

# UNITED HEARTS

## ANNUAL REPORT

### 2023/24



## VISION

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

## MISSION

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

## CORE VALUES

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

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# CHAIRMAN'S MESSAGE



The heart is more than just a muscle and a vital organ. The heart embodies the very core of our humanity - our compassion, our resilience, and our strength when we stand united for a common cause.

As we reflect on the past year, we have witnessed the formidable power that comes from solidarity, collaboration, and a shared purpose. Thus, our theme, "United Hearts", captures the essence of our mission and the collective spirit propelling us forward in the battle against cardiovascular disease. Our journey has been marked by the unwavering dedication of our staff, volunteers, clients, healthcare professionals, and partners — everyone who has worked tirelessly to promote heart health and support those affected by cardiovascular disease. It is this convergence of diverse talents and resources that has fuelled our progress and allowed us to gain ground in fulfilling our mission.

#### **Propelling the Sodium Reduction Movement**

In Singapore, the alarming surge in salt consumption presents a pressing concern. Recent statistics from the National Nutrition Survey 2022 reveal a concerning uptick in daily sodium intake, coinciding with a significant rise in hypertension prevalence, which affects over one-third of Singaporeans. To confront this challenge, we have taken bold steps to champion the imperative need for sodium reduction.

Through strategic alliances with key partners such as the Singapore Nutrition & Dietetics Association and The National Kidney Foundation, we convened experts, medical practitioners to spearhead efforts to raise awareness and promote healthier living habits. Our collaborative symposium and joint statement further underscore the importance of reducing sodium intake and embracing lower sodium alternatives.

In alignment with the nationwide sodium reduction movement, we have amplified our

collective voice, and created a harmonious symphony of advocacy resonating across diverse channels. Our signature event, National Heart Week/World Heart Day 2023, which focused on "Controlling Sodium and Hypertension", and our strategic marketing and communications initiatives played pivotal roles. Through various communication channels as well as digital and mainstream media, we presented a unified front against the adverse effects of excessive sodium on heart health.

#### **Embracing International Advocacy and Youth Engagement**

We extended our reach beyond national borders, using platforms such as WhatsApp Channel to leverage technology in connecting with a global audience and amplifying our message of heart health awareness and heart disease prevention.

Moreover, recognising the importance of engaging our youths, we launched the "Do the Hugo Pump" sing-and-dance-along theme song, featuring our beloved mascot, Hugo the Heartthrob. The theme song aims to encourage recall of heart-healthy habits in youths. To celebrate the launch of the song, we introduced the "Do the Hugo Pump" Dance Challenge, a TikTok campaign, and encouraged the public to join the groove.

#### **Advancing Professional Knowledge and Collaboration**

Our commitment to professional development and knowledge exchange is promoted through events such as the Singapore Prevention and Cardiac Rehabilitation Symposium. The biennial symposium provides a platform for healthcare professionals to share insights, best practices, and strategies for advancing cardiovascular wellness. By bringing together experts and practitioners from across the region, we catalyse a dynamic discourse that stimulates collaborative efforts to improve patient care, raise

standards and shape the future of cardiovascular healthcare.

This is a pivotal moment as we take a proactive stance by forging invaluable connections with stakeholders in the medical field and spearheading efforts to push the frontiers of medical excellence.

#### **Looking Ahead**

As we chart our course forward, we remain steadfast in our pursuit of new opportunities and partnerships. Initiatives such as the release of the white paper on Strategies to Prevent Cardiovascular Disease in Singapore in collaboration with the Singapore Cardiac Society and the Academy of Medicine, Singapore, underscore our commitment to driving impactful change through collaborative work.

The evolving needs of our community must continue to be met. With this motivation, we have explored new avenues for fundraising and community engagement. We have put in place Set Sail for Women, a fundraising initiative that brings together donors to champion women's heart health. Our innovative programmes, such as "Starting Solids with Confidence" and the "Sodium Reduction Programme", further demonstrate our dedication to stimulating a culture of heart health that progresses from infancy through adulthood.

In closing, let us reaffirm our collective resolve to stand united in the fight against cardiovascular disease. Together, we have the power to transform lives, strengthen communities, and create a healthier, heart-smart future for all.

Thank you.

**Prof Tan Huay Cheem**  
Chairman  
Singapore Heart Foundation

# CEO'S MESSAGE

As I take on the role of Chief Executive Officer of the Singapore Heart Foundation (SHF), I am deeply inspired by the dedication with which the Foundation pursues its mission to promote heart health, prevent and reduce disability and death due to cardiovascular disease (CVD) and prevent strokes.

As we continue our battle against CVD, I am guided by a clear vision and set of aspirations for SHF. We strive to bring people together for the collective goal of heart health, fostering a sense of unity and collaboration among all stakeholders.

#### **Becoming Top-of-the-Mind**

I know my vision for SHF is bold and ambitious. I aspire for SHF to be the go-to organisation for CVD and advocacy. This means that SHF will not only raise awareness but also actively engage with the communities, forge partnerships, advocate for policy change, and leverage technology to enhance our impact. We will ensure that heart health information is readily available across various channels, including our website and social media platforms. We will remain top-of-mind for individuals seeking guidance and support.

We will magnify our efforts to raise awareness of CVD through impactful community education initiatives. In collaboration with partners across various sectors, we will incorporate a wide spectrum of heart health topics, including mental health, to ensure holistic wellness. Initiatives

such as the National Heart Week/World Heart Day 2024 will see us partnering with key partners like the Health Promotion Board to educate Singaporeans about sodium intake and blood pressure management. We will also introduce a mass Salt Taste Threshold Test to the community and expand our BP Initiative @ Schools, empowering individuals of all ages with vital heart health knowledge.

#### **Innovating for Impact**

Innovation is at the heart of our endeavours. We are committed to rejuvenating SHF and serving as a hub for innovative ideas that drive a positive change in heart health. Projects such as Project CardioChase and the Pet Fitness App underscore our dedication to engaging and empowering communities through interactive and educational experiences.

We will persist in introducing ideas, services, and programmes that address emerging needs and challenges in the realm of heart health. At our booths, which range from our CPR Kiosk v3 to the interactive Blood Pressure Awareness Booth v2, we strive to make heart health education accessible to all.

We will be relocating our headquarters to provide more space for activities and services at our flagship Heart Wellness Centre @ Bishan. This expansion will create more opportunities for our clients and members of the public to learn about heart health and engage meaningfully with us.

#### **Empowering Through Learning and Collaboration**

Continuous learning and development are the foundation of our success. We will run capacity-building workshops and training programmes to equip our employees with the skills and knowledge they need to thrive in an ever-changing landscape. By investing in our people, we are investing in the future of heart health.

On our own, we cannot achieve our goals; collaboration is key to our success. We will foster meaningful partnerships with all relevant stakeholders, including government agencies, healthcare institutions, corporations, and grassroots organisations. With united hearts and unwavering determination, we will overcome the challenges. We will seize every opportunity and continue to make a meaningful impact on the lives of individuals and communities across Singapore.

Together, we can and will achieve remarkable outcomes. Together, we can make a lasting difference in the fight against CVD.

Thank you.



**Mr Geoffrey Ong**  
Chief Executive Officer  
Singapore Heart Foundation



# Numbers at a Glance

**727,916**  
individuals gained valuable heart health knowledge through our public education efforts

**30,909**  
volunteered as community first responders on the myResponder app

Close to **12,000**  
publicly accessible AEDs mapped on the myResponder app

Shared expertise with **550**  
healthcare professionals through our symposiums

Helped **3,105**  
cardiac clients to achieve better heart health

**1,406**  
hours invested in staff training and upskilling



**3,920**  
hours dedicated by volunteers to further our impact

Over **26,000**  
primary school students and teachers learned the importance of healthy blood pressure

Close to **\$9 million**  
in funds raised

Provided a lifeline to **300**  
individuals and their families via the Heart Support Fund

**8,461**  
individuals gained essential lifesaving skills

CONNECT WITH THE RHYTHM  
OF OUR COMMUNITY THROUGH  
VIBRANT EVENTS THAT UNITE US  
IN THE FIGHT AGAINST  
CARDIOVASCULAR DISEASE

Prof Tan Huay Cheem receiving the Appreciation Award from former President Mdm Halimah Yacob at the Singapore Heart Foundation's 53<sup>rd</sup> Anniversary Gala Dinner.



As we celebrate our achievements over the past 53 years, we are reminded that we are here for one purpose — to be a strong movement **to fight cardiovascular disease through education** to reduce mortality and morbidity and to advocate rehabilitation to improve cardiovascular health.

**PROF TAN HUAY CHEEM**

*Chairman of SHF, speaking at the 53<sup>rd</sup> Anniversary Gala Dinner*





## NATIONAL HEART WEEK/WORLD HEART DAY 2023

Over 1,700  
Roadshow  
Participants



Held since 1972, our annual National Heart Week/World Heart Day (NHW/WHD) was commemorated at Toa Payoh HDB Hub on 30 Sep 2023. Mdm Rahayu Mazham, Minister of State, Ministry of Digital Development and Information & Ministry of Health, was our Guest of Honour.

With a focus on promoting preventive measures for high blood pressure, the theme for NHW/WHD 2023 was "Controlling Sodium Intake and High Blood Pressure (BP)". We launched the BP Awareness Kiosk at the event to make BP measurement more accessible in Singapore and introduced "Do the Hugo Pump", a catchy two-minute dance-along theme song designed to instil healthy habits in children and prevent the onset of CVD risk factors later in their lives.



Over 1,700 participants engaged in activities that encouraged them to adopt healthier lifestyles, such as lower-sodium cooking demonstration, Chair Yoga and Walking High-Intensity Interval Training. To solidify the public's heart health knowledge, we invited experts to address the dangers of hypertension and atrial fibrillation. Free BP screening was also offered to participants at the event.

### Go Red for World Heart Day

With the support of 22 famous buildings and landmarks across Singapore, we painted the island red on 29 Sep 2023 in support of Go Red for World Heart Day. Participating buildings and landmarks included Cavenagh Bridge, The Fullerton Hotel, Gardens by the Bay, the Singapore Flyer and the Singapore Sports Hub.

### Celebration of National Heart Week/World Heart Day at Marine Parade Polyclinic

In the spirit of NHW/WHD, we partnered with Marine Parade Polyclinic to exhibit informative posters in the polyclinic, and engaged both healthcare workers and patients in our Captain Hugo board game to raise awareness on heart health.

## CELEBRATING OUR 53<sup>RD</sup> ANNIVERSARY

We commemorated our 53<sup>rd</sup> anniversary at Shangri-La Singapore on Saturday, 8 Apr 2023. The joyous occasion recognised our enduring growth over the years and invited SHF Patron Emeritus Senior Minister Goh Chok Tong and his wife, board members, staff, partners, beneficiaries and other guests to mark this milestone together.

Guest of Honour, former President Halimah Yacob, delivered a welcome speech at

the event, lauding SHF's consistent role in cardiovascular disease (CVD) prevention and emphasising the need to protect our hearts.

Before dinner, guests viewed a mini exhibition featuring artefacts of significant events and achievements in SHF's history. The exhibition highlighted SHF's drive to motivate the public to adopt a healthier lifestyle, learn resuscitation skills, and aid underprivileged heart patients, over the past 53 years.

## MAY BLOOD PRESSURE MEASUREMENT MONTH 2023

Throughout May 2023, SHF conducted a series of activities and events in celebration of May Blood Pressure Measurement Month (MMM), a month-long campaign aimed at raising awareness about hypertension and the importance of regular blood pressure (BP) monitoring.

### Down with Hypertension Event 2023

Returning with a blast on 20 May 2023, the Down with Hypertension event took place at Bishan Community Club, marking the first in-person celebration of MMM.

More than 500 participants enjoyed fun activities, including an edible garden workshop, chair exercises, health talks and a free blood pressure screening. Guest of Honour Mr Saktiandi Supaat, Adviser to Bishan-Toa Payoh GROs, graced the event and even joined in on the chair exercises.

### BP Awareness Booth for Bishan Residents

SHF partnered with the Bishan East-Sin Ming Constituency Office to set up a pilot trial of 10 BP Awareness Booths. These booths provide Bishan residents with access to a BP monitor and materials on how to accurately measure and improve their blood pressure.

The booths were strategically placed in public spaces such as Residents' Networks (RNs), Community Clubs (CCs) and Wellness Hubs within the area. Additionally, we trained RN and CC staff members to ensure they were well-equipped with the knowledge to help residents navigate the self-learning booths.

The BP Awareness Booths initiative has since expanded to over 20 locations and can now be found in Bishan, Toa Payoh and Tampines.

Scan the QR code for the locations:



### BP Training for Corporate Partners

The BP Awareness Booths also made their rounds at the offices of our dedicated corporate partners, including Cortina Watch, Eu Yan Sang, Federal Oats Mills Sdn Bhd (Captain Oats), ICBC Singapore, Novartis, T. Rowe Price and United Airlines.



## SINGAPORE PREVENTION AND CARDIAC REHABILITATION SYMPOSIUM 2023

The fifth edition of our biennial Singapore Prevention and Cardiac Rehabilitation Symposium took place on 28 and 29 Oct 2023 at the Orchard Hotel. The one-and-a-half-day symposium connected over 350 healthcare professionals across disciplines, providing delegates with a comprehensive view of the ever-evolving landscape of cardiac health and rehabilitation.

The event opened with a performance by our Healthy Heart Support Group, followed by interactive pre-symposium workshops, plenary sessions, and oral and poster presentations. The symposium concluded with an animated and thought-provoking debate on the topic of "Doctor Knows Best Healthcare vs Patient's Choice/Empowered Healthcare".





## NATIONAL LIFE SAVING DAY 2024



National Life Saving Day dedicates the third Sunday of Jan every year to appreciate and develop the skills of CPR+AED instructors in Singapore. We organised the annual event on 21 Jan 2024 and invited over 100 dedicated CPR+AED instructors and lifeguards to the Ng Teng Fong Centre for Healthcare Innovation at Tan Tock Seng Hospital for the symposium. Dr Lim Wee Kiak, Member of Parliament for Sembawang GRC (Canberra), was the Guest of Honour.

instructors and lifeguards present for their contributions.

Guest speakers, Mr Ng Chuen Ser, Singapore Life Guard Academy; SGT Andrea Wong, Singapore Civil Defence Force; and Dr Syeda Kashfi Qadri, KK Women's and Children's Hospital provided insights into three aspects of water safety and drowning response, including CPR and drowning events in children.

Tragically, around 20 people drown accidentally every year. This highlights a significant gap in our ability to handle these situations effectively. In response to this urgent issue, this year's symposium focused on *Diving into Water Safety and Drowning Response*.



In his opening speech, Chairperson of SHF's Heart Safe Committee, Clin A/Prof Ching Chi Keong, commended the lifesaving

## PROJECT HEART 2023

Project Heart, one of Singapore's most prominent lifesaving events, aims to empower all Singaporeans with lifesaving CPR+AED skills. In 2023, Project Heart reached new heights with the theme *Teaching Minds, Saving Lives* and a focus on training students and educators with essential CPR+AED skills to create a heart-safe nation.

Co-organised with the Singapore Resuscitation and First Aid Council (SRFAC) and the Unit for Pre-hospital Emergency Care (UPEC), the mass CPR+AED training session certified over 1,000 participants as future lifesavers. Mr Eric Chua, Senior Parliamentary Secretary for Ministry of Community, Culture and Youth & Ministry of Social and Family Development, was the Guest of Honour.

The training session, held on 14 Oct 2023 at Singapore Sports Hub, OCBC Arena Hall 1, also commemorated the World Restart-A-Heart (WRAH) Day and hosted the Survivor Awards Singapore 2023. 34 individuals were lauded for their resuscitation efforts and were presented with certificates of commendation from six survivors.

In the lead-up to the mass training event, SHF partnered with the Singapore Civil Defence Force (SCDF), Singapore Red Cross Society, St John Singapore, and UPEC to conduct a total of 223 CPR+AED awareness sessions, involving more than 3,200 participants.





EMPOWERING HEARTS THROUGH  
PUBLIC EDUCATION, OUR QUARTERLY  
NEWSLETTER, AND DIGITAL  
OUTREACH, WE UNITE TO  
SPREAD KNOWLEDGE AND  
PROMOTE HEALTHY  
LIFESTYLES

Johanna Tan, Schools Programme  
executive from the Singapore Heart  
Foundation conducting the BP  
Initiative @ Schools Programme



We have been in partnership with SHF for the past 15 years because we know that students benefit greatly from the interaction with SHF's trainers. The students learn from and enjoy helping one another with blood pressure measurements, and this knowledge will help them build a healthier lifestyle and a healthier community.

**MS IRENE CHUA**  
Teacher from Zhangde Primary School



### Community Health Screening Event at Radin Mas Community Club

With the help of our volunteers, we imparted cardiovascular disease prevention tips to approximately 120 Radin Mas residents at their community club through interactive games and quizzes. This health screening event was organised by SingHealth on 10 Dec 2023.

### World Diabetes Day 2023

SHF was invited by Diabetes Singapore to exhibit at the World Diabetes Day 2023 on 4 and 5 Nov 2023. The event took place at Anjung@WGS, where approximately 150 members of the public visited our booth and engaged in games to learn about the sugar content in well-loved beverages such as coffee and soft drinks. This was an opportunity for us to highlight the role of diabetes in heart disease and educate the public on ways to care for their heart health.

### WEAR RED DAY

Wear Red Day is part of the Go Red for Women (GRFW) campaign and is usually celebrated on the first Friday of Feb. We expanded 2024's Wear Red Day tradition and called on staff, clients of our Heart Wellness Centres (HWC), and six Social Services Agencies (SSA) to join us in support of women's heart health.

We organised several activities for the day, including a BP measurement demonstration and training by our Schools Programme team, and a sharing session by Mdm Angie Ng, a HWC client. She shared how she overcame mental roadblocks following her heart attack and regained her confidence. All participating SSAs also received a BP Awareness Kit to set up in their centre for their beneficiaries and employees.

### CORPORATE PARTNERSHIPS ON RAISING HEART HEALTH AWARENESS

SHF works closely with various corporate partners, including Amgen, AstraZeneca, Edwards Lifesciences, Novartis, Pfizer and Terumo, to educate the public about cardiovascular disease through various platforms such as talks, webinars and social media.

## EARLY PREVENTION THROUGH COMMUNITY EDUCATION

### HEALTH SCREENING EVENTS

Between Aug and Dec 2023, SHF seized the opportunity to champion heart health at various external events. The heart health booths we set up educated participants on ways to improve their heart health through lifestyle changes. We exhibited important heart health information at the NUS Medical School, the National University Heart Centre, Singapore (NUHCS), and several community centres.

#### NUHCS Health Screening Carnival

We joined the NUHCS Health Screening Carnival at Yew Tee CC on the morning of 16 Sep 2023. We engaged participants with our Captain Hugo board game and reached over 400 participants at our booth.



# PUBLIC EDUCATION ON SODIUM REDUCTION

## REACHING OUT TO THE COMMUNITY

SHF adopted a multifaceted strategy to promote healthier eating habits and combat cardiovascular issues in line with the Health Promotion Board's Sodium Reduction Strategy.



Mediacorp Channel 8 presenters, Evelyn Lam and Chua Qin Kai, took on the 21-day sodium reduction challenge under the guidance of SHF's Senior Nutritionist, Lim Kiat. Their experience was documented and aired on Channel 8's Hello Singapore programme on 24 Jan 2024, showcasing the practical application of sodium reduction principles.

Our social media posts on Facebook, Instagram, TikTok and YouTube, along with articles on our website, amplified the message, empowering our followers to identify high-sodium foods and understand blood pressure numbers.

# DIGITAL OUTREACH



Total Media Coverage

202



Social Media Following

50,749



Website Pageviews

1,432,950



EDM Subscribers

3,838

# BUILDING THE GO-TO PLATFORM

Beyond sodium reduction, the Strategic Communications team innovated to raise awareness and engage the community on heart health.



## PROFILE STORIES

We profiled the personal stories of our HWC clients, Heart Support Fund beneficiaries, sudden cardiac arrest survivors and community first responders to highlight the impact of SHF's programmes and inspire others to prioritise heart health and save lives.

## TIKTOK

With a goal of reaching younger audiences, we leveraged TikTok and collaborated with TikTok influencer, volunteer and heart patient Melvin Lee (pictured above left). Melvin created a series of TikTok videos for our social media, sharing his journey as an open heart surgery survivor. His story resonated with viewers and contributed to a 4% growth in SHF's TikTok followers.

## WHATSAPP CHANNEL

SHF was invited to be a global launch partner of WhatsApp Channels, among local partners such as Gov.SG, the Ministry of Home Affairs and Channel NewsAsia. We use the channel to disseminate up-to-date heart news and information through articles, polls and health tips. With more than 23,000 followers, this platform provides a new avenue for engaging the public and sharing relevant content.

## QUARTERLY MAGAZINE - heartline

The team implemented themes aligned with the Foundation's mission for its quarterly heart health magazine, focusing on topics that impact heart health, such as mental well-being, anger, HPV, and even hearing loss.

Scan this QR code to subscribe to *heartline* for the latest heart health news:



## GARNERING SUPPORT FROM HEALTHCARE PROFESSIONALS AND FOOD MANUFACTURERS

We brought together approximately 100 healthcare professionals and industry leaders at a symposium titled "Sodium Reduction in Singapore and the Role of Salt Substitutes" to highlight the urgent need to reduce sodium intake for disease prevention.

The event, held on 21 Oct 2023, was jointly organised by SHF, the Singapore Nutrition & Dietetics Association (SNDA) and The National Kidney Foundation (NKF). Valuable insights on the physiological impacts of sodium were shared, and the use of lower sodium substitutes was endorsed by experts including Prof Tan Huay Cheem, Chairman of SHF and Senior Consultant in Cardiology at the National University Heart Centre, Singapore (NUHCS); Dr Kalpana Bhaskaran,

President of SNDA and Diabetes Singapore; and A/Prof Jason Choo, Medical Director of NKF and Senior Consultant in Renal Medicine at the Singapore General Hospital.

The Sodium Reduction Movement, held on 11 Dec 2023, highlighted the collaborative efforts between Prof Tan Huay Cheem and industry stakeholders, including the Singapore Chefs Association, Restaurant Association of Singapore, Food Industry Asia, Singapore Food Manufacturers' Association, Singapore Manufacturing Federation and Association of Catering Professionals Singapore. By engaging in constructive dialogue and endorsing the sodium reduction strategy, the food industry demonstrated its dedication to public health.



# HEART HEROES PROGRAMME FOR SCHOOLS

SHF promotes healthy heart habits in primary and secondary schools in Singapore through three initiatives that form the Heart Heroes Programme.



380 Training Sessions Conducted



Over 26,006 Students and Teachers Reached



## BLOOD PRESSURE INITIATIVE @ SCHOOLS

The Blood Pressure (BP) Initiative @ Schools, specially designed for upper primary and lower secondary students, includes a BP awareness talk and BP measurement training. In FY23/24, we reached a total of 60 schools and conducted 380 training sessions for 13,178 students.

As part of the programme, participating schools are encouraged to enhance their students' involvement by allowing them to take a BP monitor home for the day, in hopes that they would share their BP knowledge with their families.



## ASSEMBLY PROGRAMME

Launched in Sep 2023 during National Heart Week/World Heart Day, our assembly programme features a catchy music video, "Do the Hugo Pump", which combines music and dance to make learning about healthy habits enjoyable and impactful.

From Oct 2023 to Mar 2024, we reached an impressive 16 schools, engaging more than 12,828 students and school staff.

### #DoTheHugoPump TikTok Dance Challenge

To spread the message behind "Do the Hugo Pump" to a wider audience, we launched a TikTok Dance Challenge from 3 to 31 Jan 2024. We invited students and people of all ages to dance to "Do the Hugo Pump" and share their moves on TikTok. The challenge garnered over 800,000 views, and five winners were selected. They received attractive prizes, including tickets to Universal Studios Singapore.



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



## HEART HEALTH BOOTH IN SCHOOLS

To reach all cohorts in schools, we enlisted the help of parent volunteers to manage our booths, which featured informative heart health posters and activities. Since its pilot in May 2023, the booths have been adopted by 29 schools.

## BP AWARENESS BOOTH (SCHOOL STAFF OUTREACH)

Not forgetting the school staff and educators, we provide complimentary materials to set up BP Awareness Booths in common areas, allowing staff to gain knowledge on BP management and monitor their BP. In FY23/24, 36 schools participated in this initiative.

## HEART PARTNER AWARD

The School Heart Partners Award recognises a school's long-term dedication to promoting health and well-being among their students through the adoption of SHF's BP Initiative @ Schools. These awards aim to cultivate a positive image for the schools that prioritise student wellness.



Partnership Years

5 Years or more  
10 Years or more  
Total



Number of Schools

15  
13  
28

# RESEARCH

## WHITE PAPER ON STRATEGIES TO PREVENT CARDIOVASCULAR DISEASE IN SINGAPORE

The white paper was released in Jan 2024 in the ANNALS, the official medical journal of the Academy of Medicine, Singapore. Jointly developed by SHF, the Singapore Cardiac Society and the Chapter of Cardiologists of the Academy of Medicine, Singapore, the white paper proposes a three-pronged approach to support the success of Healthier SG and achieve favourable cardiovascular outcomes.

In conjunction with the publication of the white paper, SHF and supporting partner Amgen launched the Heart-Pressed for Time campaign with a series of educational information on SHF's website and social media, highlighting the importance of protecting one's heart health and preventing both the initial and subsequent cardiac events.

## LOWER IN SODIUM, BETTER FOR HEALTH

In collaboration with the Nanyang Technological University (NTU), we investigated whether a mobile game could influence students' knowledge, attitudes, intentions and risk perceptions towards sodium consumption. We developed a mobile game titled "Halt the Salt" and imparted nutritional literacy skills through lectures conducted by SHF trainers to the students of four primary schools, namely Bukit View, Sembawang, Westwood and Zhangde. The study is expected to be completed by Q3 of 2024.

## INTERASPIRE

This study on cardiovascular disease prevention has recruited 400 patients in Singapore and has achieved 100% data lock and response rate as of 3 May 2024. Their blood samples will undergo further analysis at the central laboratory in Helsinki. The final report of the one-year follow-up and review of the study patients' medical reports will be submitted by Aug 2024.

## HEART-RATE WALKING SPEED INDEX STUDY

The grant period for the study "Correlating changes in heart rate walking speed index (HRWSI) to maximum oxygen consumption (VO2max) as a measure of cardiopulmonary fitness after a cardiac rehabilitation programme" has been further extended to 31 Dec 2024 due to delays in subject recruitment, as well as manpower and logistics issues. The researchers aim to recruit 25 to 30 patients by the end of 2024.

## GUIDING HEARTS THROUGH CARDIAC REHABILITATION, WE UNITE TO SUPPORT RECOVERY AND IMPROVE QUALITY OF LIFE

Singapore Heart Foundation's Senior Therapy Assistant, Tan Zhong Shern, guiding Mdm Fatimah during one of her rehabilitation sessions.



I joined SHF's Heart Wellness Centre because I have a heart problem. These exercise sessions can help me improve my health. The physiotherapists are very helpful and friendly, and that makes me want to come to the sessions and I feel more confident (about my health).

**MDM FATIMAH BTE ISMAIL**

*Client of SHF's Heart Wellness Centre*



# HEART WELLNESS PROGRAMME

The overall population of our cardiac clients, including those in the at-risk group, increased by 8.5% from 2,862 to 3,105 in FY2023/24.



Our physiotherapists consistently infuse variety, fun, social interaction, and cognitive engagement into our exercise sessions by incorporating elements of Tai Chi, Qigong, Simon Says, Charades and hula hoops.

We complement clients' tailored exercise programmes with one-on-one nutrition counselling sessions conducted by our in-house dietitian. These sessions empower clients with the knowledge and practical skills needed to improve their dietary habits.

## LAUNCH OF THE HEART WELLNESS MANAGEMENT SYSTEM

The Heart Wellness Management System (HWMS) was put into operation on 29 Jan 2024. The HWMS allows HWC clients to book and pay for their cardiac rehabilitation sessions any time and anywhere. To prepare our clients for this digital move, our staff conducted group and one-to-one tutorials and also developed instructional videos to help clients navigate the portal with ease.

## NUTRITION WORKSHOPS FOR CORPORATIONS

Our dietitian also extend empowerment to workplaces through regular external nutrition workshops. These engaging workshops impart label reading tips and heart smart eating principles, helping busy professionals make informed food choices. We reached 440 public participants through these corporate talks.



### PROFILE OF CLIENTS

TOTAL NO OF CLIENTS FY23/24

Cardiac Clients **3,105**  
(includes clients at risk of CVD)

#### GENDER



1,847  
MALE



1,258  
FEMALE

#### RACE



2,495  
CHINESE



366  
INDIAN



131  
MALAY



113  
OTHERS

#### AGE



209  
≤50 YEARS OLD



547  
51 - 60 YEARS OLD



1,147  
61 - 70 YEARS OLD



1,202  
≥71 YEARS OLD

## HEALTHY HEART SUPPORT GROUP

The Healthy Heart Support Group (HHSG) is a peer support network for heart patients and their families adjusting to life after a cardiac event or heart surgical procedure. The HHSG provides emotional support through shared experiences at regular group activities and empowers members with heart health talks led by healthcare professionals who motivate them to maintain a healthier lifestyle. We also conduct activities that help members and their caregivers forge closer, stronger bonds.

### Ageing Gracefully Workshop

Members of the HHSG, sisters Christina and Jennifer Yuen, led a peer-sharing session on their nutrient-rich meals alongside our dietitian, who provided insights into the essential nutrients needed for healthy ageing into the golden years.



### Vegetable Farm Tour

In celebration of World Vegetable Day on 17 Jun 2023, we organised an excursion to Kok Fah Technology Farm at Sungei Tengah. HHSG members learned valuable tips from an experienced guide on growing healthy plants, experienced harvesting their own hydroponic vegetables and enjoyed freshly harvested greens grown in Singapore's largest hydroponic showcase greenhouse.



### CNY Healthy Cooking with Celebrity Chef Heman

The HHSG celebrated the Lunar New Year in style. Chef Heman Tan, owner and founder of Iron Man Dine, specially prepared two dishes, *Prosperity Wheel of Fortune*, and *Season of Wealth*, to welcome an auspicious new year. Participants enjoyed the dishes and noted that the recipes were nutritious and easy to follow.



Awesome! I enjoyed learning about the plants and having the hands-on experience of touching them. Our chaperones were very caring and looked out for us, especially Natalie who always ensured that we were prepared and informing us of what was coming next!

- Mdm Ng Hwee Gwek, HWC Client and HHSG Member



## HEART SUPPORT FUND

The Heart Support Fund is a financial assistance scheme which supports underprivileged heart patients in covering the fees of surgical heart procedures; and individuals who are unable to work immediately due to loss of employment after undergoing a surgical procedure, and/or require emergency funds to get them through their difficult time. 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.

Other areas of assistance include transportation subsidies for hospital follow-ups, cardiac rehabilitation sessions, wheelchairs and medical devices to help them manage their ongoing health conditions.

Heart patients who need financial assistance can approach their hospital medical social workers, who will facilitate their application with SHF. The application is then reviewed by the HSF Committee.

In FY2023/24, a total of \$302,969.73 was disbursed to needy heart patients.



“

I felt so happy, so lucky, that an organisation helped her. Thank you so much.

– Mdm Tan, caregiver for the Heart Support Fund beneficiary Mdm Lim Guat Lan

### Year-End Get Together Party

An annual HWC tradition, the Year-End Get Together Party brings together all clients and HWC staff to celebrate the achievements of the past year and usher in a new start. Along with a holiday spread and games, HWC Chairperson Dr Tan Yong Seng led a group dance and concluded the party with a joyful and festive sing-along.

Scan this QR code to learn more about our beneficiaries:



WE ENSURE THE SUSTAINABILITY OF  
OUR INITIATIVES AND THE STRENGTH  
OF OUR COMMUNITY THROUGH  
DYNAMIC FUNDRAISING,  
STRATEGIC PARTNERSHIPS  
AND DEDICATED  
VOLUNTEERS

The theme of Miruthula's debut dance solo,  
*Arangetram*, was *Heart*.



I wish to make an impact in this space  
(Giving.SG) and help those who have been  
left unsparked due to circumstances, or a  
weakened Hridaya (heart).

**MIRUTHULA**

A 17-year-old dancer and volunteer fundraiser for the Singapore Heart Foundation

## FUNDRAISING

SHF is a social service agency with a small but mighty team. We rely on the generosity of donors and volunteers to maximise our impact. Together, we deliver lifesaving prevention, rehabilitation and resuscitation programmes to touch lives.

### SUPPORT FROM THE COMMUNITY

We are deeply grateful to all our donors and volunteers. The generous contributions received from donors in FY2023/24 amounted to nearly \$9 million. This incredible support will make a lasting difference to our needy heart patients and their families, and sustain our rehabilitation and community programmes.

#### Direct Debit Donor Programme (DDDP)

SHF received a total of \$3,490,268.99 in FY23/24 through the Direct Debit Donor Programme (DDDP). Under the DDDP, we engage a third-party fundraiser, LadderPro Pte Ltd, to promote SHF programmes at pre-approved locations in Singapore and encourage individuals to pledge small donations on a recurring or one-off basis. Our Donor Service Team also updated donors on SHF's work via emails and phone calls. We are deeply grateful for the support from our donors, which sustains our efforts.

#### Volunteer-led Fundraising

We connected with two passionate students who wanted to raise funds for SHF. 15-year-old Sudi launched his fundraising campaign titled "A Mile for a Million", aiming to cycle 1,000km over a year, from 1 Dec 2023 to 1 Dec 2024. His goal was to raise at least \$1,000 for SHF. He achieved his fundraising target, well ahead of schedule, on 31 Mar 2024, but will continue his journey till the campaign officially ends.



A passionate dancer since the age of 5, Miruthula sought to ignite the spark in those with a weakened Hridaya—Sanskrit for "spiritual heart". She took centre stage for her solo dance debut to raise funds for SHF. Her captivating fundraising dance campaign ran from 25 Jan 2024 to 25 Mar 2024 and raised over \$1,000.

#### Hearty Flag Day 2023

Hearty Flag Day returned with a twist. The event took place via digital fundraising campaigns on Giving.SG and Give.Asia. We also piloted a new form of volunteer-led fundraising by inviting our volunteers to create their own sub-campaigns and fundraise with us. 17 volunteers took up the challenge and encouraged their networks to donate. We recognised the volunteers' hard work and awarded them with volunteer hours. An estimated total of \$54,371.91 was raised for Hearty Flag Day 2023.



## FUNDRAISING EVENTS

### Charity Cup Golf Tournament 2023

The 22<sup>nd</sup> edition of the annual SHF Charity Cup Golf Tournament was held at Warren Golf and Country Club on 21 Jul 2023. In celebration of Racial Harmony Day, the tournament was aptly themed *Harmonious Hearts*. The event welcomed Guest of Honour Mr Saktiandi Supaat, MP for Bishan-Toa Payoh GRC, and 107 donors from the corporate and private sectors to a relaxing golf game. They also enjoyed an entertaining array of multi-cultural performances at the appreciation dinner.

The tournament raised an estimated \$331,776.86, including additional funds from Tote Board's Enhanced Fundraising Programme.

### Set Sail for Women 2024

The inaugural Set Sail for Women 2024 set course for success on 6 Mar 2024 aboard the Royal Albatross! The dinner cruise commemorated International Women's Day with an important message for the ladies to take better care of their mental well-being and heart health.

Co-organised by the Fundraising and Community Education teams, the event welcomed 80 guests, who dazzled in their best Tropicana outfits. Together, they raised an estimated \$308,670, with additional funds from the Tote Board's Enhanced Fundraising Programme. Guests enjoyed a delectable dinner and a heart-warming sharing by a Heart Wellness Centre client. To encourage mindfulness and relaxation, guests were invited to design their own essential oil aroma blend. The event also provided numerous networking opportunities for donors and sponsors.



## VOLUNTEER MANAGEMENT

In FY23/24, our volunteers contributed about 3,920 volunteering hours, which translated to a true economic value of \$39,200 (based on a market rate of \$10/hour). They supported us in administrative and office duties, and at our events such as National Heart Week/World Heart Day 2023 and heart health booths in schools.



### Student Engagement

We collaborated with Youth for Causes, organised by the YMCA, for the second consecutive year. Five student teams from various secondary and tertiary schools worked with SHF to raise awareness about heart health within their schools, as well as their immediate and extended networks. The student teams also raised \$13,375.10 for SHF through innovative and relevant fundraising initiatives.

### Board of Directors and Committee Members' Appreciation Dinner

We organised a Volunteer Appreciation Dinner to thank our Board of Directors and exiting Board Members, who have generously volunteered their time, expertise and skills throughout their tenure. The Board of 2023 gathered to reminisce and relish a flavourful dinner at Hua Ting Restaurant at Orchard Hotel on 12 Jan 2024.



## CORPORATE SPONSORSHIPS

SHF builds mutually beneficial relationships with our corporate partners through fundraising collaborations.

### Partnership with Manhunt Singapore 2023 and Miss Singapore 2023

The ERM Singapore Marketing adopted SHF as a charity partner for Miss Singapore 2023 and Manhunt Singapore 2023. To kick off the collaboration, the finalists were invited to SHF's headquarters to learn about our work, heart health and participate in CPR+AED training. Armed with their newly acquired knowledge, the finalists were tasked with creating a digital fundraising campaign within two months to encourage their community to give back.

The finalists who raised the highest amounts were crowned as Beauty with a Heart or Great Man with a Heart. ERM Singapore Marketing further donated a portion of the proceeds from the table sales during the Grand Finals to SHF. They presented a cheque for \$43,064.30 at the Grand Finals on 29 Sep 2023 at Orchid Country Club.

### Partnership with Iron Mountain

Iron Mountain Data Centre adopted SHF as a charity partner for their Iron Mountain Run 2023, which took place on 4 Nov 2023 at Jurong Lake Gardens. The campaign, which ran from 25 Aug to 12 Nov 2023, raised a total of \$30,388. This amount included \$6,600 from ticket sales through a Giving.SG campaign, \$22,920.91 from the sale of sponsorship tiers, and \$868 personally contributed by Mr Michael Goh, General Manager of Iron Mountain.

### #NWTap4HealthyHeart

To commemorate World Heart Day, Nature's Wonders and SHF brought back the #NWTap4HealthyHeart social media fitness challenge. The challenge promoted the importance of maintaining a heart-healthy lifestyle and called on 12 influencers and the public to participate. \$1 was donated to SHF for every shoulder tap done and tagged. The campaign, which ran from 22 Sep to 8 Oct 2023, raised a total of \$3,601. Nature's Wonders also made an additional outright donation, bringing the total donation to \$5,000.

## CORPORATE DONORS

### \$200,000 And Above

Direct Donor Debit Programme Donors  
Tote Board

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

AstraZeneca Singapore Pte Ltd  
Edwards Lifesciences Foundation  
F&N Foods Pte Ltd  
Guthrie GTS Pte. Ltd.

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

ADDP Architects LLP  
Amgen Biotechnology Singapore Pte Ltd  
Bombay Bazaar  
Chew How Teck Foundation  
Cortina Watch Pte Ltd  
Enova Electrical Pte. Ltd.  
Federal Oats Mills Sdn Bhd  
HY Building & Maintenance Services Pte. Ltd.  
Iron Mountain Data Centre Pte. Limited  
Lee Foundation  
Lian Soon Construction Pte Ltd  
Lum Chang Holdings Ltd  
Malaysia Dairy Industries Pte Ltd  
Nestlé Singapore (Pte) Ltd  
Reachfield Security & Safety Management Pte. Ltd.  
Sunshine Bakeries  
Terumo Asia Holdings Pte. Ltd.

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

Acez Instruments (S) Pte Ltd  
Aegis Building and Engineering Pte Ltd  
Arie Darma Enterprises (Singapore) Pte Ltd  
Avi-Tech Holdings Limited  
Bank of Singapore Limited  
Edwards Lifesciences (Singapore) Pte Ltd  
Ho Bee Foundation  
HRFC Pte Ltd  
Lam Soon Singapore Pte Ltd  
Landmark Plastics Pte Ltd  
Lawry's The Prime Ribs  
Loyang Tua Pek Kong  
Mitsubishi Electric Asia Pte Ltd  
Moyem Medical Aesthetics Pte. Ltd.  
Novartis (Singapore) Pte Ltd  
NTUC Fairprice Foundation Limited  
Pei Hwa Foundation Limited  
Roger International Equipment & Services Pte. Ltd.  
RSM SG Assurance LLP  
Samudera Shipping Line Ltd  
Tan Chin Tuan Foundation  
The Singapore Dakshina Bharatha Brahma Sabha  
Tian Teck Investment Holding Co. Pte. Ltd.  
TJ Design And Engineering Pte Ltd  
YMCA of Singapore



BY CONDUCTING CPR+AED TRAINING  
AND RAISING AWARENESS, WE AIM TO  
MAKE SINGAPORE A HEART SAFE  
HAVEN WITH MORE  
OUT-OF-HOSPITAL CARDIAC  
ARREST SURVIVORS

Mr Kalai Pillay, a Sudden Cardiac Arrest  
Survivor, learning how to perform CPR at a  
certification course conducted by the  
Singapore Heart Foundation.



Just come for the course. Many of the  
doubts that you have [about being able to  
save a life] will go away.

**MR KALAI PILLAY**  
*Member of the Cardiac Arrest Survivor Club*

## LEADING THE WAY, CARING AND PROGRESSING TOWARDS A HEART SAFE SINGAPORE

This year, our focus has expanded beyond building a Heart Safe Singapore. We have stepped up to lead and care for our stakeholders while advancing our advocacy work in equipping the community with lifesaving skills and resources.

### Paving the Way

A powerful idea can have a profound impact. If that idea resonates with others, it can ignite a movement that defines an entire era. Similarly, as we work towards a Heart Safe Singapore, we have begun collaborating with like-minded organisations and individuals to train more instructors. We have partnered with SportSG, ITE College West and the NTU Lionheaters to transform their volunteers and students into instructors, enabling them to contribute to the resuscitation space by teaching and volunteering at our CPR+AED sessions.

We continue to engage key opinion leaders within organisations and the media.

We trained 31 regional leaders, including country presidents, from Novartis in CPR+AED skills to ensure they are prepared to save lives at any time. At Meiji Seika, six of their leaders demonstrated their commitment to the cause by joining their colleagues in training promote a heart-safe workplace.

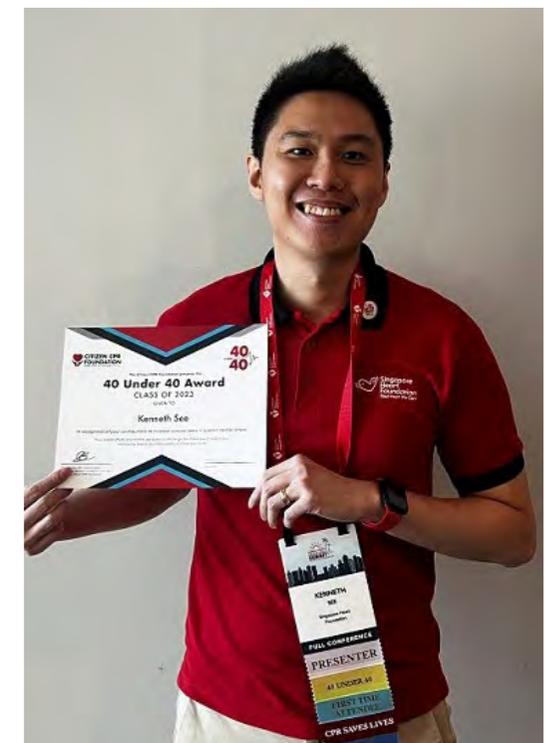
Anna Lim, a radio deejay at HaoFM 96.3, and her team were trained by our in-house instructors, Denise and Jerry. She detailed her experience in Shin Min Daily News and emphasised the importance of learning vital lifesaving skills.



### Making Local Impact and Gaining Global Recognition

As we progress onward, we have been actively establishing ourselves as thought leaders in the field, both locally and internationally. Locally, we build on our annual National Life Saving Day (more details on page 8) and further engage instructors in a series of talks from various experts. The Lifesaver Masterclass aims to provide advanced lifesaving knowledge to instructors to enhance the quality of training in Singapore. We have also started participating in national communities and workgroups with other stakeholders, such as government ministries and statutory boards, to advance our agenda to improve out-of-hospital cardiac arrest (OHCA) survival rates.

In addition, we made a mark on the global scale by representing Singapore at the Cardiac Arrest Survival Summit, organised by the Citizen CPR Foundation, in San Diego. We presented SHF's efforts to improve survival rates of OHCA cases locally. These efforts included initiatives such as psychological support for Community First Responders (CFRs), CPR+AED training for migrant workers, and the Save-A-Life initiative. Kenneth See, Manager of the Heart Safe department, was awarded the 40 under 40 Award at the summit. The award honours individuals under the age of 40 who have made a meaningful impact on sudden cardiac arrest outcomes.





### Scaling Up Lifesaving Capacity

This year, we established two new initiatives focused on addressing the psychosocial needs of the CFRs and caregivers.

The Community First Responder Club held its inaugural meeting on 19 Aug 2023, hosting 10 CFRs at our Bishan premises. The club serves as a platform for CFRs to share their experiences, and provides an avenue for community partners, such as ZOLL and the Singapore Civil Defence Force (SCDF), to offer support and address any questions that the CFRs might have. The long-term aim of the club is to provide peer and community support and to offer new knowledge to CFRs.

In a bid to empower more caregivers with the confidence to respond in a cardiac emergency involving their loved ones, we started offering complimentary CPR+AED training to our Heart Wellness Programme clients and their caregivers. The training proved to be a hit, with more than 90 clients and their caregivers trained across five sessions throughout the year.

We have also expanded our training horizons to address the potential challenges young parents may face, focusing on infant



choking relief and CPR, alongside other key topics for new parents. On 13 May 2023, we held the Infant Choking and CPR Awareness Workshop - "Starting Solids with Confidence" for 40 parents and caregivers. We covered topics such as oral health, baby-led weaning, and choking relief, with insights from guest speakers: Dr Ng Jing Jing, associate consultant with the Child Development Unit at Khoo Teck Puat Hospital; Dr Magdalena Koh, paediatric dentist from Petite Smiles Children's Dental Clinic; and Ms Jocelyn Tan, senior speech therapist from the National University Health System.

SHF instructors also conducted a hands-on session on infant choking and CPR awareness, equipping attendees with vital skills for their caregiving journey.

On top of our new initiatives, we continue to provide life support training to the public, organisations and migrant workers. We are heartened to have trained more individuals this year.



Not neglecting public education and community engagement, we have increased the frequency of our Save-A-Life roadshows to remind and educate the public on how to identify sudden cardiac arrest, the importance of acquiring lifesaving

skills and how to locate and use an AED. We are making steady progress in growing the national network of CFRs and welcomed 2,139 additions through the download and registration in the myResponder app.

Finally, we have expanded the national AED registry by mapping 500 new AEDs. With nearly 12,000 AEDs now mapped in the registry since the start of the Save-A-Life initiative, CFRs are better equipped to respond to cardiac emergencies.

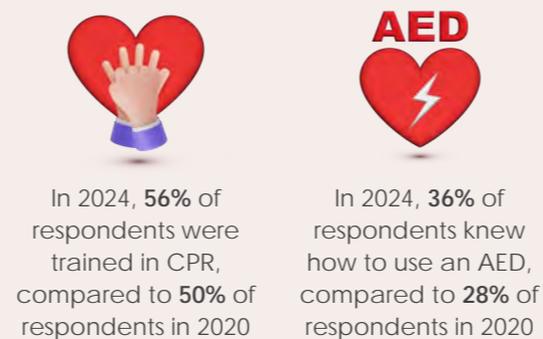
### Other AED Initiatives



### Knowledge, Attitudes and Practices survey

We conduct a Knowledge, Attitudes and Practices (KAP) survey every two years to evaluate our efforts in shaping the resuscitation landscape in Singapore. These are some key findings from the survey.

#### More trained in CPR and AED

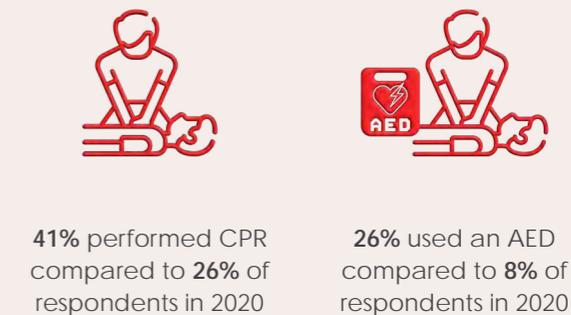


#### Increased awareness of AEDs



#### Leap in bystander response

Among the respondents who encountered a cardiac arrest,



Scan this QR code for the full survey findings. These results will refine our campaign strategy over the next two years, propelling Singapore closer to a heart safe future.



THE HEARTBEAT OF OUR FOUNDATION  
RESONATES THROUGH CONTINUOUS  
TRAINING, INTERNSHIPS AND STAFF  
ENGAGEMENT, NURTURING  
A VIBRANT, SKILLED AND  
DEDICATED WORKFORCE  
UNITED IN OUR COMMITMENT  
TO ADVANCE HEART  
HEALTH FOR ALL

The Singapore Heart Foundation's  
Lunar New Year celebration with its  
newly appointed Chief Executive  
Officer (CEO), Mr Geoffrey Ong.



I hope to work with the SHF team to raise awareness and further the prevention of cardiovascular disease. This is to save more lives and improve the quality of life for heart patients.

**MR GEOFFREY ONG**  
CEO of SHF

# DECADES OF DEDICATION MR VERNON KANG



As we reflect on the accomplishments and growth of the Singapore Heart Foundation (SHF), we celebrate the remarkable leadership and vision of Mr Vernon Kang, 67, who has dedicated nearly two decades to our mission of promoting heart health and preventing cardiovascular disease (CVD). His tenure as CEO of SHF has been marked by significant achievements, steadfast commitment, and substantial growth for SHF.

#### **A Personal and Professional Calling**

Mr Kang recounted how he was approached by his predecessor and the first CEO, who recognised his expertise in healthcare. With a family history of heart disease and high blood pressure, the mission of SHF resonated deeply with him. This personal connection fuelled his passion for heart health and motivated him to join SHF and make a lasting impact.

#### **Early Days and Initial Challenges**

At the start of his journey, Mr Kang appreciated the fact that SHF was a small organisation with just 12 staff housed in a modest basement at the Health Promotion Board building. Despite the challenges of transitioning from a larger organisation, he was optimistic about the potential for growth. He relished the opportunity to explore and pilot programmes aimed at helping people live longer, healthier lives with more purpose and ambition, ultimately working to prevent premature deaths and disabilities from heart disease.

#### **Significant Milestones and Achievements**

Under Mr Kang's leadership, SHF witnessed numerous groundbreaking initiatives. He spearheaded the establishment of three community-based cardiac rehabilitation centres, known as Heart Wellness Centres. The original centre, which started as a small hall at Singapore General Hospital serving fewer than 100 patients, expanded to three strategically located centres across the island, now catering to over 3,000 clients.

SHF has also launched lifesaving events such as Project Heart and National Life Saving Day, which notably set a Guinness World Record for the largest CPR training session, involving 7,909 participants. The achievements underscore the Foundation's commitment to improving out-of-hospital sudden cardiac arrest survival rates and raising public awareness on heart health.

#### **Leadership Philosophy and Organisational Growth**

Mr Kang's leadership style is best described as people-oriented and consultative. "I feel it is best to lead by example, to bring out the strengths in everyone. It is what I would like to call servant leadership," he explains. This approach is deeply embedded in SHF's culture, which fosters teamwork and a shared sense of mission.

#### **Legacy and Vision for the Future**

Reflecting on his time in SHF, Mr Kang takes pride in the Foundation's growth and the

positive impact it has had on heart health in Singapore. Under his guidance, SHF expanded its staff strength, increased its outreach, and contributed significantly to heart health in Singapore.

His vision for the future includes continuing to close gaps in heart healthcare. He aims to increase collaboration with like-minded organisations and expand SHF into a more healthcare-oriented institution, with medical staff to extend its scope beyond education.

#### **Final Words of Wisdom**

What does he see for the future? Mr Kang hopes to remain active and engaged, finding fulfillment in meaningful work for as long as possible.

He shares an optimistic outlook with the SHF staff, emphasising that maintaining a positive attitude and a collaborative spirit will propel the team towards achieving the Foundation's goals.

"Contribute in the right way – there are many prospects for a meaningful, happy career," he advises.

**As Mr Kang steps down as SHF's CEO and takes on a new role as Chief Operating Officer, we thank him for his exceptional service and unwavering commitment. He has established a solid foundation that will inspire us to continue striving for a heart-healthy Singapore.**

## Welcoming Our New CEO

The Singapore Heart Foundation welcomed our new CEO, Mr Geoffrey Ong (pictured below on the far left), on 23 Jan 2024, and officially appointed him on 22 Apr 2024. With nearly two decades of experience in the Finance and Banking industry, Mr Ong brings invaluable expertise and foresight in Finance and Planning, Governance, and Transformation as he embarks on this new journey with SHF. He is no stranger to the social service sector, having dedicated over a decade of passionate volunteer service to the MINDS Board and School Management Committee.

## Embracing Lifelong Learning

In today's digital world, our personal information is constantly under threat. Hence, it is vital for our staff to handle personal data responsibly. Current and new employees are required to undergo Personal Data Protection Act (PDPA) training. They must complete an

e-learning and assessment by the Personal Data Protection Commission to ensure that all employees have basic knowledge of PDPA.

SHF also participated in DBS's free #Cyberwellness e-Learning Programme for the third consecutive year. This programme helps non-profit organisations to familiarise themselves with cybersecurity. We are proud that our staff took charge of their learning, and all passed the programme with good grades.

The Strategic Communications team hosted two capacity-building workshops to further fuel a culture of continuous learning. These workshops go beyond basic training, equipping staff with cross-functional knowledge. This broader perspective fosters versatility and adaptability in the workplace.



## Collaboration with Tertiary Schools

The ageing Singapore population highlights the need to continually engage future generations in cardiac rehabilitation. SHF continues to invest in passionate youths and welcome eight interns from tertiary institutions each year to complete a 20-week internship programme with the Heart Wellness Centre (HWC). This programme serves as a launch pad for their careers, with several talented interns transitioning into part-time roles upon completion of their internship.

The HWC also collaborated with final year students and lecturers from Republic Polytechnic to create informative pamphlets on chronic disease management. This initiative complements SHF's nutrition counselling by providing HWC clients with additional learning resources. The collaboration not only benefits clients but also empowers the students with valuable experience in the field of nutrition.



## Staff Get-Together

The Staff and Welfare Committee (SWC) is a dedicated team of staff who organise activities to foster workplace harmony and inject motivation into the workplace.

On 7 Aug 2023, the SWC organised a movie day to celebrate National Day. The committee selected two movies for staff to enjoy, along with theatre food.

To welcome the Year of the Dragon, the SWC organised the staple Lunar New Year reunion lunch on 2 Feb 2024. Our staff honoured the festive spirit and came dressed in red with dragon prints.

The SWC also organised a staff retreat on 28 Mar 2024, where it brought out the competitive spirit and camaraderie of the team through a game of Mystery Golf.

# Strategic Initiatives for the Year Ahead

## PROGRAMME ENHANCEMENTS

- ♥ Enhance the Heart Wellness Management System (HWMS), a platform that allows clients to book their cardiac rehabilitation sessions online. We will improve the system to enable Singpass login and develop an app version.
- ♥ Revamp administrative office into a larger event space that will be used as a venue for public heart health education next FY. The corporate office will relocate to the SLF Complex at 510 Thomson Road.
- ♥ Evaluate the long-term outcomes and quality of life (QoL) of clients under the HWC Programme by establishing a CR Patients QoL Committee.
- ♥ Develop and launch new versions of the CPR Kiosk and BP Awareness Kiosk that have new interactive and user-friendly features.
- ♥ Launch the Project CardioChase in schools. The self-run heart health booth aims to promote heart health among the youth, and inspire them to proactively adopt a healthier lifestyle to prevent cardiovascular disease. The launch is planned for Jan 2025.
- ♥ Promote mental wellness to the community, which includes our beneficiaries, cardiac arrest survivors and their caregivers, as well as community first responders.
- ♥ Increase collaboration with corporate and community partners to advocate for heart health—particularly for women—and lifesaving skills, as well as equip them with tools to implement such activities within their organisations.
- ♥ Expansion of the BP Initiative @ Schools to institutes of higher learning and the community.



## EVENTS

- ♥ Diversify event formats and activities to reach different demographics.
- ♥ Drive deeper and more meaningful engagement of donors, sponsors, corporate partners, and volunteers through virtual and in-person advocacy and fundraising activities.
- ♥ Down with Hypertension: 25 May 2024
- ♥ Pledge Your Heart Walk: 23 Jun 2024
- ♥ Seminar on Cardiovascular Disease Prevention Strategies in Singapore: 29 Jun 2024
- ♥ Charity Cup Golf Tournament 2024: 10 Jul 2024
- ♥ National Heart Week/World Heart Day 2024: 28 Sep 2024
- ♥ Project Heart: 12 Oct 2024
- ♥ National Life Saving Day: 18 Jan 2025
- ♥ Public cardiac rehabilitation talk jointly organised with Shin Min Daily News: 22 Feb 2025
- ♥ Charity Fundraising Show: 29 Jun 2025
- ♥ Singapore Prevention & Cardiac Rehabilitation Symposium: Oct 2025

## DIGITAL AND CONTENT ENHANCEMENTS

- ♥ Update of the Pet Fitness App to broaden its content scope and integrate social features, gamification, and interactive microlearning. Developed in collaboration with Nanyang Technological University, the app aims to raise awareness of cardiovascular disease and promote healthy lifestyle behaviours among students up to Secondary 2. The first phase of this update will be in Jul 2024.
- ♥ Increase the production of long and short-form videos, catering to diverse audience preferences.
- ♥ Launch a new corporate video, scheduled for completion in Q3 of 2024.
- ♥ Leverage data analytics to gain deeper insights into audience behaviour, preferences and trends for audience and content development.



UNITED IN PURPOSE, OUR LEADERSHIP  
— BOARD, MANAGEMENT, AND  
COMMITTEES — DRIVE OUR  
COLLECTIVE EFFORTS TOWARDS  
A HEART HEALTHIER  
SINGAPORE

Dr Low fronting an interview for the latest edition of the Singapore Heart Foundation's corporate video.



Every heartbeat matters. It is the rhythm  
of life and the pulse of our existence.

**DR LOW LIP PING**  
*Chairman Emeritus of SHF*

# BOARD OF DIRECTORS



## PATRON

ESM Goh Chok Tong  
Patron  
Retired: 20 Aug 2024

## ADVISORY COMMITTEE

Mdm Koh Teck Siew  
Mrs Regina Lee  
Prof May Oo Lwin  
Dr Mak Koon Hou  
Dr C Sivathasan

Honorary Legal Advisor  
Ms Kay Pang

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

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

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

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

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

05 **Clin A/Prof Jack Tan**  
Honorary Secretary  
16 Sep 2023  
Cardiologist

06 **A/Prof Ching Chi Keong**  
Asst Honorary Secretary  
16 Sep 2023  
Cardiologist

07 **Dr Bernard Kwok**  
Honorary Treasurer  
19 Apr 2024  
Medical Doctor

08 **Prof Terrance Chua**  
Member  
31 Aug 2019  
Cardiologist

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

10 **Prof Marcus Ong**  
Member  
16 Sep 2023  
Senior Consultant,  
Emergency Medicine

11 **Ms Kay Pang**  
Member  
16 Sep 2023  
Vice President Legal

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

# 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  
Prof Terrance Chua  
AD: 18 Sep 2021  
Mrs Elsie Foh  
AD: 18 Sep 2021

## MEMBERSHIP

Meeting: 1

### Chairperson

Prof Terrance Chua  
AD: 26 Sep 2015

## COMMUNITY EDUCATION AND NATIONAL HEART WEEK/WORLD HEART DAY 2023

Meetings: 2

### Chairperson

Dr Mak Koon Hou  
AD: 19 Apr 2023

## Vice Chairperson

Mrs Regina Lee  
AD: 17 Apr 2023

### Members

Prof Terrance Chua  
AD: 28 Jul 2012  
Mr Goh Chiew Seng  
AD: 28 Jul 2012  
Dr Lin Weiqin  
AD: 3 Nov 2021  
Dr Low Lip Ping  
AD: 7 Sep 2013  
Prof Tan Huay Cheem  
AD: 26 Sep 2020  
Ms Tan Lee-Chew  
AD: 11 Jul 2009  
Dr Tan Yong Seng  
AD: 23 Sep 2017

## GO RED FOR WOMEN

Meeting: 1

### Chairperson

Dr Chan Wan Xian  
AD: 18 Sep 2021

### Member

Dr Ong Chen Hui  
AD: 31 Jul 2023

## SCHOOLS PROGRAMME

Meeting: 1

### Chairperson

Mrs Regina Lee  
AD: 30 Jul 2011

### Members

Prof May Oo Lwin  
AD: 11 Jul 2009

Dr Mak Koon Hou  
AD: 26 Sep 2015

## FUNDRAISING AND CORPORATE PARTNERSHIP

Meetings: 2

### Chairperson

Dr Bernard Kwok  
AD: 18 Sep 2021

### Members

Mdm Koh Teck Siew  
AD: 2 Feb 2021  
Ms Kay Pang  
AD: 17 Oct 2023  
Ms Tan Lee-Chew  
AD: 26 Jul 2021

## CHARITY CUP

Meetings: 2

### Chairperson

Dr Bernard Kwok  
AD: 16 Sep 2023

### Co-Chairperson

Dr Low Lip Ping  
AD: 23 Aug 2014

### Members

Mr Joe Chan  
AD: 29 Mar 2003  
Mr Peter Sim  
AD: 16 Sep 2023  
Mr Jeremy Tan  
AD: 15 Jan 2024

## HEART WELLNESS CENTRES

Meeting: 1

### Chairperson

Dr Tan Yong Seng  
AD: 31 Aug 2019

### Co-Chairperson

Asst Prof Yeo Tee Joo  
AD: 16 Sep 2023

### Members

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

## CARDIAC REHABILITATION PATIENT QUALITY OF LIFE

Meeting: 1

### Chairperson

Dr Tan Yong Seng  
AD: 23 Nov 2023

### Members

A/Prof Sanjeeva  
Kularatna  
AD: 23 Nov 2023  
Mr Eric Monzon  
AD: 23 Nov 2023

Prof Wang Wenru  
AD: 23 Nov 2023  
Asst Prof Yeo Tee Joo  
AD: 23 Nov 2023

## PROFESSIONAL & RESEARCH

Meeting: 1

### Chairperson

Prof Marcus Ong  
AD: 16 Sep 2023

### Co-Chairperson

Asst Prof Yeo Tee Joo  
AD: 16 Sep 2023

### Members

Prof Terrance Chua  
AD: 28 Jul 2012  
Clin A/Prof Jack Tan  
AD: 18 Sep 2021

## HEART SUPPORT FUND

Meeting: 1

### Chairperson

Dr Bernard Kwok  
AD: 10 Sep 2022

### Members

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

## SINGAPORE PREVENTION & CARDIAC REHABILITATION SYMPOSIUM

Meetings: 9

### Advisors

Adj A/Prof Tan Swee Yaw  
AD: 6 Jan 2023  
Asst Prof Yeo Tee Joo  
AD: 6 Jan 2023

### Organising Committee

#### Chairperson

Clin Asst Prof Huang Zijuan  
AD: 6 Jan 2023

#### Co-Chairperson

Dr Jeanne Ong  
AD: 6 Jan 2023

### Scientific Committee

#### Chairperson

Clin Asst Prof Tan Jian Jing  
AD: 6 Jan 2023

#### Co-Chairperson

Dr Violent Hoon  
AD: 6 Jan 2023

## STRATEGIC COMMUNICATIONS

Meeting: 1

### Chairperson

Prof May Oo Lwin  
AD: 18 Sep 2021

### Members

Mr Thomas Goh  
AD: 25 Jan 2022  
Asst Prof Edmund Lee  
AD: 20 Oct 2023

Asst Prof Benjamin Li  
AD: 7 Jun 2024

## EDITORIAL

Meeting: 1

### Editor

Mr Patrick Deroose  
AD: 31 Mar 2001

### Co-Editor

Mr Thomas Goh  
AD: 20 Oct 2023

### 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

Meetings: 2

### Chairperson

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

### Co-Chairperson

Prof Marcus Ong  
AD: 16 Sep 2023

### Members

Clin Asst Prof Paul  
Lim Chun Yih  
AD: 27 Sep 2022  
Prof Lim Swee Han  
AD: 16 Sep 2023  
Dr Jacqueline Situ Wangmin  
AD: 8 Sep 2022

## FINANCE & INVESTMENT

Meetings: 4

### Chairperson

Dr Bernard Kwok  
AD: 17 Apr 2024

### Members

Mr John Chin  
AD: 15 May 2024  
Prof Terrance Chua  
AD: 26 Sep 2015  
Mrs Elsie Foh  
AD: 23 Sep 2017  
Ms Alicia Foo  
AD: 23 Aug 2014  
Mr Ho Hin Wah  
AD: 27 May 2024  
Prof Tan Huay Cheem  
AD: 31 Aug 2019  
Ms Tan Lee-Chew  
AD: 28 Jul 2012  
Ms Alice Toh  
AD: 1 May 2023

## GOVERNANCE & AUDIT

Meetings: 4

### Chairperson

Mrs Elsie Foh  
AD: 18 Sep 2021

### Members

Prof Terrance Chua  
AD: 11 Jul 2009  
Ms Julia Leong  
AD: 23 Nov 2022  
Ms Kay Pang  
AD: 18 Aug 2023  
Prof Tan Huay Cheem  
AD: 31 Aug 2019  
Mr Richard Tan  
AD: 26 Sep 2015

## HUMAN RESOURCE

Meetings: 4

### Chairperson

Clin A/Prof Jack Tan  
AD: 16 Sep 2023

### Members

Mr Chia Song Leng  
AD: 29 Dec 2021  
Prof Ching Chi Keong  
AD: 29 Dec 2021  
Ms Leong Wah Gee  
AD: 27 Nov 2023  
Mr Kenneth Low  
AD: 20 Oct 2021

## VOLUNTEER MANAGEMENT

Meeting: 1

### Chairperson

Mdm Koh Teck Siew  
AD: 10 Sep 2022

# OUR LEADERS

**Geoffrey Ong**  
Chief Executive Officer  
22 Apr 2024

**Vernon Kang**  
Chief Operating Officer  
22 Apr 2024

**Teng Chiun How**  
Senior Director,  
Finance and Heart Safe  
15 Jul 2022

**Jeslin Sin**  
Director,  
Programmes  
1 Jul 2012

**Au Poh Yee**  
Senior Assistant Director,  
HR & Admin  
17 Jul 2024

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

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

**Thoo Chuah**  
Senior Manager,  
Strategic Communications  
20 Oct 2022

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

**Gregory Fam**  
Principal Physiotherapist,  
Heart Wellness Centres  
1 Jun 2024

**Kenneth See**  
Manager,  
Heart Safe  
1 Jul 2024



## STATEMENT OF FINANCIAL ACTIVITIES

	1 APRIL 2023 - 31 MARCH 2024	%	1 APRIL 2022 - 31 MARCH 2023	%
<b>INCOME</b>				
Fundraising activities	8,954,642	85	7,286,583	83
Charitable activities	1,484,320	14	1,213,141	14
Governance and operating activities	146,111	1	149,616	2
Other income	-	-	67,255	1
<b>Total</b>	<b>10,585,073</b>	<b>100</b>	<b>8,716,595</b>	<b>100</b>
<b>EXPENDITURE</b>				
Fundraising activities	1,376,390	14	925,973	11
Charitable activities	7,170,989	72	6,183,131	73
Governance & Operating costs	1,369,202	14	1,350,135	16
Other expenditure	23,651	-	-	-
<b>Total</b>	<b>9,940,232</b>	<b>100</b>	<b>8,459,239</b>	<b>100</b>
Net surplus before investment	644,841		257,356	
Investment income	1,678,991		1,686,198	
Fair value gain/(losses) on financial instruments at FVTPL	1,459,156		(2,121,762)	
Gain/(losses) on disposal of investment	116,845		(819,016)	
<b>Net surplus/(loss) for the year</b>	<b>3,899,833</b>		<b>(997,224)</b>	
<b>Fundraising Efficiency</b> (Fundraising Expenses/Fundraising Income)	15%		13%	
SHF's Fundraising Efficiency of 15% (Current year) and 13% (Prior year) are well within the Commissioner of Charities guideline of not exceeding 30%				
<b>ANNUAL SALARY BANDS OF KEY MANAGEMENT PERSONNEL</b>				
Above \$300,000	1		0	
\$200,001 to \$300,000	2		3	
\$100,001 to \$200,000	3		1	

## STATEMENT OF FINANCIAL POSITION

	31 MARCH 2024	%	31 MARCH 2023	%
<b>ASSETS</b>				
Property, plant & equipment	13,557,616	21	4,504,081	7
Investments	45,115,609	69	42,986,103	70
Right-of-use assets	182,069	-	385,793	1
Inventories	16,625	-	51,760	-
Trade and other receivables	697,807	1	333,182	1
Other assets	603,164	1	1,424,932	2
Term deposits	2,286,090	3	8,305,355	14
Cash and bank balances	2,991,027	5	3,355,133	5
<b>TOTAL ASSETS</b>	<b>65,450,007</b>	<b>100</b>	<b>61,346,339</b>	<b>100</b>
<b>FUNDS AND LIABILITIES</b>				
<b>Unrestricted Funds</b>				
General fund	48,703,216	74	44,439,221	72
Other Reserves	(56,228)	-	(144,550)	-
Infrastructure Development Fund	14,713,887	23	15,000,000	25
<b>Restricted Funds</b>	-	-	-	-
Asia-Pacific Heart Network Fund	10,543	-	10,543	-
Care & Share Matching Grant	24,482	-	66,304	-
Edwards Lifesciences Foundation	105,776	-	105,824	-
Heart Wellness Centre	-	-	5,008	-
AEDS In Bukit Gombak	5,218	-	21,099	-
Phillips Foundation	-	-	15,290	-
<b>TOTAL FUNDS</b>	<b>63,506,894</b>		59,518,739	
<b>TOTAL LIABILITIES</b>	<b>1,943,113</b>	<b>3</b>	<b>1,827,600</b>	<b>3</b>
<b>TOTAL FUNDS AND LIABILITIES</b>	<b>65,450,007</b>	<b>100</b>	<b>61,346,339</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 SG Assurance 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 the investment policy, governing how assets and reserves are invested and managed. The FIC monitors the investments closely 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 support the long-term sustainability to accomplish its mission. It determines the adequacy of funds to support SHF's 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, except those that are specified as restricted.

During the COVID-19 pandemic that started in 2020, all street fundraising and outdoor flag day activities were suspended due to safe distancing measures. This interruption continued in 2021 and 2022.

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 2024	CURRENT YEAR	PREVIOUS YEAR	% INCREASE / (DECREASE)
(A) Unrestricted General Funds (Reserves) at the end of a financial year	\$47,832,187	\$45,783,025	4.5%
(B) Annual Operating Expenditure for the year	\$9,803,221	\$9,067,666	8.1%
<b>Ratio of Reserves</b> (exclude investments accumulated unrealised fair value gain or loss) [Formula of Reserves ratio = (A) Total Unrestricted General fund / (B) Annual operating expenditure]	<b>4.88 : 1</b>	<b>5.05 : 1</b>	

We worked hard to retain most regular donors and sponsors. There were cancellations, but fewer than expected during the pandemic. Our street fundraising resumed in Mar 2023. At the same time, our fundraising team continued to engage donors through digital means regularly. This included emails and outreach through social media and virtual events. We also worked with several corporate donors who continue to support SHF.

We managed our expenses prudently through careful planning and organising. We also tapped on grants to support development work in the areas of governance, cybersecurity, IT infrastructure and software upgrades. Some of these works, such as the cybersecurity training, was 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.

SHF reviews and manages our reserves regularly, to ensure 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 acquire space. This acquisition was completed on 29 May 2023 and will be operational to serve more beneficiaries.

## ENVIRONMENT AND SOCIAL IMPACT

Climate change and carbon emissions are increasingly important in our national Green Plan 2030. Singapore's aim is to achieve net zero emissions by 2050; acknowledging this goal, SHF directed ourselves to continue reducing the carbon footprint in our daily activities and in our operations as a responsible charity.

This FY, within our offices we have reduced our consumption of paper by almost 7%. We achieved this through internal advocacy to slash the amount of printing. By halving the printed copies of our quarterly newsletter, *heartline*, from 11,000 copies to 5,500 copies in Mar 2024, we have also significantly reduced paper consumption. Meanwhile, we actively promote digital subscriptions to the e-copy of *heartline* to ensure readers continue to receive vital heart health information. Our efforts have been successful, and the number of our digital subscribers has increased five-fold, from 2,600 to over 13,000.

For our first aid and life support courses, we have opted to distribute learning guides and course materials via electronic means, i.e., softcopies and online videos. We are working towards further trimming the assessment guides and worksheets. We have also installed water dispensers in our offices, conference room, Heart Wellness Centres and multi-purpose room for our board members, staff, clients, and external parties; we encourage all to refill their bottles, instead of providing them bottled water during their visits to our office.

We have also started using renewable and recycled materials at all our events. At our community roadshows, we ensured that our booths and artwork were printed on plywood material, which is recyclable and biodegradable. Our event collaterals are only printed on a need-to basis and on woodfree paper, which is a sustainable choice as it is made from renewable and recyclable materials.

We continue to promote our AED-on-Loan programme, which saw an increase from six to 11 as compared to the number in the previous year. These AEDs allow event organisers to ensure the safety of their participants at their events, and to enable borrowing as an option to purchase. Our BP Initiative @ Schools has also reached



new heights; we have inspired 17,005 students and their family members as compared to 12,428 students in the year before. These initiatives authorise the repeated use of our resources and serve its purpose in the community.

We have continued to give back to the community by providing complimentary CPR+AED training to 69 organisations. Project Heart was revived as our signature mass training event, to equip more than 4,000 participants with lifesaving skills; we did this at various locations leading to the main event day. Collaboration with like-minded organisations were ramped up, to avoid duplicative efforts, and to optimise resources and ensure they are better deployed or are reduced.

We continue to advocate to participants we train, to register as community first responders on the myResponder app. We believe their skills will contribute significantly towards the community response to a cardiac emergency and provides the opportunity and circumstance for more lives to be saved.

## EMPHASISING THE HEALTH AND SAFETY OF OUR WORKFORCE

We diligently maintain a safe workplace for our staff and Heart Wellness Programme clients. We ensure that AEDs are installed at all our three Heart Wellness Centres (Bishan, Fortune Centre and Bukit Gombak) and are effectively maintained. We offer paid annual health screenings and flu vaccinations to ensure the well-being of our workforce.

Our leaders actively champion an open-door policy and safeguard flexible working arrangements (FWA) for all our staff on a request for consideration basis. On a day-to-day basis, leaders of the organisation are empowered to adapt and approve ad hoc FWA requests.

We have enhanced our staff benefits even further, specifically in the long service awards and annual leave entitlement. The annual leave has also been boosted to give staff up to an additional three days based on their seniority and years of service.

Next, recipients of the long service award will be invited to our Annual General Meeting where a memento and certificate will be presented in recognition of their years of contribution to the Foundation; they are also presented with an increased cash award that commensurate with their increased years of service.

## WORKING TOWARDS A MORE PROGRESSIVE AND INCLUSIVE WORKPLACE

SHF continues to provide a competitive remuneration package to attract and retain talents. We extend relevant and progressive formal courses to our staff; this is on a frequent basis to encourage lifelong learning and development. Supervisors take on regular discussions of personal development plans. They hold these conversations throughout the year. SHF is officially recognised as an Accredited Training Organisation (ATO) of Chartered Accountant Singapore, as well as a Recognised Employer Program (REP) partner of CPA Australia.

We promote an inclusive and collaborative work environment by advancing the number and variety of social events for our staff. Through the year, these events allow staff members from various departments to interact with one another, and potentially find common ground to further collaborate on various projects.

On Friday 12 Jan 2024, we hosted our annual appreciation dinner for our volunteer board and committee members. We are grateful for their service to the organisation.

### Moving Forward

As we uphold our operations and activities in the society, SHF recognises the importance of ESG related impact on our stakeholders and the environment. A workgroup comprising of representatives from all departments will continue to take practical steps to address related issues and considerations. This workgroup is driven to involve, engage, and educate the larger SHF community of beneficiaries, collaborators, volunteers and employees, to go green and be more environment conscious.

# 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 2023 and 31 Mar 2024 may be viewed on page 35-36 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.

Prof Tan Huay Cheem is our Chairman appointed on 31 Aug 2019. In compliance with SHF's Constitution, its 53<sup>rd</sup> Board of Directors consists of 11 elected members. Of these, 8 directors are from the medical profession, including 6 who 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
Prof Tan Huay Cheem	Elected	17	<ul style="list-style-type: none"> <li>Member, 24 Jun 2006</li> <li>Honorary Secretary, 30 Jun 2007</li> </ul>	Yes
Dr Tan Yong Seng	Elected	22	<ul style="list-style-type: none"> <li>Member, 31 Mar 2001</li> <li>Honorary Secretary, 24 Jun 2006</li> <li>Member, 30 Jun 2007</li> </ul>	-
Ms Tan Lee-Chew	Elected	17	<ul style="list-style-type: none"> <li>Member, 24 Jun 2006</li> </ul>	-
Clinical Associate Prof Jack Tan	Elected	6	<ul style="list-style-type: none"> <li>Member, 23 Sep 2017</li> <li>Asst Honorary Secretary, 18 Sep 2021</li> </ul>	Yes
Associate Prof Ching Chi Keong	Elected	3	<ul style="list-style-type: none"> <li>Member, 24 Mar 2021</li> </ul>	Yes
Dr Bernard Kwok	Elected	9	<ul style="list-style-type: none"> <li>Member, 23 Aug 2014</li> </ul>	Yes
Prof Terrance Chua	Elected	28	<ul style="list-style-type: none"> <li>Member, 1 Apr 1995</li> <li>Honorary Secretary, 27 Mar 1999</li> <li>Member, 29 Mar 2003</li> <li>Vice Chairman, 30 Jun 2007</li> <li>Chairman, 26 Jul 2008</li> </ul>	Yes
Mrs Elsie Foh	Elected	10	<ul style="list-style-type: none"> <li>Member, 7 Sep 2013</li> <li>Honorary Treasurer, 23 Sep 2017</li> </ul>	-
Prof Marcus Ong	Elected	1	-	-
Ms Kay Pang	Elected	1	-	-
Assistant Prof Yeo Tee Joo	Elected	3	-	Yes

The Board and Management of SHF are firmly committed to complying with all relevant laws, regulations and the Code of Governance for charities. Corporate governance is essential to the sustainability of SHF's mission, which is to promote heart health, and prevent and reduce disability and death due to cardiovascular disease and stroke. It is a never-ending race to defeat the disease and support those who are impacted. It is critical for SHF to strike a balance between the need for stability, continuity, tenure of appointment and diversity of skills that has the longer term and progressive interest of SHF as priority. In this respect, the Board and Management are confident 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 interest 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 for over ten years 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.

To adhere more closely with the new code of governance, SHF has put in place a Board transition plan to be implemented over two years, to be fully completed by Sep 2025. 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 are 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 one Annual General Meeting 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
Prof Tan Huay Cheem	1	4
Dr Tan Yong Seng	-	3
Ms Tan Lee Chew	1	3
Clinical Associate Prof Jack Tan	1	3
Associate Prof Ching Chi Keong	1	4
Dr Bernard Kwok	1	4
Prof Terrance Chua	1	4
Mrs Elsie Foh	1	3
Prof Marcus Ong	-	2
Ms Kay Pang	1	3
Assistant Prof Yeo Tee Joo	1	3
Mdm Koh Teck Siew	1	2
Mrs Regina Lee	1	4
Prof May Oo Lwin	-	2
Dr Mak Koon Hou	-	1
Dr C Sivathanan	-	3
Mr Chong Chou Yuen	-	3
Mr Goh Chiew Seng	1	1
Mr Peter Sim	-	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, strategic 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 up-to-date 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 SHF's official website.

## STRATEGIC PLANNING

The Board reviews and approves the Vision and Mission of SHF periodically to ensure that programmes and activities are in line with its objectives. They are documented and communicated to members and the 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, which included 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 set up a fourth cardiac

rehabilitation centre in the eastern part of Singapore once a suitable location is identified.

## CONFLICT OF INTEREST

Established 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), 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 FY23/24, the internal auditors focused on material internal controls, including donation management, fundraising (Charity Cup Golf Tournament 2023) and IT Security Management. In the summary of the internal audit findings, one high priority, three 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, play 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 had been placed on the areas of Personal Data Protection Act (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 enhanced ERM framework and updated policy was approved by the SHF board in Mar 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.

## WHISTLE-BLOWING

SHF has a whistle-blowing policy which provides an opportunity for all stakeholders to raise genuine concerns relating to 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 above board. All activities should be conducted with the utmost care and concern for relevant stakeholders, especially the interests of our beneficiaries as priority. SHF does not tolerate any misconduct by members, volunteers, staff or service providers in the course of their work. In FY23/24, no whistle-blowing 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. There are no close members of the family of the executive head or board members being 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 its key management staff is disclosed in bands of \$100,000 in accordance with the code of governance.

## PUBLIC IMAGE

SHF is committed to lawful and ethical behaviour in all its activities and to 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 the 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, whether related to fundraising, event and programme implementation, financial management, public speaking or presentation on behalf of SHF, or any other aspect 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 PDPA, SHF will not disclose any personal data to third parties without one's consent. All personal data is kept strictly private and confidential. SHF's Privacy Policy is published on its website.

# GOVERNANCE EVALUATION CHECKLIST

For large IPCs for the period of 1 April 2023 to 31 March 2024

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 <sup>1</sup> to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10	Governing board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied

S/NO	DESCRIPTION	CODE ID	RESPONSE
<b>Strategic Planning</b>			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of this plan.	3.2.4	Complied
<b>Human Resource and Volunteer<sup>2</sup> Management</b>			
13	The Board approves documented human resource policies for staff <sup>1</sup> .	5.1	Complied
14	There is a documented Code of Conduct for governing board members, staff <sup>1</sup> and volunteers <sup>2</sup> (where applicable) which is approved by the Board.	5.3	Complied
15	There are processes for regular supervision, appraisal and professional development of staff <sup>1</sup> .	5.5	Complied
<b>Are there volunteers serving in the charity? (Skip item 16 if "No")</b>			<b>Yes</b>
16	There are volunteer management policies in place for volunteers <sup>2</sup> .	5.7	Complied
<b>Financial Management and Internal Controls</b>			
17	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied
18	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
19	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
20	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks.	6.1.4	Complied
21	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
<b>Does the charity invest its reserves (e.g., in 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: a) the number of Board meetings in the financial year; and b) the attendance of every governing board member at those meetings.	8.2	Complied
<b>Are governing board members remunerated for their service to the Board? (Skip items 26 and 27 if "No")</b>			<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. 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 <sup>1</sup> is involved in setting his own remuneration.	2.2	Complied
29	The charity discloses in its annual report: a) the total annual remuneration for each of its 3 highest paid staff <sup>1</sup> , who each received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and b) whether any of the 3 highest paid staff <sup>1</sup> also serves as a governing board member of the charity.	8.4	Complied
The information relating to the remuneration of the staff <sup>1</sup> must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff <sup>1</sup> receives more than \$100,000 each in annual remuneration.			

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



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