

THRIVING **HEARTS**



ANNUAL REPORT 2021/22

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

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Chairman's Message

Two years into the COVID-19 outbreak, many organisations have since found their rhythm in the changes brought about by the pandemic, and it is no different for the Singapore Heart Foundation (SHF). From reimagining the way we deliver our mission in these rapidly changing times to reinforcing our programmes and services under the core pillars of Prevention, Rehabilitation and Resuscitation, we have charted a new path forward in this new normal. This year, we celebrate our achievements which are strong affirmations of our ability to thrive in adversity.



From surviving to thriving

Virtual events and workshops are now no stranger to us. At our annual signature event, National Heart Week/World Heart Day 2021, our team went one step further to engage the public through gamification. We developed Hugopoly, an interactive digital game, to spread heart health knowledge online and motivate users to make healthy lifestyle changes offline. The approach received nods of approval from participants and captured the World Heart Federation's (WHF) attention. From over 30 entries, WHF selected SHF for the "Most Inspiring World Heart Day Campaign" award, recognising our step in a new direction. This first international accolade proves that success is possible when we challenge the status quo.

On the resuscitation front, national statistics indicated a jump in the bystander AED application rate from 7.2% to 10.5% and a consistently high bystander CPR rate of 60%, corresponding to an increase in Out-of-Hospital Cardiac Arrest survivors. SHF is honoured to be recognised as a key enabler of this improvement in Singapore's cardiac emergency response and be accorded the Minister for Home Affairs National Day Award and the SGSecure Responders' and Partners' Appreciation Award.

On top of gaining recognition for our lifesaving work, SHF's Finance function has also attained professional

accreditation as an Accredited Training Organisation certified by the Singapore Accountancy Commission. This means we possess the appropriate standards of staff training, accountancy resources and development for Singapore Chartered Accountant Qualifications candidates to fulfil their practical experience required to qualify as a Chartered Accountant of Singapore. The accreditation represents SHF's continued efforts as a learning organisation, as well as demonstrates our commitment to grow the social service sector as an attractive and satisfying career option.

Amongst these, our greatest accolade comes from our beneficiaries who have been given a second chance in life and are thriving because of our work. One example is Mr Shaiful Irwan, a sports enthusiast who suffered a heart attack in June 2020. With professional guidance from our physiotherapists at the Heart Wellness Centre and his personal determination, Mr Irwan regained the fitness and confidence to enjoy sports like before and even went on to complete a 300km cycling race! It brings us tremendous satisfaction and motivation to be able to support beneficiaries in achieving their health goals.

As you have seen, resilience has given us the strength to bounce forward and emerge stronger. Now, it is time to ride on this wave of success to further our mission.

Next: Enhance and sustain

Our healthcare crisis is far from over. The COVID-19 pandemic has taken a toll on cardiovascular health. The number of deaths due to cardiovascular disease (CVD) has increased from 29.3% in 2019 to 32% in 2021; the prevalence of high blood pressure, diabetes, and physical inactivity, which contribute to CVD, is also rising. As the Ministry of Health redoubles efforts in preventive care under the Healthier SG strategy, SHF, with its mission to prevent and reduce CVD, is well-poised to bolster the national health strategy and empower Singaporeans.

High blood pressure (BP), given its sharp rise in prevalence, is one area that we will be focusing our public education resources on. To tackle this public health issue, we launched the Down with Hypertension programme in three languages last year to better equip the general public with BP measurement and management know-how. As we work on programme expansion, we are also supporting the global May BP Measurement Month campaign this year to drive home the importance of home BP monitoring as a means of early detection and prevention of serious CVD complications.

We also have had many successful campaigns in collaboration with healthcare partners in the past year on topics like atrial fibrillation, heart attack, heart failure, obesity and diabetes,

reaching over 5,000 people. Such strategic partnerships have given us the resources to extend our reach and impact, and we will continue to pursue these collaborations to further our mission.

Our goal is to be the catalyst for behavioural change. We are deeply motivated by our achievements in the past two years and hope to keep the momentum going. As Singapore eases the COVID-19 measures, we are excited to resume physical events to bring back the human touch and better connect with all our beneficiaries.

SHF is thankful for our corporate partners and donors who have continued to support our mission through these challenging times. Your generous support has helped SHF provide quality services and improve health equity without compromise.

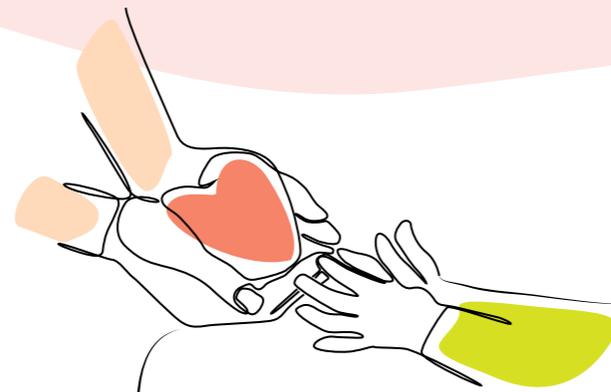
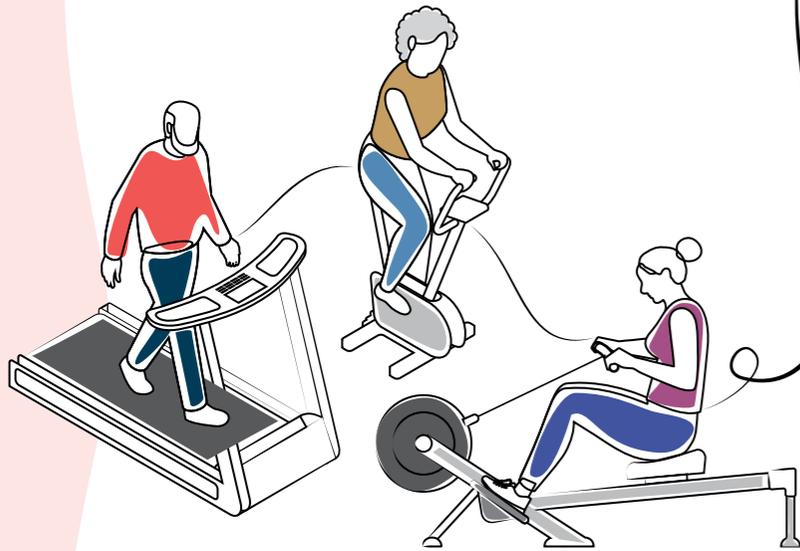
Let's celebrate the big and small wins together, for they bring us closer to our vision of a heart-healthier Singapore.

A handwritten signature in black ink, appearing to read 'Tan Huay Cheem', written in a cursive style.

Professor Tan Huay Cheem
Chairman, Board of Directors
Singapore Heart Foundation

EXPANDED IMPACT

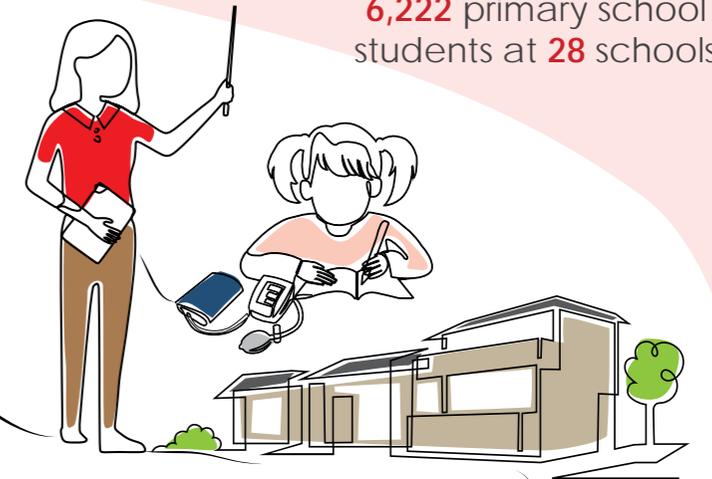
Empowered **2,655** cardiac clients in their heart health journey



Aided **86** lives with the disbursement of **\$400,845** from the Heart Support Fund



Kickstarted good heart habits in more than **365,000** people through public education efforts



Enriched the hearts of **6,222** primary school students at **28** schools



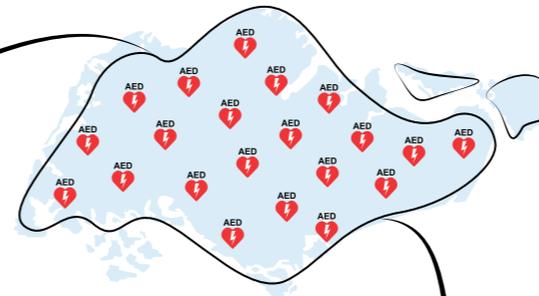
Our volunteers dedicated **423 hours** to support SHF's work

To keep serving our community, we spent **2,482 hours** upskilling



Raised over **\$8,000,000** in funds

Mapped publicly accessible AEDs to **11,044** prime spaces for emergencies



Cultivated a lifesaving mindset by training **6,655** in CPR+AED skills



Encouraged **25,647** volunteer first responders to step up on the myResponder app



ACHIEVEMENTS

Despite a challenging year apart, SHF continued to strengthen hearts through innovative outreach and collaboration with our close partners. We closed this year in high spirits as we reached new milestones and received recognition for our impact on the community.

Most Inspiring World Heart Day Campaign 2021

Every year, the World Heart Federation (WHF) celebrates members who have gone above and beyond to fight cardiovascular disease and promote heart health in their communities with the World Heart Awards. In 2021, SHF was delighted to receive the “Most Inspiring World Heart Day Campaign” Award in recognition of our public outreach approach through Hugopoly, an interactive online single-player game we developed for the National Heart Week/World Heart Day 2021 (NHW/WHD).

“ A big round of applause for the team behind this outstanding campaign! Our judging panel was impressed by the ease with which you fully embraced the digital space (and the “Use Heart to Connect” theme) by organising a series of interactive virtual events and workshops. ”
 – World Heart Federation



Receiving the award is Ms Zinnia Lau, project lead for the NHW/WHD campaign 2021.

Minister for Home Affairs National Day Award (HT Partners) 2021

SHF was awarded the Minister for Home Affairs National Day Award (HT Partners) 2021 for being instrumental to the success of the Save-A-Life Initiative, which includes building the national AED registry, sponsoring AEDs in areas with lower AED coverage and supporting the AED-on-Wheels programme among many others.



CEO Mr Vernon Kang (third from left) with the Heart Safe and Save-A-Life teams, which have contributed tremendously to the national AED initiatives.

SGSecure Responders' and Partners' Appreciation Award

SHF was among the 21 organisations accorded the SGSecure Responders' and Partners' Appreciation Award at the SGSecure Responders' and Partners' Appreciation Event on 21 Jan 2022 recognising SHF as a key enabler of improving Singapore's cardiac emergency response.

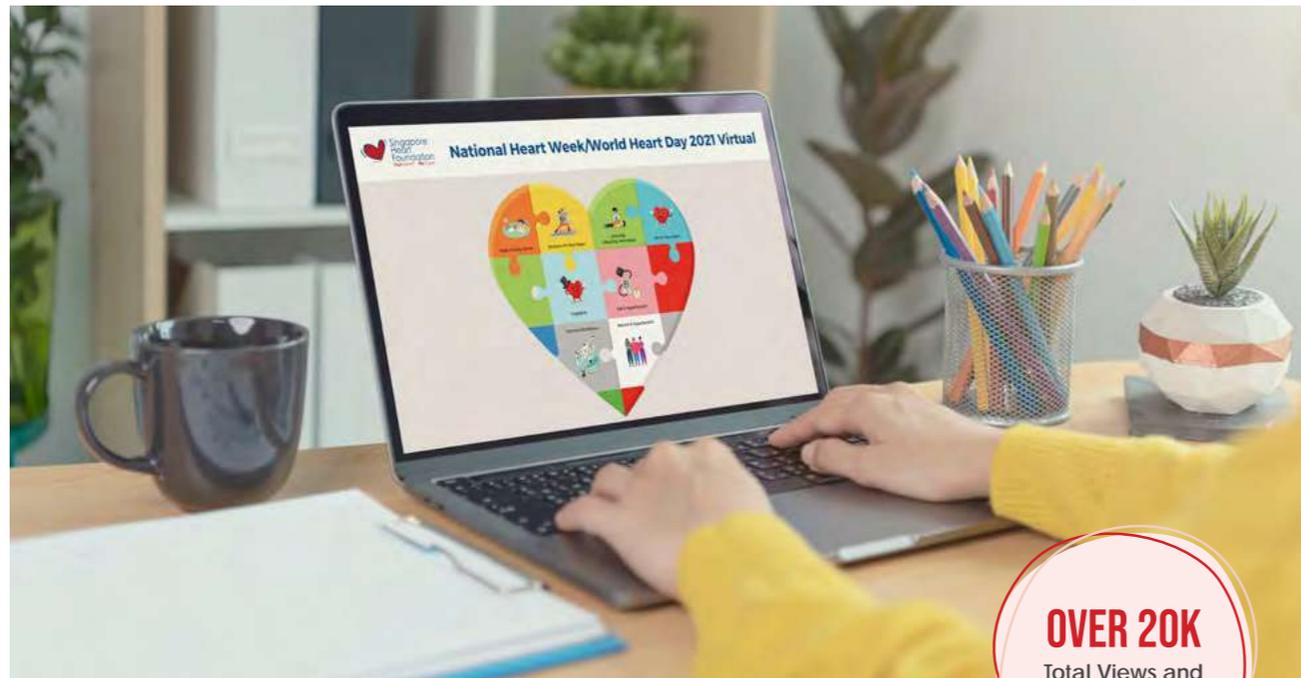
Our CEO, Mr Vernon Kang, received the award on behalf of SHF from Mr Desmond Tan, the then Minister of State for Home Affairs and Sustainability and the Environment.



EVENT HIGHLIGHTS

NATIONAL HEART WEEK/WORLD HEART DAY 2021 VIRTUAL

Against the backdrop of the rising prevalence of high blood pressure in Singapore, the NHW/WHW 2021 campaign (18 Sep – 3 Oct 2021) focused largely on the danger of salt overconsumption on blood pressure, educating the public on why and how they can “Say No to Sodium”. Our Guest of Honour, Ms Rahayu Mahzam, Parliamentary Secretary for Health, further stressed the need to detect and act against hypertension and CVD early. On the same note, the Down with Hypertension Programme was launched to drive home the important message of blood pressure management.



OVER 20K
Total Views and Participation



Hugopoly

We created Hugopoly, a single-player interactive online game featuring SHF's lovable mascot, Hugo, to connect and motivate the public to deepen their heart health knowledge. Players were quizzed on CVD prevention and resuscitation techniques and put to weekly offline challenges to earn points for prize redemption.

Health talks, cooking demonstrations and virtual exercise

A curated mix of articles, light-hearted lifestyle videos and health talks by cardiologists were featured on our digital platforms to amplify our stance on salt overconsumption, empowering audiences to make informed diet choices.

We also enlisted the help of 11 home cooks to share recipes of their salt-free dishes on social media to spur the public on the #NoSaltChallenge.



Go Red for NHW/WHW 2021

For the fifth year running, Singapore's skyline lit up in a striking red every night from 29 Sep to 3 Oct as physical red alerts, warning the public of the impact of CVD. The public was also encouraged to spot the illuminations and pledge to care for their hearts through a social media contest. We sincerely thank the 13 partners that joined us in supporting the global movement.

GO RED FOR WOMEN 2021 VIRTUAL

Go Red for Women (GRFW) 2021 returned virtually (8 Mar - 8 May 2021) on International Women's Day, empowering women with the knowledge needed to care for their hearts at different phases of their life – from everyday life to pregnancy and menopause.

Expert guidance on stress and menopause

Women tend to juggle different roles in their lives. Besides facing risks unique to their gender, some may pick up undesirable behaviours to cope with stressors in their life. Accordingly, we invited healthcare experts to delve deep into the topics of stress and menopause through health articles and health talks, guiding viewers with practical tips to care for their hearts through the different seasons of their lives.



Women were challenged to document their #HeartPledge in a photo contest to encourage the adoption of healthier habits.

“ We pledge to reduce our stress, get enough quality sleep and be more physically active.
 – Ajeek Syasya, #HeartPledge participant ”

3,302
Microsite
Unique Visitors
14,617
Total Views
and Participation

Motivation to build healthier hearts

We further encouraged the public to build heart-healthy habits with easy-to-follow cooking demos by celebrity chefs Sam and Forest Leong and feel-good workouts that get hearts pumping.

Edwards Lifesciences' Go Red for Women Celebration

Edwards Lifesciences Singapore marked a decade of support for the GRFW campaign with an internal fundraising event where they raised a total of \$12,488.45 for SHF. An educational booth was set up to spread the heart health message to their employees.



PROJECT HEART 2021

Project Heart celebrated a decade of CPR+AED awareness building in the local community on 17 Oct 2021 with the focus on agonal breathing – an early yet lesser-known symptom of cardiac arrest. The programme kicked off with a sharing session by Prof Lim Swee Han, Chairman of the Singapore Resuscitation and First Aid Council, and Mr Chu Tommy, CPR+AED instructor.

We were also delighted to bring back our signature mass CPR+AED training segment, where SHF's certified instructors guided members of the public through the Virtual Restart A Heart programme.

CLOSE TO 200
Total Participation



Participants in a hands-on practice of chest compressions using homemade manikins

NATIONAL LIFE SAVING DAY 2022



CPR+AED instructors from 40 training centres gathered on 16 Jan 2022 for an informative refresher on infant resuscitation, an important area that is often overlooked.

In the hour-long webinar, Clin Assoc Prof Ching Chi Keong, SHF Board Member and Chairman of the Heart Safe Committee, highlighted the need for infant first aid in our community while guest speakers from the KK Women's and Children's Hospital imparted teaching tips on Infant CPR to the participants.



To cap off the event, SHF introduced our Infant CPR Kit for learners to practise anywhere and at any time. One Infant CPR Kit was distributed to each accredited training centre in attendance as a token of appreciation.

OVER 200
Total Participation

SINGAPORE PREVENTION AND CARDIAC REHABILITATION SYMPOSIUM 2021



The biennial event Singapore Prevention and Cardiac Rehabilitation Symposium (SPCRS) 2021 was held virtually on 23 and 24 Oct 2021 with the theme "Cardiac Rehabilitation: Emerging from COVID-19". The symposium, led by Adj A/Prof Tan Swee Yaw and Asst Prof Yeo Tee Joo, brought together renowned regional and local thought leaders and multidisciplinary experts who shared their knowledge and innovation in various aspects of cardiac rehabilitation such as telehealth, physiotherapy, nursing and dietetics. The virtual format transcended geographical borders, connecting close to 1,500 healthcare professionals and students from 31 countries.

Notable keynote speakers included Prof Daniel José Piñeiro, President Elect, World Heart Foundation; Dr Paul Oh, Medical Director, Toronto Rehabilitation Institute; Assoc Prof Marco Perez, Stanford Hospital and Clinics; and Prof Susan Dawkes, Former President, British Association Cardiovascular Prevention and Rehabilitation.

8,873
Total Views and Participation

Other highlights of the symposium included oral presentations of the best abstracts submitted in the lead up to the event and a plenary session by SHF Chairman Emeritus Dr Low Lip Ping on "Cardiovascular Disease Prevention: A Call to Action". Nine abstract presenters walked away with cash prizes for their outstanding performance.

Keynote Speakers	
 Prof Daniel José Piñeiro	 Wilfred James Berke
 Prof Susan Dawkes	 Dr Paul Oh
Regional Speakers	
 Dr Chan Ngaiyan	 Dr Maria Ines Lopez



To spice up the programme, stretching exercises, quizzes and a drumming performance by the SHF Healthy Heart Support Group kept viewers engaged between sessions.

Prevention

Heart health education, central to our work at SHF, is necessary to spark small lifestyle changes that can amount to preventing cardiovascular disease, one of the top killers in Singapore and worldwide.

SEEDING HEART HEALTH MESSAGES



Understanding and Managing Atrial Fibrillation webinar in collaboration with Pfizer.

“ Thank you very much. A very informative session.
 – Ms Jenny Diaz,
 webinar participant ”

Webinars and digital campaigns

In FY21/22, we collaborated with several like-minded partners, such as pharmaceutical companies, to deepen the public’s understanding of heart conditions like atrial fibrillation, heart attack and heart failure. We also reminded participants to be watchful of the symptoms of iron deficiency, obesity and diabetes in relation to their impact on the heart. These campaigns were bolstered with social media contests, infographics and further supported by webinars where viewers could hear from healthcare experts and have their questions answered.

The campaigns garnered more than 6,000 participants in total throughout the year. The webinars continue to be available on SHF’s social media platforms for on-demand viewing.



Nutrition talks

A healthy workforce is a productive one. Our nutrition team works with organisations on health promotion programmes, such as nutrition talks and workshops, to educate their employees on ways to adopt heart-healthy diets. In FY21/22, we reached about 1,180 participants from ITE College West, Changi Airport Group, PayPal and the Singapore Management University through this programme.

ENHANCING THE KNOWLEDGE OF HYPERTENSION

Hypertension has come to the forefront of Singapore’s health issues in recent years, fuelled by the National Population Health Survey 2020 which reported a sharp increase in the number of adults with hypertension. SHF has remained ahead of the curve, tackling hypertension through two initiatives.

Blood Pressure (BP) Initiative @ Schools

Through the BP Initiative @ Schools, a 1-hour awareness programme, upper primary students learn the importance of having healthy BP readings through our specially curated curriculum, including a hands-on activity with the BP monitor.

Besides the on-site training, we continued to make the blended learning model available in 2021 to ensure that important health messages reach students amidst the evolving COVID-19 situation.

Since the programme’s launch in 2010, we have reached out to more than 105,000 primary school children and 199,000 family members.



“Down with Hypertension” Community Health Talks

Taking a leaf from the success of our BP Initiative @ Schools, we launched the “Down with Hypertension” Health Talk to broaden our reach in the community. The talk is presented by our in-house accredited nutritionist and dietitian, covering topics such as the risk factors of hypertension and the importance of diet and regular BP monitoring.

While sessions are conducted primarily in English and Mandarin, SHF also collaborated with Yishun Health on a session in Malay to cater to monolingual audiences who tend to be older.

A comparison between the pre and post-event awareness surveys indicated that the participants’ BP knowledge has improved from these health talks, affirming the relevance of our programme.



28
 Participating Schools
 6,222
 Students Reached
 176
 Training Sessions
 Conducted

565
 Participants
 3
 Sessions Conducted

AMPLIFYING THE HEART HEALTH MESSAGE

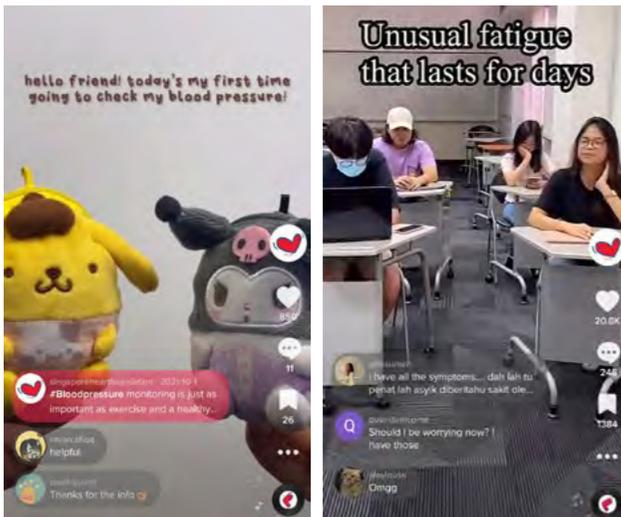
Trendjacking on digital media

To continually engage our following across our various social media platforms and website, we rode on trends to highlight important heart health messages and disprove common myths.



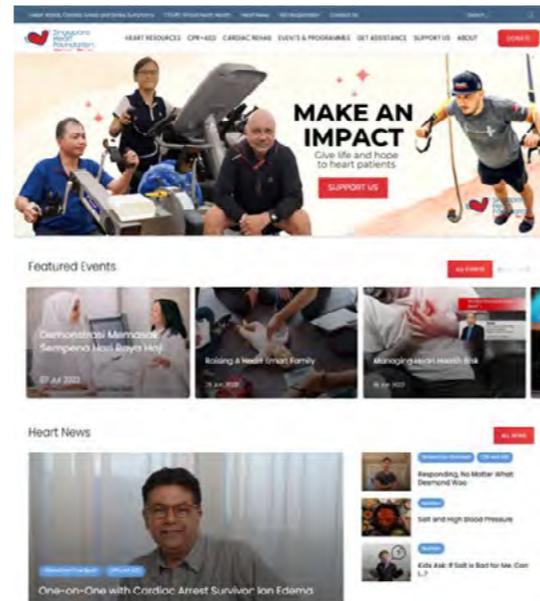
Reaching new audiences

We launched our TikTok channel on 11 May 2021 to engage the younger generation, and successfully garnered keen interest in CPR+AED usage and general heart health knowledge with the viral videos created in collaboration with student groups from Temasek Polytechnic. The videos amassed more than 300,000 views in 10 months.



Increase accessibility to heart resources

SHF's website underwent a design refresh to enhance user experience and accessibility to vital heart health information. We improved user interface, adding multiple functions such as recommending CPR+AED courses and notifying users of relevant heart news and events. A chatbot was also introduced to address frequently asked questions on donations, courses and events.



Media coverage

Mainstream media remains our most valued medium of outreach for clarifying misconceptions about the COVID-19 vaccine and sudden cardiac arrest, alert the masses on the dangers of hypertension and provide sound nutritional advice that the public can integrate in their daily meals. We garnered the support of key local media across all platforms and languages to reach the nation-wide population.



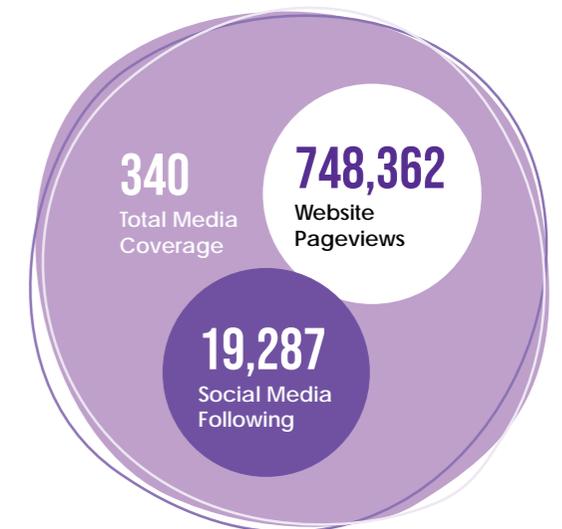
Swimming, cycling and PE should be avoided after COVID-19 vaccination jabs: MOH



新加坡心脏基金提供培训 超过2000名客工学心肺复苏



Giati main bola sepak, berbasikal, tapi kena serangan jantung



RESEARCH

SHF believes in innovation in cardiac rehabilitation, a critical aspect to help heart patients regain heart health and independence in their everyday lives more effectively.

Health via Online Personalised Engagement Platform (HOPE)

HOPE is a digital e-counselling platform jointly developed by SHF 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.

The HOPE Cardiovascular Disease Pilot Sessions were conducted between Sep 2021 and Mar 2022 and will undergo efficiency updates till May 2022. Barring any major changes, the HOPE Project will start official recruitment for clinical trials in Jun 2022.

INTERASPIRE

The first subject for "INTERASPIRE - An International Study of Cardiovascular Disease Prevention, Diabetes and Chronic Kidney Disease" was recruited on 27 Jul 2021 and the first progress report was submitted to SHF on 30 Sep 2021. Of the \$253,995 funding, the first and second tranches of funds of \$120,000 have been disbursed. Due to the pandemic, this project led by Asst Prof Yeo Tee Joo from National University Heart Centre, Singapore (NUHCS) started late and recruitment is taking longer than anticipated. The grant period for this study has also been extended to 30 Jun 2024.

Heart-rate Walking Speed Index Study

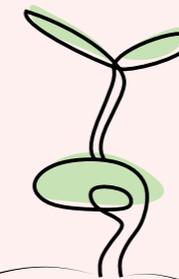
The study titled "Correlating changes in heartrate walking speed index (HRWSI) to maximum oxygen consumption (VO2max) as a measure of cardiopulmonary fitness after a cardiac rehabilitation (CR) programme" is a collaboration between SHF, NUHCS and Tan Tock Seng Hospital and led by Principal Investigators Dr Benjamin Tung and Asst Prof Yeo Tee Joo from the NUHCS. The project started on 1 Jan 2021 and is delayed due to the COVID-19 pandemic.

Heart & Mind Study

Due to COVID-19 restrictions, this longitudinal study exploring "Heart & Mind Study: Psychosocial Factors, Self Regulation, and Health Behaviour in People with Heart Disease" has been stopped.

Resuscitation

While bystander CPR intervention remains consistently high and AED usage has improved, the rise in out-of-hospital cardiac arrest (OHCA) cases is a public health issue that must be swiftly tackled. SHF continues to strengthen the lifesaving ecosystem through various initiatives to improve OHCA outcomes.



EQUIPPING THE COMMUNITY WITH LIFESAVING SKILLS

Project First Responder

Amidst growing concern for the safety and health of our migrant workers, SHF embarked on a two-year project with the Ministry of Manpower to equip over 2,000 migrant workers, dorm operators and front-line officers with CPR+AED skills to build heart-safer work sites and dormitories. The programme named Project First Responder was launched by Dr Koh Poh Koon, the then Senior Minister of State for Health and Manpower, at Project Heart 2021.

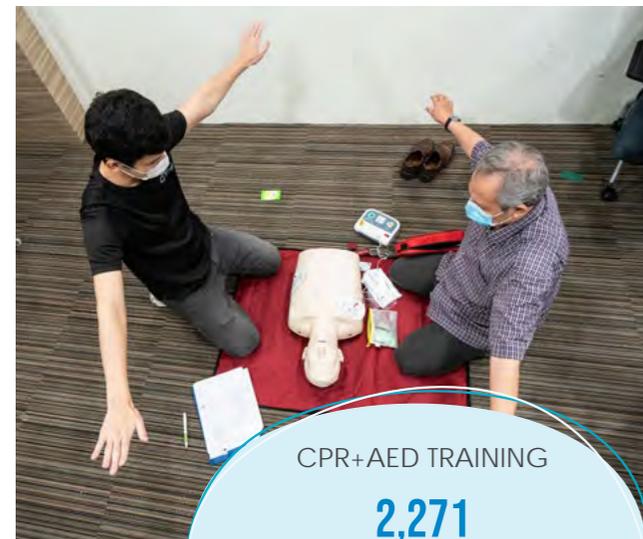
Utilising the Restart A Heart syllabus, the hour-long simplified training prepares migrant workers to react to a cardiac incident by performing chest compressions and using an AED.

Since its inception in Dec 2021, SHF has trained 149 participants under the project.



“The session was time-saving, straight-to-the-point and provided essential CPR+AED training for laypersons. The programme equips dorm residents with practical lifesaving skills, especially in the use of AED, which is available at strategic locations (throughout the dorms).”

– Hai Leck Holdings Limited



CPR+AED TRAINING

2,271
Certification Participants

4,384
Non-Certification Participants

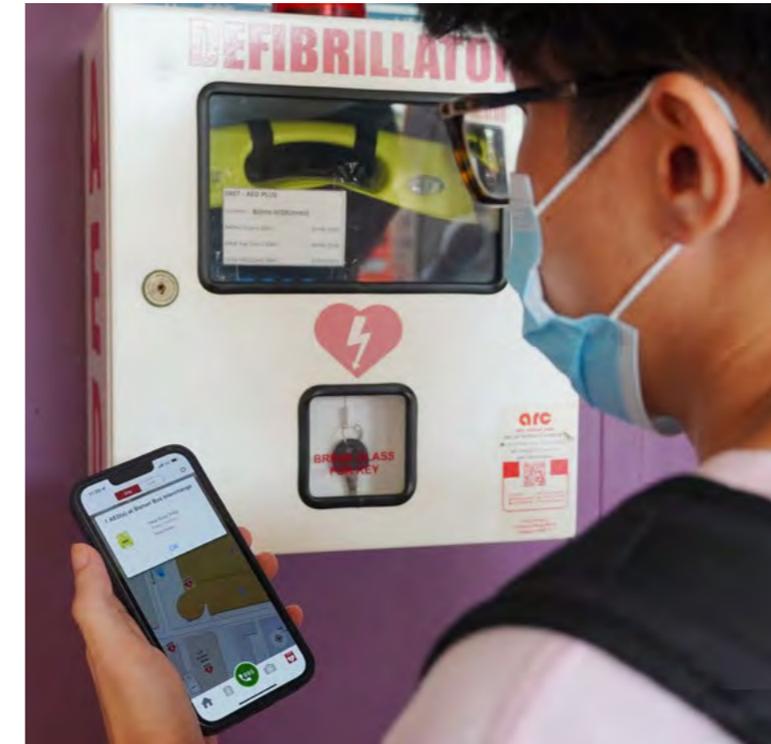
CPR+AED Training Highlights

While we expand efforts to reach more subgroups, the wider population plays an equally critical role in responding competently to cardiac emergencies that could happen anytime, anywhere.

SHF lays down this groundwork to equip participants with essential CPR+AED skills by offering both certification and non-certification courses of varying content depth at affordable costs, catering to different objectives of participants.

Following the relaxation of COVID-19 measures, the CPR Self-Learning Kiosks have resumed operation and made more accessible as they rotated around 83 locations islandwide, up from 60 in 2020. More members of the public are able to refresh or pick up CPR+AED skills by following instructional videos and practising on the kiosk's manikin.

INCREASING PUBLIC ACCESS TO AEDS



National AED Registry Update

Our partnership with the SCDF continues from strength to strength as we mapped another 464 AEDs into the national AED registry under the Save-A-Life Initiative. Despite COVID-19 restrictions, we have raised the total number of AEDs registered to 11,044, increasing the visibility of Publicly Accessible Defibrillators (PADs) on the myResponder mobile app. With more PADs available, community first responders are now better equipped to promptly retrieve the nearest AED to attend to an OHCA casualty.

Expansion of the AED-on-Wheels Programme

Since 2015, SHF has worked to improve accessibility to AEDs through the AED-on-Wheels programme to ensure that lifesaving supplies are on the ready for any OHCA emergency. Our AED-on-Wheels programme has since expanded its scope with ComfortDelGro when 50 of their taxis and 10 MedCare minibuses were outfitted with AEDs in Aug 2021. Their drivers also received CPR+AED training. As of Jan 2022, there are 210 drivers on the programme, and they have responded to more than 160 cardiac arrest cases.

OTHER AED INITIATIVES

672
AED Sales
(Since 2012)

46
AED Loans
(Since 2015)

CONTINUING PUBLIC OUTREACH FOR CPR+AED AND SUDDEN CARDIAC ARRESTS

Digital campaigns

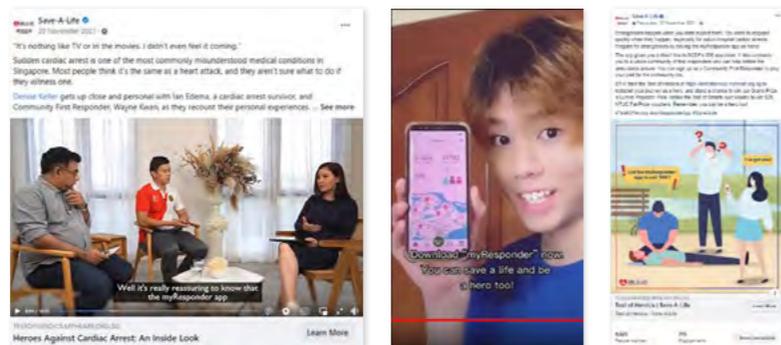
To work around disruptions caused by COVID-19 restrictions, SHF pivoted to digital campaigns to reach the public. As a result, we broke new ground and achieved 6,037 myResponder app downloads and registrations - the highest number achieved in a single year.

The digital campaigns also delivered on quality audience engagement, successfully capturing the 18 to 35-year-old demographic, the group that was previously the hardest to reach. They also compelled participants towards greater interaction with the myResponder app, which helped users familiarise themselves with retrieving and using an AED in case of a real emergency.

Most importantly, the campaigns built a stronger sense of connection to the people behind the statistics. Audiences came up close and personal with a real-life cardiac arrest survivor and local community first responders whose stories encouraged viewers to be the change and save a life.



Test of Heroics participants @zyzhenwei, @xrobxz and @huikea_ finished their quest and unlocked a Badge of Courage at PADs.



We put out bite-sized content on social media educating on AEDs and OHCA while engaging digital content producers to further promote the use of the myResponder app and spread the word on lifesaving tips.

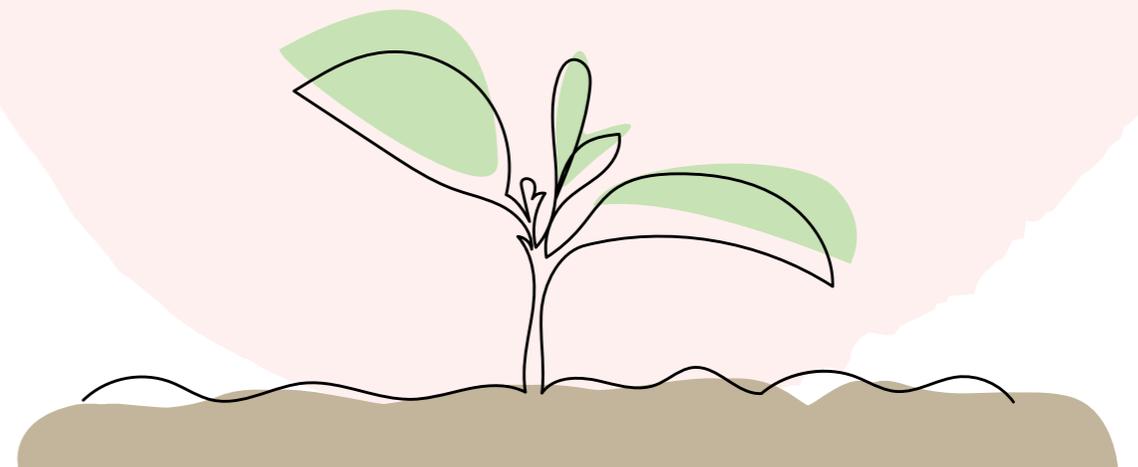
Keeping our responders safe

In response to community responders' accounts of injury while retrieving publicly accessible AEDs, SHF worked with online media Mothership to produce a video on safely breaking AED glass cabinets. The video has received more than 118,000 views on Facebook and YouTube and was welcomed by many as a timely educational piece for all potential lay responders.



Rehabilitation

Active participation in a holistic cardiac rehabilitation programme reduces recurrence of a cardiac event, re-hospitalisation for all causes and death. SHF's multidisciplinary cardiac rehabilitation programme keeps heart patients in the community on track towards better heart health.



HEART WELLNESS PROGRAMME



The pandemic placed much pressure on work arrangements and operations at our Heart Wellness Centres (HWCs) as we faced more stringent measures and a short period of closure from 8 May to 22 Jun 2021. However, we successfully navigated the challenges and continued serving our cardiac clients relentlessly. Besides ensuring a clean and safe environment for clients who returned within the allowed capacity, we finetuned our live exercise sessions online and

educational talks for clients joining from home. Our diligence paid off as we circumvented cluster outbreaks at our centres and facilitated enjoyable activities for our clients. As we gradually regain full capacity at our HWCs, we rejuvenated them with new equipment and look forward to welcoming clients old and new. In FY21/22, we served 2,655 clients, a 4.73% increase from the previous year.

PROFILE OF CLIENTS (FY21/22)

GENDER

1,114	1,541
Female	Male

RACE

2,174	288
Chinese	Indian
104	89
Malay	Others

AGE

191	498
≤50 years old	51 - 60 years old
1,017	949
61 - 70 years old	≥71 years old

Exercising in familiar and new spaces

In view of the COVID-19 restrictions, we sought creative ways to motivate clients to exercise independently. Our physiotherapists and therapy assistants produced 22 heart-friendly exercise videos that ranged from aerobic to strength training for clients to follow. We also collaborated with ActiveSG to show clients alternative venues for exercise. In Aug 2021, when indoor exercise took a momentary pause, we led outdoor exercise sessions for our clients.



Our physiotherapists and therapy assistants guided clients in workout sessions at fitness corners and stadiums.



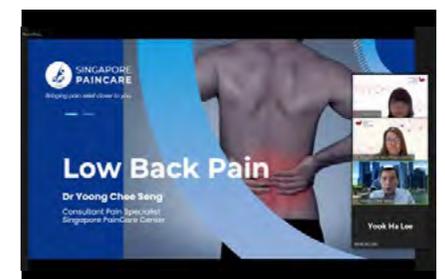
Nourishing hearts through healthier diets

A healthy dietary pattern coupled with an active lifestyle is optimal for heart health management. At our HWCs, we provide one-to-one nutrition counselling sessions for our clients and members of the public, sharing tailored practical advice based on their health goals. In FY21/22, a total of 206 clients attended the one-to-one nutrition counselling sessions.



Enriching clients' health knowledge

To further enable clients to take charge of their health, we organised 18 health talks by healthcare professionals of different expertise to share how other health conditions can impact cardiac health.



FLOURISHING ALONGSIDE OUR MEMBERS



Mr Irwan gradually went on to complete Ace Races UK's 300km in 30 Days in Feb/Mar 2021 after months of training.

He maintains fortnightly cardiac rehab sessions at SHF and finds them beneficial as they are opportunities to "check in with the physiotherapist on my progress". He is also thankful for his friends who have boosted his morale and constantly encouraged him.

Mr Irwan's exemplary determination to regain his physical health cheers us on in remaining steadfast in our efforts to support our clients so that more success stories like his could happen.

We find immense pride and joy when we witness our clients make strides in their fitness journey under our Heart Wellness Programme. One such example is 43-year-old sports enthusiast, Mr Shaiful Irwan.

Mr Irwan suffered a heart attack during Circuit Breaker in Jun 2020. Though he was physically active before Circuit Breaker kicked in, going for weekly football, floorball, Bootcamp sessions and other group sports when time permitted, they were not

enough to sustain his heart health. He attributes the rich food he indulged in as the catalyst of his heart attack. Following his discharge after balloon angioplasty and stent procedure, he was worried about his health and ability to play sports like before.

Cardiac rehabilitation – first at his hospital, then at our HWC – and encouraging friends helped build his confidence and fitness level to enjoy sports safely again.

"I feel the key factors that aided me on my road to recovery are a supportive social circle, positive mindset and seeking professional advice."

HEALTHY HEART SUPPORT GROUP



The SHF Healthy Heart Support Group (HHSG) is a peer support network for heart patients and their families adjusting to life after a heart attack. The group motivates members to maintain healthier lifestyles while offering emotional support through shared experiences at regular group activities.

Following the launch of the re-branded HHSG on 10 Apr 2021, we organised four Heart to Heart Chat sessions exclusively for members and their caregivers to share their experiences on various heart health topics. Doctors were also invited to sit in the sessions to offer their advices.

Throughout the year, we continued to inspire members to make heart healthy lifestyle choices and enrich their health knowledge through monthly virtual health talks and festive cooking demonstrations. They also came together for a virtual round-the-world trip at the year-end party, which included games and quizzes with attractive prizes as rewards.

Chef Teo Yeow Siang, Co-Founder and Culinary Director of 3 Embers, and Ms Natalie Yeo, Dietitian of SHF, at a Chinese New Year cooking demonstration for the HHSG.



HHSG Year-End Party

HEART SUPPORT FUND

The Heart Support Fund (HSF) brings relief to many heart patients in the form of treatment subsidies, emergency financial relief and the provision of medical devices. In FY21/22, we saw yet another increase in funds distribution, indicating the impact of the COVID-19 pandemic. A total of \$400,845 was disbursed to 86 needy heart patients – a 27% increase in disbursement compared to the previous financial year.

Mr Lai Kok Wah is one of our beneficiaries. With the help of HSF, Mr Lai is now able to monitor his blood pressure closely with a BP monitor and enjoy fully-subsidised cardiac rehabilitation sessions at the HWC, which help with managing his blood pressure, protecting his heart and keeping him out of the hospital.

“I think it (cardiac rehabilitation) has helped me. My friends say that I walk faster these days, and I believe it could be because of the exercises,” he shared.

Heart patients who need financial assistance must approach their hospital medical social workers, who



HSF Beneficiary Mr Lai Kok Wah continues to care for his body and heart through weekly exercise sessions at the Heart Wellness Centre @ Fortune.

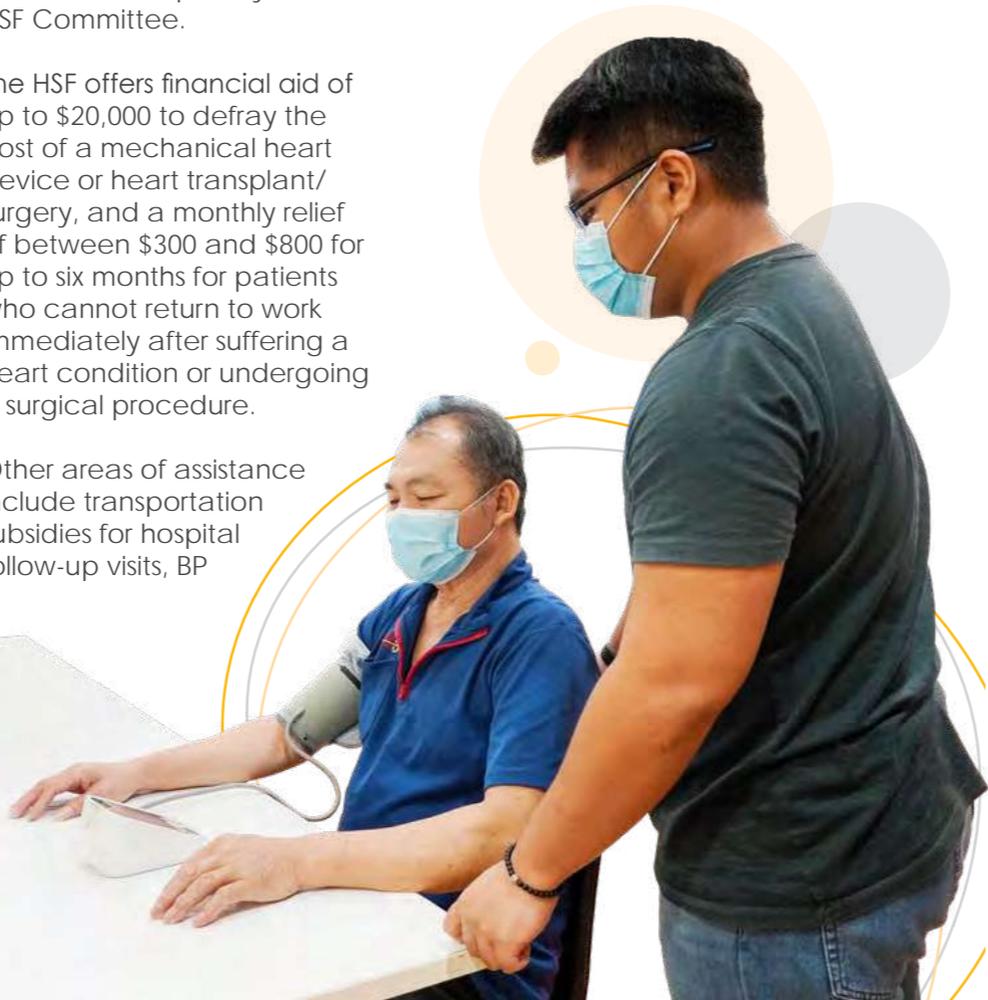
will facilitate the application with the Foundation. The application is then reviewed and decided upon by the HSF Committee.

The HSF 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 of between \$300 and \$800 for up to six months for patients who cannot return to work immediately after suffering a heart condition or undergoing a surgical procedure.

Other areas of assistance include transportation subsidies for hospital follow-up visits, BP

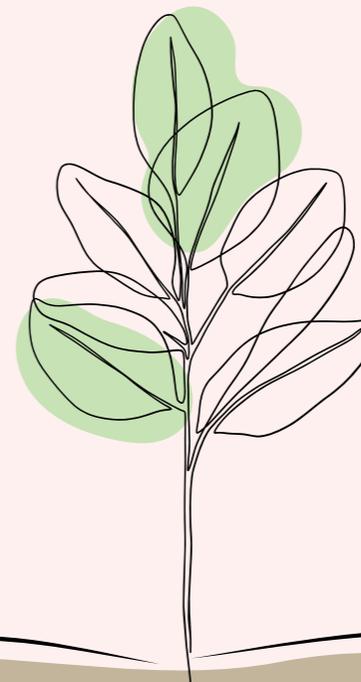
monitors, heart rate monitors, wheelchairs, and other medical devices that empower patients to self-care.

“ I think it (cardiac rehabilitation) has helped me. My friends say that I walk faster these days, and I believe it could be because of the exercises. ”



Fundraising & Volunteering

Public generosity and vital support from volunteers have not only helped SHF to weather the impact of the pandemic but also allowed us to continue serving the heart patients in our community and further our cause.



BLOOMING WITH OUR COMMUNITY

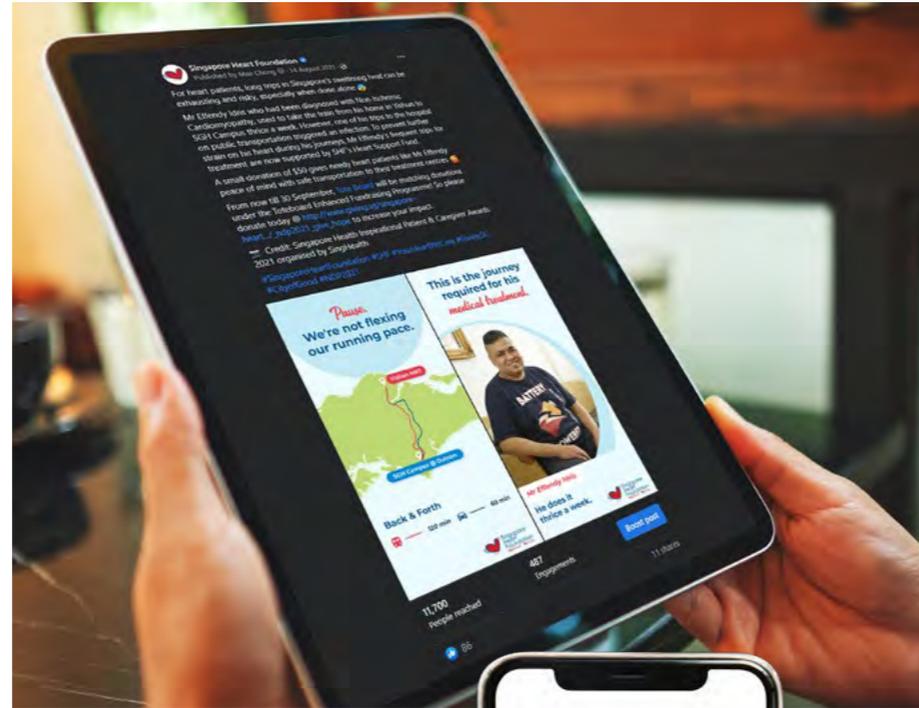
We are grateful to have received more than \$8 million from kind donors in FY21/22. These funds will support needy heart patients and their families through uncertain times and sustain SHF's ongoing rehabilitation and community outreach programmes.

Direct Debit Donor Programme (DDDP)

Under the DDDP, third party fundraiser Salesworks Pte Ltd trading under the brand SupportWorks (formerly known as APPCO Pte Ltd) is engaged to promote SHF programmes at pre-approved venues around Singapore, while encouraging individuals to make small donations on a regular or one-time basis.

As a subscriber to the Ministry of Culture, Community and Youth's Code for Commercial Fund-Raisers, SupportWorks adheres to the standards and practices of the Code, helping to instill confidence in donors when they raise donations on SHF's behalf.

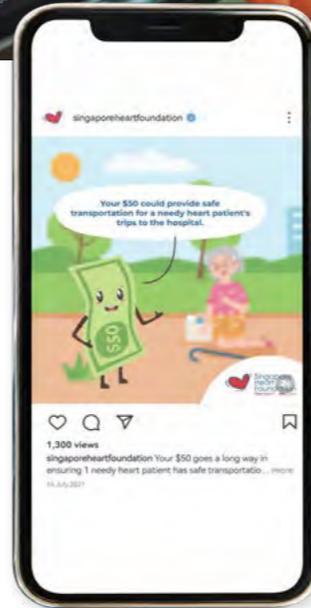
While street collection activities have halted during the pandemic, our Donor Service team continued to keep our donors updated on SHF's work through calls and emails. We express our heartfelt appreciation for our existing donors who have continued to support our work amidst these challenging times. Their steadfast support raised a total of \$4,199,492 through this programme in FY21/22.



Virtual Fundraising

We increased efforts to leverage digital avenues for fundraising, running several Giving.SG campaigns throughout the year. These included the "#NDP2021 GIVE our needy heart patients and their families the gift of HOPE!" campaign, which ran from 25 Jun 2021 to 30 Sep 2021. The campaign inspired potential donors through beneficiary stories, highlighting the impact their donations could make. A total of \$8,950 was raised during this campaign.

2021's Flag Day campaign also went virtual from 7 Apr 2021 to 31 May 2021 and raised a total of \$18,042.



Volunteer-led Fundraising

Singapore Heart Foundation was nominated as local comedian Mr Rishi Budhrani's beneficiary of choice at the virtual show "Comedian's Star Charity", held between 4-9 Aug 2021.

He shared, "I've lost a loved one to heart disease, in an untimely demise. Any form of work that can go into understanding issues of the heart better, and improving knowledge of preventive cure is extremely important to me." The campaign raised a total of \$3,505 for SHF.

In Jan 2022, we witnessed heart attack survivor Mr Mark Powell pay it forward with Project Zeus, a round-island cycling fundraising event for SHF. Together with his friends, the team cycled over 104km on their trip and raised \$4,660.

To Mr Powell, Project Zeus demonstrates that anything is possible, and it also serves as a way to give back to the country, medical system and community that had supported him on his road to recovery.

"I am very fortunate to have received excellent healthcare, but there are many others who may not be able to afford the same level of healthcare. I hope the funds raised will be able to help some of these patients."
- Mr Powell



Charity Cup Golf Tournament 2021

The 20th edition of our annual SHF Charity Cup Golf Tournament returned in full strength. Held at Tanah Merah Country Club on 23 Jul 2021, we were honoured to host Guest of Honour, Emeritus Senior Minister Mr Goh Chok Tong and welcomed 115 donors from corporate and private sectors. We ensured the safety and wellbeing of all golfers, management and staff during the event with a staggered timesheet game and adhered to strict safe-distancing measures.

The tournament raised an estimated \$400,765.19, including additional funds from Tote Board's Enhanced Fundraising Programme.

STRONGER TOGETHER

Partnership with Philips Foundation

On 22 Nov 2021, SHF announced a year-long partnership with Philips Foundation to improve cardiac incident outcomes in Singapore by increasing access to quality heart care. We are honoured to receive a donation of €82,500 (~\$131,000), which funds the operations of the newly-named SHF – Philips Foundation Heart Wellness Centre at Fortune Centre, CPR training for 500 individuals and installation of 20 AEDs in areas with lower AED coverage and/or higher cardiac arrest cases.



(L to R) Ms Ivy Lai, Country Manager, Philips Singapore; Ms Denise Phua, Mayor of Central Singapore District; and Dr Tan Yong Seng, Chairman of Singapore Heart Foundation's Heart Wellness Centres at the unveiling of the Singapore Heart Foundation-Philips Foundation Heart Wellness Centre, one of only three such public community-based cardiac rehabilitation centres in Singapore. (Photo: Philips Singapore)

Partnership with Cortina Watch

SHF is privileged to receive the generous support of Cortina Watch as part of their Golden Jubilee celebration. Together with their partner Chopard, the luxury watch retailer produced 50 Happy Hearts Cortina 50th anniversary timepieces featuring SHF's logo on the caseback. The net proceeds of \$200,000 will be donated to SHF in Aug 2022.



On 7 Mar 2022, SHF Board Members, management and guests also witnessed the launch of the commemorative watch at the 'Happy Sport - Tale of An Icon' exhibition, hosted by Mr Jeremy Lim, CEO of Cortina Watch and Mr Stephan Ritzmann, CEO of Chopard Asia.

HELPING HANDS



"I really love volunteering with SHF. Having volunteered with other organisations, the people here are welcoming and friendly. The tasks given are all easy to manage and understand and have taught me a lot - how to be meticulous during data entry, more about the human heart, etc."

- Ms Bernice Yong

In FY21/22, SHF volunteers contributed about 422.5 volunteering hours, translating to a true economic value of \$4,225.00 (based on a market rate of \$10/hour). Services rendered include administrative and office support duties conducted remotely or in the office.

Regular volunteer Ms Bernice Yong has been with SHF since Feb 2020 and has contributed over 156 hours to date. She has played a key role in assisting our various departments with day-to-day tasks such as letter preparation and preparation of goodie bags. Beyond administrative duties, she has also contributed her knowledge in early childhood education to our Schools Programme department.



Volunteer Engagement

To convey our gratitude for the support and time our volunteers have devoted to SHF, we organised a meaningful Virtual Restart a Heart session on 4 Sep 2021. 15 volunteers participated in the event and picked up the essential lifesaving skills of CPR+AED.

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

Direct Donor Debit Programme Donors Singapore Tote Board

\$50,000 - \$199,999

Boehringer Ingelheim Singapore Pte Ltd The Philips Foundation
Edwards Lifesciences Foundation

\$10,000 - \$49,999

Amgen Biotechnology Singapore Pte Ltd	Hong Leong Foundation
Arie Darma Enterprises (S) Pte Ltd	Lian Soon Construction Pte Ltd
Astrazeneca Singapore Pte Ltd	Malaysia Dairy Industries Pte Ltd
Chew How Teck Foundation	Mandai Link Logistics Pte Ltd
Edwards Lifesciences (Singapore) Pte Ltd	Nestlé Singapore (Pte) Ltd
Federal Oats Mills Sdn Bhd	Novo Nordisk Pharma (Singapore) Pte Ltd
F & N Foods Pte Ltd	Pfizer Private Ltd
Ho Bee Foundation	Sunshine Bakeries

\$5,000 - \$9,999

Acez Instruments (S) Pte Ltd	NTUC Fairprice Foundation Limited
ADDP Architects LLP	Pei Hwa Foundation Limited
Aegis Building & Engineering Pte Ltd	Reachfield Security & Safety Management Pte Ltd
AM Global Pte Ltd	S.K. Rosenbauer Pte Ltd
Bank Of Singapore Limited	Shift Technology Pte Ltd
BDO Tax Advisory Pte Ltd	Singapore Hypertension Society
General Insurance Association Of Singapore	Sompo Insurance Singapore Pte Ltd
Getech Automation Pte Ltd	Symasia Singapore Fund
Mellford Pte Ltd	The Community Foundation of Singapore
Mitsubishi Electric Asia Pte Ltd	Tian Teck Investment Holding Co. Pte Ltd
Network For Electronic Transfers (Singapore) Pte Ltd	Tokio Marine Insurance Singapore Ltd
Ngee Ann Development Pte Ltd	Vifor Pharma Asia Pacific Pte Ltd





Staying Connected While Apart

To keep spirits high throughout the pandemic, we held many staff engagement activities to create opportunities for bonding. These ranged from festive celebrations and simple chit chats over Zoom to photo contests and mental gymnastics over engaging virtual games and quizzes that tested the staff's teamwork, creativity and communication. We also cared for the team's health and well-being by distributing care packs that contained pandemic essentials and vitamins throughout the year.

Building a Cyber Vigilant Workforce

Data privacy and cybersecurity are at the forefront of the minds of organisations, and it is no different for SHF. We weaved these topics into our learning and development plans and signed up all staff for the DBS #CyberWellness Programme which helped refresh staff's knowledge on the good practices to employ against cyber threats at work and home.

Enforcing Data Protection

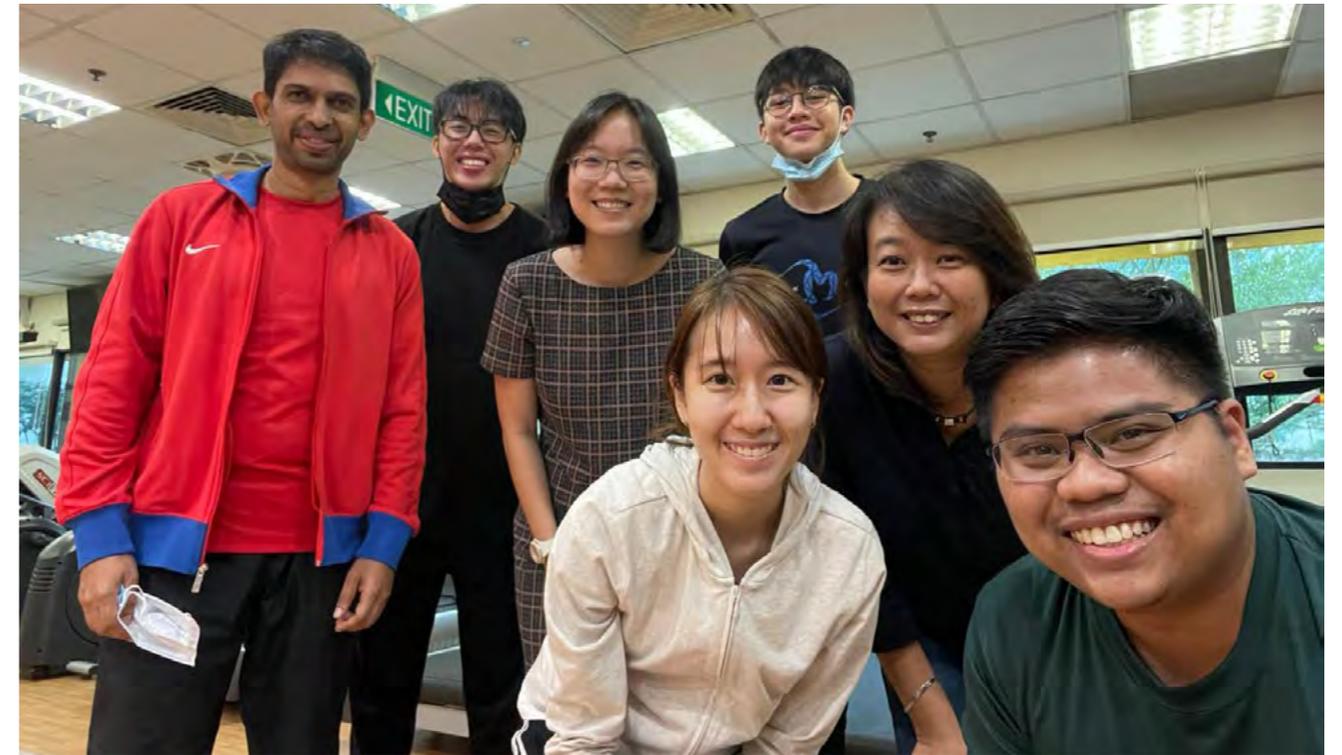
Aside from encouraging cyber hygiene, staff are additionally equipped with basic knowledge on key Personal Data Protection Act (PDPA) terms and obligations. 17 staff members across departments embarked on a PDPA Compliance Project to develop a sustainable data protection management regime in compliance with PDPA's legal and operational requirements. The workshop and complementary advisory sessions with consultants have equipped staff with the necessary knowledge and built competencies to implement appropriate data protection practices within their departments.

Digital Strategy Planning and Implementation

In a move to take better control over our applications, we engaged Deloitte as our consultant for digital strategy planning. Deloitte will identify on-premise applications to be migrated to the cloud for secure remote retrieval of sensitive data and documents and identify enhancement opportunities during cloud migration.

SHF will also identify areas that require implementation of digital initiatives and conduct vulnerability assessment penetration test (VAPT) with the help of our consultant where appropriate. Through Digital Implementation Coaching, SHF is also embarking on the implementation of Singpass Login and MyInfo on our Donor Management Systems.

Across the board, the team has nearly tripled training hours from 835 hours in the previous FY to 2482 hours this year, solidifying continual learning as a fundamental culture of SHF.



Intern and UCL student Li Xin (in white) during her three-week placement at HWC @ Fortune.



Nurturing The Next Generation

SHF's Heart Wellness Centres are uniquely positioned to provide an environment for budding physiotherapists to explore and gain valuable experience in a community-based rehabilitation centre. We welcomed seven interns from the Institute of Technical Education, Republic Polytechnic and UCL in FY21/22 as Intern Therapy Assistants.

Additionally, our Finance department has attained the Accredited Training Organisation (ATO) status granted by the Singapore Accountancy Commission to mentor future Chartered Accountants of Singapore and attract them to pursue a long, rewarding career with SHF. This accreditation represents SHF's continued efforts in our pursuit as a learning organisation and investment in human capital development.

FUTURE PLANS

PROGRAMME ENHANCEMENTS

- Develop a **Sodium Consumer Education programme** in collaboration with Nanyang Technological University to impart nutritional literacy skills and educate students on the impact of sodium consumption. The programme will include a presentation by SHF trainers and a mobile or web game to reinforce knowledge on sodium in everyday setting. The pilot run of this curriculum will begin in four primary schools in 2023.
- Increase accessibility of cardiac rehabilitation with the addition of a **fourth Heart Wellness Centre** in the eastern region of Singapore.

EVENTS

- Revive **physical fundraising events, campaigns, roadshows** and **face-to-face** street collections activities to reconnect with members of the public.
- **National Heart Week/World Heart Day 2022:** 17 - 18 Sep 2022
- **Project Heart 2022:** Mass CPR+AED training
- **National Life Saving Day 2023:** 15 Jan 2023

DIGITAL ENHANCEMENTS

- Following the success of **Hugopoly**, we will be enhancing the online game to equip the general population with necessary heart health knowledge in an entertaining manner.
- Introduce **SHF website in Chinese**. Target to launch in Jul 2022.
- Launch Heart Wellness Management System, a client management system that allows **online booking of cardiac rehabilitation** sessions in the third quarter of 2022. This will increase the productivity of our staff and more time can be spent on patient care.
- Leverage **virtual fundraising activities** on Giving.SG to allow more opportunities for volunteer-led fundraising campaigns.

COLLABORATIONS

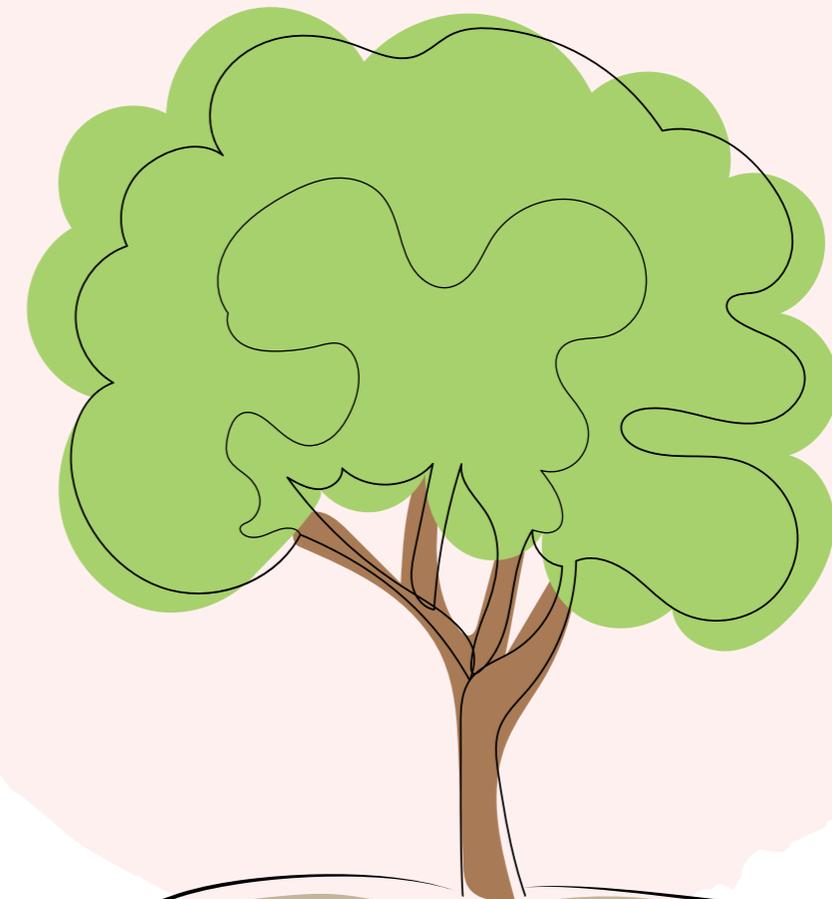
- Develop a White Paper with pharmaceutical company Amgen on **"Secondary Cardiovascular Disease Prevention in Singapore"**.
- Collaborate with pharmaceutical company Pfizer to reinforce awareness of **Atrial Fibrillation** through webinars and digital resources.
- Raise awareness on **heart failure and acute coronary syndrome** with pharmaceutical company AstraZeneca.

RESEARCH

- Conduct a **Knowledge, Attitudes and Practices survey (KAP)** to assess current knowledge of Out-of-Hospital Cardiac Arrest (OHCA) and CPR+AED.

Our Leaders

Steering SHF is an outstanding team of doctors, advocates and professionals who provide their expert advice, mentor and hone the SHF team in pushing the heart health mission forward through the three core pillars.



BOARD OF DIRECTORS



Dr Low Lip Ping
Chairman Emeritus
26 Jul 2008
Cardiologist



Prof Tan Huay Cheem
Chairman
31 Aug 2019
Cardiologist



Dr Tan Yong Seng
Vice Chairman
26 Jul 2008
Cardiothoracic Surgeon



Ms Tan Lee-Chew
Vice Chairman
26 Jul 2008
President Commercial



Dr Bernard Kwok
Member
23 Aug 2014
Cardiologist



Mrs Regina Lee
Member
30 Jul 2011
School Principal



Prof May Oo Lwin
Member
26 Jul 2008
Professor



Dr Mak Koon Hou
Member
31 Aug 2019
Cardiologist



Mr Goh Chiew Seng
Honorary Secretary
31 Aug 2019
Managing Director



Clin A/Prof Jack Tan
Asst Honorary Secretary
18 Sep 2021
Cardiologist



Mr Chong Chou Yuen
Honorary Treasurer
18 Sep 2021
Former Career Accountant



Prof Terrance Chua
Member
31 Aug 2019
Cardiologist



Mr Peter Sim
Member
11 Jul 2009
Advocate & Solicitor



Dr C Sivathanan
Member
30 Jun 2007
Cardiothoracic Surgeon



Asst Prof Yeo Tee Joo
Member
24 Mar 2021
Cardiologist



A/Prof Ching Chi Keong
Member
24 Mar 2021
Cardiologist



Mrs Elsie Foh
Member
23 Sep 2017
Former Career Banker



Dr Goh Ping Ping
Member
24 Jun 2006
Cardiologist



Mdm Koh Teck Siew
Member
24 Jun 2006
CCE Advisor

PATRON

ESM Goh Chok Tong
Patron
7 Sep 2013

HONORARY ADVISORS

Prof Koh Tian Hai
2 Apr 2005

Mr Liak Teng Lit
10 Apr 2004

Mr Lim Soon Hock
31 Mar 2001

A/Prof Lim Yeap Teng
18 Apr 1998

Dr Lily Neo
10 Apr 2004

Mr Tan Kin Lian
29 Mar 1997

Mr Wong Yew Meng
10 Apr 2004

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

COMMITTEE MEMBERS

EXCO/Nomination
Meetings: 4

Chairperson
Prof Tan Huay Cheem
AD: 31 Aug 2019
EXCO since: 30 Jun 2007

Members
Mr Chong Chou Yuen
AD: 18 Sep 2021
Mr Goh Chiew Seng
AD: 23 Aug 2014
EXCO since: 24 Jun 2006
Clin A/Prof Jack Tan
AD: 18 Sep 2021
Ms Tan Lee-Chew
AD: 26 Jul 2008
Dr Tan Yong Seng
AD: 26 Jul 2008
Mrs Elsie Foh
AD: 18 Sep 2021
Prof Terrance Chua
AD: 18 Sep 2021

CORPORATE PARTNERSHIP

Chairperson
Dr Bernard Kwok
AD: 18 Sep 2021

Members
Mdm Koh Teck Siew
AD: 2 Feb 2021
Dr C Sivathasan
AD: 2 Feb 2021

MEMBERSHIP

Meetings: 1

Chairperson
Prof Terrance Chua
AD: 26 Sep 2015

Members
Mr Chong Chou Yuen
AD: 31 Aug 2019
Mr Goh Chiew Seng
AD: 31 Aug 2019

COMMUNITY EDUCATION

Meetings: 2

Chairperson
Prof Tan Huay Cheem
AD: 18 Sep 2021

Vice Chairperson
Dr Tan Yong Seng
AD: 11 Jul 2009

Member
Dr Lin Weiqin
AD: 3 Nov 2021
(inclusive of committee members
for NHW/WHD)

**National Heart Week/
World Heart Day**
Meetings: 2

Chairperson
Mrs Regina Lee
AD: 18 Sep 2021

Members

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
Dr Mak Koon Hou
AD: 26 Sep 2015
Dr Low Lip Ping
AD: 7 Sep 2013
Prof Tan Huay Cheem
AD: 26 Sep 2020
Ms Tan Lee-Chew
AD: 11 Jul 2009
Dr Tan Yong Seng
AD: 23 Sep 2017
Ms Joanne Yap
AD: 26 Sep 2015

Go Red for Women
Meetings: 1

Chairperson
Dr Chan Wan Xian
AD: 18 Sep 2021

Member
Dr Goh Ping Ping
AD: 18 Sep 2021

**Hypertension
Chairperson**
Prof Tan Huay Cheem
AD: 18 Sep 2021

Co-Chairperson
Prof Terrance Chua
AD: 18 Sep 2021

FUNDRAISING

Meetings: 1

Chairperson
Mr Goh Chiew Seng
AD: 1 Apr 2000

Member
Ms Tan Lee-Chew
AD: 26 Jul 2021

Charity Cup
Meetings: 4

Chairperson
Mr Peter Sim
AD: 10 Sep 2016

Co-Chairperson
Dr Low Lip Ping
AD: 23 Aug 2014

Members
Mr Joe Chan
AD: 29 Mar 2003
Mr Chong Chou Yuen
AD: 26 Jul 2008
Mr Goh Chiew Seng
AD: 10 Sep 2016
Dr Bernard Kwok
AD: 1 Sep 2018
Mr Eric Teoh
AD: 29 Mar 2003

HEART WELLNESS CENTRES

Meetings: 1

Chairperson
Dr Tan Yong Seng
AD: 31 Aug 2019

Members

Ms Chan Siok Tian
AD: 24 Jun 2006
Ms Diana Lau
AD: 31 Aug 2019
Mdm Koh Teck Siew
AD: 31 Aug 2019
Adj A/Prof Tan Swee Yaw
AD: 24 Jun 2006
Dr Peter Ting
AD: 30 Jul 2011
A/Prof Raymond Wong
AD: 26 Jul 2008
A/Prof Yeo Tee Joo
AD: 23 Sep 2017
A/Prof Wang Wenru
AD: 29 Jul 2022

Professional & Research

Chairperson
Prof Tai E Shyong
AD: 11 Jul 2009

Co-Chairperson
Clin A/Prof Jack Tan
AD: 18 Sep 2021

Member
Prof Terrance Chua
AD: 28 Jul 2012

**Heart Support Fund
Chairperson**
Dr Goh Ping Ping
AD: 24 Jun 2006

Members
A/Prof Tan Ju Le
AD: 2 Apr 2005
Mr Tan Tian Wui
AD: 12 Mar 2020
Ms Genevieve Wong
AD: 24 Jun 2006
Dr Low Ting Ting
AD: 1 Jun 2022

Dr Loh Seet Yoong
AD: 1 Jun 2022
Ms Terina Tan
AD: 1 Jun 2022

PR & COMMUNICATIONS

Meetings: 1

Chairperson
Prof May Oo Lwin
AD: 18 Sep 2021

Member
Mr Thomas Goh
AD: 25 Jan 2022

Editorial
Meetings: 2

Editor
Mr Patrick Deroose
AD: 31 Mar 2001

Members
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

HEART SAFE

Chairperson
A/Prof Lim Swee Han
AD: 23 Sep 2017

Co-Chairperson
A/Prof Ching Chi Keong
AD: 18 Sep 2021

FINANCE & INVESTMENT

Meetings: 3

Chairperson
Mr Chong Chou Yuen
AD: 18 Sep 2021

Members
Prof Terrance Chua
AD: 26 Sep 2015
Mrs Elsie Foh
AD: 23 Sep 2017
Ms Alicia Foo
AD: 23 Aug 2014
Prof Tan Huay Cheem
AD: 31 Aug 2019
Ms Tan Lee-Chew
AD: 28 Jul 2012

GOVERNANCE & AUDIT

Meetings: 3

Chairperson
Mrs Elsie Foh
AD: 18 Sep 2021

Members
Prof Terrance Chua
AD: 11 Jul 2009 till 31 Aug 2019
Mr Chong Chou Yuen
AD: 18 Sep 2021
Prof Tan Huay Cheem
AD: 31 Aug 2019
Mr Richard Tan
AD: 26 Sep 2015

SCHOOLS PROGRAMME

Meetings: 1

Chairperson
Mrs Regina Lee
AD: 30 Jul 2011

Members

Dr Chee Tek Siong
AD: 11 Jul 2009
Mr Goh Chiew Seng
AD: 24 Jun 2006
Mdm Koh Teck Siew
AD: 11 Jul 2009
Dr Mak Koon Hou
AD: 26 Sep 2015
Prof Tan Huay Cheem
AD: 11 Jul 2009
Dr Tan Yong Seng
AD: 11 Jul 2009
Prof May Oo Lwin
AD: 11 Jul 2009
Mrs Jaswant Sorya
AD: 11 Jul 2009

HUMAN RESOURCE

Meetings: 2

Chairperson
Mr Goh Chiew Seng
AD: 31 Aug 2019

Members
Mr Chong Chou Yuen
AD: 29 Nov 2021
Mrs Elsie Foh
AD: 24 Jun 2021
Ms Alicia Foo
AD: 31 Aug 2019
Mdm Koh Teck Siew
AD: 26 Jul 2008
Mr Kenneth Low
AD: 20 Oct 2021
Mr Peter Sim
AD: 7 Sep 2013
Clin A/ Prof Jack Tan
AD: 20 Oct 2021
Ms Joanne Yap
AD: 26 Jun 2020
Mr Chia Song Leng
AD: 29 Dec 2021

SHF LEADERSHIP



Vernon Kang
CEO
1 Jun 2009



Teng Chiun How
Senior Director,
Corporate Services
& Heart Safe
15 Jul 2022



Jeslin Sin
Director,
Programmes
1 Jul 2012



Desmond San
Senior Assistant Director,
Finance
15 Jul 2022



Jacqueline Leong
Assistant Director,
Heart Wellness Centre
15 Jul 2022



Chan Pui Yee
Assistant Principal
Physiotherapist
3 Aug 2020



Chng Kheng Leng
Senior Manager,
PR & Communications
2 Jan 2020



Lim Kiat
Senior Manager,
Programmes
15 Jul 2022



Damon Goh
Manager,
Partnership
Development
3 May 2021



Lee Choy Fong
Manager,
HR & Admin
13 Aug 2021

STATEMENT OF FINANCIAL ACTIVITIES

	1 APRIL 2021- 31 MARCH 2022	%	1 APRIL 2020- 31 MARCH 2021	%
INCOME				
Fundraising activities	8,786,025	86	9,779,957	81
Charitable activities	1,208,740	12	1,003,453	8
Governance and operating activities	134,589	1	1,213,310	10
Other income	69,249	1	112,428	1
Total	10,198,603	100	12,109,148	100
EXPENDITURE				
Fundraising activities	1,202,371	14	1,625,354	20
Charitable activities	6,001,598	72	4,634,059	56
Governance & Operating costs	1,177,191	14	1,982,598	24
Total	8,381,160	100	8,242,011	100
Net surplus before investment	1,817,443		3,867,137	
Investment income	1,311,121		971,012	
Fair value (losses)/gain on financial instruments at FVTPL	(477,721)		3,294,111	
(Loss)/gain on disposal of investment	(125,788)		151,924	
Net surplus for the year	2,525,055		8,284,184	
Fundraising Efficiency (Fundraising Expenses/Fundraising Income)	14%		17%	

SHF's Fundraising Efficiency of 14% (Current year) and 17% (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	3	2
\$100,001 to \$200,000	1	2

STATEMENT OF FINANCIAL POSITION

	31 MARCH 2022	%	31 MARCH 2022	%
ASSETS				
Property, plant & equipment	4,758,197	8	4,864,314	8
Investments	38,953,844	62	30,873,199	51
Right-of-use assets	588,276	1	777,926	1
Inventories	93,262	-	128,831	-
Trade and other receivables	930,032	2	456,839	1
Other assets	261,878	-	565,351	1
Term deposits	12,866,793	20	19,698,507	32
Cash and bank balances	4,435,612	7	3,378,002	6
TOTAL ASSETS	62,887,894	100	60,742,969	100
FUNDS AND LIABILITIES				
Unrestricted Funds				
General fund	45,604,650	72	42,755,927	70
Infrastructure development fund	15,000,000	24	15,000,000	25
Restricted Funds				
Asia-Pacific Heart Network Fund	10,543	-	10,543	-
Care & Share Matching Grant	(136,111)	-	195,469	-
Edwards Lifesciences Foundation	111,014	-	107,394	-
Heart Wellness Centre	15,015	-	25,026	-
AEDS In Bukit Gombak	21,099	-	21,099	-
Pfizer Education And Research Fund	9,303	-	20,000	-
Philips Foundation	25,000	-	-	-
TOTAL FUNDS	60,660,513		58,135,458	
TOTAL LIABILITIES	2,227,381	4	2,607,511	5
TOTAL FUNDS AND LIABILITIES	62,887,894	100	60,742,969	100

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

RESERVES POLICY

The Singapore Heart Foundation's (SHF) Reserves Policy governs the management of reserves. Our reserves are defined as a sum of unrestricted funds set aside for unexpected events, including loss of income and large unforeseen/budgeted expenses. They are surpluses accumulated from each financial year and are funds that are available to meet operational requirements. They, therefore, exclude endowment, restricted and designated funds.

The Investment Committee provides strategic direction for the long-term financial goals, assets to be invested and monitors the management of reserves closely. The Investment Committee reports to the SHF Board of Directors. The SHF Board of Directors endeavours to ensure that: reserves are adequate to sustain the operation of SHF for at least three years; that SHF has sufficient resources to handle unexpected events; and that all SHF programmes and initiatives are sustainable.

The primary objective of the SHF's Reserves Policy is to maintain strong and healthy fund ratios that will support its business activities, day-to-day operations and initiatives whether in progress or potential that aligns with the vision and mission of SHF.

In line with the Ministry of Health's focus on preventive health and strategic priorities promulgated by the National Council of Social Services (NCSS), SHF has plans to engage an external consultant to facilitate SHF's strategic planning process in the later part of 2022 so that a high-level plan and initiatives could be implemented for the next three years and beyond. This will include further expansion and development of initiatives and programmes for our beneficiaries. We also intend to develop the 4th Cardiac Rehabilitation Centre in the eastern part of Singapore when a suitable location could be identified.

In the past two years, we had to stop all street fundraising and flag days due to safe management measures. We worked hard and were able to retain a majority of the individual regular donors. There were cancellations, but fewer than expected throughout the COVID-19 pandemic. Our Fundraising team engaged donors through digital means regularly. It included emails, outreach through social media and virtual events. We also worked with several corporate donors who continued to support SHF's work generously.

We contained our expenses prudently through careful planning and organising. The cost of hosting events virtually were significantly lower than an on-site event. We also tapped on grants to support some developmental work, e.g. PDPA compliance, Cyber Security, Digital Strategy Planning, IT infrastructure and software upgrades. Every bit helps to contribute back to the surplus saved. We will continue to stay prudent but will cater to the needs of our beneficiaries more aggressively as we move out of the pandemic situation and in line with our strategic plans developed.

Overall and as a result, the growth of reserves has slowed in the last two years.

SHF regularly reviews and manages its reserves to ensure optimal fund structure, taking into consideration its future requirements, fund efficiency, projected income and operating cash flow. In line with the growth of the organisation, we have set aside \$15 million as infrastructure fund to cater for space needed in the near future. SHF is not subjected to any externally imposed fund requirements other than those specified as restricted.

It is planned that SHF reviews its Reserves Policy regularly and the next review will be performed in the later part of 2022.

	CURRENT YEAR	PREVIOUS YEAR
(A) Unrestricted General Funds (Reserves)	44,895,926	41,518,140
(B) Annual Operating Expenditure	7,944,224	7,827,745
Ratio of Reserves (exclude investments accumulated unrealised fair value gain or loss)	5.65 : 1	5.30:1
[Formula of Reserves ratio = (A) Total Unrestricted General fund / (B) Annual operating expenditure]		

ENVIRONMENTAL AND SOCIAL IMPACT

As SHF grows, we are mindful of climate change and how environmental factors may impact our staff, volunteers, beneficiaries, donors, and other stakeholders. Our climate crisis is a health crisis. We believe that protecting the environment helps to mitigate future social and environmental impacts on health, such as nutrition, disease outbreaks and the subsequent burden it will bear on our healthcare system.

SHF supports the lowering of carbon footprint in our daily activities. From programmes and events registration to donations, we have digitised and reduced our reliance on paper. Physical confidential documents are also recycled after destruction. Resources for some programmes are operated using shared resources where the equipment is used repeatedly. For example, we have loaned out AEDs under the AED-on-Loan programme on 46 occasions in support of heart-safer events. The BP monitors under the BP Initiative @ Schools programme have also reached 105,000 students and 199,000 family members since the launch.

As a social service agency, we care deeply for our community and staff. Our three cardiac rehabilitation centres provide easy access to quality and affordable rehabilitation for 2,655 patients recovering in the community.

The Heart Support Fund aided 86 individuals with the disbursement of \$400,845, helping to defray treatment costs and providing emergency relief for heart patients who require additional financial assistance. To improve response to cardiac emergencies, we trained and certified 2,271 participants in CPR+AED skills and continue to make training affordable and accessible to anyone in the community.

Our staff's health and safety are top of mind, especially during the COVID-19 pandemic. To keep our workplace safe for staff and cardiac clients, we encourage medically eligible staff to vaccinate in line with government advisories. Half-day unrecorded leave is extended to staff to facilitate their vaccination appointments. SHF is also aware of possible distress from the pandemic, and the leadership team remains open to communication with staff who may need support. We have avail professional medical services under our health insurance. We have also included flexible work arrangements that facilitate a happier and healthier workforce.

SHF conducts our activities and operations in a responsible manner and in compliance with the Code of Governance, the Constitution and relevant rules and regulations, including the Societies Act 1966 and the Charities Act 1994.

CORPORATE GOVERNANCE

The Singapore Heart Foundation (SHF) has been established since 14 Jan 1970. Its Constitution meets the requirements of the Societies Act. It is a charity registered under the Charities Act 1994 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 2021 and 31 Mar 2022 may be viewed on pages 53 - 56 of this Annual Report and via the Charity Portal at www.charities.gov.sg.

Dr Low Lip Ping 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 51st Board of Directors consists of 12 elected members and 6 co-opted members. Of which, 10 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
Mr Chong Chou Yuen	Elected	14	<ul style="list-style-type: none"> Member, 30 Jun 2007 Honorary Treasurer, 26 Jul 2008 Member, 30 Jul 2010 Honorary Treasurer, 7 Sep 2013 Member, 23 Sep 2017 	-
Prof Terrance Chua	Elected	26	<ul style="list-style-type: none"> Member, 1 Apr 1995 Honorary Secretary, 27 Mar 1999 Member, 29 Mar 2003 Vice Chairman, 30 Jun 2007 Chairman, 26 Jul 2008 	Yes
Mrs Elsie Foh	Elected	8	<ul style="list-style-type: none"> Member, 7 Sep 2013 Honorary Treasurer, 23 Sep 2017 	-
Mr Goh Chiew Seng	Elected	21	<ul style="list-style-type: none"> Member, 1 Apr 2000 Honorary Secretary, 29 Mar 2003 Assistant Honorary Secretary, 24 Jun 2006 	-

NAME	MEMBER STATUS	YEARS IN SHF	PAST BOARD APPOINTMENTS	MEMBER OF SINGAPORE CARDIAC SOCIETY
Dr Goh Ping Ping	Elected	15	-	-
Mdm Koh Teck Siew	Elected	15	-	-
Dr Mak Koon Hou	Elected	12	<ul style="list-style-type: none"> Member, 31 Jul 2010 Assistant Honorary Secretary, 31 Aug 2019 	-
Mr Peter Sim	Elected	12	-	-
Prof Tan Huay Cheem	Elected	15	<ul style="list-style-type: none"> Member, 24 Jun 2006 Honorary Secretary, 30 Jun 2007 	Yes
Clin A/Prof Jack Tan	Elected	4	<ul style="list-style-type: none"> Member, 23 Sep 2017 	Yes
Ms Tan Lee-Chew	Elected	15	<ul style="list-style-type: none"> Member, 24 Jun 2006 	-
Dr Tan Yong Seng	Elected	20	<ul style="list-style-type: none"> Member, 31 Mar 2001 Honorary Secretary, 24 Jun 2006 Member, 30 Jun 2007 	-
Associate Prof Ching Chi Keong	Co-opted	1	-	Yes
Dr Bernard Kwok	Co-opted	7	-	Yes
Mrs Regina Lee	Co-opted	10	-	-
Prof May Oo Lwin	Co-opted	13	-	-
Dr C Sivathanan	Co-opted	26	<ul style="list-style-type: none"> Member, 1 Apr 1995 Vice Chairman, 6 Apr 1996 	Yes
Asst Prof Yeo Tee Joo	Co-opted	1	-	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, and 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
Associate Prof Ching Chi Keong	1	3
Mr Chong Chou Yuen	1	4
Prof Terrance Chua	1	3
Mrs Elsie Foh	1	4
Mr Goh Chiew Seng	1	4
Dr Goh Ping Ping	1	4
Mdm Koh Teck Siew	1	4
Dr Bernard Kwok	1	3
Mrs Regina Lee	1	4
Prof May Oo Lwin	1	4
Dr Mak Koon Hou	1	3
Mr Peter Sim	1	3
Dr C Sivathanan	1	4
Prof Tan Huay Cheem	1	4
Clinical Associate Prof Jack Tan	1	2
Ms Tan Lee Chew	1	4
Dr Tan Yong Seng	1	3
Assistant Prof Yeo Tee Joo	1	4

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 a priority. 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 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. A strategic planning session is planned in 2022 to review and calibrate the plans moving forward, and to align SHF with the latest changes in the health and social services sectors.

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 a vested interest in organisations that SHF has dealings with. They are expected to declare such interests as soon as possible, recuse themselves from the decision-making process and not vote in matters where they are conflicted.

SUB-COMMITTEES

HUMAN RESOURCES

The Human Resource Committee exercises policy oversight of human resource matters in SHF and ensures 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. They also review SHF's financial and procurement policies, procedures, processes, key programmes and events to ensure adequate resources for various SHF activities, and that such resources are managed effectively and efficiently. There are also processes to ensure that SHF complies with all applicable laws, rules and regulations. The Finance Committee reviews and approves SHF's quarterly financial performance and the annual budget for operating & capital expenditure and recommends for the Board's approval. The committee ensures that SHF complies with the requirements in the Financial Reporting Standards, 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's (GAC) primary responsibility is to assist the Board in fulfilling its oversight and fiduciary responsibilities and act in the best 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 FY21/22, the internal auditors focused on material internal controls, including cash and investment management, human resource management and payroll processing. The internal audit summary of findings noted 1 high, 8 medium and 3 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 FY21/22, SHF's major risks were identified in the areas of strategy, operations,

finance and compliance, each posed as a 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. More emphasis has been placed on the areas of PDPA compliance and Cyber Security in the past two years.

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 FY21/22, no whistle-blowing feedback was reported.

The Board delegates day-to-day management of SHF to the management team led by the CEO.

The Investment Committee manages SHF's funds with care, skill, prudence and diligence, and for the best 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 investments.

FUNDRAISING PRACTICES

SHF has put 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 does 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 for public access.

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

The Human Resources 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. All personal data is kept strictly private and confidential. The SHF's Data Privacy Notice is published on the website.

GOVERNANCE EVALUATION CHECKLIST

For large IPCs for the period of 1 April 2021 to 31 March 2022

S/NO	DESCRIPTION	CODE ID	RESPONSE
Board Governance			
1	Induction and orientation are provided to incoming board members upon joining the Board.	1.1.2	Complied
Are there Board members holding staff¹ appointments? (Skip items 2 and 3 if "No")			No
2	Staff ¹ 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.	1.1.7	Complied
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.			
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied
6	The Board conducts self-evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
Is there any governing board member who has served for more than 10 consecutive years? (Skip item 7 if "No")			Yes
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1. 1.13	Complied
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied
Conflict of Interest			
9	There are documented procedures for governing board members and staff ¹ 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
Strategic Planning			
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
Human Resource and Volunteer² Management			
13	The Board approves documented human resource policies for staff ¹ .	5.1	Complied
14	There is a documented Code of Conduct for governing board members, staff ¹ and volunteers ² (where applicable) which is approved by the Board.	5.3	Complied
15	There are processes for regular supervision, appraisal and professional development of staff ¹ .	5.5	Complied
Are there volunteers² serving in the charity? (Skip item 16 if "No")			Yes
16	There are volunteer management policies in place for volunteers ² .	5.7	Complied
Financial Management and Internal Controls			
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
Does the charity invest its reserves, including fixed deposits? (Skip item 22 if "No")			Yes
22	The charity has a documented investment policy approved by the Board.	6.4.3	Complied

S/NO	DESCRIPTION	CODE ID	RESPONSE
Fundraising Practices			
Did the charity receive donations (solicited or unsolicited) during the year? (Skip item 23 if "No")			Yes
23	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
Did the charity receive donations in kind during the financial year? (Skip item 24 if "No")			Yes
24	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
Disclosure and Transparency			
25	The charity discloses in its annual report: a) the number of Board meetings in the financial year; and b) the attendance of every governing board member at those meetings.	8.2	Complied
Are governing board members remunerated for their service to the Board? (Skip items 26 and 27 if "No")			No
26	No governing board member is involved in setting his own remuneration.	2.2	
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	
Does the charity employ paid staff¹? (Skip items 28, 29 and 30 if "No")			Yes
28	No staff ¹ 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 ¹ , 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 ¹ receives more than \$100,000 each in annual remuneration.			

S/NO	DESCRIPTION	CODE ID	RESPONSE
30	<p>The charity discloses the number of paid staff¹ who satisfies all of the following criteria:</p> <p>a) the staff is a close member of the family³ belonging to the Executive Head⁴ or a governing board member of the charity;</p> <p>b) the staff has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p>OR The charity discloses that there is no paid staff¹, being a close member of the family³ belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p>	8.5	Complied
Public Image			
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

¹**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.

²**Volunteer:** A person who willingly serves the charity without expectation of any remuneration.

³**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.

⁴**Executive Head:** The most senior staff member in charge of the charity's staff.

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