including articles contributed by our Chairman Prof Tan Huay Cheem and Assistant Honorary Secretary Dr Mak Koon Hou.

In FY20/21, we held seven health talks on Facebook and YouTube Live. The first of the series was "Risk of COVID-19 on Patients with Cardiovascular Disease and Hypertension", where our Board Member Clin A/Prof Jack Tan, locum physiotherapist Ms Virginia Tai and HWC client Mr Edward Lee shared and addressed health concerns that heart patients have about COVID-19. Prof Tan Huay Cheem also gave the talk "COVID-19 Vaccine: Should Heart Patients Get Vaccinated?" in Mar 2021 to share and answer questions on the safety and efficacy of the vaccine for heart patients. The video on YouTube has since attracted more than 12,000 views. Viewers found the talk informative and gained the confidence to proceed with the vaccination.



## Keeping morale up

Ensuring staff's well-being is of utmost importance, especially in a period of uncertainty and pressure to innovate to keep programmes going. To allay anxiety tied to uncertainty and isolation, our management team sent out regular updates on the COVID-19 situation and offered their support where needed. Several care packages containing items like masks, sanitisers, thermometers and vitamins were distributed throughout the year to ensure everyone could stay healthy and safe.

To maintain employee engagement despite working from different locations, we got creative with various virtual activities, such as cooking contests, quizzes and festive celebrations. The main highlight was our year-end celebration where we "flew" around the world together to experience a dog sledding, behold the Northern Lights and tour a Christmas market, all in an hour.



## Caring for community first responders

To ensure the safety of community first responders when they assist in cardiac arrest incidents, we contributed 20,000 face masks and hand sanitiser sachets for placement in the Publicly Accessible AED cabinets. Guidelines from the SRFAC suggest wearing a mask while rendering aid in an emergency, washing hands thoroughly with soap and water or using hand sanitisers to clean their hands as soon as Singapore Civil Defence Force (SCDF) takes over the casualty.

# PREVENTION

Cardiovascular disease is one of the top killers in Singapore and worldwide, but the truth is – it is largely preventable. Educating the community about heart health is the main thrust of our work at SHF.

## REACHING THE COMMUNITY



“ **Thank you for rising to the challenge of COVID-19 and coming out with such a fantastic array of extremely informative and helpful programmes that we can self-serve!**  
**Thank you!**  
 - Phang Heng How, Participant of NHW/WHD ”

### National Heart Week/World Heart Day 2020 Virtual

A signature event that had always been held physically in the heartlands, the NHW/WHD saw a change of format. Over two days on 3 and 4 Oct 2020, we put out a series of hearty content on an event microsite, attracting more than 6,700 unique visitors and 28,000 page views in a month. As CVD and hypertension patients face more life-threatening complications from COVID-19, NHW/WHD

2020 Virtual shone a spotlight on hypertension prevention with talks on “Hypertension & COVID-19” and “Sodium & Blood Pressure”. There were also cooking demonstrations and virtual workout sessions that viewers could follow to keep healthy. Other topics covered at the event included women’s heart health, debunking myths about heart health and hands-only CPR.

### #GoRedforWHD Movement

In commemoration of World Heart Day, the night skyline of the Central Business District was transformed between 29 Sep and 4 Oct 2020 with 15 landmarks in the area lit up in varying shades of red as part of the #GoRedforWHD movement. This is part of a global movement to illuminate iconic buildings and landmarks in red – a symbol of health, life and vibrancy, but at the same time also a red alert, i.e., warning signs and symptoms of CVD.



Photos provided by Philips Singapore  
 Media coverage included: 8 World, Lianhe Zaobao, The New Paper and The Straits Times

### Collaboration with Food Bank & Philips Foundation

In Singapore, official figures estimated that slightly over 10% of households experience food insecurity. The lack of access to sufficient, safe and nutritious food puts them at higher risk of obesity, diabetes, cardiac disease and other chronic illnesses. Against this backdrop, we collaborated with Philips

Foundation and The Food Bank Singapore to conceptualise and develop nutritious hot bentos, dispensed via vending machines, for around 45,000 beneficiaries. SHF’s role in offering nutritional advice for the meals curated is part of our mission to educate and motivate the public to adopt heart-healthy lifestyles.

### Call-A-Dietitian Initiative

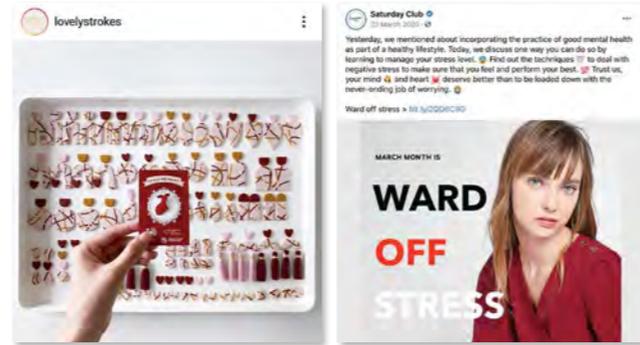
This initiative is a collaboration with Yishun Health. Members of the public, who have queries on food and nutrition, can dial the hotline to speak with a dietitian. Since Sep 2020, the free programme has addressed more than 30 queries.

## TRANSFORMING WOMEN'S HEARTS

Unbeknownst to many, CVD kills six times more women than breast cancer in Singapore. It is the leading cause of death among women, accounting for 27.4% of all female deaths in 2019. The **Go Red for Women** (GRFW) campaign is an initiative run by SHF every year between Mar and Jun to increase women's heart health awareness.

### Partnership with local fashion brands

Between Feb and Jun 2020, SHF worked with local fashion brands Saturday Club and Lovelystrokes to reach young females. With every sale that the brands made, we included a thank you card, GRFW merchandise and a brochure on women's heart health to raise awareness and educate the female consumers. Both companies donated \$2,000 of their net proceeds to SHF.



### Edwards Lifesciences' Go Red for Women Celebration 2021

For the 9<sup>th</sup> year running, Edwards Lifesciences Singapore (ELS) supported the GRFW campaign by celebrating the annual Wear Red Day. SHF's Senior Nutritionist Mr Lim Kiat was invited to give a talk on food labels to equip their employees with heart health knowledge. Educational posters were also put up in their office for staff to learn about heart health. ELS also held a fundraising drive among employees and raised a total of \$14,992.65 (including outright donations) for SHF.

### Go Red for Women 2020 Survey

To identify the knowledge and behavioural gaps in women's heart health awareness, we conduct a survey every two years on women aged 21 to 64. Here are some findings from the survey:

- ▶ Only **9%** are aware that CVD is the leading cause of death for women in Singapore (vs 10% in 2016).
- ▶ Only **8%** had a conversation on CVD-related topics with their doctor in the past 12 months.
- ▶ **54%** of those aged 21 to 34 believe that they are not at risk of heart disease.
- ▶ Overweight, obesity and physical inactivity are more prevalent among those aged **50 to 64**.

These survey results will serve as a guide for SHF in crafting future campaign messages and programmes to empower women with the knowledge and tools to take better care of their hearts.

## EDUCATION STARTS FROM YOUNG

Risk factors contributing to CVD, such as high BP, obesity, inactivity and diabetes, have roots in childhood. Inculcating healthy habits in children helps prevent the onset of these risk factors later in life. SHF strongly believes that educating and empowering the young is critical in the prevention of CVD.

### BP Initiative @ Schools

A one-hour workshop specially designed for upper primary students, the BP Initiative @ Schools aims to raise awareness of the importance of blood pressure among young children. It includes a classroom lesson by a SHF facilitator and a practical session to gain hands-on experience on a BP monitor. Before COVID-19, students were also allowed to bring home the BP monitor for a day to share their newly acquired knowledge with their families. We hope to re-introduce the loaning of BP monitors when the COVID-19 situation improves.

With the introduction of home-based learning between 8 Apr and 4 May 2020 following CB, we introduced two new learning models – e-learning and blended learning – to ensure students continue to bring home essential heart health knowledge.



### E-Learning

Students were given a web link and a code to access the training materials at their own pace within a stipulated period. Training materials were made interactive with videos to deliver the key messages. We also included quizzes to assess students' understanding of the topic, polls to gather their responses, and collaboration boards to encourage information sharing.

### Blended Learning

With training resources and BP monitors provided by SHF, school teachers took up the role of facilitators for the classroom learning.

### In-class Learning

SHF trainers were allowed to resume in-class sessions following the re-opening of schools in Jul 2020. In adherence to safe management measures instituted by the ministries, we continued to provide practical sessions for a rich learning experience by assigning one BP monitor to each student.

### FY20/21

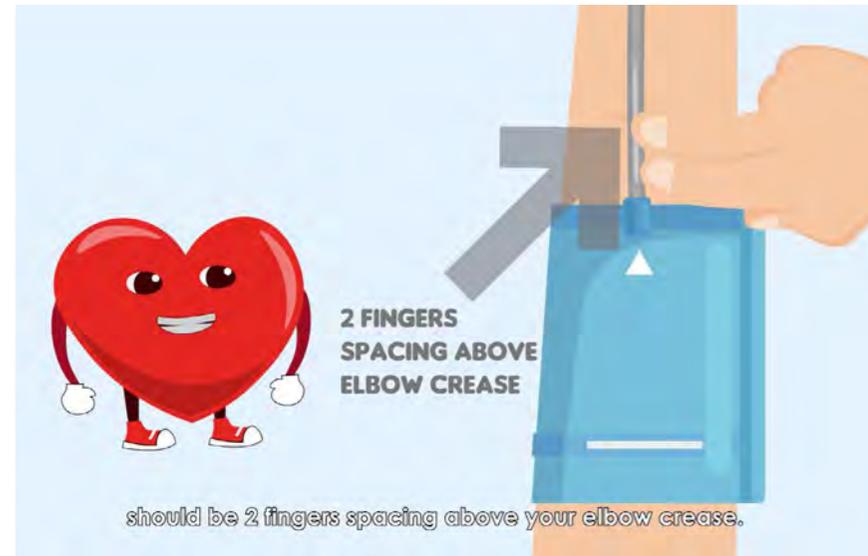
**24**  
SCHOOLS  
(11 NEW)

**5,431**  
UPPER PRIMARY  
SCHOOL STUDENTS

**129**  
1-HOUR  
TRAINING SESSIONS

## New training materials

To help students better understand and relate to hypertension, we invited four heart attack survivors with hypertension from SHF's HWC to share their personal stories on video. They provided practical advice from their experiences and encouraged viewers to lead a healthy lifestyle and maintain healthy blood pressure. These real-life stories served as powerful examples of the life-threatening complications of hypertension and underscored the importance of keeping blood pressure in check.



Our team also produced a five-part animation to engage students on the virtual platforms. The animation tells the story of Ellie, a primary school girl who indulged in a sedentary lifestyle and thought that it was harmless since she was young. Hugo, SHF's mascot, appeared as the narrator and explained key information on blood pressure and the BP monitor.

The videos provided greater clarity and were better able to sustain students' interest in the topic.

## IMPROVING HEALTH LITERACY

Information is power. SHF strives to be the source of accurate and reliable heart health information to the public, providing scientifically proven and evidence-based medical facts on various communication platforms to debunk fake medical news and misinformation.

### Maximising reach through mainstream media

With strong public interest to understand the impact of COVID-19 on heart patients, we facilitated numerous media interviews with cardiologists on the SHF Board on heart disease, hypertension and blood clots in relation to COVID-19 and its vaccine.

In addition, there were strong media coverages on new initiatives, such as the donation of masks and sanitisers for publicly accessible AEDs cabinets and launch of the female CPR manikin vest. The media also showed continued interest and support in the NHW/WHM 2020 and women's heart health survey.



### FY20/21



### Boosting digital reach

To counter fake medical news and debunk health myths, we beefed up our website with credible, authoritative content contributed by our cardiologists, nutritionist and physiotherapists. In FY20/21, the website saw 200,785 unique visitors, with 546,206 page views. Among the most popular pages is the medical article "Should Heart Patients Take the COVID-19 Vaccine?".

In FY20/21, our following on Facebook and Instagram increased by 14% and 150% respectively.

We also worked with content producers like Our Grandfather Story (OGS) and Mothership to raise awareness of heart health among young viewers. OGS's video on Heart Attack Survivors featured three HWC clients, including Mr Edwin Tan who suffered a heart attack in his 20s,

reminding viewers that heart disease can affect anyone of any age. The video has more than 62,000 views to date.

Mothership.SG produced a video and an article to raise awareness on importance of immediate CPR+AED application for female cardiac arrest casualties. As of 14 Apr 2021, the video and the article amassed over 41,000 and 114,000 views respectively.

# RESUSCITATION

Around 3,000 out-of-hospital cardiac arrests (OHCA) occur in Singapore every year with a 25.9% survival rate. SHF's suite of resuscitation initiatives strives to further improve the survival rate by creating an environment for more effective application of CPR and AED in the community.



## EQUIPPING COMMUNITY WITH CPR+AED SKILLS

To encourage more people to pick up the essential CPR+AED skills, SHF offers both **certification and non-certification courses** of varying content depth at affordable costs, catering to different objectives of participants.



**262**  
CLASSES



**1,566**  
CERTIFICATION PARTICIPANTS



**388**  
NON-CERTIFICATION PARTICIPANTS

### CPR+AED Certification Course (Blended Learning)

After CB, we resumed CPR+AED classes in Jul 2020 with the blended learning programme where trainees have to complete an e-learning module before coming for in-class practice and assessment. Upon completion of the two-part training, participants will receive a 2-year CPR+AED certification. With this programme, we also reduced training fees and shortened classroom time to 2.5 hours. A total of 775 participants were certified under this course.



### Virtual Restart A Heart Programme

Similarly, our non-certification Restart A Heart Programme also went virtual from Oct 2020. This one-hour programme, conducted over Zoom, focuses on hands-only CPR using a DIY manikin made with household items like T-shirt, towel and toilet roll.



### Launch of the Female CPR Manikin Vest

To equip the community with the confidence and right techniques in effectively administering CPR+AED on female cardiac arrest casualties, SHF developed the female CPR manikin vest, which can be fitted on any CPR manikin to give a more feminine physique. This helps learners better understand and practise chest compressions around the female breasts and apply the AED pads with minimal chest exposure. Since Jan, we have been using this vest in our training sessions and the response has been encouraging. We also gave away over 40 vests to accredited training centres for their use in training to enable more widespread benefits.

The initiative gained much media traction with news coverage in all four languages across TV, radio, print and digital news platforms.



Media coverage: Berita Harian, Capital958, Channel 8, CNA, CNA938, Lianhe Zaobao and The Straits Times

### CPR Self-Learning Kiosk

Created to enhance the accessibility of CPR training, the CPR Self-Learning Kiosks are placed prominently at various public locations for members of the public to refresh or pick up skills by following instructional videos and practising on the manikin. Since their launch, the 20 kiosks have been rotated to over 60 locations, such as shopping malls, cinemas, hospitals and schools. In 2020, some kiosks were removed or shut down due to COVID-19. They resumed operation in Nov with the installation of hand sanitiser and the application of self-disinfection coating.





### National Life Saving Day 2021

A day we dedicated to appreciating CPR+AED instructors and uplifting their knowledge in lifesaving, the annual National Life Saving Day was held on 17 Jan 2021 with a Zoom webinar where 204 CPR+AED instructors from 40 training centres were in attendance. The 50-min webinar included a

presentation on the latest OHCA data by Prof Marcus Ong from the Unit for Pre-hospital Emergency Care, a presentation on CPR+AED during the COVID-19 pandemic by Dr Mak Koon Hou, and a panel discussion by Ms Jenny Chew, Senior Lecturer at Nanyang Polytechnic School of Health and Social Sciences;

Dr Cheah Si Oon, Specialist Emergency Physician; and Senior Counsel Ms Kuah Boon Theng to address the public's fear of performing CPR+AED on female casualties. We were honoured to have Senior Minister of State, Ministry of Health, Dr Koh Poh Koon as the Guest of Honour who launched the female CPR manikin vest.



### Project Heart 2020

The 9<sup>th</sup> edition of Project Heart took place on 25 Nov 2020 virtually via Zoom, with 244 members of public in attendance. The 1.5 hour session included a sharing by our Volunteer Chief Instructor, Mr Eric Lee, and demonstrations on CPR+AED techniques for cardiac arrest and choking incidents. The event ended with a Q&A session where we also demonstrated infant choking rescue techniques as requested by viewers.

### Memorandum of Understanding with Institute of Technical Education

We signed a Memorandum of Understanding with the Institute of Technical Education (ITE) to jointly organise CPR or lifesaving-related events and industry projects to engage ITE staff, students and the larger community to promote heart health and CPR+AED training. Interested individuals can also be certified in CPR+AED, BCLS+AED and SFA+AED in ITE College West campus or learn how to perform CPR by using the CPR Self-Learning Kiosks located within the Spark Fitness Hub.



### Identifying GAPS IN CPR+AED

Every two years, we survey Singaporeans to assess their knowledge, attitudes and practices relating to CPR+AED. In 2020, these were some of the findings:

- ▶ **A BETTER UNDERSTANDING OF CPR+AED**  
40% of respondents are aware that anyone can use an AED (24% in 2018).
- ▶ **INCREASED WILLINGNESS TO HELP**  
54% are willing to perform CPR or use an AED on a stranger (47% in 2018).
- ▶ Some deterrents raised include the misconception that an AED is difficult to use; and the fear of harming the casualty when performing CPR.
- ▶ **WILLING TO LEARN, BUT HAVE LIMITED OPPORTUNITIES**  
Though the majority thinks that CPR+AED training should be made compulsory, less than 20% have undergone training in the past two years.
- ▶ Training opportunities sponsored or provided by schools and workplaces or mandatory requirements were the main drivers for respondents to learn CPR+AED.

These results will guide our campaign strategy in the next two years to empower Singaporeans with the ability to be rescue-ready in an emergency.

## INCREASING PUBLIC ACCESS TO AEDS

Immediate application of CPR and AED can raise survival rates as high as 60%. Besides equipping the community with the skills, we also work to increase AED coverage in the public domain and make them available for public use in an emergency.



### AED-on-Wheels

Together with SCDF, National Private Hire Vehicles Association and Grab, we launched the 3<sup>rd</sup> collaboration of the AED-on-Wheels Programme at Midview City on 28 Jan 2021. We installed 50 AEDs (sponsored by SHF), first aid kits and fire extinguishers in 50 Grab vehicles and will be providing complimentary CPR training for the respective drivers. These 50 AEDs had been redeployed from HDT taxis after their closure. The AED-on-Wheels programme was first rolled out in 2015 to increase the availability of roving AEDs within the community, thereby increasing the chance of survival for an OHCA casualty. There are now 150 roving AEDs under this programme. On average, drivers respond to about six cases a year.



### Building a National Registry of Publicly Accessible AEDs

Under the Save-A-Life initiative with the SCDF, our team has mapped 355 more AEDs onto the national AED registry, bringing the total to 10,121 as of FY20/21. This means that community first responders will be able to locate these AEDs using the myResponder mobile app during an emergency, retrieve the nearest one in

the shortest possible time and attend to the OHCA casualty.

### Encourage use of myResponder app

Through the promotion at our CPR+AED training sessions, we saw 636 more downloads and registrations on the myResponder app, bringing our pool of volunteer first responders to 19,610.

### AED on Loan Programme

This free programme was started in Feb 2015 for companies, schools and individuals to borrow AED unit(s) for their events. As of 31 Mar 2021, we have loaned out AEDs on 46 occasions.

### Sale of AED

We sell AEDs at an affordable price. With every purchase of an AED, we will conduct a product demonstration and provide complimentary CPR+AED certification training for two users to ensure that the defibrillator is used safely and correctly. Since 2012, we have sold 611 units of AEDs.

## REHABILITATION

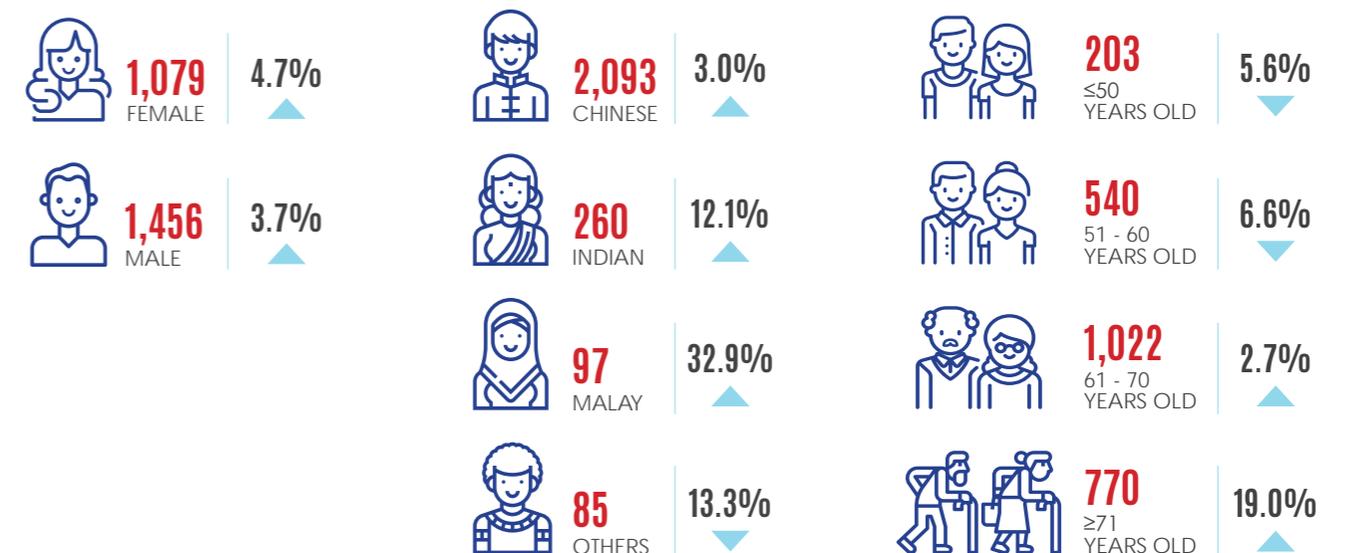
Lifelong maintenance of healthy lifestyle habits and management of cardiovascular risk factors is key to preventing a repeat cardiac incident. SHF is the only institution in Singapore that supports heart patients in the community with a structured cardiac rehabilitation programme.

### HEART WELLNESS PROGRAMME



At the three HWCs located at Bishan Junction 8 (Office Tower), Fortune Centre (Retail Section) and Bukit Gombak Sports Hall, our physiotherapists run more than 50 classes a week catering to the needs of over 2,000 clients. In 2020, our centres were closed between Apr and Jun due to the COVID-19 CB and subsequently re-opened in phases. As of Mar 2021, we were catering to a maximum of eight clients per session. In view of the limited capacity, face-to-face exercise sessions were given to clients in greater need. Clients who were more independent were encouraged to exercise on their own and/or to follow our exercise videos. In FY20/21, we have 2,535 clients, a 4% increase from the previous year.

### PROFILE OF CLIENTS (FY20/21)



## Alternative Mode of Patient Care

Continual exercise and psychosocial well-being are the keys to recovery for cardiac patients, especially during CB, where there was a higher chance of a sedentary lifestyle. Though we could not carry out any form of rehabilitation during the centres' closure, we leveraged technology to engage our clients and keep them active.

Our team of physiotherapists and therapy assistants developed a series of exercise videos that ranged from lower impact ones like Aerobics or Resistance Band to more complicated ones like Compound Movement to support clients in their home workouts. We also tried to make exercising fun for them by coming up with activities they could do with their family.



## Providing psychosocial care

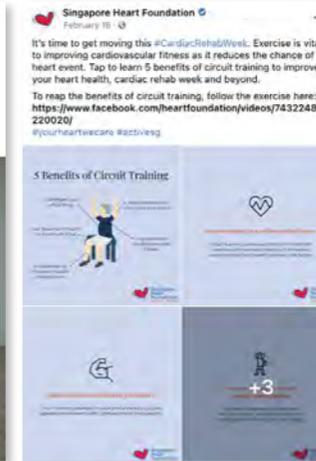
Our physiotherapists made calls to our cardiac clients to provide psychosocial support, reminders to continue with regular physical activity at home and positive reinforcement and encouragement. Many clients were glad to hear familiar voices from our HWC and expressed gratitude towards the SHF.

“ **Thanks for your concern. We are fine, and we are exercising a few times a week, either at home or at the park connector (when weather permits). I've done your walking exercise too.** ”

*- Mr & Mrs Avtar,  
Clients of HWC@Bishan*

## Nutrition Counselling

Cardiac rehab is more than exercise. Healthy dietary habits, when combined with regular exercise, can make a significant impact on cardiovascular fitness, heart health and recovery. At the HWCs, we provide one-to-one nutrition counselling for our clients and members of the public. Such personalised counselling sessions would allow individuals to understand their dietary habits and receive tailored advice to achieve healthier well-being. In FY20/21, a total of 54 clients attended the face-to-face nutrition counselling sessions.



## Cardiac Rehab Week

To draw attention to the role of cardiac rehab in reducing the potentially devastating effects of heart disease, we marked the Cardiac Rehab Week from 14 – 20 Feb 2021 with educational content and a moderate-intensity circuit training led by our Therapy Assistants, Muhamad Haziq, Tee Jia Bin and Tan Zhong Shern, and intern Muhammad Faizal S/O Abdul Razak.

## IMPROVING CARDIAC REHAB

SHF actively engages in research work and studies to improve its cardiac rehabilitation programmes and activities. In FY20/21, we embarked on four projects, all of which are still ongoing.

### Health via Online Personalised Engagement Platform (HOPE)

HOPE is a digital e-counselling platform jointly developed by our physiotherapists and the National University Health System as phase 2 of the Heart Age Calculator Assessment Tool project. The platform provides educational content, expert videos, interactive tools, and a tracker to motivate, guide, and support lifestyle behavioural changes in individuals with cardiovascular risk factors.

Asst Prof Yeo Tee Joo from the National University Heart Centre, Singapore (NUHCS) for the study titled “Correlating changes in heart-rate walking speed index (HRWSI) to maximum oxygen consumption (VO<sub>2</sub>max) as a measure of cardiopulmonary fitness after a cardiac rehabilitation (CR) programme”. The study, a collaboration between SHF, NUHCS and Tan Tock Seng Hospital, started on 1 Jan 2021 and is estimated to complete by 31 Dec 2022.

### Heart & Mind Study

SHF embarked on a longitudinal study titled “Heart & Mind Study: Psychosocial Factors, Self-Regulation, and Health Behaviour in People with Heart Disease” with Prof Shen Biing Jiun from the Nanyang Technological University's School of Social Sciences. Subject recruitment at the HWCs is progressing at a slower pace due to COVID-19.

### INTERASPIRE

Another research funding was given to Asst Prof Yeo Tee Joo in support of a study titled “INTERASPIRE - An International Study of Cardiovascular Disease Prevention, Diabetes and Chronic Kidney Disease” done in partnership with the World Heart Federation, European Society of Cardiology, Asia Pacific Society of Cardiology, InterAmerican Society of Cardiology and Pan-African Society of Cardiology. The funding of \$253,995 is for 15 months from 1 Feb 2021 to 30 Apr 2022. We also assisted in the import of six smokerlyzers from the United Kingdom for the study.

### Heart-rate Walking Speed Index Study

We awarded \$45,600 to the team led by Principal Investigators Dr Benjamin Tung and

## HEALTHY HEART SUPPORT GROUP

Social support from family and friends is critical for patients to sustain lifestyle changes after a heart attack. The Healthy Heart Support Group (HHSG) provides invaluable peer support to heart patients and their families through various activities.



Prize presentation to Mr Luk Chew Nun (Left) for designing the new HHSG logo and to Miss Su Yiru (Right) for coming up with the new HHSG slogan



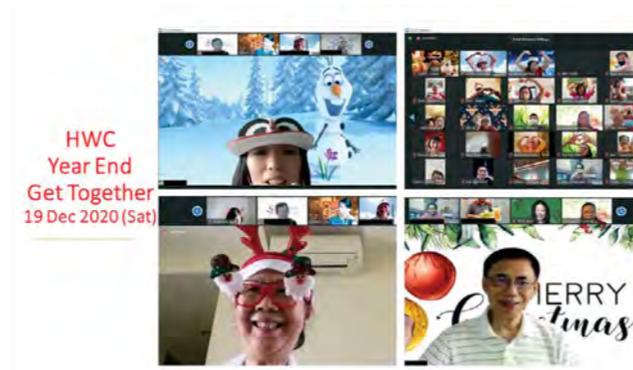
### Collaborative rebranding efforts

Previously known as the Heart Support Group, the HHSG was rebranded in 2020 to focus on building a healthier heart, and free membership is extended to all HWC clients. To create a

stronger sense of identity, we invited members to design the new HHSG logo and slogan in a contest. A hearty congratulation to Mr Luk Chew Nun, Miss Su Yiru and Mr Yeo Guan Kai for coming up with the winning logo and slogan!

### Bonding and learning

From Sep 2020, we started holding regular contests and virtual health talks to engage and empower our members. Topics covered included heart supplement, mental well-being and heart smart eating over festive season. We also organised a Year End party on Zoom where members bonded over food and games. Before this series of virtual activities, we held two "Familiarising with Zoom" workshops to equip less tech-savvy clients with the essential skills they need for fruitful and meaningful sessions.



## HELPING HANDS

As a social service agency with a lean workforce, SHF counts on public generosity and volunteers to touch more hearts with our prevention, resuscitation and rehabilitation programmes.

### SUPPORT FROM THE COMMUNITY

Despite challenges posed by the COVID-19 pandemic, we are thankful to have received more than \$6 million in funds in FY20/21 from kind donors through various fundraising activities. These funds will support needy heart patients and their families through difficult times and sustain SHF's ongoing rehabilitation and community programmes.



Cheque Presentation at Asahi Kasei Plastics Singapore Pte Ltd's Office

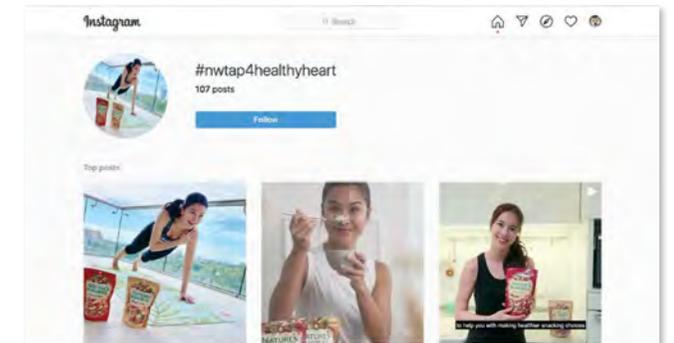


The team from TJ Infotech Pte Ltd visited the HWC@Bishan

### Corporate Donations

In a time of economic uncertainty, we were blessed with support from the following organisations:

- Asahi Kasei Plastics Singapore Pte Ltd - \$270,880
- Boehringer Ingelheim Singapore Pte Ltd - \$100,000
- TJ Infotech Pte Ltd - \$10,000
- Tai Sun (Lim Kee) Food Industries Pte Ltd started a Facebook and Instagram campaign to donate \$1 to SHF for every shoulder tap done and tagged by the public. The company also made an outright donation, bringing the total donation to \$10,000.



### Direct Debit Donor Programme

The Direct Donor Debit Programme (DDDP) is designed to encourage individuals to make small donations to SHF on a regular or one-time basis while promoting SHF's programmes. We engaged the help of Salesworks Pte Ltd trading under the brand Supportworks (formerly known as APPCO Pte Ltd) – a third party fundraiser – to promote and help us raise the much-needed funds at pre-approved venues around Singapore. While street collection activities had to halt in light of the COVID-19 pandemic, we are deeply grateful for our existing donors who have continued to support our work amidst these difficult times. Through their steady support, we raised a total of \$5,147,725.66 through this programme in FY20/21.



(from left) Mr Goh Chiew Seng, SHF Honorary Secretary; ESM Goh Chok Tong, Patron of SHF; Mr Chew Ann Teck and Mr Peter Sim, SHF Charity Cup Organising Chairman at the golf tournament.

### Charity Cup Golf Tournament 2020

In observing safe distancing measures, the 19<sup>th</sup> SHF Charity Cup Golf Tournament held at the Tanah Merah Country Club (Garden Course) from 10 – 13 Nov 2020 took the form of a timesheet game with three flights per day, and groups of guests were not allowed to intermingle. We were privileged to have Guest of Honour, Mr Goh Chok Tong, Emeritus Senior Minister and Patron of SHF, grace the event, and 47 donors from the corporate and private sectors taking part. Together with the generous support from our major sponsors, Tote Board (Platinum Sponsor) and Mr Teo Tong How Daniel (Gold Sponsor), we raised a total of \$322,976.

### Virtual Fundraising on Giving.sg

We leveraged the Giving.sg portal for fundraising and ran the “Save Hearts with Captain Hugo” campaign from 17 Nov 2020 to 31 Mar 2021, raising \$59,000, including the additional funds from Tote Board’s Enhanced Fund-Raising Programme.

### Bicentennial Community Fund

Tapping on the Bicentennial Community Fund (BCF) that provides dollar-for-dollar matching for donations to IPCs, we received the maximum funding of \$400,000 for the funds we raised between 1 Apr 2019 and 31 Mar 2020.



### HEART SUPPORT FUND

With the pandemic upsetting many livelihoods, there was a corresponding increase in applications for the HSF. In FY20/21, we disbursed a total of \$316,291 to 580 patients – a three-fold increase from the previous financial year, primarily due to the increased support given to patients from the National Heart Centre Singapore in the form of grocery vouchers.

The HSF also offers financial aid of up to \$20,000 to defray the cost of a mechanical heart device or heart transplant/surgery, and a monthly

relief between \$300 and \$800 up to six months for patients who cannot return to work immediately after suffering a heart condition or surgical procedure. Other areas of assistance include transportation subsidy for hospital follow-up visits, BP monitors, heart rate monitors, wheelchair and other medical devices. Heart patients in need of financial assistance must approach their hospital medical social workers who will facilitate the application with the Foundation. The application is then reviewed and decided upon by the HSF Committee.



Some of our beneficiaries included, Mr Mohammad Rizuwan (top) and Mr Ramalingam S/O Raja Manickam (bottom).

### OUR VOLUNTEERS

In FY20/21, SHF volunteers contributed about 489.25 volunteering hours, translating to a true economic value of \$4,892.50 (based on a market rate of \$10/hour). Services rendered included administrative and office support duties, which were conducted remotely or in the office.



### Support from our Volunteers

Despite the limited volunteering opportunities due to the suspension of physical activities, some of our volunteers pivoted to assist us remotely and in new ways.

Mr Anuj Singh, a regular office administration volunteer, has been instrumental in helping us create the infrastructure for Volunteer Management,

enhancing the productivity of our processes and capabilities.

Mr Somnath Adak, who had previously volunteered at our physical events, saw the opportunity to utilise his personal and professional networks to encourage donations towards the SHF by starting a fundraising campaign on Giving.sg, raising \$10,000 for the Foundation.

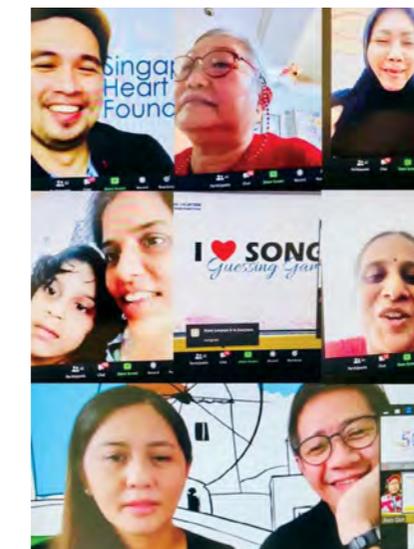
### Create a Heart-Healthier Nation!



Donate now to save lives.



Hearty Meals and Tokens of Appreciation



Volunteers engaging in the game portion of the programme

### Volunteer Appreciation Day

To express our sincere gratitude to volunteers who have contributed their time and effort towards our cause, we invited our volunteers to the SHF Volunteer Appreciation Day on 17 Oct 2020. We delivered hearty meals and tokens of appreciation to their homes while they participated in games and activities on Zoom.

# OUR PEOPLE

A satisfied, engaged and happy workforce is key to service excellence. In achieving that, SHF strives to create a culture of continual learning and become a social service agency that presents an attractive and satisfying career option for those with the right aptitude.



Photo taken at SHF's Team Bonding Event on 28 Feb 2020.

## Cultivating a Learning Culture

With online learning and webinars made more accessible over the pandemic period, we encouraged staff to take time off their work to enrich themselves, especially when our offices were closed due to COVID-19. We are happy that Ms Jacqueline Leong, Senior Manager at our HWCs, has obtained a Graduate Certificate in Health Services Management and will continue to support her in pursuing a Master's degree.

Besides external training, we kicked off a series of quarterly in-house educational talks, starting with "Atherosclerosis: The Killer You Can't See" by our Chairman Emeritus Dr Low Lip Ping.

We are heartened to see a total of 835 training hours clocked in FY20/21 and hope that puts us on a good footing for the post-COVID world.

## Enhancing Employee Engagement

Recognising the importance of hearing our employees' voice, we joined the National Council of Social Service (NCSS) in its People Opinion Survey. This engagement survey initiative aims to support social service agencies in improving their people engagement score.

From the report, we are encouraged to learn that majority of our staff understand SHF's mission and consider it in alignment with their personal values. Post-survey focus groups were conducted with staff to gain insights into improving our people practices. With that knowledge, we will continue to design solutions to enhance employee engagement levels and make SHF a better workplace.

## Nurturing the Next Generation

As we promote a culture of learning in SHF, we also aim to create a platform for students in sport management and its related programmes to join us as part of their learning journey or internship. In FY20/21, we welcomed a total of seven interns from the ITE and Republic Polytechnic (RP) to complete their internship as Therapy Assistants at the HWCs for five months.



Presentation of the Certificate of Appreciation to RP interns Reuben Foo, Siti Zawana (top) and Chua Xin Qi (bottom left), and Jyremy Escanilla Barroa from ITE (bottom right).

“ **The internship opportunity I had with the Singapore Heart Foundation was a great chance for learning and professional development. Therefore, I consider myself as a very lucky individual to be provided with an opportunity to be a part of (SHF). I am also grateful for having a chance to meet so many wonderful people and professionals who led me through this internship.**

- Chua Xin Qi, Intern from RP's Diploma in Sports and Exercise Science ”



## Raising Productivity & Effectiveness

To streamline our processes and better connect with our customers, SHF started work with Tigernix on a customer relationship management system in three phases. In phase 1, we created a donor management system that allows us to improve communication with donors and automate the generation of tax deductible receipts, thus improving retention and boosting donations. Phase 2 and 3 will be completed in FY21/22.

We also adopted SESAMi, a digital tender system, that allows us to maximise outreach to relevant suppliers and consolidate tender submission. This minimises the number of visitors to our office and eases coordination work for staff.

# FUTURE PLANS

## PROGRAMME ENHANCEMENTS

- Develop a mobile app or web game as an educational tool for the new **Sodium Consumer Education Programme** as part of the BP Initiative @ Schools. The expected completion date is 31 Dec 2022.
- Introduce the **Down with Hypertension Programme** – an adaptation of the current BP Initiative @ Schools – to target the adult population. Some sessions will be conducted in Malay to help the Malay community as local health statistics show they have a higher incidence of hypertension (37.5%) than their counterparts.
- Produce **CPR+AED training videos** to improve online learning effectiveness and experience for CPR+AED certification course participants.
- Organise regular **Heart-to-Heart Chat** for HHSG to promote peer support among clients and caregivers.

## EVENTS

- **Go Red for Women 2021 Virtual**: 8 Mar – 9 May 2021. Microsite, health talks and activities to promote women’s heart health. Topics to be covered include stress, pregnancy and menopause in relation to CVD.
- **National Heart Week/World Heart Day 2021 Virtual**: 18 Sep – 3 Oct 2021. Develop online game “Hugopoly” to educate the public on hypertension and sodium reduction.
- **Project Heart 2021 Virtual**: 17 Oct 2021. Organise a webinar and mass VRAH training session with a focus on agonal breathing.
- **Singapore Prevention & Cardiac Rehabilitation Symposium 2021**: 23 – 24 Oct 2021. Organise a series of webinars on the theme “Cardiac Rehabilitation: Emerging from COVID-19”.
- **National Life Saving Day 2022**: 16 Jan 2022

## DIGITAL PROJECTS

- Step up on **virtual fundraising activities** on Giving.sg, such as the Hearty Flag Day from 7 Apr – 31 May 2021.
- Develop digital campaigns/initiatives to **address gaps in CPR+AED** as identified by the Knowledge, Attitude and Practice survey.
- **Revamp SHF website** to introduce dual language and chatbot function. Target to launch in Jan 2022.
- Educate and engage younger audience between 18 – 40 years old via **Tik Tok**.
- Extend the use of **Tigernix**, a Donor/Customer Management System, to do online registration and clients management, allowing coordinated information to be shared with the relevant database.

## COLLABORATIONS

- Partner pharmaceutical company Pfizer on **Atrial Fibrillation (AF)** awareness.
- Work with pharmaceutical company Novo Nordisk to bring attention to the **link between Obesity, Heart disease and Diabetes**.
- Collaborate with pharmaceutical company Vifor Pharma to raise awareness on the **prevalence of iron deficiency among heart failure patients**.

# STATEMENT OF FINANCIAL ACTIVITIES

	1 APRIL 2020 - 31 MARCH 2021	%	1 APRIL 2019 - 31 MARCH 2020	%
<b>INCOME</b>				
Fundraising activities	9,779,957	81	11,032,160	87
Charitable activities	1,003,453	8	1,269,447	10
Governance and operating activities	1,213,310	10	2,469	-
Other income	112,428	1	339,661	3
<b>Total</b>	<b>12,109,148</b>	<b>100</b>	<b>12,643,737</b>	<b>100</b>
<b>EXPENDITURE</b>				
Fundraising activities	1,625,354	20	2,228,075	24
Charitable activities	4,634,059	56	5,246,903	56
Governance & operating costs	1,982,598	24	1,923,619	20
<b>Total</b>	<b>8,242,011</b>	<b>100</b>	<b>9,398,597</b>	<b>100</b>
<b>Net surplus before investment</b>	<b>3,867,137</b>		<b>3,245,140</b>	
<b>Investment income</b>	<b>971,012</b>		<b>1,000,181</b>	
<b>Fair value gain/(losses) on financial instruments at FVTPL</b>	<b>3,294,111</b>		<b>(2,135,275)</b>	
<b>Gain/(Loss) on disposal of investment</b>	<b>151,924</b>		<b>(251,250)</b>	
<b>Net surplus for the year</b>	<b>8,284,184</b>		<b>1,858,796</b>	
<b>Fundraising Efficiency</b>	<b>17%</b>		<b>20%</b>	
(Fundraising Expenses/Fundraising Income)				

SHF’s Fundraising Efficiency of 17% (Current year) and 20% (Prior year) are well within the Commissioner of Charities guideline of not exceeding 30%

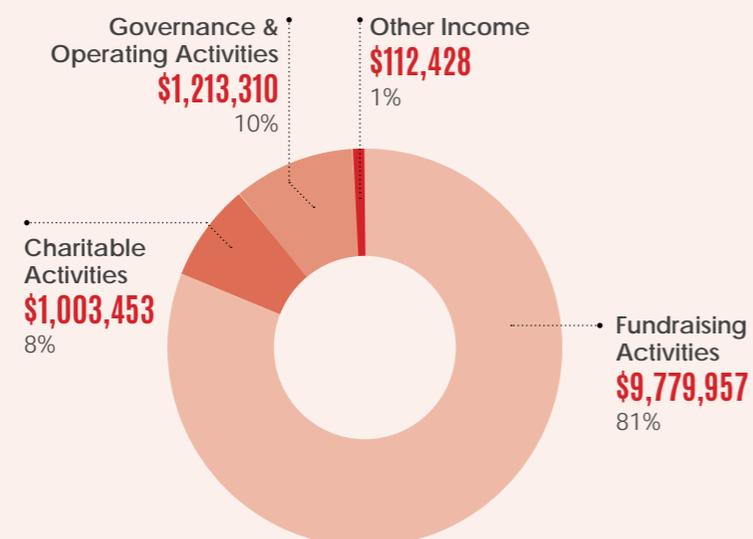
## ANNUAL SALARY BANDS OF KEY MANAGEMENT PERSONNEL

\$200,001 to \$300,000	2	2
\$100,001 to \$200,000	2	2

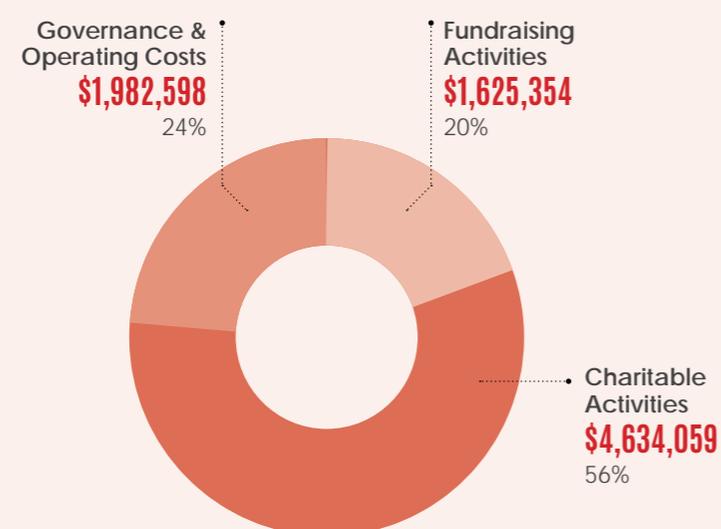
# FINANCIAL SNAPSHOT

1 Apr 2020 – 31 Mar 2021

## TOTAL INCOME



## EXPENDITURE



# STATEMENT OF FINANCIAL POSITION

	31 MARCH 2021	%	31 MARCH 2020	%
<b>ASSETS</b>				
Property, plant & equipment	4,864,314	8	5,154,132	10
Investments	30,873,199	51	23,636,418	45
Right-of-use assets	777,926	1	902,352	2
Inventories	128,831	-	147,888	-
Trade and other receivables	456,839	1	403,156	1
Other assets	565,351	1	849,976	1
Term deposits	19,698,507	32	16,385,115	31
Cash and bank balances	3,378,002	6	5,106,929	10
<b>TOTAL ASSETS</b>	<b>60,742,969</b>	<b>100</b>	<b>52,585,966</b>	<b>100</b>
<b>FUNDS AND LIABILITIES</b>				
<b>Unrestricted Funds</b>				
General fund	42,755,927	70	34,187,871	65
Infrastructure development fund	15,000,000	25	15,000,000	29
<b>Restricted Funds</b>				
Asia-Pacific Heart Network Fund	10,543	-	10,543	-
Care & Share Matching Grant	195,469	-	542,904	1
Edwards Lifesciences Foundation	107,394	-	53,791	-
Heart Wellness Centre	25,026	-	33,866	-
AEDS In Bukit Gombak	21,099	-	21,099	-
National Council of Social Service (NCSS) – VWOs-Charities Capability Fund"	-	-	1,200	-
Pfizer Education And Research Fund	20,000	-	-	-
<b>TOTAL FUNDS</b>	<b>58,135,458</b>		<b>49,851,274</b>	
<b>TOTAL LIABILITIES</b>	<b>2,607,511</b>	<b>5</b>	<b>2,734,692</b>	<b>5</b>
<b>TOTAL FUNDS AND LIABILITIES</b>	<b>60,742,969</b>	<b>100</b>	<b>52,585,966</b>	<b>100</b>

All board members and staff are prohibited to engage in any activities that directly or indirectly compete or conflict with SHF's interest. In each financial year, all board members and staff are required to make a Personal / Vested Interest Declaration at least once or when needed. The above is a summary of the audited accounts by RSM Chio Lim LLP.

# RESERVE POLICY

Singapore Heart Foundation (SHF) has a Reserve Policy that provides clarity in our management of reserves. The reserve is an unrestricted fund balance set aside for unexpected events, loss of funding or income and large unbudgeted expenses. The policy applies to that part of SHF's income funds that are freely available for its operating purposes. It excludes endowment, restricted and designated funds. It is the intention of the Board of Directors to ensure that the level of reserves is adequate to sustain SHF for at least three years so as to enable SHF to have enough time to react to those events and to build alternative sources of income.

The primary objective of the SHF's reserves management policy is to ensure that it maintains strong and healthy fund ratios in order to support its operations and potential initiatives.

SHF targets to maintain an optimum level of accumulated fund equivalent to three years of its budgeted operating expenditure. This excludes restricted funds. SHF regularly reviews and manages its reserves to ensure optimal fund structure, taking into consideration its future fund requirements, fund efficiency, projected income and operating cash flow.

The Investment Committee closely monitors the investment of surplus funds and reserves of SHF. The Investment Committee provides strategic direction on the long term financial and assets development of SHF.

SHF is not subject to externally imposed fund requirements other than those specified as restricted.

	CURRENT YEAR	PREVIOUS YEAR
(A) Unrestricted General Funds (Reserves)	41,518,140	34,187,871
(B) Annual Operating Expenditure	7,827,745	8,433,493
Ratio of Reserves (exclude investments accumulated unrealised fair value gain or loss)	5.30:1	4.05:1
[Formula of Reserve ratio = (A) Total Unrestricted General fund / (B) Annual operating expenditure]		

# CORPORATE GOVERNANCE

## CONSTITUTION

The Singapore Heart Foundation (SHF) has been established since 14 Jan 1970. Its Constitution meets with the requirements of the Societies Act. It is a charity registered under the Charities Act, Cap 37 and an Institute of Public Character (IPC). Singapore's Ministry of Health is its sector administrator.

SHF complies fully with the Code of Governance issued by the Charity Council. Its Governance Evaluation Checklist declared by the Board for the period between 1 Apr 2020 and 31 Mar 2021 may be viewed on page 47-50 of this Annual Report and via the Charity Portal at [www.charities.gov.sg](http://www.charities.gov.sg).

Dr Low is currently our Chairman Emeritus. He was our Chairman from 25 Apr 1992 and retired as Board Member on 25 Jul 2008.

In compliance with SHF's Constitution, its 50<sup>th</sup> Board of Directors consists of 12 elected members and 7 co-opted members. Of which, 11 directors are from the medical profession, of whom five are members of the Singapore Cardiac Society. Each elected member of the Board shall hold office for a term of two years, commencing from the date of election until the Annual General Meeting (AGM) in the second calendar year thereafter.

NAME	MEMBER STATUS	YEARS IN SHF	PAST BOARD APPOINTMENTS	MEMBER OF SINGAPORE CARDIAC SOCIETY
Dr Chee Tek Siong	Elected	25	<ul style="list-style-type: none"> <li>Member, 1 Apr 1995</li> <li>Assistant Secretary, 30 Mar 2002</li> </ul>	-
Mr Chong Chou Yuen	Elected	13	<ul style="list-style-type: none"> <li>Member, 30 Jun 2007</li> <li>Honorary Treasurer, 26 Jul 2008</li> <li>Member, 30 Jul 2010</li> <li>Honorary Treasurer, 7 Sep 2013</li> </ul>	-
Prof Terrance Chua	Elected	25	<ul style="list-style-type: none"> <li>Member, 1 Apr 1995</li> <li>Honorary Secretary, 27 Mar 1999</li> <li>Member, 29 Mar 2003</li> <li>Vice Chairman, 30 Jun 2007</li> <li>Chairman, 26 Jul 2008</li> </ul>	-
Mrs Elsie Foh	Elected	7	-	-
Mr Goh Chiew Seng	Elected	20	<ul style="list-style-type: none"> <li>Member, 1 Apr 2000</li> <li>Honorary Secretary, 29 Mar 2003</li> <li>Assistant Honorary Secretary, 24 Jun 2006</li> </ul>	-

NAME	MEMBER STATUS	YEARS IN SHF	PAST BOARD APPOINTMENTS	MEMBER OF SINGAPORE CARDIAC SOCIETY
Dr Goh Ping Ping	Elected	14	-	-
Mdm Koh Teck Siew	Elected	14	-	-
Dr Mak Koon Hou	Elected	27	• Member, 10 Apr 1993	-
Mr Peter Sim	Elected	11	-	-
Prof Tan Huay Cheem	Elected	14	• Member, 24 Jun 2006 • Honorary Secretary, 30 Jun 2007	Yes
Ms Tan Lee-Chew	Elected	14	• Member, 24 Jun 2006	-
Dr Tan Yong Seng	Elected	19	• Member, 31 Mar 2001 • Honorary Secretary, 24 Jun 2006 • Member, 30 Jun 2007	-
Associate Prof Ching Chi Keong	Co-opted	0	-	-
Dr Bernard Kwok	Co-opted	6	-	Yes
Mrs Regina Lee	Co-opted	9	-	-
Prof May Oo Lwin	Co-opted	12	-	-
Dr C Sivathanan	Co-opted	25	• Member, 1 Apr 1995 • Vice Chairman, 6 Apr 1996	Yes
Clinical Associate Prof Jack Tan	Co-opted	3	-	Yes
Assistant Prof Yeo Tee Joo	Co-opted	0	-	Yes

The Board and Management of SHF are firmly committed to complying with all relevant laws and regulations and the Code of Governance. Corporate governance is essential to the sustainability of SHF's mission, which is to promote heart health, prevent and reduce disability and

death due to cardiovascular disease and stroke. In this respect, the Board and Management believe that SHF has complied with all relevant laws and regulations and observed the Code of Governance during the reporting year.

## BOARD GOVERNANCE

The Board of Directors acts in the best interests of the SHF, its beneficiaries and donors to fulfil its mission.

No member of the Board holds a staff appointment, and no staff member is part of the Board. The Treasurer of SHF holds a maximum term limit of four consecutive years. Board members who have served on the Board for over ten years are valued for their respective and active contributions in various areas of expertise. Regular self-evaluation is conducted to assess the Board's performance.

## BOARD MEETINGS AND ATTENDANCE

A total of four Board meetings and the AGM were held during the financial year. All meetings during the year were chaired by a Board director. The following table shows the individual Director's attendance during the year:

Name of Board Directors	AGM	Board Meetings
Dr Chee Tek Siong	1	2
Mr Chong Chou Yuen	1	3
Prof Terrance Chua	0	3
Mrs Elsie Foh	1	4
Mr Goh Chiew Seng	1	4
Dr Goh Ping Ping	1	3
Mdm Koh Teck Siew	1	4
Dr Mak Koon Hou	1	4
Mr Peter Sim	1	3
Prof Tan Huay Cheem	1	4
Dr Tan Yong Seng	1	4
Ms Tan Lee Chew	1	4
Associate Prof Ching Chi Keong*	-	-
Dr Bernard Kwok	1	4
Mrs Regina Lee	1	4
Prof May Oo Lwin	1	4
Dr C Sivathanan	1	3
Clinical Associate Prof Jack Tan	1	3
Assistant Prof Yeo Tee Joo*	-	-

\*Joined on 24 Mar 2021

The Board strives to ensure that it has sufficient diversity and variety of competencies amongst its members. All Board directors must be independent and do not have any family, employment, business, and other relationships with SHF. Should any director's related companies or their officers interfere, or be reasonably perceived to interfere, with their duties and affect their independent judgement, the best interests of SHF and its donors will be placed as priority. During the year, the Board consists of professionals drawn from diversified fields in medicine, accounting & finance, law, education, technology and management.

SHF has various committees to assist the Board in covering key areas of operation and improving the oversight of management and accountability to stakeholders. These committees provide oversight in the areas of community education, fundraising, partnership, cardiac rehabilitation, research, Heart Support Fund for needy patients and their families, finance, governance & audit, PR & communications, human resource, schools programme and Heart Safe. The committees report to the Board regularly, including circulation of their meeting minutes.

All SHF committees are provided with written terms of reference, which are reviewed regularly for relevancy.

## STRATEGIC PLANNING

The Board reviews and approves the Vision and Mission of SHF periodically to ensure that programmes and activities are in line with its objectives. They are documented and communicated to members and the general public.

## CONFLICT OF INTEREST

There are written procedures for Board directors and staff to ensure avoidance of any conflict of interest. In addition, there is a yearly declaration for all directors and staff to declare any actual, perceived, or potential conflicts of interest.

Board directors and staff are expected to avoid actual and perceived conflicts of interest, where they have a personal interest in business transactions or contracts that SHF may enter into or have vested interest in organisations that SHF has dealings with. They are expected to declare such interests as soon as possible, recuse from the decision-making process and not vote in matters where they are conflicted.

## SUB-COMMITTEES

### HUMAN RESOURCE MANAGEMENT

The Human Resource Committee exercises policy oversight of human resource matters in SHF and ensures that there are regular supervision, appraisal and professional development of staff, and procedures to address grievances and resolve conflicts.

### GOVERNANCE, FINANCIAL MANAGEMENT AND CONTROLS

The Board ensures that adequate internal controls for financial matters are in place and reviews SHF's financial & procurement policies, procedures, processes, key programmes and events to ensure that there are adequate resources for various activities of SHF, and that such resources are effectively and efficiently managed. There are also processes in place to ensure that SHF complies with all applicable laws, rules and regulations.

The Finance Committee reviews SHF's quarterly financial performance and the annual budget of operating & capital expenditure and recommends for the Board's approval. The committee ensures that SHF is in compliance with the requirements in the Financial Reporting Standards (FRS), the Societies Act and the Charities Act; and all relevant rules and regulations and the Code of Governance for Charities and IPCs.

The Governance and Audit Committee (GAC)'s primary responsibility is to assist the Board in fulfilling its oversight and fiduciary responsibilities and act in the interest of SHF's donors and stakeholders. The committee reviews the

efficiency and effectiveness of SHF's internal controls, including operational and compliance control, risk management and adherence evaluation, ascertaining the adequacy of SHF's corporate governance, policies and procedures and the extent of adherence thereto.

To fulfil its aforementioned responsibilities, the GAC has full access to and the cooperation of the management team and staff; it also has direct access to external and internal auditors to investigate any matter within the GAC's terms of reference. The GAC reviews and approves the audit plans of external and internal auditors to ensure that sufficient resources are allocated to address key business risks. Internal controls (both operational and compliance) and business and financial risk management policies are regularly reviewed for their efficacy by the GAC.

These reviews are carried out by either the external or internal auditors annually.

In 2019, a 3-year internal audit plan (including a follow-up review) was developed using a structured risk and control assessment framework covering Governance, Donation Management and Fundraising, Human Resource Management and Payroll Processing, and Cash and Investment Management.

In FY20/21, the internal auditors focused on material internal controls, including procurement and payments, Personal Data Protection Act (PDPA) compliance review, and Information Technology controls. The internal audit summary of findings noted 2 high, 18 medium and 2 low priority recommendations. These internal audit reports were then submitted to the GAC for deliberation to ensure timely and adequate closure of audit findings. Status of implementation was tracked with copies of these reports extended to the CEO and relevant senior management officers.

The GAC appraises and reports the reviewed results to the Board, advising the Board on the adequacy of disclosure of information, the appropriateness and quality of the management system and internal controls. SHF adopts a strategic Enterprise Risk Management

(ERM) process that includes an annual analysis of its major risks assessed against the SHF's risk appetite. In FY20/21, SHF's major risks were identified to be in the areas of strategy, operations, finance, and compliance, each of which was posed as medium risk.

With the support of Risk Owners, the ERM Committee, consisting of key management staff, plays a critical role in managing the organisation's risks. Controls are updated regularly to ensure that major risks are addressed appropriately. Yearly risk monitoring reviews are conducted and reported to the GAC for its assessment.

Additionally, the whistle-blowing policy aims to provide an avenue for stakeholders to raise genuine concerns relating to any aspect of SHF's operations, including serious breaches of the Code of Conduct by employees. In FY20/21, no whistle-blowing feedback was reported.

Day-to-day management of SHF is delegated by the Board to the management team led by the CEO.

The Investment Committee manages SHF's funds with care, skill, prudence and diligence, and for the sole interest of SHF. The Investment Committee makes policy recommendations to and for approval by the Board. To meet the investment objectives of SHF, qualified external fund managers are engaged to manage the investment portfolio. The committee also monitors and assesses the performance of the appointed external fund managers on a quarterly basis, reports to the Board on the investment performance and advises on matters relating to the investment.

### FUNDRAISING PRACTICES

SHF has in place processes and practices to ensure that fundraising activities are conducted in an honest and ethical manner to uphold public confidence. SHF ensures that all materials used in fundraising activities contain relevant and accurate information, which do not misrepresent or contain material omission. SHF ensures that funds and donations are used in accordance with donors' intentions

and any specific purpose as communicated when soliciting donations. Processes are in place to ensure that donors' confidentiality is respected. Any information or records of donors are kept strictly confidential at all times and in compliance with the PDPA.

### DISCLOSURE AND TRANSPARENCY

SHF makes available to its stakeholders an annual report that includes information on its programmes, activities, audited financial statements, Board directors and executive management. The annual report and financial statements are posted on [www.myheart.org.sg](http://www.myheart.org.sg) for public's access.

All Board directors serve on a voluntary basis and are not remunerated for their services.

The Human Resource Committee reviews and approves employee compensation and benefits packages, including the performance bonus recommended by the management. No staff is involved in setting his or her own remuneration.

The Foundation discloses in its annual report the annual remuneration of its key management staff in bands of \$100,000.

### PUBLIC IMAGE

The SHF is committed to lawful and ethical behaviour in all its activities and requires that Board directors and employees conduct themselves in a manner that complies with all applicable laws, rules and regulations and internal policies. They should also uphold the core values of SHF and accurately portray SHF's image to the members, donors and the public.

### PERSONAL DATA PROTECTION ACT

In compliance with the Personal Data Protection Act 2012, SHF will not share any personal details with a third party without one's consent, and all personal data is kept strictly private and confidential.

To read more about our Privacy Policy, scan this QR code:



# GOVERNANCE EVALUATION CHECKLIST

For large IPCs for the period of 1 April 2020 to 31 March 2021

S/NO	DESCRIPTION	CODE ID	RESPONSE
<b>Board Governance</b>			
1	Induction and orientation are provided to incoming board members upon joining the Board.	1.1.2	Complied
<b>Are there Board members holding staff<sup>1</sup> appointments? (Skip items 2 and 3 if "No")</b> No			
2	Staff <sup>1</sup> does not chair the Board and does not comprise more than one-third of the Board.	1.1.3	
3	There are written job descriptions for the staff's executive functions and operational duties which are distinct from their Board roles.	1.1.5	
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years.  If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied
6	The Board conducts self-evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
<b>Is there any governing board member who has served for more than 10 consecutive years? (Skip item 7 if "No")</b> Yes			
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	Complied
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied
<b>Conflict of Interest</b>			
9	There are documented procedures for governing board members and staff <sup>1</sup> to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10	Governing board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied

S/NO	DESCRIPTION	CODE ID	RESPONSE
<b>Strategic Planning</b>			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of this plan.	3.2.4	Complied
<b>Human Resource and Volunteer<sup>2</sup> Management</b>			
13	The Board approves documented human resource policies for staff <sup>1</sup> .	5.1	Complied
14	There is a documented Code of Conduct for governing board members, staff <sup>1</sup> and volunteers <sup>2</sup> (where applicable) which is approved by the Board.	5.3	Complied
15	There are processes for regular supervision, appraisal and professional development of staff <sup>1</sup> .	5.5	Complied
<b>Are there volunteers<sup>2</sup> serving in the charity? (Skip item 16 if "No")</b> Yes			
16	There are volunteer management policies in place for volunteers <sup>2</sup> .	5.7	Complied
<b>Financial Management and Internal Controls</b>			
17	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied
18	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
19	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
20	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks.	6.1.4	Complied
21	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
<b>Does the charity invest its reserves, including fixed deposits? (Skip item 22 if "No")</b> Yes			
22	The charity has a documented investment policy approved by the Board.	6.4.3	Complied

S/NO	DESCRIPTION	CODE ID	RESPONSE
<b>Fundraising Practices</b>			
<b>Did the charity receive donations (solicited or unsolicited) during the year? (Skip item 23 if "No")</b>			
23	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
<b>Did the charity receive donations in kind during the financial year? (Skip item 24 if "No")</b>			
24	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
<b>Disclosure and Transparency</b>			
25	The charity discloses in its annual report: a) the number of Board meetings in the financial year; and b) the attendance of every governing board member at those meetings.	8.2	Complied
<b>Are governing board members remunerated for their service to the Board? (Skip items 26 and 27 if "No")</b>			
26	No governing board member is involved in setting his own remuneration.	2.2	No
27	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board members are remunerated.	8.3	No
<b>Does the charity employ paid staff? (Skip items 28, 29 and 30 if "No")</b>			
28	No staff <sup>1</sup> is involved in setting his own remuneration.	2.2	Complied
29	The charity discloses in its annual report: a) the total annual remuneration for each of its 3 highest paid staff <sup>1</sup> , who each received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.	8.4	Complied
	The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff <sup>1</sup> receives more than \$100,000 each in annual remuneration.		

S/NO	DESCRIPTION	CODE ID	RESPONSE
30	The charity discloses the number of paid staff <sup>1</sup> who satisfies all of the following criteria: a) the staff is a close member of the family <sup>3</sup> belonging to the Executive Head <sup>4</sup> or a governing board member of the charity; b) the staff has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied
	The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff <sup>1</sup> , being a close member of the family <sup>3</sup> belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.		
<b>Public Image</b>			
31	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied

<sup>1</sup> Staff: Paid or unpaid individuals who are involved in the day-to-day operations of the charity, e.g. an Executive Director or administrative personnel.

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

<sup>3</sup> Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity –  
a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or  
b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:  
- the child or spouse of the Executive Head or governing board member;  
- the stepchild of the Executive Head or governing board member;  
- the dependant of the Executive Head or governing board member;  
- the dependant of the Executive Head's or governing board member's spouse.

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

ON BEHALF OF OUR BENEFICIARIES, SHF WOULD LIKE TO THANK ALL DONORS, SPONSORS AND SUPPORTERS FOR THEIR UNWAVERING SUPPORT AND GENEROUS DONATIONS!

**\$200,000  
AND  
ABOVE**

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Direct Donor Debit Programme Donors  
Asahi Kasei Plastics Singapore Pte Ltd  
Bicentennial Community Fund

**\$50,000 -  
\$199,999**

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Boehringer Ingelheim Singapore Pte Ltd  
Edwards Lifesciences Foundation

**\$10,000 -  
\$49,999**

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Chew How Teck Foundation	Nestlé Singapore (Pte) Ltd
Edwards Lifesciences (Singapore) Pte Ltd	Pfizer Private Limited
F&N Foods Pte Ltd	Resource Pacific Holdings Pte Ltd
Federal Oats Mills Sdn Bhd	RSM Chio Lim LLP
Ho Bee Foundation	S.K. Rosenbauer Pte. Ltd
Hong Leong Foundation	Tai Sun (Lim Kee) Food Industries Pte Ltd
Malaysia Dairy Industries Pte Ltd	TJ Infotech Pte. Ltd.

**\$5,000 -  
\$9,999**

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Aegis Building & Engineering Pte Ltd	Omnicom Public Relations Group Pte Ltd
Alcare Pharmaceuticals Pte Ltd	Pei Hwa Foundation Limited
Auric Pacific Food Industries Pte Ltd	Quadrep Marketing (S) Pte Ltd
BDO LLP	Reachfield Security & Safety Mgt Pte Ltd
Bombay Bazaar	Singapore Hypertension Society
Bukit Timah Golf Complex Pte Ltd	Singapore Pools (Private) Limited
HTM Medico Pte Ltd	Thong Teck Sian Tong Lian Sin Sia
Lee Foundation	Transcend Solutions Pte Ltd
Lian Soon Construction Pte Ltd	
NTUC Fairprice Foundation Limited	



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