



National Healthcare Group

NHG FUND

Adding years of healthy life

ANNUAL REPORT

FY2022



ADDING YEARS OF HEALTHY LIFE

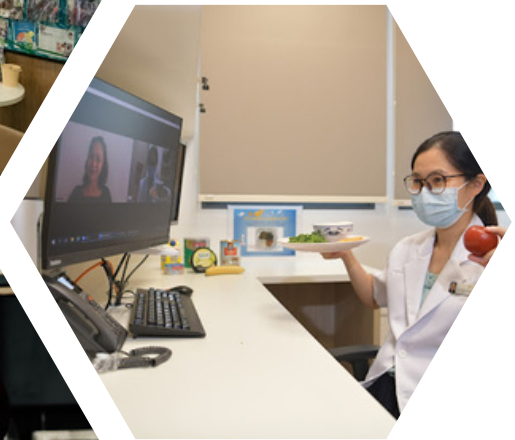
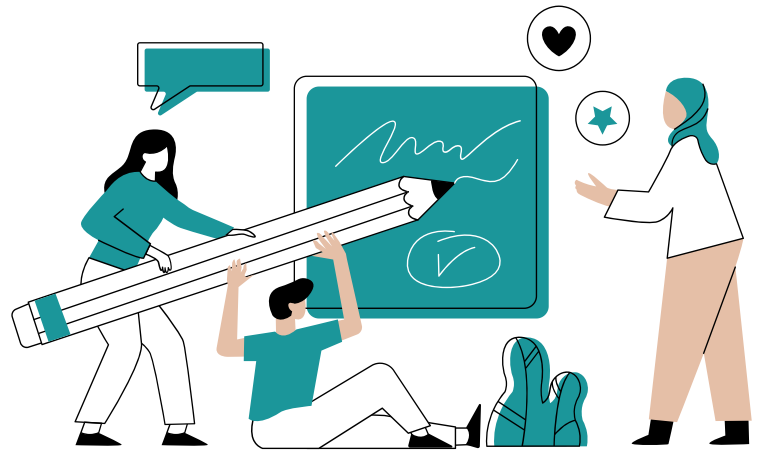


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ABOUT US



OVERVIEW

National Healthcare Group Fund (NHG Fund) is the charity arm of National Healthcare Group (NHG), and a Charity with Institutions of a Public Character (IPC) status from 14 February 2021 for 3 years.

VISION

As part of NHG, NHG Fund shares the same vision of 'Adding Years of Healthy Life'. This beyond merely healing the sick to the more difficult and infinitely more rewarding task of preventing illness and preserving health and quality of life. NHG aims to provide care that is patient-centric, accessible, seamless, comprehensive, appropriate and cost-effective.

OBJECTIVES

To support the pursuit of medical research and the promotion, development and provision of health related services for residents in Central and North Singapore, including the following:

Furtherance of medical, nursing, paramedical and related education through training programmes, conferences, conventions, seminars and exhibitions;

Publication of research findings, educational journals, reports, magazines, books and materials;

Provision and improvement of equipment and facilities for research and development;

Provision of funded healthcare to eligible patients who are in need of financial assistance;

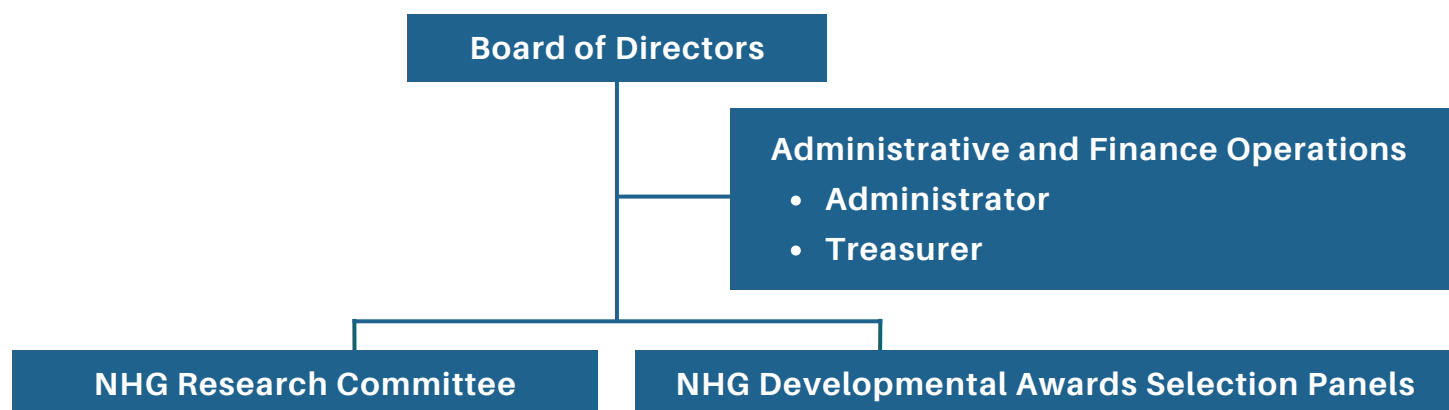
To support the setup and/or activities of patient and patient-related support groups;

Development of human capital and infrastructure of medical institutions and organisations in the community; through collaborations or otherwise, to meet future healthcare and health related needs; and

All other matters in furtherance of the above as approved by the Directors, with the understanding that activities are not done for commercial reasons or profit.

THE BOARD

NHG Fund is governed by an independent Board who is responsible for overseeing the administration of NHG Fund. The Board is supported by the NHG Research Committee for research programmes, and also the NHG Developmental Awards Selection Panels for the talent developmental awards.



The Board of Directors

Mr Soh Gim Teik

Chairman (wef 1 September 2021)

Appointment Since: 01 June 2021

Other Appointments: Partner, Finix Corporate Advisory LLP

Prof Choo Wee Jin, Philip

Director

Appointment Since: 01 September 2016

Other Appointments: Group Chief Executive Officer, National Healthcare Group Pte Ltd

Ms Ngo Lin Ai

Director

Appointment Since: 01 June 2021

Other Appointments: Director, National Library Board

Dr Tan Chi Chiu

Director

Appointment Since: 01 June 2021

Other Appointments: Gastroenterologist, Gastroenterology & Medicine International, Gleneagles Medical Centre and Gleneagles Hospital

Ms Fang Eu-Lin

Director

Appointment Since: 01 June 2021

Other Appointments: Partner and Sustainability & Climate Change Leader, PwC Singapore

Ms Kho Min Zhi, Laura

Director

Appointment Since: 01 April 2022

Other Appointments: Director, Finance, MOH Holdings Pte Ltd

The Management



Administrator:
Prof Philip Choo Wee Jin
Appointed on 30 September 2016



Treasurer:
Ms Joan Koh Eng Hui
Appointed on 30 September 2020



Company Secretary:
Ms Lim Luck Cheng
Appointed on 30 September 2016

Company Profile



Members:
National Healthcare Group Pte Ltd
MOH Holdings Pte Ltd
Mdm Kuok Oon Kwong



Address:
3 Fusionopolis Link #03-08
Nexus@One-north S(138543)



UEN:
201623926M



Bankers:
DBS, UOB, OCBC



Auditor:
Ernst & Young LLP

HIGHLIGHTS of FY2022

A Healthtech Accelerator to Facilitate Clinical Adoption of New Technologies



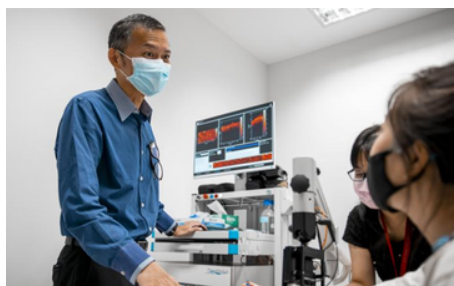
NHG frequently works with the Lee Kong Chian School of Medicine (LKCMedicine), Nanyang Technological University, Singapore (NTU Singapore) and Agency for Science, Technology and Research (A*STAR) in the area of research.

In FY2022, NHG, NTU Singapore and A*STAR launched Co11ab@Novena, an incubator that aims to be a national innovation and translational hub which brings together research, clinical, and venture creation activities, creating an environment that spurs knowledge sharing, innovation, and collaboration. NHG Fund had supported the setup of Co11ab.



Co11ab has also signed a partnership with Singapore Medtech Consortium (SMC), a group of 72 Singapore-based companies to provide start-up at co11ab with equipment and expertise that a start-up may not have in-house to accelerate product development. Through this collaboration, SMC will also jointly operate Co11ab's engineering makerspace, providing prototyping equipment such as 3D printers, milling machines, lathe machines, laser cutting and engravers amongst others.

COLLABORATIVE RESEARCH



Skin Research Institute of Singapore (SRIS) is a translational centre for skin research and innovation jointly established by NHG, NTU Singapore and A*STAR.

In FY2022, NHGF supported the renewal of SRIS, serving to bring together and leverage the expertise of scientists, clinicians and engineers in skin research. SRIS has achieved notable outcomes, numerous impactful publications and clinical trials towards healthcare impact. An example is development of non-invasive skin imaging technology that enables the detection of skin cancers without biopsy at National Skin Centre (NSC), thereby saving healthcare costs through prevention of unnecessary skin biopsies and earlier treatment at more manageable stages.

Rehabilitation Research Institute of Singapore (RRIS) is a tripartite collaboration among NHG, NTU Singapore and A*STAR to establish a world class research and innovation institute for rehabilitation science and technology.

With the previous tranche of funding, RRIS' outcomes include 12 intellectual Properties (IPs), \$11M in external grants, various collaborations with local and international institutions, as well as establishment of key clinical databases relating to stroke and knee osteoarthritis.

An example is Mobile Robotic Balance Assistant (MBRA) developed through a collaboration between RRIS and Tan Tock Seng Hospital (TTSH). MRBA is a balance assistive robot targeted at users with walking and balance impairments, such as stroke patients as well as patients with traumatic brain injury and spinal cord injury.



Patient using MBRA for treatment.

James Dyson Foundation Helps Raise Funds and Awareness for Diabetes Research



NHG Fund and James Dyson Foundation co-organised a virtual charity run in 2022 to support of the 'Save Lives Save Limbs' campaign.

NHG Fund was voted by Dyson Singapore people as its chosen charity for three years (June 2020 - June 2023). Dyson Singapore and James Dyson Foundation (JDF) have specifically fundraised to support NHG's medical research on diabetes to save lives and reduce limb amputations in Singapore.



The Dyson Singapore family have carried out various charity activities over the past two years to raise funds for NHG Fund. The donations go toward "Save Lives Save Limbs" campaign to support diabetes research.

In 2022, NHG Fund and JDF co-organised "Step Up For Diabetes 2022", a virtual charity run and walk to encourage active lifestyle among Dyson people while continuing to raise awareness on the importance of diabetes treatment especially in Singapore. Monies raised from this event were match funded by JDF.



Tanoto Foundation supports Reversing Diabetes Programme



From left to right: Dr Janil Puthucheary, Senior Minister of State, Ministry of Communications and Information and Ministry of Health; Mr Bey Soo Kiang, Executive Advisor, Tanoto Foundation; Prof Benjamin Seet, Deputy CEO (Education and Research), NHG; A/Prof Chong Phui-Nah, CEO, NHG Polyclinics & Primary Care; A/Prof Tang Wern Ee, Director, Clinical Research Unit, NHGP.

The NHG-Tanoto Diabetes Reversal Programme is a research collaboration co-funded by a S\$2.6 million contribution from Tanoto Foundation and S\$1.0 million from the NHG Fund. Launched on 5 August 2022 by Senior Minister of State for Health, Dr Janil Puthucheary at Kallang Polyclinic, this programme aims to:

- Study the barriers and facilitators to behavioural changes in patients with diabetes, and develop effective behavioural interventions for different sub-populations in Singapore to adopt and adapt to dietary and lifestyle changes through a qualitative study and a cross-sectional survey
- Create healthy, tasty meal plans and recipes suitable for weight loss and maintenance of healthy weight catered to the local palate, and
- Study the effectiveness of an intensive weight loss and weight maintenance programme in reversing diabetes in obese patients with early diabetes through a randomised controlled trial at NHG Polyclinics.

In September 2022, as part of preparation work for the clinical trial, dietitians from NHG Polyclinics worked with patients to co-create a collection of healthy meal plans and recipes. This collection of healthy meal plans and recipes include recipes for Very Low Calorie Diets (VLCD), and 1000kcal, 1200kcal & 1500kcal meals.

Participant interviews for the qualitative study on barriers and facilitators to behavioural changes in patients with diabetes begun in August 2022, and was completed in March 2023. Planning for the quantitative survey on 'Living with Diabetes' began in the last quarter of 2022, and patient recruitment for the clinical trials began in December 2022, and is ongoing as of March 2023.

Academy of Clinician Scientists and Innovators (ACSI)



The Academy of Clinician Scientists and Innovators (ACSI) was soft launched in Nov 2022. ACSI is a joint initiative between NHG and LKCMedicine.

The Academy aims to promote excellence in clinical research and foster the development of clinician scientists and innovators, as part of NHG's effort to catalyse research activities and integrate academic medicine with clinical practice. NHG Fund supports the NHG-LKCMedicine Clinician-Scientist Preparatory Programme (CSPP), NHG-LKCMedicine Clinician-Scientist Preparatory Programme Plus (CSPP+) and NHG-LKCMedicine Clinician-Scientist Fellowship (CSF) administered by ACSI.





KEY PROGRAMMES updates

COLLABORATIVE RESEARCH



Brain Bank
Singapore

Singapore's first Brain Bank (BBS) was established on 27 November 2019, as a partnership between NHG, LKCMedicine and the National Neuroscience Institute (NNI).

It aims to build up a collection of optimally stored and well-characterised human brain tissues for research in Singapore that reflects the local underlying generic populations and disease incidence, including neurogenerative and neuropsychiatric conditions.

As of March 2023, BBS has managed to recruit more than 240 donors. 4 of the donors have since passed on and donated their brains to contribute to the mission of BBS.



PaIC
THE PALLIATIVE CARE
CENTRE FOR EXCELLENCE
IN RESEARCH AND EDUCATION

The Palliative Care Centre for Excellence in Research and Education (PaIC) was set up as a tripartite collaboration by NHG, Dover Park Hospice and LKCMedicine in October 2017.

PaIC aims to develop a centre that elevates the standard of palliative care research and develops educational initiatives in palliative care for healthcare professionals, caregivers and volunteers. During FY2022, PaIC awarded 1 intramural and received 2 grants.

In FY2022, PaIC has been working with NHG College and NTU Singapore to develop the first ever Postgraduate Certificate, Diploma and Masters of Science in Holistic Palliative Care (HoPE). This programme will help full-time healthcare professionals to enhance the palliative care education experience through online workshops and discussions.

Help Me See

The "Help Me See" campaign, which ran from June 2022 to March 2023, raised more than \$10,000 for NHG Eye Institute's research and innovation to reduce blindness due to major eye diseases in ageing population. With support from Tote Board and the Government, every dollar donated to this campaign will be matched dollar-for-dollar. Funds raised will go towards:

- Finding new ways to better diagnose and treat
- Bringing eye care into homes and communities
- Improving patient experience, service and treatment outcomes



Reinventing Healthcare



The Singapore Health & Biomedical Congress (SHBC) is a scientific conference for healthcare professionals, research scientists, academics, industry experts and key stakeholders to share and discuss ideas and breakthrough strategies with the ultimate goal of advancing healthcare.

Slated to be the largest virtual medical congress, the 20th Edition of SHBC focuses on the "Reinventing Healthcare" and the imperative need to redesign and transform the healthcare ecosystem to manage immediate and future issues. This includes living with COVID-19 as an endemic disease and tackling challenges arising from Singapore's ageing population. SHBC 2022 has over 3,612 delegates registered for the event and 365 scientific abstracts received.

Talent Development on Research and Innovation Manpower

08



Clinicians

awarded the Clinician-Scientist Preparatory Programme (CSPP) and CSPP+ to kickstart their careers in research

01



Clinician

received the Clinician Scientist Fellowship (CSF) to pursue PhD

05



Clinicians

awarded the CMTi Clinician Innovator Preparatory Programme (CiPP) to provide foundational innovation training

23



Awardees

under the NHG Leadership Development Award (NLDA) Advance and Executive in FY2022

THE YEARS ahead

For the coming years, NHG Fund will continue to support the NHG strategic research plan that aims to transform the current health model and improve the quality of life. With the new mission given under Healthier SG to take care of the assigned residents in NHG zone, NHG Group Research would work closely with NHG Group Chief Medical Board and “virtual” clinical institutes to drive clinical improvement through evidence-based researches, as well as establish collaboration to research on Health Behavioural Insights.

For FY2023 and beyond, the fund will focus its support on the following areas:

Research & Innovation Excellence

Research & Innovation Excellence refers to research on Mental Health, Population Health, Mobility, Frailty and Falls, Transforming Vascular Health, Preventive Health and Dermatology to achieve better health outcomes. The aim is to drive the various clinical research to next phase and to accelerate translation from research to application.

Academic Health System (AHS)

AHS focuses on attracting and supporting research and innovation talents in NHG. This will be achieved by:

- strengthening the strategic partnerships with LKCMedicine & NTU.
- grooming of Clinician Scientists & Innovators through ACSI to bridge academic research, technological advancements and clinical practice.

Population Health

MOH is making a transformative shift towards a future health system that will take care of the health of every Singaporean throughout their life journey and keep them healthy in their life course under its Healthier SG strategy. This program aims to support Healthier SG in areas such as, building capabilities of our healthcare partners, developing enablers to support holistic integrated care, strengthening areas of care gaps, and building resilience in self-care and illness prevention.

Other Focus

Besides research, NHG Fund will continue to support the health manpower and talent development, and capabilities building at the community.

FINANCIAL HIGHLIGHTS

1 Apr 2022 - 31 Mar 2023

THE REVENUE



- **Donation Income \$2,676,498**
Mainly consists of donations from NHG Institutions and public.
- **Financial Income \$144,370**
- **Fair Value Adjustment (unrealised) -\$4,075,839**
This refers to fair value adjustments to the investments in unit trusts according to FRS. The fund maintains a return of 1.52% since inception date.

THE EXPENDITURE

Charitable Activities Expenses



\$5,858,610

Governance & Fundraising Expenses[^]



\$5,890

[^]Total fundraising expenses were \$1,756 (fund-raising efficiency ratio is below 1%).

FINANCIAL INFORMATION

Balance Sheet as at 31 March 2023

	2023	2022
ASSETS	\$	\$
Investments in unit trusts	87,812,645	85,388,484
Non-current assets	<u>87,812,645</u>	<u>85,388,484</u>
Interest receivables	12,265	2,898
Cash and cash equivalents	6,774,441	13,503,880
Current assets	<u>6,786,706</u>	<u>13,506,778</u>
Total assets	<u>94,599,351</u>	<u>98,895,262</u>
LIABILITIES		
Other payables	4,422,138	1,588,115
Accrued operating expenses	7,975	18,438
Current and total liabilities	<u>4,430,113</u>	<u>1,606,553</u>
Net assets	<u>90,169,238</u>	<u>97,288,709</u>
FUNDS		
Restricted fund		
Lee Foundation-NHG Lifetime Achievement	30,000	50,000
Fight Infectious Diseases (FIND)	211,004	246,684
Save Lives Save Limbs	85,058	57,776
Gift of Sight	28,595	10,010
Mental Health Research	90,000	90,000
Metabolic health - Reversing Diabetes	2,318,460	-
Others	2,003	14,589
	<u>2,765,120</u>	<u>469,059</u>
Unrestricted fund		
General fund	87,404,118	96,819,650
Accumulated funds	<u>90,169,238</u>	<u>97,288,709</u>

FINANCIAL INFORMATION

Statement of Comprehensive Income for the Financial Year ended 31 March 2023

	2023			2022		
	Restricted fund \$	Unrestricted fund \$	Total funds \$	Restricted fund \$	Unrestricted fund \$	Total funds \$
<u>Incoming resources</u>						
Incoming resources from generated funds:						
Donations	1,345,866	1,330,632	2,676,498	132,609	5,191,685	5,324,294
Total incoming resources	1,345,866	1,330,632	2,676,498	132,609	5,191,685	5,324,294
<u>Resources expended</u>						
Charitable activities expenses	(71,829)	(5,786,781)	(5,858,610)	(422,049)	(2,639,584)	(3,061,633)
Fundraising expenses	-	(1,756)	(1,756)	-	(1,142)	(1,142)
Governance costs	-	(4,134)	(4,134)	-	(18,864)	(18,864)
Total resources expended	(71,829)	(5,792,671)	(5,864,500)	(422,049)	(2,659,590)	(3,081,639)
<u>Finance income</u>						
Interest income	22,024	122,346	144,370	-	68,949	68,949
Net change in fair value of financial assets designated at fair value through profit and loss	-	(4,075,839)	(4,075,839)	-	(1,737,193)	(1,737,193)
Total finance income	22,024	(3,953,493)	(3,931,469)	-	(1,668,244)	(1,668,244)
Net incoming (outgoing) resources, representing total comprehensive income/(loss) for the year	1,296,061	(8,415,532)	(7,119,471)	(289,440)	863,851	574,411

RESERVES and investment policy



Reserves Policy

NHG Fund is mainly funded by tax savings and donations from restructured hospitals and healthcare institutions in NHG. It has a reserve policy to ensure there is financial stability and the ability to support the charity's principal activity for more than 5 years. This reserve level is reviewed annually by the Board to ensure that the reserves are adequate to fulfil its continuing obligations.

The Ratio of Reserves for FY2022 is 15:1 (FY2021: 31:1). With the projected expenditure for FY2023 to support the programmes in pipeline especially for Research and Medical Capability Development and Population Health, it is expected to be able to support for the next 5 years.

Restricted Funds

Donations, grants and its related expenses that are designated to the respective programmes are disclosed separately from the General/Unrestricted Funds. The funds received for restricted programmes are targeted to be utilised by FY2025.

Investment Policy

Under its investment policy as approved by the Board, NHG Fund may invest its reserves in Fixed Deposit and any investment instrument approved by MOHH Central Treasury.



GOVERNANCE EVALUATION CHECKLIST

Code Guideline	Code ID	Response
Board Governance		
1. Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
Are there governing board members holding staff appointments? (skip items 2 and 3 if "No")		No
2. Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	Not Applicable
3. There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	Not Applicable
4. The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years . If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied
5. All governing board members must submit themselves for re-nomination and re-appointment , at least once every 3 years.	1.1.8	Complied
6. The Board conducts self-evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")		No
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	Not Applicable
8. There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied

Code Guideline	Code ID	Response
Conflict of Interest		
9. There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10. Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied
Strategic Planning		
11. The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied
Human Resource and Volunteer Management		
12. The Board approves documented human resource policies for staff.	5.1	Not Applicable
13. There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
14. There are processes for regular supervision, appraisal and professional development of staff.	5.5	Not Applicable
Are there volunteers serving in the charity? (skip item 15 if "No")		No
15. There are volunteer management policies in place for volunteers.	5.7	Not Applicable
Financial Management and Internal Controls		
16. There is a documented policy to seek the 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

Code Guideline	Code ID	Response
17. The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
18. The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
19. The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks .	6.1.4	Complied
20. The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")		Yes
21. The charity has a documented investment policy approved by the Board.	6.4.3	Complied
Fundraising Practices		
Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")		Yes
22. All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
Did the charity receive donations in kind during the financial year? (skip item 23 if "No")		No
23. All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Not Applicable
Disclosure and Transparency		
24. 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

Code Guideline	Code ID	Response
Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if "No")		No
25. No governing board member is involved in setting his own remuneration.	2.2	Not Applicable
26. 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 member is remunerated.	8.3	Not Applicable
Does the charity employ paid staff? (skip items 27, 28 and 29 if "No")		No
27. No staff is involved in setting his own remuneration.	2.2	Not Applicable
28. The charity discloses in its annual report: (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Not Applicable
29. The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Not Applicable

Code Guideline	Code ID	Response
Public Image		

30. 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
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POLICY ON THE MANAGEMENT AND AVOIDANCE OF CONFLICT OF INTEREST

NHG Fund does not have remunerated staff and the Board of Directors do not receive remuneration from NHG Fund for their services rendered. For FY2022, NHG Fund Board of Directors had complied with NHG Fund’s Constitution and policy on Board Governance and Code of Conduct.



Whistle-blowing Policy

NHG Fund adopts NHG’s whistle-blowing policy which sets out a whistle-blowing framework for reporting concerns on actual or suspected wrongdoings, misconduct, and negligent or improper activities for investigation and corrective actions. The policy covers the whistle-blowing guidelines and processes (including investigation and reporting), confidentiality and protection of whistle-blowers. If you observe or have reason to suspect any NHG employees and/or its partners engaged in any wrong-doings, we strongly encourage you to raise your concerns at nhg@tipoffs.com.sg or call our Whistle-Blowing hotline at 800-492-2363.



Personal Data Protection Act Policy

NHG Fund has policies and procedures for the collection, use, disclosure and management of personal data, in accordance with the Personal Data Protection Act (PDPA). We also have appropriate administrative, physical and technical measures to safeguard personal data in our possession and/or under our control.



Role Of The Board Of Directors

The Board's role is to oversee the administration of NHG Fund, including ensuring good governance within NHG Fund. In addition, the Board provides guidance and advisory on the strategic directions and objectives of NHG Fund.



Board Selection and Recruitment, Induction, Training and Evaluation of Board Effectiveness

- Arrangement is made to ensure succession for Board members resigning or finishing their terms of office. Particular attention is given to succession planning for key office bearers, in particular, for the Chairman, Company Secretary and Treasurer.
- Incoming Board Members are taken through the Terms of Reference for the Board of Directors which include their roles and responsibilities, board governance and code of conduct. An introduction to NHG Fund, its work and governance practices is also conducted for the new Board Members as part of the induction and training programme.
- Regular self-evaluation to assess its performance and effectiveness once per term or every 3 years, whichever is shorter.



Board Meetings and Attendance

A total of two Board meetings were held during the financial year and the individual Board member's attendance at the meetings were as follows:

Name	Attendance in FY2022
Mr Soh Gim Teik	2/2
Prof Choo Wee Jin, Philip	2/2
Ms Ngo Lin Ai	2/2
Ms Fang Eu-Lin	2/2
Dr Tan Chi Chiu	2/2
Ms Kho Min Zhi	2/2

BUILDING THE FOUNDATION FOR BETTER HEALTHCARE TOMORROW



Philanthropic support is critical in bridging the gaps of existing research grants and empowering our clinician-scientists in their research journey. There is still a lack of research data and understanding on many medical conditions in the Asian context. Singapore, being a microcosm of Asia, has an important role in offering scientific and medical knowledge to benefit the Asian population. Donations* to NHG Fund will go towards our research and innovation in the following areas:



Mental Health



Infectious Diseases



Population Health



Metabolic/Vascular Diseases



Mobility, Frailty and Falls



Dermatology

Scan to watch our video




Please contact us at fundresearch@nhg.com.sg to support our work to improve health and lives.

**All monetary donations are eligible for 2.5 times tax deduction.*

National Healthcare Group Fund

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#03-08 Nexus@one-north
Singapore 138543

 (65) 6357 3207

 <https://corp.nhg.com.sg/NHGF>

Stay Connected with Us

Follow us to keep updated on our work, activities
and the latest medical research news

  @nhgfund