

New Horizons of Care

ANNUAL REPORT 2024/25

About Singapore Hospice Council

Established in 1995, Singapore Hospice Council (SHC), is a registered charity and an Institution of Public Character (IPC). We are an umbrella body representing organisations that actively provide hospice and palliative care in Singapore.

SHC is committed to improving the lives of patients with serious illnesses and to giving support to the loved ones of these patients. It aims to promote hospice and palliative care; to advance public understanding; to enhance and support efforts in service quality improvement; to provide training for multidisciplinary team; and to act as the collective voice of hospice and palliative care.



VISION

Quality palliative care for everyone



MISSION

Be the collective voice of the palliative care community to advance public understanding and champion for quality palliative care services



VALUES

Love, Care, Compassion



Corporate Information

Charity Trustee

Dr Seet Ai Mee

Chairman

Mr Robert Chew

Vice-Chairman

Dr Chong Poh Heng

Honorary Secretary

Dr Wu Huei Yaw

Honorary Treasurer

Mr Albert Ching

Board Members

The following nominees were appointed as Board Members of the Singapore Hospice Council on 1 Jan 2023.

Dr Lee Onn Kei Angel

Dr Koh Yong Hwang Mervyn

Sr Tan Swee Hoon Geraldine Marie

Mr Peh Nam Chuan Adrian JP

Ms Wee Ai Ning

Mr Yong Ming Loong Patrick

Executive Director

Ms Sim Bee Hia

Bankers

DBS Bank Ltd

CIMB Bank Berhad

Maybank Banking Berhad

Independent Auditor

Tan, Chan & Partners

Our Member Organisations

Ordinary Members



Special Members



Affiliate Members



A Message from our Chairman

Over the past year, the Singapore Hospice Council (SHC) has deepened our relationships with the palliative care fraternity and the wider community.

As we look ahead, it is essential that we bring palliative care upstream—into homes, workplaces, and everyday conversations—so that support, compassion, and dignity become everyone's shared responsibility. Staying true to our core value of Care, our work has been characterised by finding new ways of caring for an ever-wider group of people. In this momentous year of “firsts”, I am delighted to present the SHC's achievements in this Annual Report, *New Horizons of Care*, as a testament to our collective efforts and evolving vision.

To meet the growing demand for palliative care, we are broadening our efforts to move it upstream. A primary focus in this last financial year is to engage general practitioners (GPs), who serve as the first line of care for



Mr Robert Chew
Chairman,
Singapore Hospice Council

most Singaporeans. SHC concluded our study on primary palliative care last year, and we're heartened to hear that primary care doctors want to be involved in providing palliative care to their patients. This pivotal study charts the direction the Council takes to widen the avenues for community-based care. To support GPs in providing such care, SHC launched the *Primary Care Palliative Champions (PC2)* Telegram group, where advice from palliative care specialists is just a text away for all registered doctors in Singapore. Alongside this, we continued to build capabilities within the palliative care fraternity, most notably with two conferences last year: the *Singapore Palliative Care Quality Improvement Conference* and the *Grief and Bereavement Conference Singapore*.

The Council has also formed new collaborative networks. Our *Leaders Forum* convenes changemakers and leaders from sectors outside palliative care, encouraging them to make palliative care their business and influence their community to do the same. The initiation of *Compassionate Communities Singapore (CoCoSG)* and the accompanying dialogue held in January had provided opportunities for organisations to support in the care of people at the end of life and their families through illness, dying, death, grief and bereavement.

Recognising the importance of early engagement, SHC took a critical step to engage the youths this year through the signing of MOUs with three local polytechnics. The signing ceremony was fittingly held during our inaugural *Hack Care: YOLO! Competition*, where youths submitted

proposals that tackled pressing public health concerns in end-of-life care. By fostering this early awareness of palliative care, we are preparing the next generation to be compassionate caregivers and informed individuals, equipping them for the future.

Our youth engagement also extended to fundraising with our bold new *Leap for Hospices* event. This bungee jump event sent a resonant message to the young—and the young of heart—that it only takes a leap of faith to get end-of-life conversations going, especially when you have a supportive community behind you. And indeed, we had: *Leap for Hospices* saw 90 participants taking the leap, setting the record for the most number of people doing bungee jumps in a day for the Singapore Book of Records!

Even as we broaden our horizons, SHC continues with the work we have always done. Our community outreach and engagement efforts remain robust with our flagship *Live Well. Leave Well. Festival* and exhibitions at the national libraries. *The Hospice Link* is still amplifying the voices in palliative care and is now an award-winning newsletter.

The momentum that drives us to ensure Quality Palliative Care for All is growing, and I thank the SHC committee members, including those who helmed the conferences and studies; our valued partners; our generous sponsors and donors; and the exceptional staff at SHC for keeping it going strong. We look forward to our continued collaboration as we venture together into this *New Horizons of Care*.

Our Board

The Singapore Hospice Council is led by Board Members who are all volunteers. They bring a wealth of experience and knowledge in their respective fields and professions, supporting the charity's journey to champion quality palliative care for everyone.



Mr Robert Chew
Chairman



Dr Chong Poh Heng
Vice-Chairman



Dr Wu Huei Yaw
Honorary Secretary



Mr Albert Ching
Honorary Treasurer



Dr Angel Lee
Board Member



Dr Mervyn Koh
Board Member



Sr Geraldine Tan
Board Member



Mr Adrian Peh JP
Board Member



Ms Wee Ai Ning
Board Member



Mr Patrick Yong
Board Member

Our Year in Numbers



10

Multidisciplinary Palliative
Care Forum (MDF) Sessions



4,060

Multidisciplinary Palliative
Care Forum (MDF) Attendees



8

Ask-The-Expert Sessions



410

Ask-The-Expert Attendees



83,500

Resources Distributed



25

Palliative Care 101 (PC101)
Sessions



1,700

Palliative Care 101 (PC101)
Attendees



131

Active Volunteers



1,126

Volunteering Hours



59

SHC Ambassadors

Calendar of Events

APRIL 2024

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

- SHC Exhibition @ Clementi Public Library
- Outreach @ Clementi Public Library
- MOH Pre-Planning event @ NLB Plaza
- Hack Care: YOLO! Orientation Day

JULY 2024

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

- SHC Exhibition @ Cheng San Public Library
- Outreach @ Cheng San Public Library
- Project Happy Apples Booth @ Oasis Terraces (10-8pm)

MAY 2024

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

- SHC Exhibition @ Clementi Public Library
- Outreach @ Clementi Public Library
- MOH Pre-Planning event @ Wisma Geylang Serai

AUGUST 2024

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

- SHC Exhibition @ Bishan Public Library
- Outreach @ Bishan Public Library
- Econ Caregivers' Learning Festival ECON Care Residence (Henderson)
- Outreach @ The Same Same Festival
- SPH Health Bazaar @ Suntec City
- Singapore Palliative Care Quality Improvement Conference 2024
- Outreach @ Taman Jurong CC

JUNE 2024

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

- SHC Exhibition @ Cheng San Public Library
- Outreach @ Cheng San Public Library
- Hack Care: YOLO! 2024
- Leap for Hospices 2024
- MOH Pre-Planning event @ Yew Tee Square
- Leaders Forum

SEPTEMBER 2024

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

- SHC Exhibition @ Bishan Public Library
- Outreach @ Bishan Public Library
- Leaders Forum
- Music Death Cafe (for SHC Volunteers and Ambassadors)

Calendar of Events

OCTOBER 2024

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

- SHC Exhibition @ Punggol Regional Library
- Outreach @ Punggol Regional Library
- Voices for Hospices 2024
- Live Well. Leave Well. Festival 2024

JANUARY 2025

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

- SHC Exhibition @ Punggol Regional Library
- Co-Creating Compassionate Communities Singapore | Collaborative Dialogue

NOVEMBER 2024

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

- SHC Exhibition @ Punggol Regional Library
- Outreach @ Punggol Regional Library
- Grief and Bereavement Conference 2024

FEBRUARY 2025

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	

- SHC Exhibition @ Woodlands Regional Library
- Outreach @ Woodlands Regional Library
- Legacy Giving: Gift of Love, in Celebration of Life

DECEMBER 2024

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

- Volunteers' Appreciation Day

MARCH 2025

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23 ₃₀	24 ₃₁	25	26	27	28	29

- SHC Exhibition @ Cheng San Public Library
- Outreach @ Cheng San Public Library
- SHC Appreciation and Night Working Night
- Outreach @ Project Life's Final Chapter

Quality Improvement to relieve suffering and improve the quality of life for patients with advanced serious illnesses and their families

Quality improvement is the continuous and systematic effort to enhance the quality of services to improve patient and caregiver outcomes. Driven by our desire to always strive for excellence in palliative care, the Singapore Hospice Council has been leading the **National Palliative Care Quality Improvement (NatPallQI)** work in Singapore to relieve suffering and improve the quality of life and patients with advanced serious illnesses and their families.

At the heart of this work is the SHC-led **NatPallQI Committee** which brings together more than 50 palliative care professionals from both the healthcare clusters, and organisations in the community. There are four main focus areas – **National Guidelines for Palliative Care (NGPC), Minimum Dataset (MDS), Benchmarking and Service Development, and the Caregiver Survey (CGS)** – each helmed by subcommittees with dedicated health care professionals with both the relevant expertise and enthusiasm to advance palliative care in these areas.

National Guidelines for Palliative Care (NGPC)

The National Guidelines for Palliative Care was first developed in 2014 to provide guidance on the delivery of high-quality care for terminally ill patients, minimise gaps in service, improve the quality of training, as well as ensure support for all staff and volunteers serving in this field. Since then, there have been several iterations and the development of a self-assessment workbook to assist palliative care providers in undertaking a formative assessment of their service. Through this self-assessment, palliative care providers identify high-priority areas for improvement and are supported by Singapore Hospice Council to improve their quality of care in these areas.

In 2024, we formed the Paediatric Guidelines Workgroup which has developed a self-assessment tool for providers of paediatric palliative care. Once launched, the paediatric palliative guidelines will support institutions in identifying service gaps, promoting alignment with national standards, and improving care for children and their families facing life-limiting illness.

Minimum Data Set (MDS)

The latest FY2023 MDS Report is the third annual report on national trends across the palliative care sector. With data spanning FY2021 to FY2023, the MDS has evolved

from simply profiling patient demographics to becoming a system-level tool for tracking quality and outcomes across Singapore's palliative care sector. In alignment with the National Strategy for Palliative Care (NSPC) 2023, the MDS now supports institutional benchmarking, service design, and policy development — all under the national vision of improving Access, Quality, and the Palliative Care Environment.

Key findings of the latest FY2023 MDS report:

Overall, 20 institutions participated in the Singapore National Palliative Care Minimum Data Set (MDS) for FY2023 (April 2023 to March 2024).

- 1. Increased Access to Specialist Palliative Care**
A total of 12,325 newly referred, unique patients received specialist palliative care services in FY2023, reflecting a continued upward trend from 11,834 in FY2022 and 10,891 in FY2021. However, unlike the preceding year where growth was predominantly driven by non-cancer referrals, the proportions of cancer and non-cancer patients remained stable in FY2023.
- 2. Persistent Late Referrals, Especially for Non-Cancer Diagnoses**
The overall median time from first palliative care assessment to death remained short at 21 days

(interquartile range [IQR]5–69 days), with a marked contrast between cancer (31 days) and non-cancer patients (9 days). This lag reflects barriers to early palliative integration, particularly for patients with non-malignant conditions. International evidence suggests a 3–4-month window is necessary to fully realise the benefits of palliative care.

3. **Mixed Trends in Community-Based End-of-Life Care**

Among the 9,572 decedents, 47.9% died in acute hospitals, 33.5% at home, and 14.4% in inpatient hospices. The modest decline in hospital deaths observed in FY2022 was not sustained. Instead, FY2023 saw an uptick in hospital deaths.

4. **Stable but Uneven Improvements in Timeliness of Care**

The median time from referral to acceptance remained unchanged at 1 day for both home care and Inpatient Hospice and Palliative Care Service (IHPCS). However, the median time from acceptance to first assessment in home care increased slightly to 3 days, reversing earlier gains. General trend indicates that IHPCS has maintained or improved timeliness from referral to first patient assessment, whereas home care has experienced growing delays, with 35.7% of referrals now waiting >7 days before their first assessment.



Read the MDS Summary Report FY2023

Building on this, the Benchmarking Subcommittee introduced the National Benchmarking for Palliative Care initiative, which expands the MDS to include indicators on Pain Score, Breathlessness Score, and Palliative Care Phases. These indicators are designed to complement the MDS and will enable deeper insight into care quality and alignment with patient-centred outcomes. The subcommittee remains committed to strengthening the data infrastructure that supports a resilient, person-centred palliative care ecosystem in Singapore.

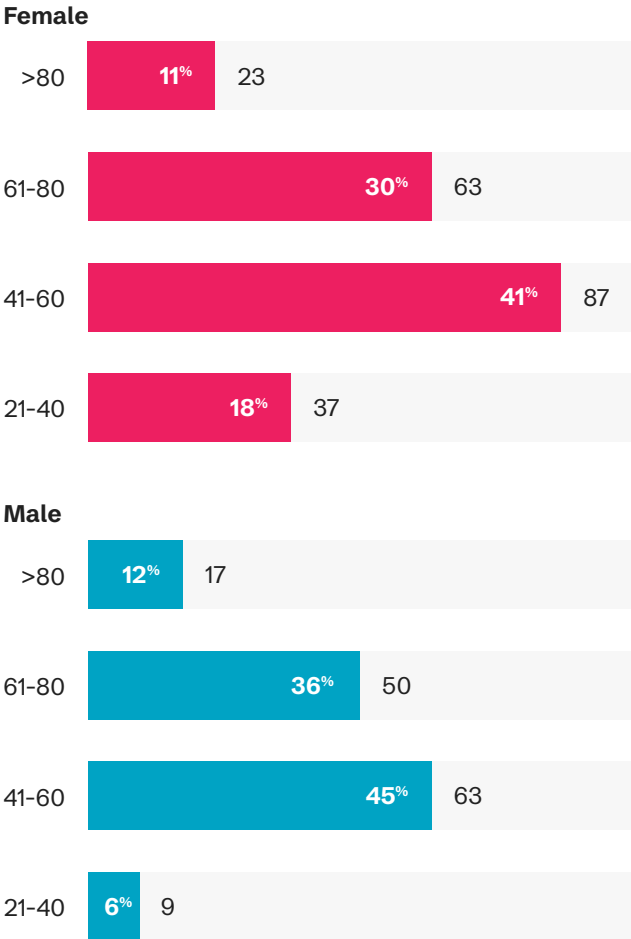
Caregiver Survey (CaRES)

The Caregiver Survey (CaRES) was initiated in 2018 to measure the experience of bereaved caregivers regarding care provided to the patient and their caregivers in the last week of life. Since then, the Caregiver Survey has been conducted annually; it has become a trusted national tool to spotlight what matters most to families — from communication and comfort to emotional support. These insights continue to inform practice changes and drive system-wide improvements.

Key findings from latest Caregiver Survey (CaRES):

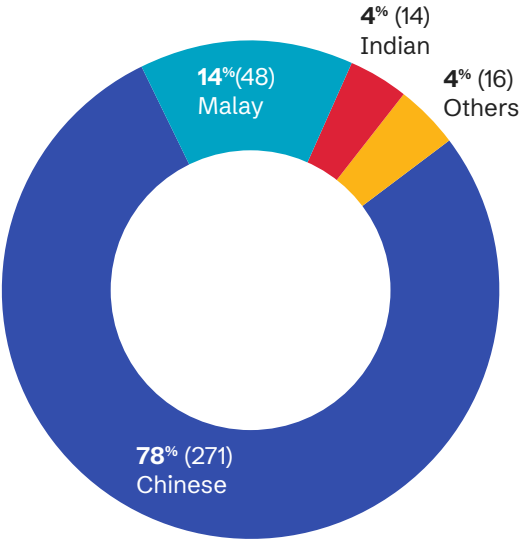
- A total of 24 service providers participated in 2024, 8 each from acute hospital, Inpatient Hospice Palliative Care Service (IHPCS) and hospice home care.
- A total of 349 caregivers provided responses.
- Overall Care: In 2024, 90% of caregivers reported an overall positive experience with the care their loved one received. High levels of satisfaction were observed across key domains, including healthcare delivery (89%), psychosocial support (85%), information provision (86%), training (85%), and out-of-office hours care (95%), with results largely consistent with previous years.

CaRES Figure 1a: Age and gender of respondents

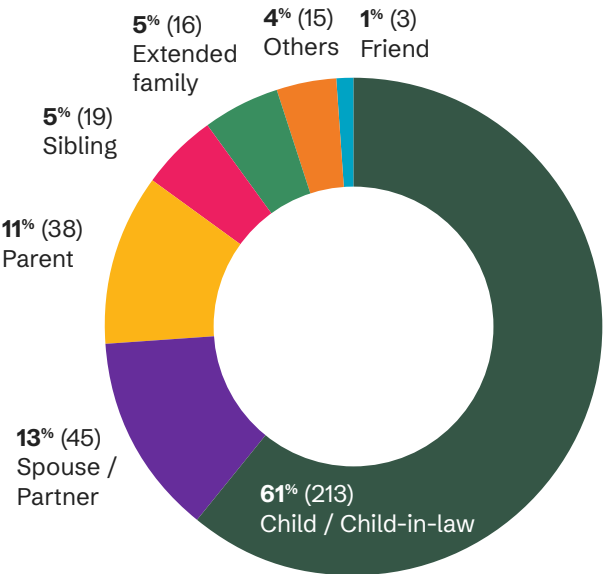


Note: Percentages reflected are for the respective gender

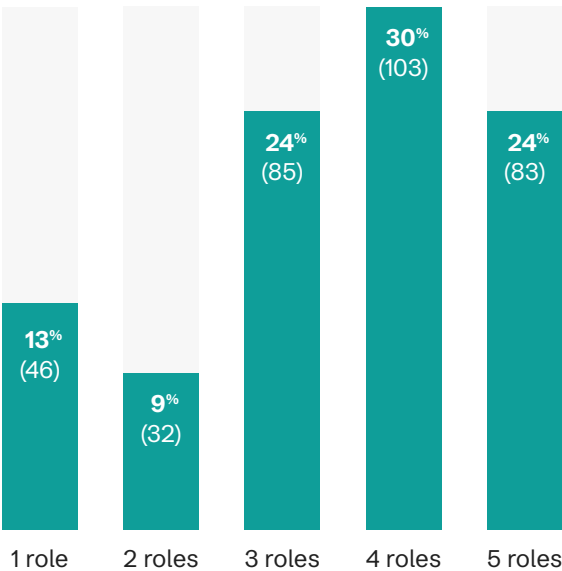
CaRES Figure 1b: Ethnicity of respondents



CaRES Figure 1c: Caregiver's relationship to patient



CaRES Figure 1d: Number of caregiving roles



- Information about funeral services and arrangements: Of the caregivers who indicated that they required information on funeral services and arrangements, 33% in acute hospital setting reported that it was not provided or inadequately provided, compared to 22% in IHPCS and 11% in the home care setting.



[Read the Caregiver Survey Summary Report](#)

- Emotional support: Caregivers continued to report positive experience with the psychosocial support provided, with 85% of caregivers indicating that they were “satisfied” or “very satisfied” with support provided to the patient, and 86% for support provided to family members. These scores reflect a steady upward trend over the past three years.
- Grief and bereavement support: Significantly, caregiver experience in grief and bereavement support declined from 85% in 2023 to 75% in 2024, although this remained above the levels reported in 2021 (68%) and 2022 (65%).

Staffing Norms for Community Palliative Care Service

The Service Development Workgroup developed updated recommendations on Staffing Norms for Community Palliative Care Services. This 2024 report serves as a foundation for planning sustainable workforce strategies in the community setting to meet rising demand for palliative care.

Key recommendations from the Staffing Norms for Community Palliative Care Services report:

- Staffing norms today are generally on par with or higher than past guidelines, reflecting the evolution of models of care and possibly increasing complexity of care needs.
- With an ageing population and increased demand for palliative care, there is a need for fundamental shifts in the palliative care landscape.
- There will be increasing reliance on a generalist-led, specialist-supported model of care.
- Workforce training and development, a key enabler in the NSPC, must come to the forefront to ensure sufficient manpower at the sectoral level.
- All stakeholders, including the ministry, healthcare providers, and educational institutions, have a role to play in supporting this vision.



Read the Staffing Norms for Community Palliative Care Services Report

In addition to shaping healthcare policy and service planning, SHC continues to invest in capability-building for the palliative care sector. The 2nd Singapore Palliative Care Quality Improvement Conference (SPCQIC) was held on 29 & 30 August 2024 to facilitate learning, networking and collaboration among healthcare professionals to improve palliative care through the Quality Improvement (QI) lens. Over 450 healthcare professionals participated in the conference and learnt how to measure outcomes, implement benchmarks and translate evidence into clinical improvements, with the overall goal of pursuing excellence in palliative care service delivery.

SHC also supported the efforts of palliative care services in Singapore to participate in the Palliative Care Outcomes Collaboration (PCOC), a national initiative in Australia to improve palliative care services. One of the training events facilitated by SHC in 2024 focused on equipping palliative care providers in Singapore with shared language and tools to assess patients' needs more accurately.

The overarching goal of QI is to continually strive for excellence in palliative care, so that patients experience relief from suffering and their families are well supported to care for their loved one. Through a systematic framework of ongoing evaluation and iterative targeted improvements, SHC and our partners are embedding the QI approach into the fabric of palliative care to improve the quality of palliative care in Singapore. This will ensure that all patients with advanced serious illnesses have access to high-quality palliative care – to relieve suffering and improve quality of life for both patients and their families.



Broadened capability building efforts

As Singapore's population ages and care needs become increasingly complex, the demand for accessible and high-quality palliative care continues to grow.

In response, SHC has strengthened our commitment to developing sector-wide capabilities and fostering a strong culture of continuous quality improvement. SHC convened professionals, educators, and thought leaders at major platforms such as the **2nd Singapore Palliative Care Quality Improvement Conference (SPCQIC)** and the **3rd Grief and Bereavement Conference Singapore (GBCS)**.

At SPCQIC, more than 450 healthcare professionals gathered to explore the theme “*Transforming Palliative Care Through QI Lenses*”. New shared care models were introduced to non-palliative healthcare professionals and prepared them for the extension of national guidelines into generalist palliative care, ensuring

evolving needs are met with relevant care models. To reinforce leadership in this movement, more than 40 senior leaders from NHG, NUHS, and SingHealth convened at the SPCQIC Leaders Lunch Forum. Their discussions underscored a collective commitment to harmonising processes and shaping sustainable care models that extend across institutional boundaries.

GBCS 2024, themed “*Embracing Diversity, Innovating Practice*,” brought together over 330 local and international participants to reflect on how care providers, institutions, and society can better support those who are grieving. These conversations strengthened our collective understanding of grief as a public health issue and highlighted the importance of multidisciplinary and community-based responses.

Recognising the crucial role of general practitioners in extending the reach of palliative care, SHC conducted a study - **Scoping the Local Landscape of Primary Palliative Care** to better understand how we can close the gap in enabling primary care providers to deliver palliative care. Insights from this scoping exercise led to the development of **Primary Care Palliative Champions (PC2)**, a new Telegram channel launched in March 2025. The channel provides non-palliative care professionals with a direct, real-time line to palliative care specialists — offering an easy, text-based solution to enhance support and timely advice in clinical practice.

SHC also acknowledged the importance of investing in the well-being of palliative care providers. This year, we initiated a Mental Wellness Study to examine the stressors faced by palliative care professionals and to better understand the types of support they currently

receive and need. The ongoing study aims to chart future strategies to improve resilience and sustainability within the workforce to nurture the people behind the care.

These initiatives collectively affirm SHC's approach to capability building as both systemic and human-centred, ensuring that professionals across the care settings are supported, empowered, and equipped.



2nd Singapore Palliative Care Quality Improvement Conference (SPCQIC) 2024

https://www.youtube.com/watch?v=uZoQ_mkCPCs



“As our population ages, the demand for palliative care from patients and their caregivers will grow. Accessible palliative care cannot solely be provided by palliative care specialists. We must build the capacity and capability to continue providing quality palliative care on a growing scale. All healthcare professionals should be familiar with the quality improvement tools and knowledge to deliver quality palliative care. From acute hospitals to community settings, a collaborative approach is essential. Palliative care is everyone’s business.”

Dr Yee Choon Meng,

SPCQIC 2024 Organising Committee Chairman



3rd Grief and Bereavement Conference Singapore (GBCS) 2024

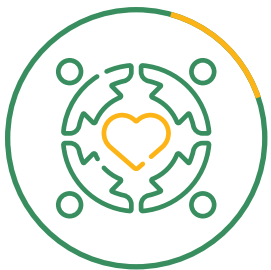
<https://youtu.be/Hjo00rc4d9w>

“Death is a universal experience, everyone will have a chance to face it. I really hope people around the world can pay attention to the friends, relatives, colleagues who are facing this, and be a little bit kinder to the bereaved people. It raises attention that it is not just professionals who have a role in supporting the bereaved. Actually, everyone has a role, and I think this will build a better world.”

Professor Amy YM Chow,

GBCS 2024 Speaker, The University of Hong Kong





Boosted community outreach and engagement

Palliative care belongs not just in hospitals but in homes and the community — wherever people live, love, and eventually, leave. SHC continued our public outreach efforts, creating accessible spaces where end-of-life matters could be explored.

The second edition of the **Live Well. Leave Well. Festival** took place in October and offered a dynamic 10-day experience for the public. A diverse array of programmes were specially curated to empower the public with knowledge about the resources and services available for those nearing the end of their lives or their caregivers — 15 talks and webinars covered salient topics such as advance care planning, healthcare financing, and pediatric palliative care, while 11 workshops held on-site also educated participants on how art, music and other forms of therapy can be used as a means of healing, legacy making and reflection. At Our Tampines Hub,

visitors interacted with booths and hands-on exhibits manned by palliative care providers and volunteers, a lighthearted yet thought-provoking chat show, “Die Die Also Must Say,” hosted by local entertainers, Lin Ru Ping and Hao Hao was also organised.

Beyond the festival, SHC partnered with the National Library Board to present a travelling exhibition that spanned nine months and five libraries (Clementi, Cheng San, Bishan, Punggol, Woodlands). The **NLB Live Well. Leave Well. Exhibition and Outreach** invited members of the public to pause and reflect on personal stories of caregiving and loss, normalising conversations across generations. Community events with our partners such as The Same Same Festival, Taman Jurong CC outreach, Project Happy Apples Booth, and other roadshows — extended our reach.

SHC continued to strengthen public understanding through **Palliative Care 101 (PC101)**, a two-hour course on palliative care. Over the past year, 25 sessions reached around 1,700 participants, from youths to seniors, across diverse settings such as schools, mosques, and active ageing centres. PC101 helps participants reflect on their attitudes towards death, learn about available support, and some even become SHC ambassadors — we now have 59 ambassadors helping to normalise conversations about death and dying within their social circles and communities.



Live Well. Leave Well. Festival

https://www.youtube.com/watch?v=Eb_5ox-xjxQ

“I was surprised to learn how vibrant palliative care can be, going beyond standard medical care to ensure that patients’ lives are rich and fulfilling.”

28-year-old Darrell, participant of Live Well. Leave Well. Festival’s dog therapy workshop





"Die Die Also Must Say" Chatshow at Our Tampines Hub, 2024 Live Well. Leave Well. Festival



"Tree of Compassion" Interactive Installation at Our Tampines Hub, 2024 Live Well. Leave Well. Festival

Exhibition & Roadshows



Visit to Jurong Regional Library with Overseas Guest, Professor Helen Chan for SHC National Library Exhibition



SHC Staff at MOH Pre-Planning Campaign 2024

Palliative Care 101



Malay Palliative Care 101 Session at An-Nahdhah Mosque



Palliative Care 101 Session at Ngee Ann Polytechnic



Strengthened collaborative networks

SHC continued to nurture trusted partnerships across sectors, deepening collaboration among healthcare providers, social service agencies, community groups, and sector leaders.

This was exemplified in the second series of the **Leaders Forum: Life and Death Matters**, which gathered over 60 leaders from nearly 50 organisations across three sessions in 2024. The Forum became a powerful platform for exchanging ideas, surfacing ground challenges, and forging alignment on shared goals particularly in supporting families navigating life-limiting illnesses. The leaders represented a diverse range of services, including active ageing centres, nursing homes, and social service agencies dealing with rare diseases, reflecting the multi-sector nature of palliative support in Singapore.

A major milestone in 2024 was the initiation of **Compassionate Communities Singapore (CoCoSG)** at the 3rd Grief and Bereavement Conference Singapore (GBCS). With the support of Mayor Denise Phua and senior palliative care leaders from the three healthcare clusters, CoCoSG calls on neighbourhoods, schools, workplaces, and all sectors of society to take collective responsibility in supporting those facing caregiving responsibilities, death, dying, grief, and bereavement. The initiative also paved the way for **Co-Creating Compassionate Communities Singapore: A Collaborative Dialogue**, held in January 2025, where stakeholders came together to shape the future of community-led palliative care through a public health approach.

SHC also worked closely with general practitioners to bring palliative care resources into primary care spaces. We partnered with 17 Pinnacle Family Clinics, where SHC's outreach materials and donation wobblers were placed to support conversations within the community. A similar collaboration is underway with PanCare Medical Clinic.

Complementing these efforts were SHC's expanding grassroots networks. In FY2024, the number of **SHC Community Signposts** grew to 42, stationed across different regions to connect families with care resources and support services. Meanwhile, the **SHC Ambassador Programme** welcomed 20 new ambassadors, reaching 178 members of the community and helping to deepen understanding of end-of-life matters.



Leaders Forum

<https://www.youtube.com/watch?v=HI9KoAXyGOA>

<https://www.youtube.com/watch?v=w1acE7pz2mI>



Co-Creating Compassionate Communities Singapore | Collaborative Dialogue

<https://www.youtube.com/watch?v=yZgInGTmcs>





Explored new frontiers with youth

As tomorrow's caregivers and future patients, SHC believes by engaging youths early, we plant the seeds for a society that is more compassionate, prepared, and open to life's final chapter. By reaching out early, youths build familiarity and confidence with end-of-life matters, instead of having to play catch-up with a generation unfamiliar with these important conversations.

The inaugural **Hack Care: YOLO! competition** invited students aged 15 to 25 to develop creative solutions that raise awareness of palliative care and foster dialogue on dying, loss, and caregiving. The response was overwhelming, with over 200 youths across secondary schools, junior colleges, polytechnics, and universities submitting 54 proposals. Their ideas reflected both heart and innovation, a hopeful signal that this generation is ready to lead difficult but necessary conversations.

To deepen youth engagement beyond the competition, SHC signed **Memorandums of Understanding (MOU) with Temasek Polytechnic, Republic Polytechnic, and Ngee Ann Polytechnic**. These partnerships open doors for shared research, curriculum integration, community outreach, and future careers in hospice and palliative care. Through such long-term collaborations, we aim to nurture a generation that sees palliative care not as a niche specialty, but as a shared responsibility.

Hack Care: YOLO!



"Learning about palliative care is incredibly important for me as a nursing student. The competition has enabled me to delve deeply into the perspectives of patients and the general public on death and dying, allowing me to apply my textbook knowledge of palliative care to real-world contexts. I hope that the collaboration between the schools and SHC will provide us with more knowledge and perspectives on palliative care."

Natasha Tan, Hack Care: YOLO! Gold Award winner and nursing student from Ngee Ann Polytechnic

Memorandums of Understanding (MOU) Signing



"This partnership with SHC will not only enrich our academic environment but will also create new career pathways for our Gerontology and Psychology students. Both our staff and students will learn much from the domain experts in SHC and its Member Organisations. We are excited to partner closely with SHC, especially in the areas of research, curriculum development, and industry attachments within the palliative care sector."

Ms Leonie Lee, Temasek Polytechnic's Director of Humanities and Social Sciences



Amplified voices through advocacy

Stories are one of the most powerful ways to normalise difficult conversations.

Our Mandarin podcast series 《生命对谈》(Life Chat), produced in collaboration with 96.3好FM, featured heartfelt conversations with caregivers, healthcare professionals, and even celebrities. These stories offer gentle invitations for listeners to reflect on how they want to live well and what it means to leave well.

This year, SHC's digital efforts were recognised with several accolades at the Digital Health Awards 2024. Our *Live Well. Leave Well. Podcast* won Gold in the audio series category, while our paediatric resource *When A Child Has Serious Illness* received a Gold Award in the book category. *The Hospice Link*, our quarterly newsletter, earned a Bronze Award — affirming its continued relevance as a touchpoint for community connection and education.

More broadly, SHC's communication platforms continued to grow. In the past year, our website reached 7,400 users, while our presence on Facebook, Instagram, and LinkedIn steadily expanded. The Hospice Link now reaches over 1,900 readers digitally and 8,400 in print, while our mailing list engages a community of 6,800 subscribers. These channels allow us to tell stories that matter and make them matter to more people.



**96.3好FM & 新加坡慈怀理事会
《生命对谈》(Life Chat)**

<https://www.youtube.com/playlist?list=PLsspR-MeLdAR5z5oPkOvRDdbFHo4BrFws52>



SHC Podcast

<https://www.singaporehospice.org.sg/podcast>



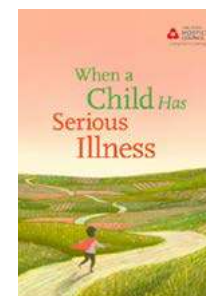
When A Child Has Serious Illness

<https://www.singaporehospice.org.sg/e-library/docs/when-a-child-has-serious-illness>



The Hospice Link Newsletter

<https://www.singaporehospice.org.sg/e-library/docs/the-hospice-link/>





Elevated fundraising impact

Beyond dollars and cents, fundraising is about rallying a movement — one that calls on courage, empathy, and action. SHC held two signature campaigns that raised both funds and public awareness.

Leap for Hospices, held on 15 June at Skypark Sentosa, saw 92 brave individuals take a leap of faith in Singapore's first bungee jump fundraiser. Their collective courage not only set the record for the most number of people doing bungee jumps in a day in the Singapore Book of Records but also brought attention to hospice and palliative care. Confronting fears can be a powerful form of advocacy. Through this, SHC aims to champion the message "Living before Leaving" and garner more public awareness and understanding of palliative and hospice care as essential services that provide comfort, dignity, and quality of life for patients with life-limiting illnesses and their families.

Later in the year, **Voices for Hospices 2024**, a charity concert held in conjunction with World Hospice and Palliative Care Day, featured local celebrities 陈澍城 Chen Shu Cheng, Gurmit Singh, 黄碧仁 Huang Biren, 茜茜 XiXi, 林茹萍 Lin Ru Ping, 陈建彬 Chen Jian Bin, Poobalan Morgan, Rahila Rashun, 刘谦益 Richard Low and 雅慧 Ya Hui. Seniors in the audience were delighted by the lineup of acts. The concert enlivened spirits and, more significantly, was a platform where the topic of palliative care, death and dying were discussed in an open, safe, and even lighthearted environment.



Leap for Hospices

https://www.youtube.com/watch?v=_Mgc3NTteag



"Palliative care is a very important topic to speak about, but it can also be intimidating to some of us. It's kind of like doing a bungee jump for me. I want to do it, but I'm a little scared. Being able to do this with so many people makes it easier, and likewise, knowing that so many people are passionate about advocating for palliative care makes it easier to talk about end-of-life matters."

Marcus Lee, 24-year-old student and Leap for Hospices participant



Voices for Hospices 2024

<https://www.youtube.com/watch?v=fcJi9C6OqCU>



"I'm touched by the incredible turnout tonight. Being a part of Voices for Hospices has allowed me to give back and raise awareness about palliative care, which is very relevant to my older audience. I hope my involvement can help SHC raise funds to advance public understanding of quality palliative care."

Lin Ru Ping, Curator of Voices for Hospices 2024

New Horizons of Care

We are entering a new era of palliative care where care is everyone's business—neighbours, employers, educators, community members recognise that compassion, support, and dignity matter at the end of life. Our theme, New Horizons of Care, reflects our ambition to build on our foundation, bring palliative care upstream, and strengthen partnerships to ensure that quality palliative care reaches everyone, everywhere.



Ms Sim Bee Hia

Executive Director, Singapore Hospice Council

Advancing Palliative Care Upstream

Palliative care should begin earlier in the course of illness and be accessible in familiar care settings. When asked how they would spend their last 24 hours, no one says they want to be visiting a doctor or clinic. Most would rather be with their loved ones or enjoying their favourite meal. SHC is committed to bring palliative care upstream, into homes, communities and primary care settings.

Our Scoping the Local Landscape of Primary Palliative Care study revealed that many general practitioners and primary care providers want to play a larger role. We are expanding our approach by co-developing tools, training, and resources to support their involvement, including identifying palliative care needs earlier and initiating timely conversations. By strengthening these touchpoints, we move closer to making quality palliative care an integral part of early care.

Empower Individuals, Organisations and Communities

The future of palliative care lies in empowering communities at every level. SHC is committed to equipping individuals, organisations, the community, with the knowledge, skills, and confidence to support those facing life-limiting illnesses, caregiving challenges, grief, and bereavement

Over the past two years, we have focused on and intensified laying the groundwork for a more community-based model of care. Our community signposts are a small but powerful start. They are positioned in everyday places to help people access support while our trained volunteers and ambassadors help to normalise end-of-life conversations. Findings from our Death Literacy Index study revealed that while Singaporeans are gaining awareness, many still lack knowledge and confidence in their understanding of death and dying. We hope that through our community engagement and public education efforts, we can empower people from all walks of life to engage thoughtfully with what it means to live well and leave well.

Building Compassionate Communities

Building on the initiation of Compassionate Communities Singapore at the Grief and Bereavement Conference in November 2024, we are now formalising this initiative to create a compassionate ecosystem for the sick, dying, grieving, bereaved, and caregivers.

Compassionate Communities Singapore envisions a compassionate ecosystem to empower individuals, organisations, and communities to foster dignified care throughout Singapore. We hope to build strong partnerships and networks by bringing together community groups, healthcare professionals,

social service agencies, and volunteers and create a compassionate support system. Through this collaboration, shared resources, and coordinated outreach, we can better meet the complex needs of those facing life-limiting illnesses and their families in the community.

Turning Vision into Action

As we venture into these New Horizons of Care, SHC is focused on turning vision into action. This means working alongside our Member Organisations and partners to scale what works, pilot new approaches, and keep the public meaningfully engaged. Our priorities are clear: make palliative care more visible, and more accessible in everyday life. We thank all who continue to journey with us—your commitment helps bring us closer to a society where no one faces the end of life alone.



Statement of Corporate Governance

The Singapore Hospice Council (SHC), as an Institution of a Public Character (IPC) is committed to good governance and management practices and seeks to comply with the Charity and IPC regulations and Code of Governance for Charities and Institutions of a Public Character.

1. Governing Board

Board Governance

The Board of SHC has the duty to ensure compliance with SHC’s constitution and all the relevant laws and regulations. Its primary responsibility is to promote the interest of SHC in accordance with its objectives.

Roles and Responsibilities of the Board

1. Ensure compliance with all regulations pertaining to good governance.
2. Oversee the strategy that ensure the objectives of SHC are met.
3. Account for SHC’s performance so that the resources and efforts deliver the outcomes and benefits to the members of SHC, the community at large and SHC’s role in the region.
4. Devise and solicit philanthropic giving and grants that help to meet the objectives of SHC.

The following nominees were elected and took office as Board Members on 1 Jan 2023.

Chairman	Mr Robert Chew
Vice-Chairman	Dr Chong Poh Heng
Honorary Secretary	Dr Wu Huei Yaw
Honorary Treasurer	Mr Albert Ching

Board Member	Dr Angel Lee
Board Member	Dr Mervyn Koh
Board Member	Sr Geraldine Tan
Board Member	Mr Adrian Peh JP
Board Member	Ms Wee Ai Ning
Board Member	Mr Patrick Yong

Ms Sim Bee Hia was appointed as Executive Director, the key management executive on 1 March 2022.

Board Recruitment, Training, and Effectiveness Evaluation

SHC continually ensures that the Board provides a diversity of skills, knowledge and experience. To ensure an effective Board succession plan, the Nomination Committee identifies people with the desired competencies to ensure that SHC runs well and operates responsibly so that it will continue to be effective, credible and sustainable. A list of potential Board candidates is developed and discussed at least one year before the end of the current term.

New members are inducted to the Board through an orientation programme and guidance from the Chairman and other experienced Board Members. All members are encouraged to attend courses or workshops on governance organised by the Commissioner of Charities. In addition to serving on the Board, members are also invited to join SHC’s major events like conferences, forums, volunteer appreciation and fundraising to help members understand more about SHC’s services on the ground.

The Board is guided by the best practices as set out in the Code of Governance for Charities, Institutions of a Public Character and Charity Transparency Framework. The Nomination Sub-Committee will evaluate the effectiveness of the Board and identify areas of improvement.

Council Composition

For the FY 2024-2025, the Council comprised of 24 representatives of member organisations.

The following are the Member Organisations and their representatives:

Organisation	Type of Member	Representative (Date appointed in Council)
Dover Park Hospice (DPH)	Ordinary (Founding Member)	Dr Mervyn Koh (since 2 September 2021)
HCA Hospice Care (HCA)	Ordinary (Founding Member)	Dr Chong Poh Heng (since 13 August 2015)
Singapore Cancer Society (SCS)	Ordinary (Founding Member)	Mr Tan Kwang Cheak (since 12 February 2025)
Catholic Welfare Services (CWS)/ St Joseph's Home (SJH)	Ordinary (Founding Member)	Ms Janigi Mohan (since 23 April 2024)
Assisi Hospice (AH)	Ordinary	Ms Choo Shiu Ling (since 29 August 2017)
Metta Hospice Care (MHC)	Ordinary	Ms Felicia Wee (since 1 July 2022)
MWS Home Care and Home Hospice (MWS)	Ordinary	Dr Raymond Leong (since 30 August 2024)
Ren Ci Hospital (RCH)	Ordinary	Dr Tan Hong Weng (since 21 January 2021)
St. Andrew's Community Hospital (SACH)	Ordinary	Dr Angel Lee (since 13 August 2015)

St Luke's Hospital (SLH)	Ordinary	Dr Pope Andrew Villarosa Samson (since 29 August 2017)
Tsao Foundation (TF)	Ordinary	Ms Jasmine Wong (since 24 September 2020)
Tzu Chi Foundation (Singapore) / Buddhist Compassion Relief (TCF)	Ordinary	Dr Edwin Lim (since 30 May 2019)
Alexandra Hospital (ALEXANDRA)	Special	Dr Yong Woon Chai (since 23 July 2020)
Changi General Hospital (CGH)	Special	Dr Koh Lip Hoe (since 19 July 2012)
Khoo Teck Puat Hospital (KTPH)	Special	Dr Laurence Tan (since 2 September 2021)
KK Women's & Children's Hospital (KKH)	Special	Dr Siti Nur Hanim Binte Buang (since 2 September 2021)
National Cancer Centre Singapore (NCCS)	Special	Dr Patricia Neo (since 28 July 2011)
National University Cancer Institute of Singapore (NCIS)	Special	Dr Yee Choon Meng (since 1 Mar 2025)
Ng Teng Fong General Hospital (NTFGH)	Special	Dr Norhisham Bin Main (since 18 August 2016)
Sengkang General Hospital (SKH)	Special	Dr See Kee Yon, Lionel (since 15 August 2023)
Singapore General Hospital (SGH)	Special	Dr Natalie Woong (since 1 August 2022)
SingHealth Community Hospitals (SCH)	Special	Dr Loo Yu Xian (since 12 September 2019)
Tan Tock Seng Hospital (TTSH)	Special	Dr Neo Han Yee (since 1 August 2020)
Woodlands Health (WH)	Special	Dr Raymond Ng (since 2 September 2021)

Board Meetings

The Board has met on the following dates:

1. 15 May 2024
2. 15 August 2024
3. 2 December 2024
4. 13 February 2025

The Board members' attendance are as follows:

	Name of Board Member	Meetings Attended
1	Mr Robert Chew (Chairman)	4/4
2	Dr Chong Poh Heng (Vice-Chairman)	4/4
3	Dr Wu Huei Yaw (Honorary Secretary)	3/4
4	Mr Albert Ching Liang Heng (Honorary Treasurer)	3/4
5	Dr Koh Yong Hwang Mervyn	3/4
6	Dr Lee Onn Kei Angel	3/4
7	Sr Tan Swee Hoon, Geraldine Marie	4/4
8	Mr Peh Nam Chuan Adrian JP	2/4
9	Ms Wee Ai Ning	3/4
10	Mr Yong Ming Loong Patrick	3/4

2. Affiliate Members

Organisations who have an interest in hospice and palliative care or, commercial organisations providing hospice care can apply to be Affiliate Members. Affiliate Members may appoint one representative to attend General Meetings of SHC in accordance with Article 12.6 of the Constitution but they have no voting rights.

Lien Centre for Palliative Care (LCPC) and The Palliative Care Centre for Excellence in Research and Education (PalC) are Affiliate Members of SHC.

3. Roles and Responsibilities

Governance

Executive Committee (EXCO)

1. Oversees the operations of SHC.
2. Reviews and approves all matters submitted by the various programme leads and others such as annual budget, strategies and policies before they are tabled for Board's approval.
3. The Executive Director reports to the EXCO and updates them on the operations and development of SHC.
4. Evaluates the performance of the Executive Director.

Nomination Committee

1. Review new candidates for election as Board Members so as to satisfy the objective of having the right mix of skills, experience and competency in the Board.
2. Review candidates' suitability for co-option to the Board to fill board vacancies as and when they arise.
3. Recommend to the Board concerning the re-election/re-appointment of Office Bearers and Board Members to chair committees of the Board, pursuant to the Corporate Governance Code, Charity Council or equal.

Finance Committee

1. Review budgets prepared by the Secretariat.
2. Establish finance processes and procedures.
3. Ensure regular and accurate monitoring and accountability for funds and report to the Board on any financial irregularities and concerns.
4. Recommend financial guidelines to the Board (such as to establish a reserve fund or to obtain a line of credit for a specified amount).
5. Work with the Secretariat on financial reports and ensure that reports are accurate and timely.
6. Oversee short and long-term investments, unless there is a separate investments committee.
7. Advise the Secretariat on financial priorities.

Audit and Risk Committee

EXTERNAL AUDIT

1. Recommend to the Board the appointment, reappointment and dissolution of the External Auditor, and approving the remuneration and terms of engagement of the External Auditor.
2. Oversee annual financial statement preparation and integrity.
3. Review and approve the external auditor scope of the audit.
4. Review the results of the audit of financial statements and consider significant findings and recommendations of the External auditors and management's responses.
5. Approve the audited financial statements before it is tabled and approved by the Board.
6. Review independence and objectivity of the External auditor annually.
7. Review and consider the results and effectiveness of the external audit.
8. Periodically review and assess the performance of the external auditor.
9. Liaise with the External auditors on any significant matters arising.
10. Report to the Board of any financial irregularities, concerns and opportunities.

INTERNAL AUDIT

1. Recommend to the Council the appointment, reappointment and dissolution of the Internal Auditor, and approving the remuneration and terms of engagement of the Internal auditor.
2. Review and approve the internal audit programme and request where appropriate that Internal Auditor undertake specific work.
3. Review the results, effectiveness and objectivity of the internal auditors' reports and findings including recommended response on the audit finding to the Board.
4. Review the effectiveness and performance of the service provided by Internal Auditor.

WHISTLE-BLOWING AND FRAUD

1. The Committee Chair shall be notified of all reports on whistleblowing matters and together with the ARC will arrange for independent investigation of such matters and appropriate follow-up action.
2. Review arrangements by which staff may, in confidence and without fear, raise concerns about possible improprieties in matters of financial reporting or other matters (such as commitment to quality work, professional judgement and values). Also, ensure arrangements are in place for the proportionate and independent investigation of such matters and for appropriate follow-up action.
3. Consider other topics, as defined by the Council, such as the policies for preventing or detecting fraud, its code of corporate conduct/business ethics and its policies for ensuring compliance with relevant regulatory and legal requirements.

ENTERPRISE RISK MANAGEMENT

1. Determine whether SHC has in place an effective and appropriate risk management framework, under which all significant or material risks are identified, analysed, managed and reported to Council.
2. Management is responsible for the effective implementation of risk management strategies, policies and processes to facilitate the achievement of SHC's operations and strategic objectives. Key risks are identified, addressed and reviewed on an ongoing basis, and mitigated where possible. These risks are then reported to the ARC.
3. Perform any other oversight functions requested by the Council or undertake any special investigations.

OTHER MATTERS

1. The Committee may request the participation of advisors from time to time, including but not limited to SHC employees, management, or external consultants, to provide advice or information to the Committee or to its members independently, with respect to any matter before or related to the Committee, at SHC's expense.

Clinical Services Steering Committee (CSSC)

1. Advocate and facilitate sustainable efforts to achieve SHC's vision of quality palliative care for everyone;
2. Act as a collective voice for the strategic vision of clinical services in palliative care in Singapore;
3. Co-ordinate, recommend and review service standards and benchmarking to improve quality of palliative care services amongst its Member Organisations;
4. Strategize on growing, building capacity and capabilities of healthcare professionals in palliative care;
5. Oversee the following Committees and any other Committees as approved by the Board:
 - a. National Palliative Care and Quality Improvement Committee
 - b. Healthcare Professionals Committee
 - c. Ethics Advisory Committee
 - d. Caregiver Support and Patient Education Resource Committee

NATIONAL PALLIATIVE CARE QUALITY IMPROVEMENT

(NATPALLQI) COMMITTEE

This committee reports to the CSSC.

1. Develop national benchmarking measures for the palliative care sector, so as to foster sharing of best practices to achieve sector wide improvement.
2. Provide guidance on the development of new services or enhancement of existing services in the palliative care sector, including manpower norms.
3. Conduct 2-yearly self-assessment audits across all SHC Member Organisations.
4. Implement revised psychosocial guidelines.
5. Mentor 2 Quality Improvement Projects.
6. Conduct annual collection of Minimum Data Set.
7. Conduct annual Caregiver Survey.
8. Pilot outcome measure in value-driven care domain.
9. Conduct QI workshops/seminars.
10. Oversee the following subcommittees
 - a. National Guidelines for Palliative Care (NGPC)
 - b. Minimum Data Set (MDS)
 - c. Caregiver Survey (CGS)
 - d. Benchmarking and Service Development

HEALTHCARE PROFESSIONALS COMMITTEE (HPC)

This committee reports to the CSSC.

1. Advise steering committee and SHC secretariat as subject experts in palliative care, including acting as liaison to practitioners and/or stories in relation to public media work where relevant.
2. Guide content and collaterals development, as SHC reaches out to specific target groups across different categories of health and social care, or allied health providers.
3. Catalogue and signpost different streams of palliative care education in support of diverse learning needs; the latter can come from services, tertiary institutions or residency programmes.
4. Organise forums, workshops and talks on palliative care, for knowledge transfer and to enhance competencies among different disciplines and classes of providers.
5. Raise awareness and understanding of palliative care and its supporting services in Singapore, to improve overall palliative care literacy among providers, with the view to facilitate patient access.
6. Advocate and facilitate the establishment of the Singapore Palliative Care Network under SHC; and
7. Collate figures and statistics including but not limited to training of healthcare professionals in palliative care, for reporting as and when required, for example by government or grant agencies.

ETHICS ADVISORY COMMITTEE (EAC)

This committee reports to the CSSC.

1. The Ethics Advisory Committee (EAC) will provide oversight on behalf of Singapore Hospice Council (SHC) on matters relating to acceptable palliative care practices at regular intervals. The committee will help ensure that the queries on ethical issues raised are addressing correctly.

2. The EAC will work closely to:

- a. Foster ethical issues raised by the Council of the Singapore Hospice Council and to make recommendations to it.
- b. Prepare and explain position statements on ethical issues to the Singapore Hospice Council.
- c. Recommend means to promote an awareness of ethical principles and practices in palliative care amongst healthcare workers in palliative care.

CAREGIVERS SUPPORT AND PATIENT EDUCATION RESOURCES (CSPER) COMMITTEE

This committee reports to the CSSC.

1. Identify and curate content for caregiver support and patient education materials to fill gaps identified; and
2. Review caregiver support and patient education materials targeted at the general public for accuracy and fact checks.

4. Whistleblowing Policy

SHC has a whistleblowing policy to allow staff, suppliers, contractors, partners and other stakeholders raise concerns or report malpractices and misconduct to the relevant authority in SHC. The policy aims to encourage the reporting of such matters in good faith, with the confidence that persons making such reports will be treated fairly and with due follow-up action. All whistleblowers will be treated with confidentiality. There is no known whistleblowing report in the FY ended 31 March 2025.

5. Disclosure and Transparency

The annual report is prepared to include information on its programmes, financial affairs, governance, Board/Council and its Management. Audited Financial Statements are available on SHC's website and information on SHC's financials can be found in the Commissioner of Charities website.

For the FY ended 31 March 2025, Board/Council members were all volunteers and were not remunerated for their services to SHC. There is no staff serving as a Board/Council member.

All Board/Council members declared that they were neither undischarged bankrupts or had been convicted of any offence in a court of law.

The annual remuneration of the highest paid staff (classified by remuneration band) is set out below:

Annual Remuneration	FY 2025
- between \$200,001 and \$300,000	1
- between \$100,001 and \$200,000	1

No paid staff is a close member of the family of the Executive Director or Board/Council Member, and whose remuneration each exceeds \$50,000 during the year.

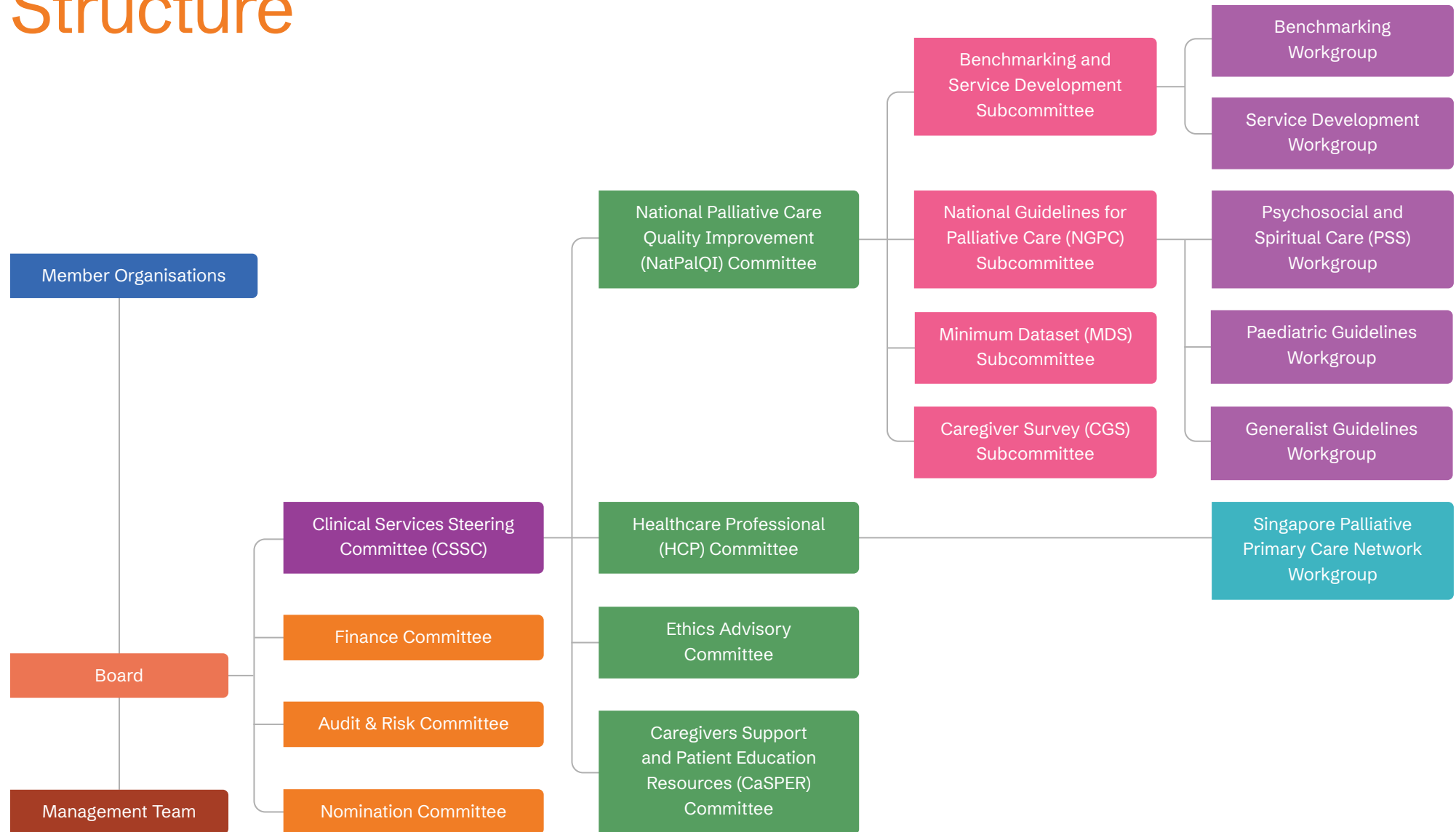
SHC compensates all staff based on job content, job market practices which SHC takes reference to the salary guidelines provided by the National Council of Social Service.

The factors to be considered when determining the entry salary of a new staff shall be:

1. The individual's qualifications, relevant years of experience as well as the interviewers' assessment of his calibre and potential and
2. Internal equity vis-a-vis salaries of existing staff
3. The determination of entry salaries of new staff shall be by the ED.

SHC has the documented procedures in place for financial matters in key areas including Procurement procedures and controls, receipting, payment procedures and controls and System for delegation of authority and limits of approval.

Our Organisational Structure



List of Committees

Executive Committee

Mr Robert Chew – Chairman
Dr Chong Poh Heng – Vice-Chairman
Dr Wu Huei Yaw – Honorary Secretary
Mr Albert Ching Liang Heng – Honorary Treasurer

Nomination Committee

Dr Wu Huei Yaw – Chairman
Mr Robert Chew

Finance Committee

Mr Albert Ching Liang Heng – Chairman
Dr Tan Kee Wee
Mr Peh Nam Chuan Adrian

Audit and Risk Committee

Ms Wee Ai Ning – Chairman
Ms Lim Suat Wah
Mr Patrick Yong

Clinical Services Steering Committee (CSSC)

Dr Neo Seok Hui Patricia – Chairman
Dr Lee Onn Kei, Angel – Co-chair
Dr Chong Poh Heng
Dr Tan Lean Chin Laurence
Ms Janigi Mohan
Ms Felicia Wee Sok Pheng
Dr See Kee Yon, Lionel
Dr Lee Zhe Min Michael
Dr Loo Yu Xian
Dr Pope Andrew Villarosa Samson

Dr Edwin Lim Boon Howe
Dr Aw Chia Hui
Dr Woong Liling Natalie
Dr Norhisham Bin Main
Dr Raymond Leong
Dr Tan Hong Weng
Dr Neo Han Yee
Dr Koh Yong Hwang Mervyn
Dr Hum Yin Mei Allyn
Dr Ng Chong Sheng Ron
Dr Siti Nur Hanim Binte Buang
Ms Choo Shiu Ling
Dr Koh Lip Hoe
Dr Yong Woon Chai
Dr Yee Choon Meng

National Palliative Care Quality Improvement (NatPallQI) Committee

Dr Lo Tong Jen – Chairman
Dr Yee Choon Meng – Co-chair
Dr Grace Yang
Dr Laurence Tan
Dr Zhuang Qingyuan
Dr Ho Si Yin
Dr Aw Chia Hui
Ms Lily Li
Ms Jacinta Phoon Mui Leng

Healthcare Professionals Committee (HPC)

Dr Peh Tan Ying – Chairman
Dr Chia Siew Chin – Co-chair

Dr Ong Eng Koon
Mr Andy Sim
Dr Loo Yu Xian
A/Prof Edward Poon
Dr Tricia Yung
Dr Jamie Zhou
Ms Tan Li Kuan
Ms Candice Tan Jia En
Ms Roxanne Foo

Caregivers Support and Patient Education Resources (CSPER) Committee

Dr Karen Liaw – Chairman
Ms Ng Xin Hui – Co-chair
Dr Jennifer Guan
Ms Liew Tse Pei
Ms Jacinta Phoon Mui Leng
Ms Peh Zi Xin

Ethics Advisory Committee

Prof Lalit Krishna – Chairman
Dr James Low – Co-chair
Dr Neo Han Yee
Dr Norhisham bin Main
Ms Cheung Siew Li
A/Prof Owen Schaefer
Dr Shaun Nathan
Mr Peh Nam Chuan Adrian JP

Review of Financial Affairs

a. Result of Financial Year (1 April 2024 – 31 March 2025)

The net surplus for the financial year ended 31 March 2025 was:

	FY 2025 (\$)	FY 2024 (\$)
Total Income	2,672,603	2,865,300
Total Expenditure	2,927,782	2,836,660
Surplus / (Deficit)	(255,179)	28,640

b. General Fund

The total deficit for the financial year ending 2025 was \$255,179 which include the deficit of \$34,200 from Restricted Funds. The net deficit for SHC General Fund is \$220,979.

Total income has decreased as compared to previous financial year. The total income received was \$2,672,603 which comprised of Restricted Funds of \$1,806,920. The balance amount of \$865,683 comprised donations, grants from Tote Board and conference registration fees.

Total expenses have increased as compared to the previous financial year. The main bulk of the expenditure was expenses under the Restricted Funds of \$1,841,120 which made up of 63% of the total expenses in the financial year. The second largest expense item was for Salary and Wages at \$793,574 (27% of the total expenses).

c. Fund Balance

The total fund balance carried forward from FY2024 was \$2,367,478. With the net deficit of \$255,179, the total fund balance was \$2,112,299 as of 31 March 2025. The ratio of funds to annual operational expenditure for FY2025 was 1.76 (FY2024 was 1.78).

d. Fundraising Efficiency Ratio

Fundraising Efficiency Ratio for FY2025 was 25% (FY2024 was 12%).

Income



Expenditure



Our Valued Partners

We are incredibly grateful to our donors and partners for supporting our work that ensures everyone has access to quality hospice and palliative care.

Below are our donors who have gifted \$1,000 and above from 1 April 2023 to 31 March 2024

Individuals

Cha Hvi Min
Chee Huimin Joyce
Chee Thong Gan
Chng Chee Hwee Jack
Chong Poh Heng
Chow Peng Yew
Daniel Gam
Dato' Simonn Ng Yan Cheng
Dennis William Thomas
Eric Chang Siew Kwok
Fong Kuen Yee
Gan Gee Pho
Gan Kah Haw
Hooge Lindsay Peter Sherrard
Khoo Boon Hui
Lau Te Neng
Lim Hui Xian
Lim Teck Chai Danny
Lindsay Peter Sherrard
Mitra Subhadip

Ong Boon Hwee James
Ong Chin Boon
Ong Hui Ming
Pang Hoi
Pullayot Subramaniam Seshadri Praveen
Ramachandran Nagarajan
Robert Chew
Robert Lim Eng Hui
Seah Sherley
Si Rong Kwang (Sek Weng Kong (Late) Cundhi Temple)
Sim Bee Hia
Soh Shin Yann Susan
Tan Aik Hock
Tan Chong Shan
Tang Lee Buay
Tay Soo Yin
Wee Ai Ning
Wong Liang Kwang
Wu Huei Yaw
Yap Chien Ting Livia
Yeow Wai Leong
Yong Ming Loong

Organisations / Groups

Chew How Teck Foundation
ECL (Singapore) Pte Ltd
Econ Healthcare (Asia) Limited
Ho Bee Foundation
Lee Foundation
Lewis Public Relations Pte Ltd
Mitsubishi Electric Asia Pte Ltd
National Council of Social Service
New Toyo International Holdings Ltd
Onerht Foundation Ltd
PB Tankers Ltd
President's Challenge
Pro-Matrix Pte Ltd
Singapore Island Country Club
Sundart Engineering Services (S) Pte Ltd
Teck Wei Capital Pte. Ltd.
YHI Corporation (Singapore) Pte Ltd

Our Valued Partners

Below are our partners who have volunteered at or supported our community engagement campaigns and events, or provided pro bono professional services to the Council

365 Cancer Prevention Society
Aces Care Limited
Active Global Home and Community Care
Adsan Law LLC
Agency for Integrated Care
AIC SGO (Aljunied)
Ain Society
Amazon Web Services (AWS), Asia Pacific-Japan (APJ)
An-Nahdhah Mosque
An-Nur Mosque
Apex Harmony Lodge
ArtsWok Collaborative
Ascending Hope Community Services Ltd.
ASHTRONAUT
Association for Music Therapy (Singapore)
Bartley Community Care Services Ltd
BFT Geylang Bahru
Blossom Seeds Ltd
Brahm Centre
Brain Tumor Society (Singapore)
Breast Cancer Foundation
Brighton Connection
Care Corner Seniors Services Ltd
Care for the Elderly Foundation (Singapore)
Central Provident Fund Board
Cheng Hong Welfare Service Society

Covenant Evangelical Free Church
Dementia Singapore Ltd
Doctor Anywhere
Econ Healthcare Group
Fei Yue Community Services
Filos Community Services
Great Eastern Accident & Health Business
Haemophilia Society of Singapore
Jamiyah Singapore
Kidney Dialysis Foundation
KITH & KIN Law Corporation
Kwong Wai Shiu Hospital
Lee Ah Mooi Nursing Home
Life Care Society
Lions Befrienders Service Association
Movement for the Intellectually Disabled (MINDS)
Nanyang Polytechnic, School of Health & Social Sciences
Nanyang Technological University, School of Social Sciences
National Library Board
Ngee Ann Polytechnic
NTUC Health Co-Operative Limited
Orange Valley
Pinnacle Family Clinic
Pancare Medical Clinic
Presbyterian Community Services
Project Gift of Song
Project Happy Apples
Punggol CC
Realm of Tranquility

Republic Polytechnic
Saltt Workshop
Salty Xi Jie Ng
SASCO Senior Citizens' Home
Sheng Hong Welfare Services
Simply Wills
Singapore Institute of Technology
Southeast University, China
Sree Narayana Mission
St. Hilda's Community Services Centre
St. John's Home for Elderly Persons
Sunshine Welfare Action Mission
Superskill Graphics Pte Ltd
Temasek Polytechnic
Therapy Dogs Singapore
The Compassionate Network
The Salvation Army, Peacehaven
The University of Alabama at Birmingham, United States
Thye Hua Kwan Moral Charities
Tzu-Chi Seniors Engagement & Enabling Node (SEEN)
Yong-en Care Centre
YunYinDian Association LLP 云阴殿 (Taoist)

How Can You Help

As the collective voice of the hospice and palliative care community, the Singapore Hospice Council actively raises awareness about palliative care and advocates the importance of early end-of-life care planning.

Your support will also help us to continue our efforts in improving the overall quality of palliative care services, to train more professional palliative care professionals to better equip them to care for patients with life-limiting illnesses and provide support to their families.

Email info@singaporehospice.org.sg to discuss any fundraising or partnership opportunities.



Donate

[singaporehospice.org.sg/
donation](https://singaporehospice.org.sg/donation)



Volunteer

[singaporehospice.org.sg/
volunteer](https://singaporehospice.org.sg/volunteer)



SHC e-library

[singaporehospice.org.sg/
e-library](https://singaporehospice.org.sg/e-library)