

# STRENGTHENING HEARTS

ANNUAL REPORT  
2022/23



# Contents

- 03 Chairman's Message
- 04 Numbers at a Glance
- 05 Achievements



- 25 Looking Ahead
- 25 Our Leaders
- 28 Financial Activities
- 30 Corporate Governance

## 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

## A CONVERSATION WITH PROFESSOR TAN HUAY CHEEM

Chairman, Board of Directors  
Singapore Heart Foundation



### Reflecting on the past year, how has SHF kept up momentum to strengthen hearts?

The Singapore Heart Foundation (SHF) continues making remarkable progress year by year.

I am overjoyed that SHF earned the Charity Transparency Award 2022, a prestigious recognition from the Charity Council, and a testament to our integrity that serves as an assurance to our stakeholders, partners, donors and the public, who place their trust and support in us.

Of late, the public has become increasingly wary of the rampant scams and digital breaches in our community. Thus, the team have worked to gradually implement measures to safeguard all funds and personal data managed by the Foundation. An even more secure donation and registration system, with the option of logging in with Singpass and MyInfo, will facilitate secure donations and help us verify the identity of registrants, granting everyone a peace of mind.

This is one of the ways we have used technology to strengthen the way we create impact and reach. We also leverage on the digital tools to shape our approach and delivery of heart health education. In Jul 2022,

we launched our Chinese website to deliver valuable cardiovascular disease (CVD) prevention information to a significant proportion of our seniors who are Mandarin-speakers, and are vulnerable to CVD.

We continue to keep the senior population in our purview and National Heart Week/World Heart Day 2022 (NHW/ WHD) was an opportune time for SHF to exercise tradition with modern sensibilities. NHW/WHD 2022 returned in person in our heartlands to educate the seniors on high blood cholesterol offline, while our collaboration with e-commerce giant Shopee reached the younger generation online. SHF's award-winning online game Captain Hugo, previously known as Hugopoly, made an appearance on Shopee Go and saw a ground-breaking 1.35 million plays in just two weeks.

The resurgence of physical events has encouraged the return of our flagship CPR+AED mass event, Project Heart and National Life Saving Day, smaller gatherings for the Healthy Heart Support Group to nurture peer support, and new experiments to instil resuscitation knowledge in primary school students and help cardiac arrest survivors find their tribe.

To great relief, the endemicity of COVID-19 has also enabled our Heart Wellness Centres (HWC) to accommodate more clients who need to maintain their health. In addition, more than 400 beneficiaries received financial aid from the Heart Support Fund – a four-fold increase from the previous financial year.

These are just a few examples of how SHF continues to serve the community. We can look forward to more progressive works underway to strengthen hearts.

### What are some pressing cardiovascular health issues the nation face?

The rollout of the Healthier SG strategy this year will form a new bedrock in our healthcare system, prompting early intervention and providing care to those with existing needs. SHF will buoy the implementation of the Healthier SG strategy by strengthening our capabilities and partnering with like-minded organisations to effectively address the evolving healthcare challenges in our society.

We are witnessing the three highs – high blood cholesterol, high blood pressure and high blood sugar – securing their roots in our population and perpetuating the risk of CVD.

SHF is ahead of the curve and tackling a fourth high that contributes to our risk of CVD – high levels of stress. The body and mind work in tandem and the tipping stress levels in our country are putting pressure on our hearts. Resolutely, SHF has woven stress management tips for struggling individuals and caregivers into *heartline*, SHF's website and social media and addressed the emotional support needed for community first responders at National Life Saving Day 2023.

The rising number of deaths from CVD not only signifies ailing cardiovascular health, but also forebodes a possible surge in demand for cardiac rehabilitation. In just one year, we have welcomed over 200 new HWC clients. In grim anticipation, SHF has plans for the addition

of another HWC in the east of Singapore to better serve the community. We are also gearing up to launch a digital booking system for HWC clients to conveniently book their exercise sessions.

### What are the other areas that SHF will focus resources on?

There is still work to be done to improve resuscitation efforts. Outreach to train more organisations in CPR+AED has proven well, and in the past year we trained 23 more organisations, a 40% increase from the year before. We will continue to impart lifesaving skills to organisations and target groups such as foreign workers and caregivers.

Increasing public accessibility to AEDs in private estates is also high on the agenda. Apart from more private estate owners and establishments coming forth to install and register their AEDs, we have also seen an uptick in AED loans from the public. These are encouraging news that show a concerted effort to improve the safety of our spaces and events, and we will channel work into advancing these initiatives.



A big thank you goes to our generous donors and partners, without whose support we would not have been able to continue growing our impact, as well as to our dedicated staff and volunteers who have excelled in implementing the initiatives.

# Our Impact



**1,339,390**

individuals engaged in our public education efforts

**11,073**

primary school students learned the importance of healthy blood pressure



**2,862**

cardiac clients guided to better heart health

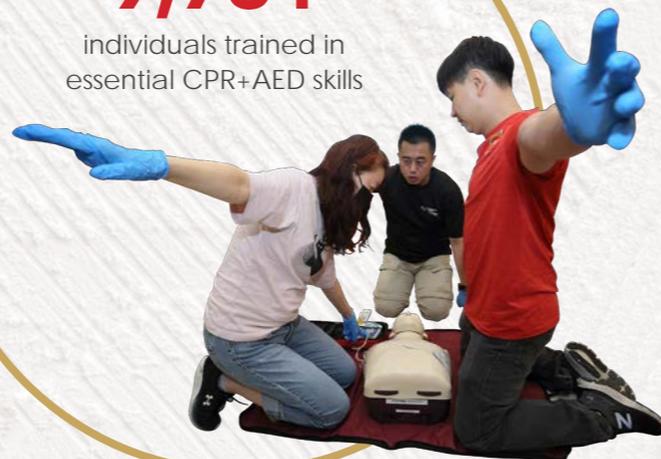
**405**

individuals and their families supported by the Heart Support Fund



**9,731**

individuals trained in essential CPR+AED skills



**11,420**

publicly accessible AEDs mapped on the myResponder app

**1,331**

hours dedicated by volunteers to support our work

**28,770**

volunteered as first responders on the myResponder app

More than  
**\$7,000,000**  
in funds raised

**2,439**

hours invested in staff training and upskilling



# Achievements

SHF was awarded the 2022 Charity Transparency Award from the Charity Council on 9 Nov 2022. The award recognises charities' continual efforts in achieving excellence in disclosure practices and adoption of the highest standard of transparency as recommended by the Charity Transparency Framework. SHF was one of 85 charities that were lauded.

This recognition is an assurance to SHF's stakeholders that they have rightly placed their trust in an organisation that uses its resources responsibly. SHF is motivated to continually uphold good transparency and disclosure practices.



**SHF endeavours to continue its governance efforts to drive a high standard of transparency and disclosure practices in all its work. This recognition would not have been possible without the support of our Board of Directors, sponsors, donors and volunteers.**

*- Mr Vernon Kang,  
Chief Executive Officer,  
Singapore Heart Foundation*

# Event Highlights



## NATIONAL HEART WEEK/ WORLD HEART DAY 2022

Our annual signature event National Heart Week/ World Heart Day (NHW/WHD) returned in person with a bang at Our Tampines Hub on 17 and 18 Sep 2022. The two-day community roadshow activated public action to reduce blood cholesterol. High blood cholesterol is a major risk factor for cardiovascular disease, and is becoming prevalent in Singapore.

Guest of Honour Dr Janil Puthucheary, Senior Minister of State for Health and Communications and Information, launched the event that was packed with heart-pumping exercises, health talks, workshops, educational booths and lifesaving training.



## SHOPEE SUPERMARKET COLLABORATION

As part of NHW/WHD, SHF collaborated with Shopee Supermarket on a month-long campaign called “Care for Your Heart” to promote and make healthy eating convenient and accessible to consumers. The initiative, which ran from 17 Sep to 12 Oct, provided consumers with a curated list of cholesterol-friendly foods to buy on Shopee Supermarket.

## THE RETURN OF CAPTAIN HUGO

Award-winning online game Hugopoly returned with a new name, bigger prizes and a refreshed focus, in sync with the theme of NHW/WHD 2022. Known now as Captain Hugo, players take on special challenges and boosters, earning points while increasing their knowledge of heart health.

Captain Hugo had also made an appearance on the Shopee Go platform from 29 Sep to 12 Oct 2022 in our bid to amplify our efforts in heart health education. Similar to the original game, players could collect points to redeem Shopee-exclusive rewards.



The game attracted 26,000 daily unique players and 1.35 million plays during this period.

## GO RED FOR WHD

A whopping 24 iconic landmarks in Singapore illuminated the night sky in a symbolic red in support of NHW/WHD on 29 Sep 2022. This time, eight new buildings joined the movement. They included Science Centre Singapore, Junction 8, Our Tampines Hub, Wisma Atria, Temasek Polytechnic, Singapore Institute of Technology, South Beach and 5 Science Park Drive. The public were also encouraged to spot the lightup and post their photos for our social media photo contest.





## PLEDGE YOUR HEART WALK 2022 VIRTUAL

Pledge Your Heart Walk (PYHW) 2022 returned virtually from 4 to 26 Jun 2022, in a bid to get women and their families to take active steps towards a heart-healthy lifestyle.

Participants were encouraged to complete a 5km walk, which they could clock at their own pace and preferred location. Guest of Honour Ms Low Yen Ling, Minister of State, Ministry of Culture, Community and Youth & Ministry of Trade and Industry, Chairperson of Mayors' Committee & Mayor, South West District launched the event on her social media and led by example with her walk at Bukit Gombak Park.

A diverse range of offline and online activities were included in the PYHW activities. These included a virtual talk on the connection between exercise and mental health, Oxigeno® and Zumba classes to get the heart pumping, a music-led movement session to heal the heart and mind and a virtual cooking show with celebrity chef Teo Yeow Siang.

A Walk in Red contest was also held to rally more people to spread the word about the walk and share their walk with us.



## GO RED FOR WOMEN

As part of Go Red for Women (GRFW) 2022, we kicked off celebratory events with Mummy's Heartbeat 2022 on 7-8 and 13-14 May 2022. With the support of the Women's Integration Network Council and five Women's Executive Committees, we organised exercise sessions, cooking demonstrations and talks on Down with Hypertension at various community clubs. Complimentary CPR+AED certification courses were also offered to mother-child pairs at Junction 8 on 7 May 2022, as part of our partnership with Philips Foundation.



## EDWARD LIFESCIENCES FUNDRAISING 2023

Edwards Lifesciences Singapore supported the GRFW campaign for the 11<sup>th</sup> year running from 6 to 10 Feb 2023, with an internal fundraising event where they raised a total of \$13,021.25 for SHF. An educational booth was also set up to share the heart health message with their employees.

## NATIONAL WEAR RED DAY 2023

SHF celebrated Wear Red Day on 3 Feb 2023, gathering staff and Heart Wellness Centre clients for a series of heart health activities. GRFW committee Chairperson Dr Chan Wan Xian and committee member Dr Goh Ping Ping presented on the risks of high blood pressure and ways to manage it. The session concluded with a heart pledge and chair exercise session.



## MAY BLOOD PRESSURE MEASUREMENT MONTH 2022

High blood pressure took the spotlight from 1 May to 31 Aug 2022. Joining in the celebration of May Blood Pressure (BP) Measurement Month (MMM), SHF organised several health talks and rallied the online community to participate in the #TheBigSqueeze social media contest. Helping us spread the word were notable online personalities who measured their BP and shared what to do if the readings went above the normal range. Participants of #TheBigSqueeze had a chance to win shopping vouchers if they uploaded a photo of themselves with a BP monitor and shared how they maintain a healthy BP.

A "Down with Hypertension" community health talk was also organised as part of the MMM line-up, imparting nutrition knowledge to curb rising BP levels and BP measurement know-how. In addition, a BP monitor was distributed to participants to help them keep a close watch on their BP at home.



Scan this QR code for best tips on how to measure your blood pressure:



## PROJECT HEART 2022

Project Heart 2022 made an exciting return at the Asia-Pacific Heart Rhythm Society 2022 as an in-person event format for the first time in two years since the COVID-19 pandemic.

Encouraging recall of lifesaving fundamentals through its theme "DRSABC: Lifesaving Begins With Me", Project Heart welcomed close to 100 participants at Suntec Singapore Convention & Exhibition Centre on 20 Nov 2022.

For more than half of the attendees, the event marked the first time they learned CPR+AED skills. Overwhelmingly, the main reason cited for signing up was to learn how to save a life. Project Heart attendees were profuse with their compliments for the event and the Foundation.

"Keep the sessions going! Hope to see more people learn such skills."  
- Daniel Lim

Their heartfelt feedback spurs us on in our efforts to empower Singaporeans with confidence and skills to save a life.



Good and well organised course with trainers and instructors from Singapore Heart Foundation.

- Chiam Choon Meng

## NATIONAL LIFE SAVING DAY 2023

Over 200 CPR+AED instructors attended National Life Saving Day 2023 on 15 Jan 2023 at Singhealth Academia.

Ms Sun Xueling, Minister of State for Ministry of Home Affairs and Ministry of Social and Family Development was Guest of Honour at the symposium.

In line with the theme, "Mind over Matter: Responding with Resilience", focus was placed on how lifesaving instructors can build mental health resilience among community first responders.

Guest speakers covered a range of topics on the subject, including how to lower barriers to helping a stranger during emergencies, responding in a trauma-informed way and identifying the role of psychological first aid after a crisis or emergency.

# Prevention



## EMPOWERING THE PUBLIC WITH HEART HEALTH KNOWLEDGE

Heart health poster exhibitions made their rounds throughout the year at several community spaces, tertiary institutions and offices of our corporate partners to draw attention to vital heart health information and equip individuals with the knowledge that their health comes first. We also conducted quizzes while on the ground to measure how well our audience retained what they had learned.

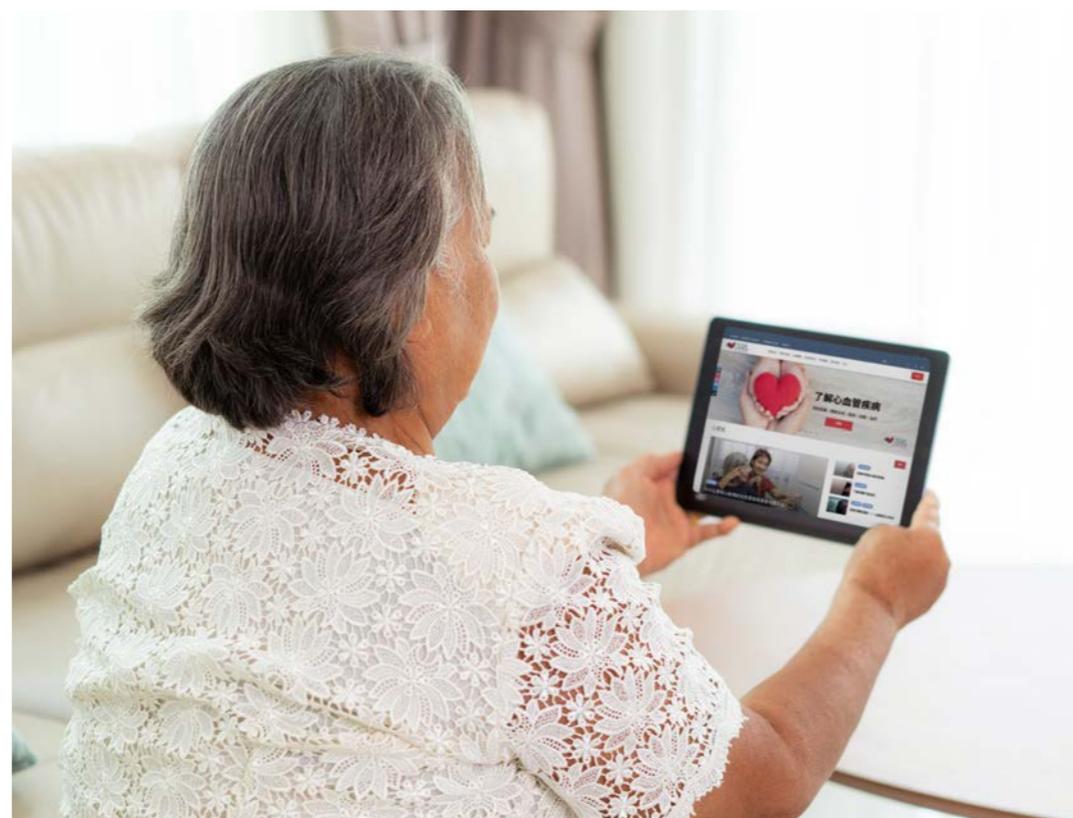
### IMPROVING HEART HEALTH OUTCOMES FOR ALL

The older generation who may have limited proficiency in English and are most at risk of cardiovascular disease (CVD), may not have access to credible heart health information. Thus, we launched the SHF website in Chinese in Jul 2022 to reach a wider audience and increase health literacy. The Chinese website has attracted 48,056 pageviews since its launch, with "Am I Having a Heart Attack?" topping the most views.

Mainstream media remains the first port of call when it comes to reaching our senior audiences. Besides bringing tips to manage blood cholesterol levels into the spotlight, we discussed ways to improve dining habits with valuable nutritional advice following the launch of the national sodium reduction campaign by the Health Promotion Board. In addition, we addressed concerns surrounding sudden cardiac death in athletes and affirmed our stance to lower high blood pressure and high blood cholesterol levels in our community. Our quarterly newsletter, *heartline*, took a deep dive into these topics, supplying readers with the science behind

these CVD risk factors and tips they can employ to improve their lifestyles.

Recognising that heart health concepts can be complex, we created visually compelling and comprehensive content for our social media followers. We continued to stay relevant to our audience, and trendjacked on world events and pop culture to punctuate social feeds with reminders to care for our hearts.



## BP INITIATIVE @ SCHOOLS

The BP Initiative @ Schools is a staple in our community outreach. In FY22/23, we doubled the number of participating schools and guided upper primary/lower secondary students through a hands-on activity with the BP monitor. This empowers students to take an active role in managing their health and informing their families about the importance of BP monitoring.

Since the launch of the programme in 2010, we have reached more than 116,073 students and 200,829 family members.



The hands-on session and loan of monitor back home to check for family members are great.

- Punggol Pri School



Scan this QR code to learn more about our BP Initiative @ Schools:



## BP SCHOOL STAFF OUTREACH

We piloted the BP School Staff Outreach programme to increase our BP education outreach. Schools received complimentary BP monitors and education collaterals for the set up of BP awareness booths in common areas such as the staff lounge, to encourage staff to take charge of their health through active BP monitoring.

Selected schools went on to empower their students to share their knowledge and skills with teachers and other school staff.



## RESEARCH

Research is critical in developing strategies and tools to reduce the burden of cardiovascular disease and improve the overall health of individuals and communities.

### HEALTH VIA ONLINE PERSONALISED ENGAGEMENT PLATFORM (HOPE)

HOPE is a digital e-counselling platform jointly developed by SHF physiotherapists and National University Health System. HOPE provides educational content, dramas, expert and peer group discussion videos, interactive tools, and a tracker to motivate, guide and support users to start and maintain a healthy lifestyle.

The pilot study HOPE was completed in Jun 2022, and the information collected was incorporated into the development of the HOPE mobile application. This application was published on the App Store and Google Play on 15 Mar 2023. This mobile application will be used in an upcoming randomised controlled trial for the primary prevention of cardiovascular disease.

### INTERASPIRE

385 subjects had been recruited for the project "INTERASPIRE - An International Study of Cardiovascular Disease Prevention, Diabetes and Chronic Kidney Disease" as of 30 Dec 2022. We have disbursed the final two tranches of the grant, an amount of \$133,995.

### HEART-RATE WALKING SPEED INDEX STUDY

The study "Correlating changes in heart-rate walking speed index (HRWSI) to maximum oxygen consumption (VO<sup>2</sup>max) as a measure of cardiopulmonary fitness after a cardiac rehabilitation programme" was postponed due to the COVID-19 pandemic and the search for a research coordinator. Approval was obtained from the Institutional Review Board for an extension to 27 Nov 2022. We also extended the grant period from the original end date of 31 Dec 2022 to 31 Dec 2023.

EXERCISES  
Upper Back Muscles

# Rehabilitation



# HEART WELLNESS PROGRAMME

After weathering the challenges posed by COVID-19 such as intermittent closure of centre and class size restrictions, the transition to COVID-19 as an endemic allowed our Heart Wellness Centres (HWC) to gradually increase class sizes and welcome new and existing clients from the second quarter of 2022. In early 2022, we were limited to five clients per class, but we now welcome up to 15 clients per class.

In FY22/23, the total number of clients reached 2,862, an increase of 7.8% from the previous year.

## PROFILE OF CLIENTS

|               |                         |                             |                               |                           |
|---------------|-------------------------|-----------------------------|-------------------------------|---------------------------|
| <b>GENDER</b> | 1,680<br>MALE           | 1,182<br>FEMALE             |                               |                           |
| <b>RACE</b>   | 2,314<br>CHINESE        | 327<br>INDIAN               | 118<br>MALAY                  | 103<br>OTHERS             |
| <b>AGE</b>    | 205<br>≤50<br>YEARS OLD | 540<br>51 - 60<br>YEARS OLD | 1,083<br>61 - 70<br>YEARS OLD | 1,034<br>≥71<br>YEARS OLD |



I have been going to SHF Gombak for almost 1.5 years. Everyone at HWC@Gombak, from the physiotherapists Jia Bin and Eileen to the interns, are so professional and friendly. They are always welcoming everyone with broad and personal smiles. Thank you for

being so outstanding 👍👍👍

- Chang Teck Chung, HWC client



## SWITCHING IT UP

Drumming, basketball and Muay Thai are usually perceived to be high impact sports unsuitable for older adults. But our physiotherapists have integrated elements of these sports into senior-friendly everyday workouts for our clients.

In addition to attending our in-centre exercise sessions, HWC clients are also encouraged to exercise on their own. Our physiotherapists, therapy assistants and interns starred in various exercise videos to demonstrate how they can exercise safely and independently. Some of these videos include Zumba workouts, safe use of gym equipment and CNY spring cleaning exercise.

## EATING FOR A HEALTHIER HEART

Nutrition counselling is an important aspect of cardiac rehabilitation. During FY22/23, a total of 214 clients attended one-to-one nutrition counselling sessions. We additionally organised interactive nutrition talks, workshops and cooking demonstrations throughout the year to inspire our clients to put what they learn into practice.

Scan this QR code to learn more about our Heart Wellness Programme:



## HEALTHY HEART SUPPORT GROUP

The Healthy Heart Support Group (HHSG) is a peer support network for heart patients and their families who are adjusting to life after a cardiac event and/or heart surgical procedure. The HHSG provides emotional support by sharing experiences during regular group activities and empowers members with heart health information through frequent health talks led by healthcare professionals, motivating them to lead healthier lifestyles. Regular social activities are also organised to forge a closer bond among members and their caregivers. These included chair taichi, lantern making, sharing sessions and a year-end party. We also arranged CPR+AED certification courses for our clients and their caregivers to equip them with lifesaving skills.

### GAINING EXPERT ADVICE

More than 20 physical and virtual talks and activities were held during the year. Beyond health talks on hypertension, sarcopenia and mental health, demographic-relevant topics such as the importance of writing a will and scam prevention were also covered.

### CULINARY COLLABORATIONS

HWC clients were introduced to a wide variety of whole-grains in a workshop held in collaboration with Sunshine Bread. The interactive talk and taste test of wholemeal crackers and Sunshine Bread showed clients ways they can integrate more whole-grains in their everyday life.

We also invited Chef Delcie of Delcie's Desserts and Cakes, known for their diabetic-friendly baked goods, to prepare two healthy festive recipes for a Christmas baking demonstration for our clients. Clients took away valuable tips on how to substitute ingredients to suit their heart condition, and confidence to enjoy festive treats that are healthy, tasty yet simple to make.

### SUPERMARKET TOUR

We resumed supermarket tours for our clients, teaching them what to look out for when grocery shopping and how to read the nutritional information panel. With this newly acquired knowledge, our clients can make discerning choices for their meals and snacks.



“

It was interesting learning about the different ingredients, sugar and sodium content of foods and their impact on my heart health.

- Mdm See A G, HWC client



## HEART SUPPORT FUND

The Heart Support Fund (HSF) is a financial assistance scheme for needy heart patients who need to defray the cost of their surgical heart procedure or who are unable to resume work after undergoing a surgical procedure, and may need emergency funding to tide them through. SHF provides financial aid of up to \$20,000 for surgical heart procedures and a monthly relief fund of between \$300 and \$800 for up to six months.

SHF endeavours to improve health equity, and in FY22/23, we disbursed \$313,020 to 405 beneficiaries.

Other areas of assistance include subsidies for transportation to hospital check-ups, medical devices and mobility aids to help them manage their health conditions.

Heart patients in need of financial assistance must approach their hospital's medical social worker, who will facilitate the application with SHF. The application is then reviewed and decided upon by the HSF Committee.

Scan this QR code to learn more about the Heart Support Fund:







## FUNDRAISING

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

## SUPPORT FROM THE COMMUNITY

We are grateful to have received more than \$7 million in funds from kind donors through various fundraising activities in FY22/23. These funds are used to support needy heart patients and their families through difficult times and to support SHF's ongoing rehabilitation and community programmes.

## DIRECT DEBIT DONOR PROGRAMME

Under the Direct Debit Donor Programme (DDDP), we have engaged third party fundraiser, LadderPro Pte Ltd, to promote SHF's programmes at pre-approved locations in Singapore, while encouraging individuals to pledge for small donations on a recurring or one-off basis.



**66**  
Thank you for your heartfelt wishes for my birthday.

I sincerely wish that you will support Singapore Heart Foundation along with me!

*Jeriel Yap*

turning 10 on 8 January 2023

## VOLUNTEER-LED FUNDRAISING

Nine-year-old Jeriel and his mother, Mdm Shirley, approached SHF in Dec 2022 in hopes of launching a Giving.SG campaign to celebrate his birthday.

With SHF's blessing, Jeriel made SHF his charity of choice for his tenth birthday in Jan 2023, calling on his family, friends and the public to support his "Our Hearts to Heart with Jeriel!" Giving.SG campaign as part of his birthday wish.

Bearing a simple but strong birthday message, Jeriel personally designed the cover image of his campaign. Jeriel's enthusiasm and charitable spirit has shown that giving is not bounded by age, and there is a multitude of ways that one can show their care.

"Our Hearts to Heart with Jeriel!" Giving.SG campaign ran from 8 Dec 2022 to 7 Feb 2023, and raised a total of \$3,038 during the campaign.

Committed to adhering to the Ministry of Culture, Community and Youth's Code for Commercial Fund-Raisers, LadderPro Pte Ltd follows the standards and practices of the Code, helping donors to give safely when they raise donations on SHF's behalf.

While street fundraising activities have halted during the pandemic, our Donor Service team kept our donors informed of SHF's work through calls and emails. We express our heartfelt appreciation for our existing donors who continue to support our work amidst these challenging times. Their steadfast support raised a total of \$2,895,916 through this programme in FY22/23.

As Singapore's COVID-19 situation gradually stabilised, SHF was able to resume street fundraising in Mar 2023, allowing us to be closer to the public again.

## VIRTUAL FUNDRAISING

On Giving Week (1 to 7 Dec 2022), we kicked off the season of giving with the "Share the Love with Hugo and Friends" Giving.SG campaign. To thank individuals who donated between 1 Dec 2022 to 31 Mar 2023, we gave away a limited-edition Hugo and Friends keychain plushie with donations of \$20 and above. A set of five plushies was given away to donors who donated \$100 and above. More than 148 Hugo and Friends keychain plushies found new homes and we raised \$9,900 on the Giving.SG platform.

## STUDENT ENGAGEMENT

Students from Hwa Chong Institution and Temasek Junior College were champions for our heart health message in our collaboration with Youth for Causes, organised by the YMCA. Leveraging on the students' networks, teachers and families, the social media accounts created by the students educated their followers on the basis of heart health. The students had also raised a total of \$19,330.55 through a series of fundraising initiatives.

## UNWAVERING TIES

We strengthened our efforts to engage our corporate partners through a variety of heart health advocacy and fundraising activities.

### MANULIFE TOWER ASCENDATHON

Manulife Singapore organised a fundraising event, the “Manulife Tower Ascendathon” on 12 Oct 2022 — a 12-storey stair-climb challenge to get their employees on their feet. The event met enthusiastic participation from the management and staff of Manulife. The “Manulife Tower Ascendathon” Giving.SG campaign ran from 28 Sep 2022 to 31 Oct 2022 and raised \$1,600. Manulife Singapore donated an additional \$4,000 in support of their employees’ efforts.

### COLLABORATION WITH AMGEN BIOTECHNOLOGY SINGAPORE PTE LTD

Amgen Biotechnology Singapore is an avid supporter in producing heart health education resources. At the second roundtable discussion on CVD risk factors, Amgen supported the development of a white paper on the “Secondary Cardiovascular Disease Prevention in Singapore” with unrestricted funding from SHF. The paper will be submitted to Annals for peer-review in Apr 2023.



### UNVEILING OF THE SHF-CORTINA WATCH FOUNDATION HEART WELLNESS CENTRE

Cortina Watch, a long-time supporter of SHF, generously donated the net proceeds of \$200,000 from the sale of 50 limited-edition commemorative timepieces to SHF. To acknowledge the generosity of Cortina Watch, the HWC@Gombak has been named the SHF-Cortina Watch Heart Wellness Centre.

The unveiling ceremony of the new signage was held on 30 Aug 2022 in the presence of Cortina Watch’s Executive Director and Group CEO, Mr Raymond Lim, and Executive Director and Group COO, Mr Jeremy Lim, as well as SHF representatives, Dr Low Lip Ping, Dr Tan Yong Seng, Mr Vernon Kang and Ms Jacqueline Leong.



### CHARITY CUP GOLF TOURNAMENT 2022

The annual SHF Charity Cup Golf Tournament was held on 27 Jul 2022 at Tanah Merah Country Club (Garden course). The 21<sup>st</sup> edition of the tournament was imbued with the Aloha spirit with the theme “Hawaiian Hearts” to remind golfers to relax for better cardiovascular health. The Guest of Honour, Senior Minister of State Dr Koh Poh Koon, along with 133 donors from the corporate

and private sectors teed off amidst clear blue skies perfect for a relaxing golf game.

The tournament raised a total of \$522,070.40, including additional funds from Tote Board’s Enhanced Fundraising Programme.

### CELEBRATING WOMEN’S HEARTS 2023

The inaugural Celebrating Women’s Hearts 2023 made its mark on International Women’s Day (8 Mar 2023) at Tanah Merah Country Club (Garden course), and raised a total of \$107,691.88 with 36 lady golfers enjoying a refreshing golf game during the day. In the evening, Guest of Honour Mrs Goh Chok Tong and 104 guests decked out in their best red clothes joined in the dinner celebration. They were treated to a heart-healthy dinner and learnt how to start their heart health journey through Go Red for Women committee Chairperson Dr Chan Wan Xian’s health talk. The programme also included a fashion show which featured red dresses sponsored by Saturday Club.

## VOLUNTEER MANAGEMENT

SHF volunteers contributed an astounding 1,331.67 volunteering hours in FY22/23, translating to a true economic value of \$13,316.70 (based on a market rate of \$10/ hour). This is more than triple the previous financial year. Our volunteers have assisted the SHF team with administrative and office duties and event support such as National Heart Week/World Heart Day 2022.

Husband and wife team Mr Sudipta Adhikary and Ms Sushmita have been volunteering with SHF since 2022 and have contributed a total of over 115 hours to date. They have assisted as assistants for the BP Initiative @ Schools, as well as with numerous office and event-based assignments.

We thanked our volunteers at SHF Volunteer Appreciation Day 2022 on 26 Nov 2022 with a complimentary CPR+AED certification course and a heart-healthy meal. We also shared how their time and effort have contributed to the success and delivery of SHF's programmes and activities and outlined our upcoming plans for 2023.

### BOARD OF DIRECTORS AND COMMITTEE MEMBERS' APPRECIATION DINNER

Board of Directors and Committee Members, who continue to volunteer their time, expertise and skills on a regular basis, enjoyed a delicious dinner at Tunglok Seafood @ Park Regis Hotel on 24 Jun 2022 as part of the SHF Board of Directors and Committee Members' Appreciation Dinner 2022.



Volunteering with the Singapore Heart Foundation has been a fulfilling and rewarding experience for many reasons. For one, it has provided me and my husband with an opportunity to give back to the community and to make a positive impact. Additionally, it was a great way to meet new people who share similar interests and values."

- Ms Sushmita Adhikary



## CORPORATE SPONSORSHIP

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  
Cortina Watch Pte Ltd  
Ministry Of Social & Family Development (Care & Share Matching Grant)

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

Astrazeneca Singapore Pte Ltd  
Edwards Lifesciences Foundation  
F & N Foods Pte Ltd

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

Amgen Biotechnology Singapore Pte Ltd  
Bombay Bazaar  
Chew How Teck Foundation  
Edwards Lifesciences (Singapore) Pte Ltd  
Federal Oats Mills Sdn Bhd  
Ho Bee Foundation  
HTM Medico Pte. Ltd.  
HY Building & Maintenance Services Pte Ltd  
Malaysia Dairy Industries Pte Ltd  
Nestlé Singapore (Pte) Ltd  
Novartis (Singapore) Pte Ltd  
Pfizer Private Ltd  
Regency Steel Asia Pte. Ltd.  
Singapore Tote Board  
Sunshine Bakeries  
Transcend Solutions Pte Ltd

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

Aegis Building & Engineering Pte Ltd  
Avi-Tech Electronics Pte. Ltd.  
Bank Of Singapore Limited  
CCD (Singapore) Pte. Ltd.  
Chang Chun (Singapore) Pte. Ltd.  
Eztech Services Pte. Ltd.  
Loyang Tua Pek Kong  
Mellford Pte. Ltd.  
Mitsubishi Electric Asia Pte Ltd  
NTUC Fairprice Foundation Limited  
Pei Hwa Foundation Limited  
Roger International Equipment & Services Pte. Ltd.  
RSM Chio Lim LLP  
Samudera Shipping Line Ltd  
Singapore Hypertension Society  
SymAsia Singapore Fund  
Tanah Merah Country Club  
Tian Teck Investment Holding Co. Pte Ltd  
Vino Partners Pte. Ltd.  
Wacoal Singapore Private Limited

# Resuscitation



## BUILDING A HEART SAFE SINGAPORE

Our focus for the year has been on deepening, broadening and scaling up the vital work of advocating resuscitation and equipping the community with essential lifesaving skills and resources.

## DEEPENING ADVOCACY OF RESUSCITATION

To be the change we want to see in Singapore, we aim to model it inside and out. Our leadership has walked the talk in alignment with our public campaigns to encourage people to get trained in lifesaving skills. We are proud to have trained and certified a total of 12 board and committee members and their immediate families in CPR+AED this year (pictured on the right).

Alongside SHF's leadership, our trainers are the most powerful frontline advocates for resuscitation. They are the unseen link in the chain of survival. The mindset and training they impart are what prepare every participant to respond effectively to emergencies at home, at workplaces and in the community.

With this in mind, we established our very first Chief Instructor (CI) workgroup for first aid and life support training. Comprising 11 CIs from various backgrounds, this workgroup will meet regularly to share their expertise and model best training practices to other trainers in the field.

Their partnership will enhance the quality of SHF's courses and training delivery as we champion resuscitation and win greater recognition as a trusted provider of lifesaving courses.



### CI Workgroup 2022



## SCALING UP FOR GREATER IMPACT

This year, we have doubled down on existing commitments for mass CPR+AED training and scaled up corporate training for nine private organisations and five social service agencies. It has been an exciting time of equipping people from all walks of life with lifesaving skills as we work towards our vision of a heart safe Singapore.



## GIVING VOICE TO SURVIVORS

We saw a need to lend more support to sudden cardiac arrest survivors as they rebuild their lives after surviving cardiac arrest and settle into the rhythm of a new normal.

Thus, we opened our doors to nine survivors of the new Sudden Cardiac Arrest Survivor Club who met for the first time on 18 Mar 2023 at our Bishan premises. This club is a collaborative endeavour with the Duke-NUS Medical School, Singapore Civil Defence Force, SingHealth and the Unit for Pre-Hospital Emergency Care.

The long-term aim is for the club to grow into a robust peer support network for fellow survivors in Singapore, helping others not only to survive but to thrive. We also look forward to survivors partnering us to raise awareness of sudden cardiac arrest, and to galvanise the community into getting trained in lifesaving skills and registering to be community first responders.



## CONTINUOUS PUBLIC EDUCATION

Increasing sudden cardiac arrest survival rates depends largely on education: telling more people about the benefits of CPR+AED and training them in proper techniques.

Total Defence Day 2023 was the perfect occasion for the Heart Safe team to engage young students on the importance of being prepared for medical emergencies.

Over three days, we held assembly talks and CPR booth activities for children from all cohorts at Ai Tong School. They were enthusiastic and quick to learn, sharing the skills that they picked up with their parents at home.

The Save-A-Life roadshows were also revived and we continued our efforts to raise awareness of sudden cardiac arrest and educate the public on the chain of survival.



A total of 3,123 people downloaded the myResponder app and registered to join the national network of community first responders.

Scan this QR code to download the myResponder app:



## BROADENING COMMUNITY ENGAGEMENT

Against a rising trend of out-of-hospital cardiac arrest (OHCA) cases in our ageing population, and a low survival rate of 22.2% according to Singapore OHCA Data Report 2020 by Unit for Pre-hospital Emergency Care, the need for an equipped and trained citizenry has never been more compelling and urgent. We have been working hard to build a heart safe community through various channels.



## EQUIPPING THE COMMUNITY WITH AEDS

On 28 Feb 2023, a publicly accessible AED was installed, courtesy of SHF, at the intersection of Verde Grove and Verde View. Up until then, the nearest AED was about a 10-minute walk away for residents of Villa Verde.

Chairman of Villa Verde Neighborhood Committee (NC), Mr Tan Teck Lee and Ms Serena Quah, Vice Chairman of Villa Verde NC thanked SHF for providing AED coverage to their neighbourhood, which has given their residents easy and rapid access to early defibrillation in case of an emergency.

In addition, we enhanced the safety of large group events through our AED On Loan programme which included three heartland locations during National Day @ Heartland events 2022, NUS Medicine's Active Ageing Health Screening Exhibition, Bike-Aid Singapore's Ride For Rations 2022 and for multiple youth groups at their outdoor camps and activities.

We continue to maintain public access to AEDs through the Save-A-Life initiative. Our Save-A-Life team has added 376 defibrillators into the national AED registry, bringing the total number of registered AEDs to 11,420 this year.



# Singapore Heart Foundation



## ONE SHF

The SHF office returned to full strength in May 2022. We welcomed employees back to the office and offered newer employees the opportunity to meet and interact with the team over several lunches and games organised by the Social & Welfare Committee (SWC).

For starters, the SWC team planned a midday break where employees could interact during a casual one-hour 5km walk in support of the Pledge Your Heart Walk at Bishan-AMK Park.

A mid-year party for all staff was held at our Bishan office on 15 Jul 2022 to the theme of "Traditional food and games". Staff competed in nostalgic, simple and fun games such as chapteh and cup-stacking. The top three scoring teams were rewarded with gift vouchers. The biannual CEO Forum was held after the party, where the team recapped SHF's achievements and celebrated the promotions of well-deserving staff.



## HOLIDAY CELEBRATIONS

Wrapping up the year, an enriching day trip to a coffee plantation in Johor Bahru was organised to foster camaraderie among staff and bring colleagues working in different locations together. The trip was a change of scenery for our staff and allowed everyone to unwind. The second CEO forum was held on 23 Dec 2022 to celebrate the Christmas season, announce promotions and long service awards. Staff also enjoyed a hearty buffet and lucky draw.

Staff demonstrated teamwork and creativity at the Lunar New Year reunion lunch on 20 Jan 2023. To welcome the year of the rabbit, staff were grouped and challenged to create a Lunar New Year themed artwork on a plate using mandarin oranges.

## CONTINUAL LEARNING

We continue to empower our staff to handle personal data responsibly and contribute to our culture of data protection and cybersecurity by sending them to relevant Personal Data Protection Act (PDPA) training. The Personal Data Protection Commission's e-learning and assessment are now a requirement of our onboarding programme so that new employees have a basic knowledge of PDPA.

Additionally, SHF took part in the DBS's free #Cyberwellness e-Learning Programme for the second consecutive year. The programme helps non-profit organisations familiarise themselves with cybersecurity. Staff took charge of their own learning and all staff completed the programme with a good passing grade.

## NURTURING PROFESSIONAL DEVELOPMENT

SHF invests in the professional development of our staff and has arranged for staff of supervisor level and above to attend a series of five leadership development courses by Development Dimensions International. This training is possible thanks to the support from Mr Kenneth Low from our HR Committee.

Ms Jacqueline Leong, Assistant Director of HWC, completed her 2-year academic journey on 15 Dec 2022 and was awarded the Master of Health Services Management. We acknowledge her for her commitment and look forward to her contribution to the growth and success of SHF.



## DEVELOPING THE NEXT TALENT PIPELINE

To foster interest in cardiac rehabilitation in our future generations, every year we welcome eight interns from ITE and Republic Polytechnic to complete a 20-week internship programme at our Heart Wellness Centres. They have enriched SHF with enthusiasm and fresh knowledge and have positively impacted SHF's workplace culture and morale. Some interns have gone on to work as part-timers upon completion of their internship.

Two physiotherapy students from Singapore Institute of Technology have also completed their third-year elective placement with our Heart Wellness Centres successfully.



## FUTURE PLANS

### PROGRAMME ENHANCEMENTS

- **Revamp administrative office** into a larger activity space between the Q4 of 2023 and Q1 of 2024 to accommodate more participants for lifesaving courses and register more individuals at risk of developing heart disease.
- **Introduce Heart Health Booths** at school events and health carnivals. The School Heart Health Booth has a range of activities to educate and encourage students to adopt healthy lifestyles and reduce their risk of cardiovascular disease.
- Launch an **assembly programme** in schools to educate students on the importance of maintaining a heart-healthy lifestyle. The highlight of the assembly programme will be a two-minute music and dance video featuring SHF mascot Hugo to excite students and encourage message retention. Music video production will begin in Apr 2023 and is estimated for completion in Q3 of 2023.
- Present **Heart Partner Awards** to celebrate schools that have partnered SHF for more than 5 or 10 years.

### EVENTS

- Organise a **school health webinar for educators** to facilitate knowledge sharing and resource gathering in collaboration with the Health Promotion Board and Academy of Singapore Teachers. The School Health Webinar is planned to be held in Sep 2023.
- **National Heart Week/World Heart Day 2023:** 30 Sep 2023
- **Project Heart 2023:** 14 Oct 2023
- **National Life Saving Day 2024:** 21 Jan 2024
- Roll out **online booking of cardiac rehabilitation sessions** to clients in Q1 of 2024.
- Create more opportunities for community and corporate partners and volunteers to lead **virtual fundraising activities** on Giving.SG.

### COLLABORATIONS

- Publish the white paper "Secondary Cardiovascular Disease Prevention in Singapore" in partnership with pharmaceutical company Amgen by Q4 of 2023.
- Collaborate with pharmaceutical company Novartis to raise awareness on cholesterol management through findings from the "Knowledge, attitudes, beliefs and behaviour of Singaporeans towards cholesterol management" survey.

### RESEARCH

- Conduct a **Knowledge, Attitudes and Practices survey (KAP)** to assess current knowledge of Out-of-Hospital Cardiac Arrest (OHCA) and CPR+AED.
- Conduct the **Women's Heart Health Survey** to assess changes in women's awareness and knowledge of heart disease since 2020.



# 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



**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



**A/Prof Ching Chi Keong**  
Member  
24 Mar 2021  
Cardiologist



**Mrs Elsie Foh**  
Member  
23 Sep 2017  
Former Career Banker



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



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



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



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



**Dr Mak Koon Hou**  
Member  
31 Aug 2019  
Cardiologist



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



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



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



## 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 Yean 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

## EXCO/NOMINATION

Meeting: 1

### Chairperson

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

### Members

Dr Tan Yong Seng  
AD: 26 Jul 2008  
Ms Tan Lee-Chew  
AD: 26 Jul 2008  
Mr Goh Chiew Seng  
AD: 23 Aug 2014  
Clin A/Prof Jack Tan  
AD: 18 Sep 2021  
Mr Chong Chou Yuen  
AD: 18 Sep 2021  
Prof Terrance Chua  
AD: 18 Sep 2021  
Mrs Elsie Foh  
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 Sivathanan  
AD: 2 Feb 2021

## MEMBERSHIP

Meeting: 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 Wei Qin  
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

Prof Terrance Chua  
AD: 28 Jul 2012  
Mr Goh Chiew Seng  
AD: 28 Jul 2012  
Dr Goh Ping Ping  
AD: 6 May 2019  
Dr Low Lip Ping  
AD: 7 Sep 2013  
Dr Mak Koon Hou  
AD: 26 Sep 2015  
Prof Tan Huay Cheem  
AD: 26 Sep 2020  
Ms Tan Lee-Chew  
AD: 11 Jul 2009  
Dr Tan Yong Seng  
AD: 23 Sep 2017

### Go Red for Women

Meeting: 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: 3

### Chairperson

Mr Goh Chiew Seng  
AD: 1 Apr 2000

### Member

Ms Tan Lee-Chew  
AD: 26 Jul 2021

### Charity Cup

#### 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

Meeting: 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  
Asst 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

Meeting: 1

### Chairperson

Dr Bernard Kwok  
AD: 10 Sep 2022

## 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

### Chairperson

Prof May Oo Lwin  
AD: 18 Sep 2021

### Member

Mr Thomas Goh  
AD: 25 Jan 2022

### Editorial

Meeting: 1

### Editor

Mr Patrick Deroose  
AD: 31 Mar 2001

### Members

Dr Chan Wan Xian  
AD: 18 Nov 2020  
Prof Terrance Chua  
AD: 29 Mar 2003  
Dr Bernard Kwok  
AD: 6 May 2022  
Dr C Sivathanan  
AD: 31 Mar 2001

## HEART SAFE

Meeting: 1

### Chairperson

Clin A/Prof Ching Chi Keong  
AD: 9 Dec 2022

### Co-Chairperson

Prof Lim Swee Han  
AD: 9 Dec 2022

### Members

Clin Asst Prof Paul Lim  
AD: 27 Sep 2022  
Dr Jacqueline Situ  
AD: 8 Sep 2022

## FINANCE & INVESTMENT

Meetings: 4

### 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: 2

### Chairperson

Mrs Elsie Foh  
AD: 18 Sep 2021

### Members

Prof Terrance Chua  
AD: 11 Jul 2009  
Mr Chong Chou Yuen  
AD: 18 Sep 2021  
Ms Julia Leong  
AD: 23 Nov 2022  
Prof Tan Huay Cheem  
AD: 31 Aug 2019  
Mr Richard Tan  
AD: 26 Sep 2015

## SCHOOLS PROGRAMME

Meeting: 1

### Chairperson

Mrs Regina Lee  
AD: 30 Jul 2011

### Members

Mr Goh Chiew Seng  
AD: 24 Jun 2006  
Mdm Koh Teck Siew  
AD: 11 Jul 2009  
Prof May Oo Lwin  
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

## HUMAN RESOURCE

Meetings: 3

### 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  
Mr Chia Song Leng  
AD: 29 Dec 2021

### Management Succession Plan

#### Chairperson

Mrs Elsie Foh  
AD: 10 Sep 2022

### Volunteer Management

Meeting: 1

### Chairperson

Mdm Koh Teck Siew  
AD: 10 Sep 2022

## SINGAPORE HEART FOUNDATION 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

**Jacqueline Leong**  
Assistant Director,  
Heart Wellness Centre  
15 Jul 2022

**Chan Pui Yee**  
Assistant Principal  
Physiotherapist  
3 Aug 2020

**Patricia Chang**  
Senior Manager,  
Finance  
10 Apr 2023

**Thoo Chuah**  
Senior Manager,  
PR & Communications  
20 Oct 2022

**Damon Goh**  
Senior Manager,  
Partnership  
Development  
21 Jul 2023

**Lim Kiat**  
Senior Manager,  
Programmes  
15 Jul 2022

**Lee Choy Fong**  
Manager,  
HR & Admin  
13 Aug 2021

**Kenneth See**  
Deputy Manager,  
Heart Safe  
1 Jan 2023



## STATEMENT OF FINANCIAL ACTIVITIES

|   | 1 APRIL 2022-<br>31 MARCH 2023 | %          | 1 APRIL 2021-<br>31 MARCH 2022 | %          |
|---|--------------------------------|------------|--------------------------------|------------|
| <b>INCOME</b>   |                                |            |                                |            |
| Fundraising activities  | 7,286,583                      | 83         | 8,786,025                      | 86         |
| Charitable activities   | 1,213,141                      | 14         | 1,208,740                      | 12         |
| Governance and operating activities                                 | 149,616                        | 2          | 134,589                        | 1          |
| Other income  | 67,255                         | 1          | 69,249                         | 1          |
| <b>Total</b>  | <b>8,716,595</b>               | <b>100</b> | <b>10,198,603</b>              | <b>100</b> |
| <b>EXPENDITURE</b>  |                                |            |                                |            |
| Fundraising activities  | 925,973                        | 11         | 1,202,371                      | 14         |
| Charitable activities   | 6,183,131                      | 73         | 6,001,598                      | 72         |
| Governance & Operating costs  | 1,350,135                      | 16         | 1,177,191                      | 14         |
| <b>Total</b>  | <b>8,459,239</b>               | <b>100</b> | <b>8,381,160</b>               | <b>100</b> |
| Net surplus before investment                                       | 257,356                        |            | 1,817,443                      |            |
| Investment income   | 1,686,198                      |            | 1,311,121                      |            |
| Fair value losses on financial instruments at FVTPL                 | (2,121,762)                    |            | (477,721)                      |            |
| Loss on disposal of investment                                      | (819,016)                      |            | (125,788)                      |            |
| <b>Net (loss)/surplus for the year</b>                              | <b>(997,224)</b>               |            | <b>2,525,055</b>               |            |
| Fundraising Efficiency<br>(Fundraising Expenses/Fundraising Income) | 13%                            |            | 14%                            |            |

SHF's Fundraising Efficiency of 13% (Current year) and 14% (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 | 3 |
| \$100,001 to \$200,000 | 1 | 1 |

## STATEMENT OF FINANCIAL POSITION

|                                    | 31 MARCH 2023     | %          | 31 MARCH 2022     | %          |
|------------------------------------|-------------------|------------|-------------------|------------|
| <b>ASSETS</b>                      |                   |            |                   |            |
| Property, plant & equipment        | 4,504,081         | 7          | 4,758,197         | 8          |
| Investments                        | 42,986,103        | 70         | 38,953,844        | 62         |
| Right-of-use assets                | 385,793           | 1          | 588,276           | 1          |
| Inventories                        | 51,760            | -          | 93,262            | -          |
| Trade and other receivables        | 333,182           | 1          | 930,032           | 2          |
| Other assets                       | 1,424,932         | 2          | 261,878           | -          |
| Term deposits                      | 8,305,355         | 14         | 12,866,793        | 20         |
| Cash and bank balances             | 3,355,133         | 5          | 4,435,612         | 7          |
| <b>TOTAL ASSETS</b>                | <b>61,346,339</b> | <b>100</b> | <b>62,887,894</b> | <b>100</b> |
| <b>FUNDS AND LIABILITIES</b>       |                   |            |                   |            |
| <b>Unrestricted Funds</b>          |                   |            |                   |            |
| General fund                       | 44,439,221        | 72         | 45,604,650        | 72         |
| Other Reserves                     | (144,550)         | -          | -                 | -          |
| Infrastructure development fund    | 15,000,000        | 25         | 15,000,000        | 24         |
| <b>Restricted Funds</b>            |                   |            |                   |            |
| Asia-Pacific Heart Network Fund    | 10,543            | -          | 10,543            | -          |
| Care & Share Matching Grant        | 66,304            | -          | (136,111)         | -          |
| Edwards Lifesciences Foundation    | 105,824           | -          | 111,014           | -          |
| Heart Wellness Centre              | 5,008             | -          | 15,015            | -          |
| AEDS In Bukit Gombak               | 21,099            | -          | 21,099            | -          |
| Pfizer Education And Research Fund | -                 | -          | 9,303             | -          |
| Philips Foundation                 | 15,290            | -          | 25,000            | -          |
| <b>TOTAL FUNDS</b>                 | <b>59,518,739</b> |            | <b>60,660,513</b> |            |
| <b>TOTAL LIABILITIES</b>           | <b>1,827,600</b>  | <b>3</b>   | <b>2,227,381</b>  | <b>4</b>   |
| <b>TOTAL FUNDS AND LIABILITIES</b> | <b>61,346,339</b> | <b>100</b> | <b>62,887,894</b> | <b>100</b> |

All board members and staff are prohibited to engage in any activities that directly or indirectly compete or conflict with SHF's interest. During 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 unrestricted funds, accumulated from surpluses at the end of each financial year, and available to meet operational requirements. They are set aside for unexpected circumstances, including loss of income and large unforeseen expenses. They exclude endowment, restricted and designated funds.

The Finance and Investment Committee (FIC) provides strategic direction for the long-term financial sustainability of SHF. They set SHF's investment policy for how assets and reserves are invested and managed. The FIC closely monitors the investments and reports to the SHF Board. Based on the FIC's recommendations, the Board reviews the level of reserves regularly and ensures that they are adequate to meet SHF's ongoing obligations.

The primary purpose of SHF's Reserves Policy is to ensure long-term sustainability and SHF's ability to accomplish its mission. It facilitates the maintenance of sufficient funds to support business activities, day-to-day operations and initiatives that align with the vision and mission of SHF. SHF is not subject to any external restrictions on the use of its funds or the adequacy of its resources, except those that are specified as restricted.

During the outbreak of the COVID-19 pandemic in 2020, all street fundraising and outdoor flag day activities were suspended due to safe distancing measures. This

interruption continued in 2021 and 2022. We worked hard to retain most regular donors and sponsors. There were cancellations, but fewer than expected, during the pandemic. Our fundraising team engaged donors through digital means regularly. This included emails and outreach through social media and virtual events. We also worked with several corporate donors who continued to support SHF's work generously.

We managed our expenses prudently through careful planning and organising. We also tapped on grants to support development work in the areas of Personal Data Protection Act (PDPA) compliance, cybersecurity, digital strategic planning, IT infrastructure and software upgrades. Some of these works, such as the cybersecurity training, were provided on a pro bono basis by a local bank as part of its corporate social responsibility initiative. We continue to remain prudent and strive to serve our beneficiaries in line with our mission diligently. The overall growth of reserves has slowed over the past three years.

SHF reviews and manages our reserves regularly to maintain an optimal fund structure, taking into consideration future requirements, fund efficiency, projected income and operating cash flow. To increase our space capacity, we have utilised part of the \$15 million infrastructure development fund to place a deposit and acquire space. This acquisition was completed on 29 May 2023.

It is a requirement to disclose the Reserves ratio under the Charities Act Regulations 2011 (Accounts and Annual Report). The computation of the reserve ratio shall be as follows:

| RESERVES POSITION AS AT 31 MAR 2023   | CURRENT YEAR    | PREVIOUS YEAR   | % INCREASE / (DECREASE) |
|---|-----------------|-----------------|-------------------------|
| (A) Unrestricted General Funds (Reserves) at the end of a financial year  | \$45,783,025    | \$44,895,926    | 2.0%                    |
| (B) Annual Operating Expenditure for the year   | \$9,067,666     | \$7,944,224     | 14.1%                   |
| <b>Ratio of Reserves</b><br>(exclude investments accumulated unrealised fair value gain or loss)<br>[Formula of Reserves ratio =<br>(A) Total Unrestricted General fund / (B) Annual operating expenditure] | <b>5.05 : 1</b> | <b>5.65 : 1</b> |                         |

## ENVIRONMENTAL AND SOCIAL IMPACT

SHF understands the impact of climate change and is taking active steps to reduce the carbon footprint of our daily activities and operations. With the support of SHF Board, we have stopped printing documents for all Board and Committee meetings unless required. Through enhancements to our administrative processes, we have reduced our reliance on paper for most of our processes by sharing digital course booklets with CPR+AED course participants, leveraging on digital forms to conduct our surveys/feedbacks, providing digital receipts for payments received, and promoting digital subscriptions to our quarterly newsletter, *heartline*.

To ensure that our items in storage, including perishable goods, are used before their expiry date, we conduct regular inventory stocktakes and an annual review to assess their condition. Old documents and materials requiring disposal are handled by experienced disposal companies while confidential documents are shredded and destroyed securely and responsibly through appointed vendors.

We optimise utility by sharing resources across programmes where the same equipment is needed. Our AED on Loan programme allows event organisers to borrow our AEDs to improve their safety coverage. We have been actively promoting the programme via social media platforms and have seen an uptick in the request for loans over the past year. Blood pressure monitors under the BP Initiative @ Schools programme have also reached 116,073 students and 200,829 family members since its launch in 2010. These equipment serve a purpose in the community and continue to be utilised repeatedly throughout their lifespan.

In an effort to grow our pool of community first responders, we provided complimentary CPR+AED training to 14 private organisations and social service agencies, and encouraged participants to sign up as first responders on the myResponder app. Our CPR+AED certification course is also available to the public at an affordable rate to encourage individuals to get trained. This year, we have trained 9,329 individuals in lifesaving skills. The majority of them have become active community first responders who can render help during emergencies.

### HEALTH AND SAFETY OF OUR WORKFORCE REMAINS

While COVID-19 has been declared an endemic, we remain committed to maintaining a safe workplace for our staff and cardiac clients. We encourage medically eligible staff to get vaccinated in accordance with government advisories, by providing half-day unrecorded leave to accommodate staff's vaccination appointments. This includes leave for staff who choose to get their COVID-19 booster shots. We have also recently introduced paid annual health screenings and flu vaccinations for our staff to ensure the well-being of our lean workforce.

SHF remains vigilant about potential pandemic-related challenges, and our leadership team maintains open communication to provide support for any staff in need. We practise an open-door policy and offer flexible working arrangements to promote a happier and healthier workforce. We additionally encourage our staff to attend the Psychological First Aid Course so that they can support and watch out for one another.

Over the years, we have enhanced staff benefits to promote work-life balance, including extending marriage leave to four days and birthday leave from half a day to one day.

### BUILDING A PROGRESSIVE AND INCLUSIVE WORKPLACE

SHF provides a competitive remuneration package to attract and retain the right talent in our organisation. We promote continuous learning and development through relevant and progressive formal courses that align with career advancement.

We are also recognised as an Accredited Training Organisation (ATO) of Chartered Accountant Singapore, as well as a Recognised Employer Program (REP) partner of CPA Australia.

We work collaboratively as a family across different departments, providing an inclusive and collaborative work environment for all.

# CORPORATE GOVERNANCE

## CONSTITUTION

SHF was established on 14 Jan 1970. Its Constitution meets the requirements of the Societies Act. It is a registered charity under the Charities Act, Cap 37 and an Institute of Public Character (IPC).

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 2022 and 31 Mar 2023 may be viewed on page 33-34 of this Annual Report and via the Charity Portal at [www.charities.gov.sg](http://www.charities.gov.sg).

The SHF was also conferred the Charity Transparency Award 2022 by the Charity Council.

Dr Low Lip Ping is our current Chairman Emeritus. He served as our Chairman from 25 April 1992, until he retired as a Board Member on 25 Jul 2008. In compliance with SHF's Constitution, its 52<sup>nd</sup> Board of Directors consists of 12 elected members and 5 co-opted members. Of which, 9 directors are from the medical profession, of whom 7 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 in the second calendar year thereafter.

|   | MEMBER STATUS | YEARS IN SHF | PAST BOARD APPOINTMENTS   | MEMBER OF SINGAPORE CARDIAC SOCIETY   |     |
|---|---------------|--------------|---|---|-----|
| <b>Mr Chong Chou Yuen</b>               | Elected       | 15           | <ul style="list-style-type: none"> <li>Member, 30 Jun 2007</li> <li>Honorary Treasurer, 26 Jul 2008</li> <li>Member, 30 Jul 2010</li> </ul> | <ul style="list-style-type: none"> <li>Honorary Treasurer, 7 Sep 2013</li> <li>Member, 23 Sep 2017</li> </ul> | -   |
| <b>Prof Terrance Chua</b>               | Elected       | 27           | <ul style="list-style-type: none"> <li>Member, 1 Apr 1995</li> <li>Honorary Secretary, 27 Mar 1999</li> <li>Member, 29 Mar 2003</li> </ul>  | <ul style="list-style-type: none"> <li>Vice Chairman, 30 Jun 2007</li> <li>Chairman, 26 Jul 2008</li> </ul>   | Yes |
| <b>Mrs Elsie Foh</b>                    | Elected       | 9            | <ul style="list-style-type: none"> <li>Member, 7 Sep 2013</li> <li>Honorary Treasurer, 23 Sep 2017</li> </ul>                               |   | -   |
| <b>Mr Goh Chiew Seng</b>                | Elected       | 22           | <ul style="list-style-type: none"> <li>Member, 1 Apr 2000</li> <li>Honorary Secretary, 29 Mar 2003</li> </ul>                               | <ul style="list-style-type: none"> <li>Assistant Honorary Secretary, 24 Jun 2006</li> </ul>                   | -   |
| <b>Mdm Koh Teck Siew</b>                | Elected       | 16           | -   |   | -   |
| <b>Dr Mak Koon Hou</b>                  | Elected       | 29           | <ul style="list-style-type: none"> <li>Member, 10 Apr 1993</li> <li>Assistant Honorary Secretary, 31 Aug 2019</li> </ul>                    |   | -   |
| <b>Mr Peter Sim</b>                     | Elected       | 13           | -   |   | -   |
| <b>Prof Tan Huay Cheem</b>              | Elected       | 16           | <ul style="list-style-type: none"> <li>Member, 24 Jun 2006</li> <li>Honorary Secretary, 30 Jun 2007</li> </ul>                              |   | Yes |
| <b>Clinical Associate Prof Jack Tan</b> | Elected       | 5            | <ul style="list-style-type: none"> <li>Member, 23 Sep 2017</li> </ul>   |   | Yes |
| <b>Ms Tan Lee-Chew</b>                  | Elected       | 16           | <ul style="list-style-type: none"> <li>Member, 24 Jun 2006</li> </ul>   |   | -   |
| <b>Dr Tan Yong Seng</b>                 | Elected       | 21           | <ul style="list-style-type: none"> <li>Member, 31 Mar 2001</li> <li>Honorary Secretary, 24 Jun 2006</li> </ul>                              | <ul style="list-style-type: none"> <li>Member, 30 Jun 2007</li> </ul>   | -   |
| <b>Dr Bernard Kwok</b>                  | Elected       | 8            | -   |   | Yes |
| <b>Associate Prof Ching Chi Keong</b>   | Co-opted      | 2            |   |   | Yes |
| <b>Mrs Regina Lee</b>                   | Co-opted      | 11           | -   |   | -   |
| <b>Prof May Oo Lwin</b>                 | Co-opted      | 14           | -   |   | -   |
| <b>Dr C Sivathasan</b>                  | Co-opted      | 27           | <ul style="list-style-type: none"> <li>Member, 1 Apr 1995</li> <li>Vice Chairman, 6 Apr 1996</li> </ul>                                     |   | Yes |
| <b>Assistant Prof Yeo Tee Joo</b>       | Co-opted      | 2            | -   |   | Yes |

The Board and Management of SHF are firmly committed to complying with all relevant laws, regulations and the Code of Governance. Corporate governance is essential to the sustainability of SHF's mission, which is to promote heart health, prevent and reduce disability and death due to cardiovascular disease and stroke. It is an ongoing race to combat the disease and provide support to those affected. Striking a balance between stability, continuity, tenure of appointment and diverse skill sets is crucial for SHF in ensuring that its long-term and progressive interests remain a priority. 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 SHF, its beneficiaries and donors to achieve 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 are valued for their respective and active contributions in various areas of expertise. These may include their medical expertise and other relevant sector-related knowledge and passions that benefit SHF. Board members who have served more than 10 years are retained for specific institutional knowledge and continuity of long-term projects and partnerships that are crucial towards the sustainable operations of SHF.

To adhere more closely with the new code of governance, SHF has put in place a Board transition plan to be implemented over the next two years. This Board transition plan includes succession planning and the induction of new board members with the appropriate skills and knowledge to support SHF's future growth. An annual self-evaluation is conducted to assess the Board's effectiveness and performance. As part of continuous learning, training opportunities such as formal courses and webinars will be shared with all Board members regularly. The relevant learning opportunities include courses organised by the Social Service Training Institute, Singapore Institute of Directors and Pro Bono SG.

## BOARD MEETINGS AND ATTENDANCE

A total of four Board meetings and the Annual General Meeting (AGM) were held during the financial year. All meetings during the year were chaired by a Board director. The following table shows the attendance of each individual Director during the year:

| Name of Board Directors   | AGM | Board Meetings |
|---|-----|----------------|
| <b>Mr Chong Chou Yuen</b>   | 1   | 4              |
| <b>Prof Terrance Chua</b>   | 1   | 3              |
| <b>Mrs Elsie Foh</b>  | 1   | 3              |
| <b>Mr Goh Chiew Seng</b>  | 1   | 4              |
| <b>Mdm Koh Teck Siew</b>  | 1   | 4              |
| <b>Dr Mak Koon Hou</b>  | 1   | 4              |
| <b>Mr Peter Sim</b>   | 1   | 4              |
| <b>Prof Tan Huay Cheem</b>  | 1   | 4              |
| <b>Clinical Associate Prof Jack Tan</b>                               | 1   | 2              |
| <b>Ms Tan Lee Chew</b>  | 1   | 2              |
| <b>Dr Tan Yong Seng</b>   | 1   | 3              |
| <b>Associate Prof Ching Chi Keong</b>                                 | 1   | 4              |
| <b>Dr Bernard Kwok</b>  | 1   | 4              |
| <b>Mrs Regina Lee</b>   | 1   | 2              |
| <b>Prof May Oo Lwin</b>   | 1   | 3              |
| <b>Dr C Sivathanan</b>  | 1   | 4              |
| <b>Assistant Prof Yeo Tee Joo</b>                                     | 1   | 2              |
| <b>Dr Goh Ping Ping (retired on 10 Sep 2022, 52<sup>nd</sup> AGM)</b> | 1   | 1              |

The Board strives to ensure sufficient diversity of skills and competencies among its members. All Board Directors are independent and have no family, employment, business, or other relationship with SHF. Should a 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 various fields in medicine, accounting and finance, law, education, technology and management.

SHF has several committees to assist the Board in covering key areas of operations and to improve the oversight of management and accountability to stakeholders. These committees provide oversight in the areas of community education, fundraising, partnerships development, cardiac rehabilitation, research, disbursement of funds from the Heart Support Fund, finance, governance and audit, PR and communications, human resource, schools programme and Heart Safe. The Committees report to the Board regularly, including circulation of their minutes of meetings where applicable. All SHF Committees are provided with written Terms of Reference, which are reviewed regularly for relevancy. The brief description of the main Terms of Reference for the Board and each of these Committees are available on [www.myheart.org.sg](http://www.myheart.org.sg).

## STRATEGIC PLANNING

The Board reviews and approves the Vision and Mission of SHF periodically to ensure that programmes and activities are aligned with its objectives. They are documented and communicated to members and the public. In line with the Ministry of Health's focus on preventive health and the strategic priorities promulgated by the National Council of Social Services (NCSS), a strategic planning exercise was conducted from Aug to Sep 2022. The Board and management team participated in a full day planning retreat on 20 Aug 2022, as well as pre- and post-sessions that were facilitated by two external consultants. The vision, mission and core values were reviewed for relevance. A three-year plan was also formulated to guide SHF's priorities over the coming years. This annual report documented new initiatives and the expansion of programmes that will continue to benefit our beneficiaries. We also intend to construct a fourth cardiac rehabilitation centre in the eastern part of Singapore once a suitable location is identified.

## CONFLICT OF INTEREST

Written procedures are in place for the Board, staff and volunteers to avoid conflict of interest. In addition, all Board directors and staff are required to declare any actual, perceived or potential conflicts of interest when they begin their employment with SHF and annually thereafter. A new declaration will also be required when a potential conflict of interest arises.

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 or when they have a vested interest in organisations with which SHF is associated. They are expected to disclose such interests as soon as possible, recuse themselves from the decision-making process and not vote on matters in which they have a conflict.

## GOVERNANCE, FINANCIAL MANAGEMENT AND CONTROLS

The Board ensures that adequate internal controls are in place for financial matters. They also review SHF's Delegation of Authority, financial and procurement policies, procedures, processes, key programmes and outcomes. They ensure adequate resources are allocated to SHF's activities, and that such resources are utilised effectively and efficiently. There are also procedures in place to ensure that SHF complies with all applicable laws, rules and regulations.

The Finance and Investment Committee (FIC) reviews and approves SHF's quarterly financial performance and annual budget for operating and capital expenditure and recommends them 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 FIC manages SHF's funds with care, skill, prudence and diligence, and acts in the best interests of SHF. The FIC makes policy recommendations for Board approval. In order to achieve SHF's investment objectives, qualified external fund managers are engaged to manage the investment portfolio. The Committee also monitors and evaluates the performance of the appointed external fund managers on a quarterly basis, reports investment performance to the Board and advises the Board on matters relating to the investments.

The Governance and Audit Committee (GAC) is responsible for assisting the Board in fulfilling its oversight and fiduciary responsibilities and acting in the best interests of SHF's donors and stakeholders. The Committee reviews the efficiency and effectiveness of SHF's internal controls, including operational and compliance controls, risk management and adherence evaluation, ascertaining the adequacy of SHF's corporate governance, policies and procedures and the extent of compliance with those policies.

In order to fulfil its aforementioned responsibilities, the GAC has full access to and the co-operation of the management team and staff; it also has direct access to external and internal auditors to investigate all matters 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 the external or internal auditors annually.

In 2022, a 3-year internal audit plan (including a follow-up review) was developed using a structured framework for assessing risks and controls covering Financial and Controls Management, Management of Grants and

Restricted Funds, Volunteer Management, Donation Management and Fundraising, IT Security Management, and Human Resource Management and Payroll Processing.

In FY22/23, the internal auditors focused on material internal controls, including revenue, receipts and receivables, fixed asset management, grants and restricted funds management, volunteer management and financial reporting. In the summary of the internal audit findings, seven medium priority and three low priority recommendations were made. These internal audit reports were then presented to the GAC for deliberation to ensure timely and adequate closure of audit findings. Status of implementation would be 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 SHF's risk appetite. Working together with the 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 cybersecurity in the recent years. In FY22/23, SHF also appointed an ERM consultant, Shared Services for Charities (SSC), for professional consulting on risk management framework assessment and risk register review for 2023 and 2024.

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

## FUNDRAISING PRACTICES

SHF has established procedures 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 the donors' intentions and any specific purpose as communicated when soliciting donations. Procedures 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.

## WHISTLEBLOWING

SHF has a whistleblowing policy which allows all stakeholders to raise genuine concerns regarding any aspect of SHF's operations, including serious breaches of the Code of Conduct by employees, in a safe and secure manner. The process allows reporting in good faith, without the fear of adverse consequences or retaliation. SHF hopes to promote a positive working environment that is inclusive and aboveboard. All activities should be conducted with the utmost care and concern for stakeholders, giving top priority to the interests of our beneficiaries. SHF does not tolerate any misconduct by members, volunteers, staff or service providers in the course of their work. In FY22/23, no whistleblowing feedback was reported.

## DISCLOSURE AND TRANSPARENCY

SHF makes available to its stakeholders an annual report that includes information on its programmes, activities, audited financial statements, and information about the Board and Management of SHF. The annual report and financial statements are publicly available on [www.myheart.org.sg](http://www.myheart.org.sg).

All Board Directors serve on a voluntary basis and are not remunerated for their services. No close members of the family of the executive head or board members are employed by SHF.

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 determining his or her own remuneration. The annual remuneration of key management staff is disclosed in bands of \$100,000 in accordance with the code of governance.

## PUBLIC IMAGE

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

In today's interconnected world, public image can be projected through a multitude of avenues including, but not limited to:

- (i) All public communications on online and digital platforms: SHF recognises the significance of all public-facing platforms associated with the organisation in shaping public perception. All virtual activities, events, actions and content should be accurate, respectful, and aligned with the organisation's values and internal policies.
- (ii) All public communications conducted physically: SHF Board directors and employees are required to conduct themselves with the utmost professionalism and integrity in all their activities. This includes fundraising,

event and programme implementation, financial management, public speaking, presentations on behalf of SHF, and all other aspects of SHF's work.

- (iii) All public relations and media engagement activities: SHF Board directors and employees strive to engage the media in an honest and collaborative manner to uphold SHF's public image and reputation. To maintain consistent messaging and accurate information dissemination, the Management team has appointed designated spokesperson/s who bears the responsibility of representing SHF in communication with the media.
- (iv) All business and networking activities: SHF upholds the utmost standards of honesty, fairness and compliance in all its business relationships and partnerships. By adhering to ethical business practices, SHF sets a positive example for others and ensures its impeccable reputation. This commitment to open and honest communication fosters trust and credibility among all stakeholders.

SHF recognises that upholding its core values and projecting an accurate image is critical to building trust, fostering support and positively impacting the lives of those it aims to serve. Through transparency, integrity and empathy in all its endeavours and public engagement, SHF remains a shining beacon of hope and positive change within the community.

## 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 its website.

# GOVERNANCE EVALUATION CHECKLIST

For large IPCs for the period of 1 April 2022 to 31 March 2023

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

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

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

| S/NO  | DESCRIPTION   | CODE ID | RESPONSE   |
|---|---|---------|------------|
| <b>Does the charity employ paid staff<sup>1</sup>? (Skip items 28, 29 and 30 if "No")</b>   |   |         | <b>Yes</b> |
| 30  | The charity discloses the number of paid staff who satisfies all of the following criteria:<br>a) the staff is a close member of the family <sup>3</sup> belonging to the Executive Head <sup>4</sup> or a governing board member of the charity;<br>b) the staff has received remuneration exceeding \$50,000 during the financial year. | 8.5     | Complied   |
| The information relating to the remuneration of the staff must be presented in bands of \$100,000.<br>OR The charity discloses that there is no paid staff <sup>1</sup> , being a close member of the family <sup>3</sup> belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year. |   |         |            |
| <b>Public Image</b>   |   |         |            |
| 31  | The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.  | 9.2     | Complied   |

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

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

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

A close member of the family may include the following:  
a) the child or spouse of the Executive Head or governing board member;  
b) the stepchild of the Executive Head or governing board member;  
c) the dependant of the Executive Head or governing board member;  
d) the dependant of the Executive Head's or governing board member's spouse.

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

**Headquarters and HWC@Bishan**

9 Bishan Place,  
#07-01 Junction 8 (Office Tower)  
Singapore 579837

**Office Tel:** 6354 9340

**Fax:** 6258 5240

**HWC Tel:** 6354 9348

**HWC@Fortune**

190 Middle Road  
#04-34 Fortune Centre (Retail Section)  
Singapore 188979

**Tel:** 6336 9337

**HWC@Gombak**

810 Bukit Batok West Avenue 5  
#02-02 Bukit Gombak Sports Hall  
Singapore 659088

**Tel:** 6337 9318

**UEN No.:** S70SS0007H

**Website:** [myheart.org.sg](http://myheart.org.sg)

**Email:** [info@heart.org.sg](mailto:info@heart.org.sg)

**Whistleblowing Email:** [auditchairman@heart.org.sg](mailto:auditchairman@heart.org.sg)

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

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

 [singaporeheartfoundation](https://www.tiktok.com/singaporeheartfoundation)