



30 YEARS OF CARING TOGETHER

Annual Report 2025/26





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 Chew Robert

Vice-Chairman

Dr Chong Poh Heng

Honorary Secretary

Dr Wu Huei Yaw

Honorary Treasurer

Mr Peh Nam Chuan Adrian

Board Members

The following elected nominees were appointed as Board Members of the 31st Council of the Singapore Hospice Council on 18 September 2025.

Mr Albert Ching Liang Heng

Dr Lee Onn Kei Angel

Sr Tan Swee Hoon Geraldine Marie

Ms Chong Chin Fong Jazz

Dr Lim Seow Ling Caroline

Dr Neo Soek Hui Patricia

Dr Norhisham Bin Main

Mr Tan Kwang Cheak

Dr Yung Sek Hwee Tricia

Bankers

DBS Bank Ltd

CIMB Bank Berhad

Maybank Banking Berhad

Independent Auditor

Tan, Chan & Partners

Our Member Organisations

Ordinary Members



Special Members



Affiliate Members



Our Board

SHC is led by Board Members of diverse backgrounds and a council made up of healthcare professionals from the palliative care fraternity, supported by the Ministry of Health and a professional secretariat.



Mr Chew Robert
Chairman



Dr Chong Poh Heng
Vice-Chairman



Dr Wu Huei Yaw
Honorary Secretary



Mr Peh Nam Chuan Adrian
Honorary Treasurer
From 18 Sep 2025 -



Mr Albert Ching Liang Heng
Honorary Treasurer
From 2 Sep 2021 - 18 Sep 2025
Board Member
From 18 Sep 2025 -



Dr Lee Onn Kei Angel
Board Member



**Sr Tan Swee Hoon
Geraldine Marie**
Board Member



Ms Chong Chin Fong Jazz
Board Member



Dr Lim Seow Ling Caroline
Board Member



Dr Neo Soek Hui Patricia
Board Member



Dr Norhisham Bin Main
Board Member



Mr Tan Kwang Cheak
Board Member



Dr Yung Sek Hwee Tricia
Board Member

A Message from our Chairman



Mr Chew Robert

Chairman,
Singapore Hospice Council

look ahead. The same year saw the appointment of a renewed Board, bringing together experienced leaders from the palliative care fraternity alongside new perspectives from beyond the sector. Their collective expertise reflects SHC's continued commitment to strong governance, collaboration and innovation as we guide the Council into its next chapter.

As Singapore's population ages and healthcare needs become increasingly complex, the demand for palliative care will continue to rise. Expectations of care are evolving. More people wish to receive care at home, remain connected to their loved ones and communities, and live their final chapter with dignity. Meeting these aspirations means strengthening palliative care services; it also means reimagining how care is understood and supported across society. This is not a responsibility that can rest with healthcare professionals alone. This belongs equally to families, friends, neighbours, employers,

The past year marked a significant milestone for the Singapore Hospice Council as we commemorated *30 Years of Caring Together*.

It was an opportunity to celebrate how far hospice and palliative care have come in Singapore, honour the pioneers whose vision laid the foundations for the sector, and recognise the many individuals and organisations who have carried that legacy forward over the past three decades.

While anniversaries invite us to reflect on the past, they also challenge us to

educators, community organisations and every individual who has the opportunity to care for one another.

This conviction has shaped SHC's direction in recent years. Initiatives such as Compassionate Communities Singapore reflect this shared vision, bringing together people from different sectors to foster a society where compassion is woven into everyday life rather than reserved only for times of crisis. This vision was further brought to life through the Winds of Compassion community art installation, where 10,000 personalised pinwheels created by individuals, schools and organisations served as a powerful expression of compassion in action.

Research has also reinforced the importance of this work. Findings from the Singapore Death Literacy Index highlighted encouraging progress in public awareness while reminding us that many Singaporeans still lack the confidence to navigate conversations around serious illness, caregiving and end-of-life planning. These insights reaffirm that accessible palliative care is also about strengthening understanding, building confidence and normalising conversations that help individuals and families make informed decisions long before they are needed.

Platforms such as the Live Well. Leave Well. Festival complement these efforts by creating safe spaces for Singaporeans to engage in conversations about living well, caregiving, grief and end-of-life care. Through our quarterly newsletter, The Hospice Link, we also continue to share stories and perspectives that deepen understanding, foster empathy and inspire a more compassionate society.

At the same time, we continued to strengthen capabilities across the sector through initiatives such as the Primary Care Palliative Champions (PC2) Training Award, which supports the training of primary care providers to deliver quality palliative care closer to home, recognising the important role they play in the community.

As we look to the future, collaboration will remain the cornerstone of our progress. No single organisation can meet the needs of a rapidly ageing society alone. It is only through strong partnerships across healthcare, social services, educational institutions, religious organisations, public agencies, the corporate sector and the wider community that we can build a more connected and compassionate ecosystem of care. We were heartened to welcome OncoCare Cancer Centre as our newest Member Organisation. Their decision to join SHC reflects an encouraging shift, as organisations across different healthcare settings, including the private sector, recognise the importance of working together to strengthen palliative care.

This spirit of collaboration was perhaps best exemplified by the Sundown Walk: Every Step Counts. Over two nights, colleagues from our Member Organisations and partner institutions walked more than 100 kilometres across Singapore. What stood out most was not the distance, but the camaraderie. It was a powerful reminder that this is how our fraternity has always moved forward: by walking alongside one another, sharing the load and advancing together.

As we move into our next chapter, SHC remains committed to working alongside our Member Organisations, partners and supporters to strengthen collaboration, foster innovation and champion greater understanding of palliative care, so that every individual and family can experience dignity, comfort and support when it matters most.

On behalf of the Board, I would like to extend my heartfelt appreciation to our Member Organisations, healthcare professionals, partners, volunteers, donors and the SHC team. Your dedication, generosity and unwavering commitment have shaped the progress we celebrate today. Together, we have honoured a remarkable legacy of compassion, and together, we will continue to build a future where palliative care is everyone's business.

Our Year in Numbers



10

Multidisciplinary Palliative
Care Forum (MDF) Sessions



6,598

Multidisciplinary Palliative
Care Forum (MDF) Attendees



8

Ask-The-Expert Sessions



469

Ask-The-Expert Attendees



29,636

Resources Distributed



22

Palliative Care 101
(PC101) Sessions



1,314

Palliative Care 101 (PC101)
Attendees



117

Active Volunteers



3,670

Volunteering Hours



240

Valued Partners

Calendar of Events

APRIL 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			

- SHC Exhibition @ Jurong Regional Library
- SPCC-SHC Research Development Workshop
- Outreach @ Jurong Regional Library
- Outreach @ ACJC Service-Learning Fair Exhibition

MAY 2025

S	M	T	W	T	F	S
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- SHC Exhibition @ Bishan Public Library
- Outreach @ Bishan Public Library
- Outreach @ Lifeling Learning Institute
- SHC 30th Anniversary Gala Dinner

JUNE 2025

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JULY 2025

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- Leaders Forum - Arts Community & Community Nurses
- Leaders Forum - Muslim Community
- Outreach @ Project Endearance
- Outreach @ MOH Legacy Planning Campaign
- Leap for Hospices 2025

AUGUST 2025

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SEPTEMBER 2025

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28	29	30				

- Outreach @ SPH Health and Wellness Bazaar
- Death Literacy Index Study Media Event
- Outreach @ Sheng Hong AAC's SG 60 Health Bazaar

Calendar of Events

OCTOBER 2025

S	M	T	W	T	F	S
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- Live Well. Leave Well. Festival 2025 Opening & Launch of the "30 Years of Caring Together" Docuseries
- Launch of the Legacy Fighters of the CoCo Guild Blindboxes
- Insights Exchange with Prof Allan Kellehear
- Launch of Compassionate Communities Singapore
- Live Well. Leave Well. Festival 2025

JANUARY 2026

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- SHC Sundown Walk
- Seasons for Love, Care, and Compassion Campaign
- Opening of PC2 Training Award

NOVEMBER 2025

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- Outreach @ Rewind
- MOU signing with Singapore University of Social Sciences (SUSS)
- Seasons for Love, Care, and Compassion Campaign

FEBRUARY 2026

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- SHC Sundown Walk
- MOH's 100th Year Anniversary Celebration for the College of Medicine Building Staff Bazaar

DECEMBER 2025

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21	22	23	24	25	26	27
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- Volunteer Appreciation Night
- Seasons for Love, Care, and Compassion Campaign

MARCH 2026

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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

- SHC Exhibition @ Geylang East Library
- Appreciation and Networking Night 2026
- Outreach @ SYNC Health Fest 2026

Quality Improvement to Benefit Every Patient and Family

Quality can mean the difference between feeling supported and feeling alone. It can mean getting pain relief in time, receiving clear information about care options, or having healthcare workers who understand what truly matters in the final days. That's why SHC invests heavily in Quality Improvement (QI) — a structured approach to making care more consistent and compassionate for every person who needs it.

At the heart of this work is the SHC **National Palliative Care Quality Improvement (NatPallQI) Committee**. The committee brings together more than 50 key palliative care professionals across the three healthcare clusters, many of whom serve in dedicated subcommittees — Benchmarking and Minimum Data Set (MDS), National Guidelines for Palliative Care (NGPC), Caregiver Survey (CGS), and Psychosocial and Spiritual (PSS). Within these subcommittees are specialised workgroups, including the Paediatric Guidelines Workgroup and Generalist Guidelines Workgroup, that advance different aspects of quality improvement and help shape the systems, standards and care experiences that define palliative care in Singapore.

Minimum Data Set (MDS)

Since FY2017, the MDS has provided a common national dataset for specialist palliative care services, enabling longitudinal monitoring of patient characteristics, service utilisation, access to care and end-of-life outcomes across Singapore. Over successive reporting cycles it has strengthened standardised data collection across participating institutions and provided insights to support service planning and quality improvement.

The FY2024 report marks the final iteration of the MDS in its current form. Building on this foundation, the next phase of national data and benchmarking will place greater emphasis on clinically meaningful outcomes, operational performance and institutional benchmarking in alignment with the National Strategy for Palliative Care (NSPC) 2023.

Key Findings from the FY 2024 MDS Report:

Overall, 19 institutions participated in the Singapore National Palliative Care Minimum Data Set for FY2024 (April 2024 to March 2025).

1. Continued Growth in Specialist Palliative Care Utilisation

A total of 14,133 newly referred, unique patients received specialist palliative care services in FY2024, continuing the upward trend from 12,325 in FY2023, 11,834 in FY2022, and 10,891 in FY2021. Growth was observed across different service settings, including acute hospital, home care and inpatient hospice palliative care services, as well as among both cancer and non-cancer patient groups. This expanding reach underscores the importance of continued investment in workforce and community-based care infrastructure to meet rising caseloads.

2. Modest Improvement in Referral Timing, with Persistent Equity Gaps

The median time from first palliative care assessment to death increased to 25 days (interquartile range [IQR] 7–78 days) in FY2024, compared with 21 days in FY2023 and 20–22 days in FY2021–FY2022, with cancer patients still being referred earlier than non-cancer patients (35 versus 12 days). Despite this modest improvement, care duration before death remains well below the 3–4 month window recommended to realise the benefits of palliative care, and patients with non-malignant conditions continue to be referred later in the disease trajectory. This highlights the need for earlier identification strategies and stronger integration with generalist and chronic disease services.

3. Ongoing Challenges in Achieving Community-Based End of Life Care

Among the 10,397 decedents, 52.8% died in acute hospitals, 30.9% at home, and 14.5% in inpatient hospices. The proportion of deaths occurring in acute hospitals increased

for a second consecutive year. These findings highlight the continuing importance of strengthening community-based end-of-life, while recognising that place of death is influenced by multiple factors including capacity constraints in home hospice services, caregiver readiness, and clinical complexity requiring hospital-based care.

4. Diverging Trends in Timeliness Across Service Settings

The median time from referral to acceptance remained stable at 1 day for both home care and Inpatient Hospice and Palliative Care Service (IHPCS). From referral acceptance to first assessment, the median time was 6.0 days for home care and 3 days for IHPCS. Notably, 36.8% of home hospice referrals waited more than 7 days before first assessment, compared with 9.2% in IHPCS. These patterns likely reflect a combination of service capacity constraints, case complexity, and appropriate clinical triaging, but nonetheless highlight growing pressure on community services.



Read the MDS Summary
Report FY2024

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. The survey is conducted annually and measures caregiver experience across various domains including delivery of care, provision of information and practical training, psychosocial support, grief and bereavement support and support after-hours. These insights continue to inform practice changes and drive system-wide improvements.

Key findings from FY 2025 Caregiver Survey (CaRES):

- A total of 24 service providers participated in 2025, comprising 8 acute hospital providers, 9 IHPCS, and 7 home hospice care services.
- A total of 355 caregivers provided responses.
- **Sustained positive caregiver experience:** In 2025, 92% of caregivers reported an overall positive experience with the care their loved one received, an improvement from 90% in 2024. High satisfaction was sustained across key domains, including healthcare delivery (89%), psychosocial support (88%), information provision

(87%), caregiver training (85%), and out-of-office-hours care (96%). Caregivers continued to report more positive experiences in home care and inpatient hospice settings compared to acute hospitals.

- **Variability in information provision:** While 85% of caregivers reported that overall information provision was adequate, there remains variability across different types of information. In particular, information on treatment side effects has shown a gradual decline from 89% in 2023 to 86% in 2024 and 84% in 2025.

Previously identified as an area for improvement, information provision on funeral services and arrangements has improved, increasing from 78% in 2024 to 85% in 2025. However, variation persists across care settings, with lower reported adequacy in acute hospital settings (73%) compared to IHPCS (88%) and home hospice care (93%), suggesting ongoing opportunities for improvement in this setting.

- **The provision of practical assistance shows room for improvement:** A lower proportion of caregivers in acute hospital settings reported receiving adequate support for practical assistance, with 74% and 78% indicating adequate support for equipment coordination and financial matters, respectively. This contrasts with higher reported levels of support in IHPCS (89% and 86%) and home hospice care settings (91% and 87%).
- **Concordance with preferred vs actual place of death remains highest in home care:** While concordance remains high in the home care setting (97%), it is substantially lower in inpatient hospice (23%) and acute hospital settings (13%). Free-text responses suggest that this is largely driven by rapid clinical deterioration, high symptom or care needs, and caregiver limitations.
- **Improvement in bereavement support:** Adequacy of grief and bereavement support improved from 75% in 2024 to 82% in 2025. However, despite this improvement, it remains the lowest-performing domain in terms of caregiver satisfaction. When analysed by care setting, a lower proportion of caregivers in acute hospital settings reported adequate support, with 70% and 72% indicating that emotional support and educational materials on coping with grief, respectively, were sufficient. This compares with higher levels reported in IHPCS (93% and 83%) and home hospice care settings (91% and 83%).



Read the Caregiver
Survey Summary
Report

Our Year in Review

Throughout the year, SHC celebrated the sector's shared legacy while strengthening the foundations for a future where caring for those who are dying, caregiving or grieving becomes a shared social responsibility.

Honouring the Legacy of Compassion

SHC's 30th anniversary marked an important milestone in Singapore's hospice and palliative care journey. It was an opportunity to celebrate the pioneers, healthcare professionals, volunteers, Member Organisations, and partners whose collective dedication has shaped the sector over the past three decades. More importantly, it was a year to reaffirm the values of love, care and compassion that continue to guide SHC's work as it looks towards the future.

The **30th Anniversary Gala Dinner**, held on 25 May 2025 at Pan Pacific Singapore, brought together more than 400 pioneers, healthcare professionals, Member Organisations, partners and supporters to celebrate three decades of caring together. Guest-of-Honour

Madam Halimah Yacob, former President of Singapore and Chancellor of the Singapore University of Social Sciences, joined SHC Chairman Mr Chew Robert in reflecting on the remarkable progress of hospice and palliative care in Singapore and the collective efforts that made it possible.



"Threads of Love, Wings of Hope", a commemorative quilt by 2Quilters

The spirit of generosity that has long defined SHC's community was on full display as the evening also served as a key fundraising effort. One of the evening's most meaningful auction pieces was a commemorative quilt handcrafted from

fabrics contributed by SHC Member Organisations, symbolising the collective heart and spirit that have defined the sector over the past 30 years. By the end of the evening, more than \$900,000 had been raised through donations and the auction in support of SHC's continued work.

The evening marked the launch of **The Gift of Presence**, a collection of personal stories from palliative care professionals across disciplines, including physicians, nurses, social workers, therapists, and administrators. The publication honoured the shared calling that unites those working in hospice and palliative care while paying tribute to those who have shaped the sector and served as an inspiration to future generations.



Launch of The Gift of Presence by Mdm Halimah Yacob (second from left), Chancellor of the Singapore University of Social Sciences and former President of Singapore and Mr Chew Robert (first from right), Chairman, Singapore Hospice Council, along with representatives from the book's editorial committee, Dr Ong Eng Koon (first from left) and Ms Tay Beng Choo (second from right).

SHC presented the **Singapore Palliative Care Lifetime Achievement Awards** to Professor Pang Weng Sun and Sister Geraldine Tan, recognising their exceptional and longstanding contributions to hospice and palliative care in Singapore.



Sister Geraldine Tan and Professor Pang Weng Sun, Singapore Palliative Care Lifetime Achievement Award Recipients

Professor Pang Weng Sun, a clinician, educator and policy leader, is widely regarded as a key architect of Singapore's palliative care movement. Sister Geraldine Tan, who has served at St Joseph's Home for nearly 40 years, founded Singapore's first 16-bed hospice and remains a beloved figure across generations of patients, families, and fellow professionals.

In honouring them, SHC carries forward the spirit of love, care, and compassion that has defined this sector from its earliest days — values that both have exemplified throughout their lives.

To preserve and share the sector's collective story, SHC launched 30 Years of Caring Together, a five-part docuseries tracing the evolution of hospice and palliative care in Singapore. The series charts SHC's growth from its earliest roots in the days of Sago Lane to the vibrant, multi-organisational sector it is today — a credible, collective, national voice that drives change across policy, service, education, and public awareness.



The landmark article that got the hospice movement going.



Event Highlight Video

<https://www.youtube.com/watch?v=GsbacSSbmq4>



Docuseries

<https://www.youtube.com/playlist?list=PLsspRMeLdAR64dCXTZO4TrKL0XRaw7-qk>

As caring for others requires opportunities for self-care and connection, SHC organised the **SHC Sundown Walk**, bringing together healthcare professionals from across Member Organisations in a relaxed setting that promoted wellbeing while strengthening relationships across organisations.



"The Walk is a thanksgiving of all our patients who were our teachers, our pioneers, volunteers, healthcare professionals, our families and friends who supported us all these years. There is gratitude in every step for those who have allowed palliative care to come a long way over the last 30 years. There are more palliative care service providers, better-trained practitioners, and improved access to palliative care for patients and families. But this walk also reminds us of the one thing about palliative care that has not and must not change: palliative care is about presence, of being there and by the side, accompanying the sick; where each of us comes together to complete the care and not to compete."

Sister Geraldine Tan, SHC Board Member

The 30th anniversary celebrations concluded with the annual **Appreciation and Networking Night 2026**, where healthcare professionals, partners and stakeholders gathered to celebrate shared achievements, recognise contributions to the sector and strengthen professional connections through networking and collaboration. The evening also marked the introduction of **OncoCare Cancer Centre** as SHC's newest Member Organisation, reflecting the Council's growing and increasingly diverse community of organisations committed to advancing palliative care in Singapore.



Dr Zhuang Qingyuan, Senior Specialist in Palliative Medicine at OncoCare Cancer Centre

Strengthening the Foundations

SHC strengthened public understanding of palliative care through research, public education, community engagement, and advocacy. These efforts helped build awareness, encourage meaningful conversations and equip more individuals with the knowledge to navigate end-of-life issues with confidence.

The first-ever Death Literacy Index (DLI) Study in Singapore was released in September 2025, providing the country's first baseline of public knowledge and skills relating to end-of-life preparedness among individuals, families and caregivers, as well as the broader care system as Singapore soon becomes a super-aged society. Policymakers and community care providers can now pinpoint gaps and prioritise the necessary steps to boost resources or apply more targeted support.



"As doctors, we see firsthand how families struggle when conversations about death are delayed or avoided. Improving death literacy would help patients and families make informed end-of-life decisions, ease emotional burden, and allow care to be more aligned with their wishes."

Dr Wu Huei Yaw, Honorary Secretary, Singapore Hospice Council



Read the **Singapore Death Literacy Index Study Report (2025)**

The findings of the DLI helped shape the 30th anniversary edition of the **Live Well. Leave Well. Festival**, held from 7–19 October 2025. The study found that factual knowledge of end-of-life matters remains low despite the wealth of information available. Only 1 in 4 knew the law on dying at home and how to access palliative care, and 1 in 3 knew what documents were needed. In response, the SHC 30th anniversary special edition of the festival comprised a range of programmes aimed at closing these knowledge gaps — from practical sessions on care planning and navigating resources to interactive workshops with our Member Organisations and partners.

With 46 partners, 11 information booths, 15 talks and webinars, and 14 interactive workshops, including exclusive hospice visits, the festival was its largest and most ambitious to date.

At its on-site period from 7–12 October at Suntec City Atrium (Tower 1 & 2), SHC brought to life two winning Hack Care: YOLO! 2024 proposals: **The Legacy Fighters of the CoCo Guild** characters and blind boxes, along with **"The Four Doors" escape room** that centred on the phrases "I love you", "I'm sorry", "Thank

you", and "I forgive you". Through this initiative, young people were empowered to participate in enhancing palliative care in Singapore.



Live Well. Leave Well. Festival Highlight Video

<https://www.youtube.com/watch?v=oX6ladTDrr8>

Recognising that all organisations have the capabilities and capacity to provide support for those who are dying, caregiving, or grieving, SHC conducted three sessions of the **Leaders Forum: Life and Death Matters** on 1–2 July 2025, engaging leaders from the arts community, community nurses, and the Muslim community. More than 80 leaders from 50 organisations came together at The Pod @ NLB to share their challenges and perspectives on caring for those with life-limiting illnesses. The sessions encouraged leaders across various sectors to consider their role in palliative care more deeply and foster greater collaboration within their sectors.



Leaders Forum Highlight Video

<https://youtu.be/KqU8uAX-LUGk?si=BCnqgLyBnoALHA8Q>

As part of efforts to engage wider audiences, the **Live Well. Leave Well. Malay Podcast** was launched. Featuring public figure Fizah Nizam as the host, the podcast helped ensure that the palliative care resources and ecosystem that SHC is building are culturally relevant for the diverse communities in Singapore. **The Hospice Link**, SHC's quarterly newsletter, showcased stories, developments and insights from across Singapore's palliative care sector. The publication received the Gold Award at the Digital Health Awards in recognition of its excellence in health communications.



Live Well. Leave Well. Malay Podcast

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



The Hospice Link

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

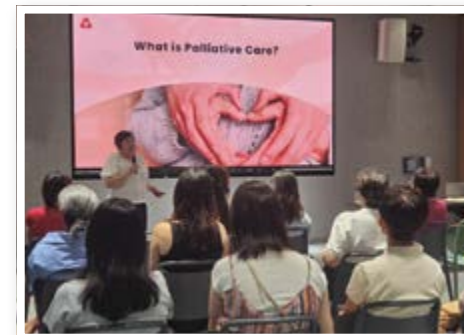


Beyond these initiatives, SHC remained committed to year-round community engagement and public education. Through **Palliative Care 101**, **Ask-the-Expert Series**, and **outreach sessions** conducted with partners, we continued to bring conversations on palliative care directly into the community. These engagements equipped individuals with a better understanding of palliative care, encouraged open conversations around death and dying, and strengthened our network of **SHC Ambassadors** and

Community Signposts who are able to guide individuals and families towards timely support and services.

"The experience led me to volunteer with SHC so that I can educate the public, as well as my friends and relatives, about palliative care in Singapore, talk more openly about death, and highlight the importance of early planning."

Master of Gerontology student, Clara Ng, SHC Ambassador



Palliative Care 101 Session (19 October 2025) at the Central Library



SHC staff engaging members of the public at a community outreach event

Building Compassionate Communities

As Singapore enters "super-aged" status, a public health approach — where communities are equal partners in providing quality healthcare at the end of life — becomes essential in ensuring that no one dies or grieves alone.

Compassionate Communities Singapore (CoCoSG)

was launched on 12 October 2025, bringing together organisations and individuals across sectors to reimagine end-of-life and bereavement care as a shared social responsibility. The movement aims to nurture community networks that empower people to care for one another, ensuring that those facing life-limiting illness, caregiving stress, or grief are not left to journey alone.

As part of the launch, SHC recognised more than 40 founding stakeholders who have pledged their commitment to this national movement. Representing healthcare, education, social service, community, ethnic and faith-based organisations, these founding stakeholders embody the spirit of empathy, inclusiveness, and collaboration, working together to build an ecosystem of care that honours dignity, choice, and cultural sensitivity, while fostering a kampong spirit of togetherness, respect, and shared responsibility. Each founding stakeholder will develop a charter, outlining their commitment to CoCoSG and how they will strengthen community

networks and foster meaningful connections that extend beyond institutional care.

To encourage wider community participation, SHC invited partners, schools and institutions to create pinwheels with personalised messages of love, hope and remembrance for the **Winds of Compassion Community Art Installation**. Comprising 10,000 handcrafted pinwheels displayed at Tanjong Rhu, the installation served as a powerful visual expression of compassion in action. More than 60 partners came together to contribute to this meaningful collective effort.

Founding stakeholders

Mountbatten Citizens' Consultative Committee, Ang Chin Moh Funeral Directors, Association for Music Therapy (Singapore), Brahm Centre, Canossa Mission Singapore, Dementia Singapore, Marwari Mitra Mandal (Singapore), Masjid Al-Muttaqin, Nanyang Technological University Psychology, Ngee Ann Polytechnic School of Health Sciences, Serenity Cancer Care, AIN Society, St. Andrew's Nursing Home, St. Andrew's Senior Care, The Compassionate Network, Xian Mi Du Mu Lin Buddhist Association, and SHC Member Organisations

"I have met caregivers here who put on a brave face to the world, but who were hurting and struggling inside. Through Compassionate Communities Mountbatten, we hope to provide them with resources, care training, and most importantly, a support network."

Ms Gho Sze Kee, Member of Parliament for Mountbatten, in her announcement of the Mountbatten Compassionate Care Fund with a seed amount of \$40,000 dedicated to supporting eligible Mountbatten caregivers, without any income requirements.



Introducing CoCoSG

https://youtu.be/1oXREXoRVkc?si=7XX_p2F2CtWwWfPZ



Website

CoCoSG.org



"Winds of Compassion"
Community
Art Installation

With SHC laying the groundwork for individuals and communities to understand their role in palliative care, Compassionate Communities Singapore has received Compassionate Community Endorsement status by the Public Health Palliative Care International.

"With its highly integrated health, care, and hospice systems — and its unique scale as a city-state — Singapore is one of the few places in the world capable of implementing a Compassionate City/Compassionate Community model nationwide"

Public Health Palliative Care International's
new endorsement announcement



Sustaining Compassion Through Giving

While different in scale and approach, every contribution, regardless of size, helped strengthen SHC's efforts to advance hospice and palliative care in Singapore.

Returning for its second edition, **Leap for Hospices** once again brought together members of the public, corporate partners and healthcare professionals in a shared demonstration of courage and compassion. Held at Skypark Sentosa by AJ Hackett, the fundraiser saw more than 80 participants take a leap from a height of 47 metres, collectively raising over \$70,000 in support of SHC's work.

Leap for Hospices 2025 also saw strong participation from SHC Member Organisations and partners, including Ren Ci Hospital, HCA Hospice, KK Women's and Children's Hospital, National University Hospital, Ngee Ann Polytechnic and the Ministry of Health. Their participation reflected the collective spirit that has long defined the palliative care community, with organisations coming together beyond their individual roles to support a shared cause.



Leap for Hospices Highlight Video

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



Students and staff from School of Health Sciences at Ngee Ann Polytechnic



Our neighbours BFT Geylang Bahru showing their continued support at the event

Building on this spirit of giving, SHC ran the **Season of Love, Care and Compassion campaign** through giving.sg during the year-end festive season. The campaign invited members of the public to support hospice and palliative care through charitable giving during a time often associated with gratitude, generosity and togetherness.

Building Capabilities Across the Sector

People have always been at the heart of hospice and palliative care. SHC remained committed to strengthening capabilities across the sector through research, education, networking and professional development.

The **SHC-SPCC Research Development Workshop** held on 8 April 2025 equipped healthcare professionals with practical knowledge and mentorship to strengthen research capabilities in hospice and palliative care. By supporting clinicians and practitioners in translating ideas into meaningful research, the workshop contributed to the growing body of local evidence that informs practice and improves patient care. In addition, SHC's monthly **Multidisciplinary Palliative Care Forums** provided healthcare professionals with opportunities to exchange knowledge, discuss emerging topics and learn from multidisciplinary perspectives, strengthening collaboration and professional practice.



With palliative care increasingly extending beyond specialist services into the community, SHC continues to build the capacity of primary care doctors through the Primary Care Palliative Champions (PC2) Training Award. This complemented the ongoing Primary Care Palliative Champions Telegram Group, providing primary care practitioners with direct access to advice from palliative care specialists.



"Singapore Hospice Council has provided primary care doctors with important resources to help manage palliative patients. Usually, these patients have multiple complex issues, and it is important for the GP to have as much help as possible to manage them in the community. For example, some of the medications these patients are on are not common in general practice, and having guidance on how to titrate helps us to provide more precise care. With easier access to training in palliative care through the grant, GPs will be able to provide better continuity of care to our patients, at every stage of their lives, and in a compassionate manner."

General practitioner, Dr Ong Guan Hong, CEO of PanCare Medical

SHC also remained committed to investing in its own people. During the year, four staff members attended the **Asia Pacific Hospice Palliative Care Conference (APHC) 2025** in Kuching, Malaysia, where they presented posters showcasing key initiatives while exchanging knowledge with regional palliative care professionals. Two staff members also attended the **Oceanic Palliative Care Conference (OPCC) 2025** in Brisbane, Australia, gaining fresh perspectives on community-based palliative care and strengthening international networks.



A Message from Our Executive Director



Ms Sim Bee Hia

Executive Director,
Singapore Hospice Council

Thirty is often seen as a milestone in life.

For many of us, our twenties are years of discovery — learning, growing and finding our place in the world. By the time we reach 30, we have gained experience, built relationships and developed a stronger sense of purpose. We become less focused on what we have achieved for ourselves and more focused on the difference we can make for others.

With maturity comes a greater sense of responsibility: to lead, to serve and to leave things better than we found them.

As Singapore Hospice Council (SHC)

marks **30 Years of Caring Together**, I believe we have reached a similar milestone. Over the past three decades, SHC has grown alongside the palliative care movement in Singapore. What began as a collective effort to champion hospice and palliative care has evolved into a national movement that has improved the lives of countless patients and families. Together with our Member Organisations, healthcare professionals, community partners, volunteers, caregivers, donors and supporters, we have helped strengthen awareness, enhance quality of care and advocate for the needs of those facing life-limiting illness.

We are proud of how far we have come, but we are even more mindful of the responsibility that lies ahead.

Singapore is changing. Our population is ageing, more people are living longer with complex illnesses, and care is increasingly shifting beyond hospitals into homes and the community. These trends are reshaping healthcare and redefining what quality palliative care must look like.

The future of palliative care cannot and will not depend only on specialist services. It will depend on how well every part of our healthcare system embraces the principles of palliative care. Primary care practitioners, clinicians, nurses, allied health professionals, community care providers and social care partners all have an important role in recognising needs early, having meaningful conversations and supporting patients and families throughout their care journey. Generalist palliative care will become increasingly important, guided by and complementing specialist expertise to ensure that compassionate care is available wherever patients receive treatment and care.

This is where SHC has an important role to play.

As we enter our next chapter, we will strive to deepen our engagement with healthcare professionals across the continuum of care. We will continue to create opportunities for learning, professional exchange and multidisciplinary collaboration, strengthening the knowledge and confidence needed to deliver quality palliative care in every setting.

At the same time, we believe that research and innovation must play a greater role in shaping the future of palliative care. As healthcare needs become more complex, evidence will be critical in guiding policy, informing practice and developing sustainable models of care. SHC will continue to encourage collaboration between funders, clinicians, researchers, educators and our Member Organisations, fostering a culture of inquiry that ultimately benefits patients and families.

Building capabilities also means investing in people. We must nurture future leaders, strengthen our workforce and equip healthcare professionals — not only specialists,

but also generalists — with the skills to communicate with empathy, support shared decision-making and care for the whole person, not just the illness.

Beyond healthcare, caregiving is also becoming part of everyday life. More Singaporeans will find themselves caring for ageing parents, spouses, siblings, friends or neighbours. The ability to care with confidence, compassion and understanding is no longer a skill for only healthcare professionals, it is becoming a life skill that our society needs.

Supporting caregivers therefore means more than providing information. It means giving people practical skills, emotional support and the confidence to navigate difficult conversations and challenging moments. It also means building communities where people understand that caring for one another is a shared responsibility.

This is the vision that continues to drive Compassionate Communities Singapore. Healthcare alone cannot meet every need. Lasting care is built when communities are connected, neighbours look out for one another, workplaces recognise caregivers, schools nurture empathy, and conversations about serious illness, death and grief become part of everyday life rather than subjects we avoid.

Over the coming year, SHC will launch a series of **Future of Palliative Care Conversations**, bringing together Member Organisations, healthcare professionals, researchers, policymakers, educators, caregivers and community partners. These conversations will help shape the next phase of palliative care in Singapore by identifying emerging needs, exploring new ideas and strengthening collaboration across the sectors.

SHC aspires to be more than an organisation that advocates for palliative care. We will continue to strengthen our role as the sector's **domain expert, trusted convener and collective voice** — bringing together diverse perspectives, championing evidence-informed practice, supporting capability development and helping shape the future of palliative care in Singapore.

Turning 30 is often described as coming into one's own. It is a time to draw on our experience with greater confidence, while recognising that there is still much to learn and much more to contribute.

That is how we see SHC today.

Thirty years have given us a strong foundation. The years ahead call on us to think more boldly, collaborate more deeply and lead with greater purpose. Together with our Member Organisations, partners and supporters, we will continue to build a future where palliative care is integrated earlier, strengthened through research and education, delivered seamlessly across healthcare and community settings, supported by empowered caregivers and compassionate communities, and made accessible to every person who needs it.

The work of caring is never the responsibility of one organisation alone. It belongs to all of us. And as we begin our next 30 years, I am confident that together, we can create a future where every person facing life-limiting illness and every family walking alongside them receives the care, dignity and support they deserve.



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 interests 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 ensures 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 18 Sep 2025.

Chairman	Mr Chew Robert
Vice-Chairman	Dr Chong Poh Heng
Honorary Secretary	Dr Wu Huei Yaw
Honorary Treasurer	Mr Peh Nam Chuan Adrian
Board Member	Dr Lee Onn Kei Angel
Board Member	Mr Albert Ching Liang Heng
Board Member	Sr Tan Swee Hoon Geraldine Marie
Board Member	Ms Chong Chin Fong Jazz
Board Member	Dr Lim Seow Ling Caroline

Board Member	Dr Neo Soek Hui Patricia
Board Member	Dr Norhisham Bin Main
Board Member	Mr Tan Kwang Cheak
Board Member	Dr Yung Sek Hwee Tricia

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 into 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 2025-2026, the Council comprised of 24 representatives of member organisations.

Organisation	Type of Member	Representative (Date appointed in Council)
Dover Park Hospice (DPH)	Ordinary (Founding Member)	Dr Yung Sek Hwee Tricia (since 1 October 2025)
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)	Mdm Lim Ivy Christina (since 1 October 2025)
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 Lee Onn Kei Angel (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	Ms Liu Jing (since 1 October 2025)
National Cancer Centre Singapore (NCCS)	Special	Dr Shirlynn Ho (since 1 October 2025)
National University Cancer Institute of Singapore (NCIS)	Special	Dr Yee Choon Meng (since 1 Mar 2025)
Ng Teng Fong General Hospital (NTFGH)	Special	Dr Lim Lee Yen (since 1 October 2025)
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 Hospital (WH)	Special	Dr Raymond Ng (since 2 September 2021)

The following are the Member Organisations and their representatives:

Board Meetings

The Board has met on the following dates:

- 1. 15 May 2025
- 2. 14 August 2025
- 3. 18 September 2025
- 4. 13 November 2025
- 5. 12 February 2026

Name of Board Member		Meetings Attended
1	Mr Chew Robert (Chairman)	5/5
2	Dr Chong Poh Heng (Vice-Chairman)	3/5
3	Dr Wu Huei Yaw (Honorary Secretary)	3/5
4	Mr Albert Ching Liang Heng (Honorary Treasurer until 18 Sep 2025)	5/5
5	Mr Peh Nam Chuan Adrian (Honorary Treasurer from 18 Sep 2025)	3/5
6	Dr Koh Yong Hwang Mervyn	2/2
7	Dr Lee Onn Kei Angel	5/5
8	Sr Tan Swee Hoon Geraldine Marie	4/5
9	Ms Wee Ai Ning	2/2
10	Mr Yong Ming Loong	2/2
11	Ms Chong Chin Fong Jazz	3/3

12	Dr Lim Seow Ling Caroline	3/3
13	Dr Neo Soek Hui Patricia	2/3
14	Dr Norhisham Bin Main	2/3
15	Mr Tan Kwang Cheak	3/3
16	Dr Yung Sek Hwee Tricia	2/3

The Board members’ attendance are as follows:

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.

Duke-NUS Medical School Lien Centre for Palliative Care (LCPC), The Palliative Care Centre for Excellence in Research and Education (PaIC) ,and OncoCare Medical Pte Ltd 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 the 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 approve 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 approve the remuneration and terms of engagement of the Internal auditor.
2. Review and approve the internal audit programme and request where appropriate that the Internal Auditor undertake specific work.
3. Review the results, effectiveness and objectivity of the internal auditors' reports and findings including recommended responses 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 Board, 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 the Board.
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 Board 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 the 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. Implement National Guidelines for Palliative Care (NGPC) and Caregiver Survey (CGS) to assess quality of care and recommend measures to improve care sector-wide
2. Implement Minimum Dataset (MDS) to identify trends for the purpose of policy making, service development and quality improvement
3. Enhance QI capabilities of palliative care providers through QI training activities and mentorship for QI projects
4. Develop national benchmarking measures for the palliative care sector, so as to foster sharing of best practices to achieve sector wide improvement.
5. Provide guidance on the development of new services, enhancement of existing services in the palliative care sector, and the establishment of manpower norms.
6. 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 the Board and SHC secretariat as subject experts in palliative care, including acting as a 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 for and facilitate the establishment of the Singapore Palliative Care Network under SHC; and
7. Collate figures and statistics including but not limited to the 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 queries on ethical issues raised are addressing correctly.
2. The EAC will work closely to:
 - a. Foster ethical issues raised by the Board and Member Organisations 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 (CaSPER) 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 to 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 were no known whistleblowing reports in the FY ended 31 March 2026.

5. Disclosure and Transparency

The annual report is prepared to include information on SHC's 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 2026, 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 nor 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 2026
- between \$200,001 and \$300,000	1
- between \$100,001 and \$200,000	5

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
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.

6. Environmental, Social and Governance (ESG) Statement

At the Singapore Hospice Council (SHC), our mission is to champion quality palliative and hospice care for all who need it, through advocacy, education, and partnership. As an umbrella body representing providers across Singapore, we recognise that how we work is as important as what we do. Guided by our core values of Love, Care and Compassion, we seek to act with integrity, empathy and accountability in all aspects of our work — towards our colleagues, partners, and the wider community.

Environmental

We care for the environment as part of caring for our community. In our daily operations, we make conscious choices to minimise unnecessary waste, use resources wisely, reuse materials where possible, and embrace sustainable practices such as digital collaboration and mindful event planning. While our footprint is small, we believe that small, consistent actions can make a meaningful difference. We review our environmental practices annually and share key improvements with transparency.

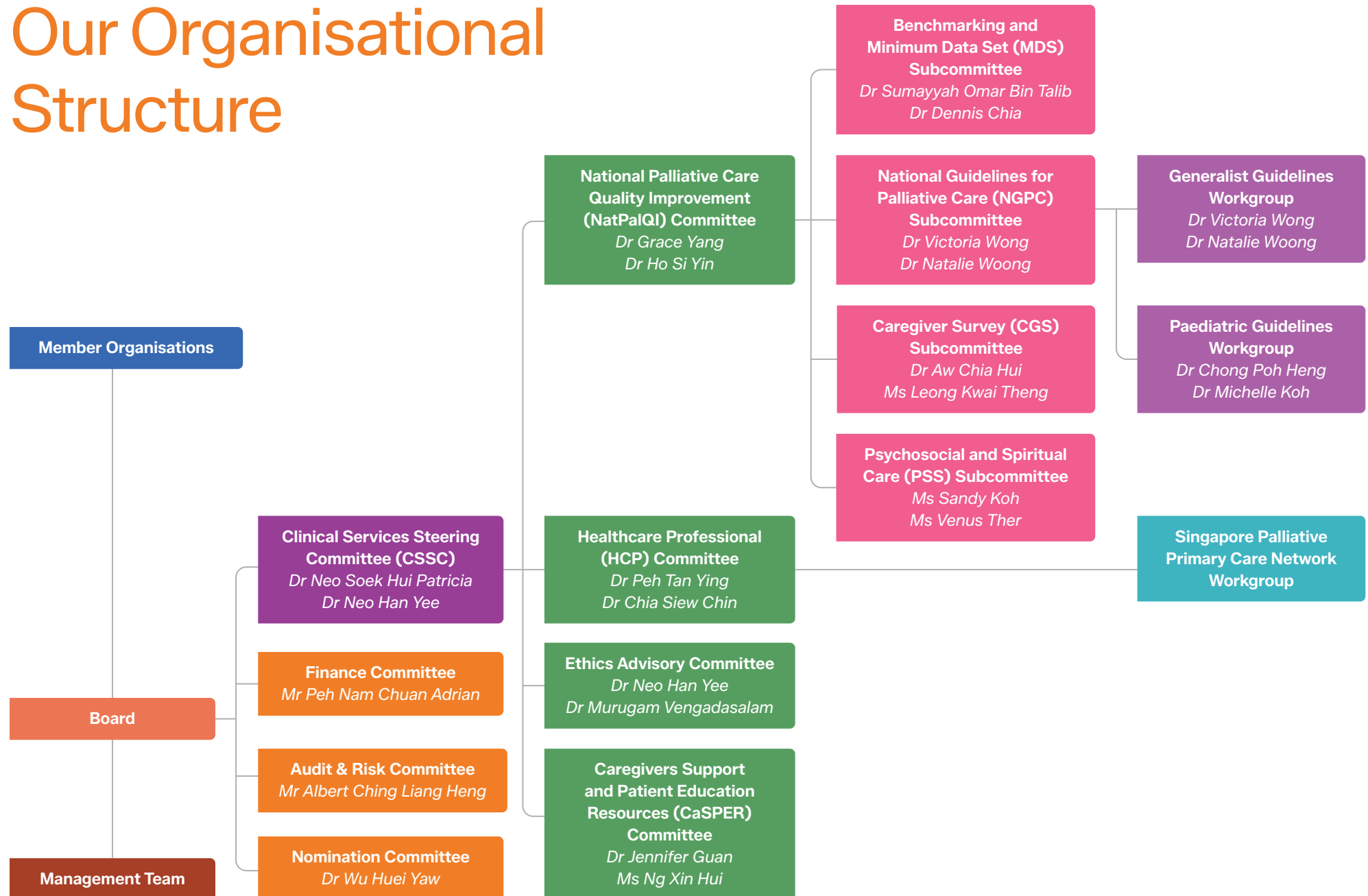
Social

At the heart of SHC is our belief in Love, Care and Compassion — values that guide how we support our people and the community we serve. We strive to create a workplace where every staff member feels valued, respected, and supported in both personal and professional growth. We act with compassion in our relationships, nurture collaboration among our Member Organisations, stakeholders, and partners, while engaging the public to build greater awareness and understanding of hospice and palliative care. We are committed to advancing access to quality hospice and palliative care through every partnership, programme, and engagement.

Governance

We are committed to good governance as the foundation of trust. Our Board provides active oversight of our strategy, finances, and risk management, guided by the Code of Governance for Charities and IPCs. We uphold transparency, accountability, and ethical conduct through clear policies on conflicts of interest, financial controls, and whistle-blowing. We steward all resources with care, ensuring that every contribution supports our mission to build a compassionate community for those at the end of life.

Our Organisational Structure



List of Committees

Executive Committee

Mr Chew Robert – Chairman
Dr Chong Poh Heng - Vice-Chairman
Dr Wu Huei Yaw – Honorary Secretary
Mr Peh Nam Chuan Adrian - Honorary Treasurer

Nomination Committee

Dr Wu Huei Yaw - Chairman
Mr Chew Robert

Finance Committee

Mr Peh Nam Chuan Adrian - Chairman
Ms Lim Suat Wah
Mr Tan Kwang Cheak

Audit and Risk Committee

Mr Albert Ching Liang Heng - Chairman
Dr Tan Kee Wee
Ms Elizabeth Chau

Clinical Services Steering Committee (CSSC)

Dr Neo Soek Hui Patricia - Chairman
Dr Neo Han Yee – Co-chair
Ms Choo Shiu Ling
Dr Yung Sek Hwee Tricia
Dr Chong Poh Heng
Dr Roland Cai
Ms Cherida Yong
Dr Tan Hong Weng
Dr Lee Zhe Min Michael
Dr Lee Onn Kei Angel

Ms Janigi D/O V. Ranasamy
Dr Pope Andrew Villarosa Samson
Dr Ng Chong Sheng Ron
Dr Edwin Lim Boon Howe
Dr Yong Woon Chai
Dr Koh Lip Hoe
Dr Tan Lean Chin Laurence
Dr Siti Nur Hanim Binte Buang
Dr Yee Choon Meng
Dr Neoh Sue Wern
Dr See Kee Yon, Lionel
Dr Woong Liling Natalie
Dr Loo Yu Xian
Dr Goh Wen Yang
Dr Aw Chia Hui
Dr Hum Yin Mei Allyn
Dr Zhuang Qing Yuan

National Palliative Care Quality Improvement (NatPallQI) Committee

Dr Grace Yang – Chairman
Dr Ho Si Yin – Co-chair
Dr Sumayyah Omar Bintalib
Dr Chia Bingzhu, Dennis
Dr Victoria Wong
Dr Woong Liling Natalie
Dr Aw Chia Hui
Ms Leong Kwai Theng
Ms Sandy Koh Mui Ching
Ms Venus Ther

Healthcare Professionals Committee (HPC)

Dr Peh Tan Ying - Chairman
Dr Chia Siew Chin - Co-chair
Dr Ong Eng Koon
Mr Andy Sim
Dr Yung Sek Hwee Tricia
Ms Candice Tan Jia En
Ms Yau Sew Peng
Ms Goh Pei Qi
Ms Ng Wan Ru
Dr Rachel Lu

Caregivers Support and Patient Education Resources (CaSPER) Committee

Dr Jennifer Guan – Chairman
Ms Ng Xin Hui – Co-chair
Dr Karen Liaw
Ms Nichole Peng
Ms Pei Zi Xin
Ms Lynnette Ng
Ms Lee Wai Ling

Ethics Advisory Committee

Dr Neo Han Yee – Chairman
Dr Murugam Vengadasalam – Co-chair
Dr Norhisham Bin Main
A/Prof Owen Schaefer
Dr Shaun Nathan
Mr Peh Nam Chuan Adrian

Review of Financial Affairs

a. Result of Financial Year (1 April 2025 - 31 March 2026)

The net surplus for the financial year ended 31 March 2026 was:

	FY2026 (\$)	FY2025 (\$)
Total Income	3,717,036	2,672,604
Total Expenditure	2,699,872	2,927,783
Surplus / (Deficit)	1,017,164	-255,179

b. General Fund

The total surplus for the financial year ending 2026 was \$1,017,164 which include the surplus of \$637,759 from Restricted Funds. The net surplus for SHC General Fund is \$379,405.

Total income has increased as compared to previous financial year. The total income received was \$3,717,036 which comprised of Restricted Funds of \$2,265,254. The balance amount of \$1,451,782 comprised donations, grants from Tote Board and Temasek Foundation and interest income from bank deposits.

Total expenses have decreased as compared to the previous financial year. The main bulk of the expenditure was expenses under the Restricted Funds of \$1,627,495 which made up of 60% of the total expenses in the financial year. The second largest expense item was for Salary and Wages at \$678,700 (25% of the total expenses).

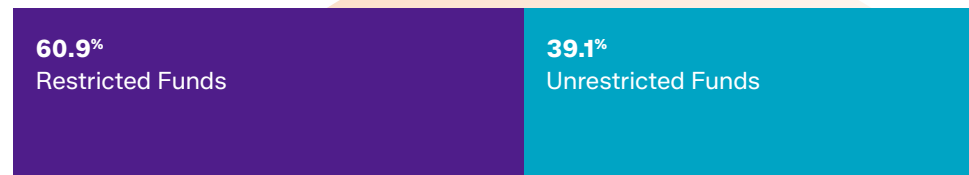
c. Fund Balance

The total fund balance carried forward from FY2025 was \$2,112,299. With the net surplus of \$1,017,164, the total fund balance was \$3,129,463 as of 31 March 2026. The ratio of funds to annual operational expenditure for FY2026 was 2.55 (FY2025 was 1.76).

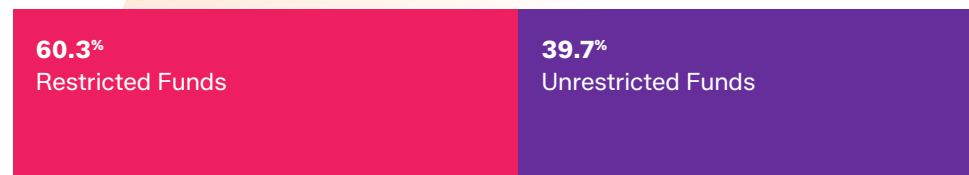
d. Fundraising Efficiency Ratio

Fundraising Efficiency Ratio for FY2026 was 19% (FY2025 was 14%).

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 2025 to 31 March 2026

Individuals

Chong Chin Fong
Lee Jue Rong
Alethea Yee Chung Pheng
Alexis Koh
Allan Choy Kam Wing
Angie Ng Wee Gek
Candra Gunawan Teo
Cha Hvi Min
Chan Guek Cheng Noreen (c/o SICC)
Cheah Kam Chee
Cheng Kia Seng
Cheung Siew Li
Chng Chee Hwee Jack
Chong Poh Heng
Karmen Wong Kit Yee
Francis Tay Chien Thuan
Gan Kah Haw
Goh Boon Hong
Goh Hak Su
Goh Heng Kiat
Hazel Foo
Heng Pei Boon
Ho Shirlynn
Hoe Hui Fang Janise

Hooge Lindsay Peter Sherrard
Wu Huei Yaw
Joanna Nessa Chiew
Joseph Isaac Schooling (c/o SICC)
Judy Yeo Ah Eng
Katherine Lee Hui Rong
Kim Wah Boon
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Lau Te Neng
Lee Guozhang
Lek Liew Lim
Liang Chwee Bock Bruce
Lim Bee Choo
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Margaret Chan
Melanie Yip Su-Yin (Ye Shuyin)
Neo Han Yee
Ng Han Lip Raymond
Ng Kuo Pin
Ng Marn Voon
Nimesh
Norhisham Bin Main
Ong Kian Chew
Ong Wah Ying
Ong Wee Kiat Philip
Dr Neo Soek Hui Patricia

Paul Lee Seng Meng
Pemmaraju Narayan Pant
Pullayot Subramaniam Seshadri Praveen
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Robert Chew
Sebastian Yap Kong Meng
Serene Wong Lai Leng
Shaun Gerald Nathan
Shy Wee Min
Sim Bee Hia
Sim Muay Hwee
Sim Mui Leng
Simonn Ng Yan Cheng
Tan Soh Keng
Chua Soon Khai
Soon Yau Kwa
Syahrul Bahiah Binti Jamaludin
Tan Chin Guan
Tan Chong Shan
Tan Kwang Cheak
Tan Lean Chin Laurence
Tan Lee Kian
Tan Poey Gee Peggy
Tan Swee Yen
Tan Thuan Tong
Teo Su Lin Delia
Thomas Ang Ah Koy
Toh Yong Xin
Dr Yung Sek Hwee Tricia

Wan Siu Khuan
 Wee Ai Ning
 Woo Shian Loong
 Yang Meijuan, Grace
 Yap Kong Meng Sebastian
 Yee Choon Meng
 Yong Ming Loong

Organisations / Groups

Ministry of Health (MOH)
 Adsan Law LLC
 Amundi Singapore Limited
 Avanda Investment Management Pte Ltd
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 Chew How Teck Foundation
 CoNEX Healthcare Pte Ltd
 DIMAR-TEC Pte Ltd
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 JMatrix Consulting Pte Ltd
 Laser Printing Industries Pte Ltd (c/o SICC)
 Leung Yun Chee & Sons Realty Pte Ltd
 Lian Hup Metalimpex Pte Ltd (c/o SICC)
 M.Tech Products Pte Ltd (c/o SICC)
 Metta Welfare Association
 Millions Sign Pte Ltd
 Nikko Asset Management Asia Limited (c/o SICC)
 Oncocare Medical Pte Ltd
 Pinnacle Orthopaedic & Sports Invesco Pte Ltd
 Singapore University of Social Sciences (SUSS)
 Pookin Singapore LLP
 St Joseph's Home

Tay Leck Teck Foundation
 The Singapore Island Country Club (c/o SICC)
 The UK Online Giving Foundation
 Yan San Metals Pte Ltd (c/o SICC)
 Zap Piling Pte Ltd (c/o SICC)

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

Active Global Home & Community Care
 Adsan Law LLC
 Agency for Integrated Care (AIC)
 AIC Silver Generation Office (Sengkang)
 Ain Society
 Alexandra Hospital
 Ang Chin Moh Funeral Directors
 Anglo-Chinese Junior College (ACJC)
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 Arts Wok Collaborative
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 ASHTRONAUT
 Assisi Hospice
 Association for Music Therapy (Singapore)
 Association of Muslim Professionals Singapore (AMP)
 Banyan Group
 BFT Geylang Bahru
 Brahm Centre
 Broadrick Secondary School
 Buddhist Compassion Relief Tzu-Chi Foundation (Singapore)
 Canossa Mission Singapore

Changi General Hospital
 Changi Simei CC
 COMO Hotels and Resorts
 Compassionate Communities UK (CCUK)
 Coral Ris RN
 Dementia Singapore
 Direct Funeral Services Pte Ltd
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 Federation of Singapore Indian Muslims (FSIM)
 Fei Yue Active Ageing Centre (Limbang Green)
 Glad Tidings Church
 Grace Lodge
 HCA Hospice
 Indian Muslim Social Service Association (IMSSA)
 Jamiyah Singapore
 Jue Rong Organisation
 Khoo Teck Puat Hospital
 Kind Kones
 KITH & KIN Law Corporation
 KK Women's and Children's Hospital
 LASALLE College of the Arts
 Majlis Ugama Islam Singapura (MUIS)
 Malabar Muslim Jama'ath Mosque
 Marwari Mitra Mandal (Singapore)
 Masjid Al-Muttaqin
 Mediacorp
 MENDAKI
 Metta Hospice Care
 Ministry of Health
 Mister Wheel
 Moral Home for the Aged Sick
 Mountbatten Citizens' Consultative Committee
 Mountbatten Community Club
 Movement for the Intellectually Disabled (MINDS)
 Muhammadiyah Association

Muslimin Trust Fund Association
 MWS Home Care & Home Hospice
 Nanyang Academy of Fine Arts
 Nanyang Technological University
 National Cancer Centre Singapore
 National University Cancer Institute Singapore
 National University Health System
 Ng Teng Fong General Hospital
 Ngee Ann Polytechnic
 Ninkatec Pte Ltd
 Nusantara Connect
 NUS Life Sciences Society
 Ode To Art
 Odyssey Dance Theatre
 OncoCare Singapore
 Orange Valley Nursing Home
 Pancare Medical Clinic
 PERGAS
 Pinnacle Family Clinic
 PPIS
 Project Gift of Song
 Public Health Palliative Care International
 Punggol CC
 Ren Ci Hospital
 Republic Polytechnic
 Rootstocks Selections
 SALOHealth Management
 Sengkang General Hospital
 Sentosa Development Corporation
 Serenity Cancer Care, AIN Society
 Singapore Airlines
 Singapore Cancer Society
 Singapore Chinese Dance Theatre
 Singapore General Hospital
 Singapore Indian Fine Arts Society
 Singapore Kadayanallur Muslim League

SingHealth Community Hospitals
 Skypark Sentosa by AJ Hackett
 Society of Sheng Hong Welfare Services
 St Joseph's Home
 St Luke's Hospital
 St. Andrew's Senior Care
 St. Andrew's Community Hospital
 St. Andrew's Nursing Home
 Superskill Graphics Pte Ltd
 Tan Tock Seng Hospital
 Temasek Polytechnic
 The Compassionate Network Ltd
 The Entity
 The Necessary Stage
 The Palliative Care Centre for Excellence in Research
 and Education (PaIC)
 The Red Pencil (Singapore)
 Therapy Dogs Singapore (TDS)
 Tsao Foundation
 Tzu Chi SEEN (Nanyang)
 Uniq Luxe
 Victoria Junior College
 Voices of Singapore Choral Society
 Walking Flyers
 Woodlands Hospital
 Woodlands Memorial
 Xian Mi Du Mu Lin Buddhist Association
 You(th) Can Do It



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.



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