

# Woodlands Health Fund Limited

Annual Report  
FY2024



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# About Us

Woodlands Health (WH) is a member of the National Healthcare Group (NHG), which provides care for 1.5 million residents in the Central and Northern region of Singapore. We offer a comprehensive range of acute, sub-acute, rehabilitative and transitional care services, working closely with partners to deliver seamless care within and beyond our Campus.

The Woodlands Health Fund Limited (WHFL) was set up as a charity arm to empower our patients in their health journey with targeted programmes and community, and financial support schemes to stay well in the community and home. We are a registered charity and accorded Institution of a Public Character (IPC) status from 13 April 2023.

WHFL supports needy patients with continued access to medical services, improves their quality of life and enables them to reintegrate back into the community.

Members of WHFL are MOH Holdings, NHG and WoodlandsHealth Pte. Ltd. (WHPL).

## Vision

Adding years of healthy life.

## Mission

Everything we do is about caring for and improving the lives of our patients, community and healthcare family.

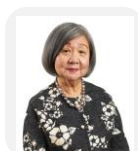
## Objectives

WHFL is established in pursuit of the development & provision of health-related services that benefit the Singapore community, which include:

- 1 Programmes for community care and patients who are in need of care at home, to improve health and enable needy patients to transit to home. This is complemented by providing healthcare funding to patients who require financial assistance.
- 2 Programmes, grants and sponsorships for the furtherance of medical, nursing, paramedical, administrative and other healthcare related education and training programmes for healthcare professionals.
- 3 Programmes and projects for research, innovation and collaboration to improve patient-care services, patient safety and quality care for patients.



# Board of Directors



Ms Jennie Chua  
Chairman  
Appointed 21 November  
2022



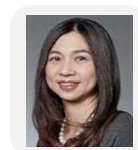
Dr Jason Cheah  
Director  
Appointed 30 November  
2021



Ms Fang Eu-Lin  
Director  
Appointed 11 February  
2022



Dr Kuok Meng Han  
Director  
Appointed 22 April 2022



Ms Vivien Yui  
Director  
Appointed 11 February 2022



Ms Vijayaletchimi Egamparam  
Director  
Appointed 11 February 2022

## Roles & Responsibilities of the Board

1

The Board sets the strategies for the achievement of WHFL's objectives, while ensuring compliance to relevant governing instruments, laws and regulations.

2

It approves fund-raising plans and targets prepared by management and ensures that these efforts are legal, ethical, appropriate, cost-effective and transparent. It also ensures proper accountability of funds and immediately addresses any financial irregularities or concerns.

3

It oversees the development of new programmes and monitors the efficiency and effectiveness of these programmes in meeting WHFL's objectives.



# Board Meetings and Attendance

There were a total of three (3) Board Meetings in FY2024.

Board Members	Total no. of meetings attended
Ms Jennie Chua (Chairman)	3/3
Dr Jason Cheah	3/3
Ms Fang Eu-Lin	2/3
Dr Kuok Meng Han	1/3
Ms Vivien Yui	3/3
Ms Vijayaletchmi Egamparam	2/3

## Our Policies

As an Institution of a Public Character, WHF is committed to maintaining high standards of governance so as to preserve the trust and confidence of our donors, beneficiaries and stakeholders. We have put in place policies and procedures that are regularly reviewed to ensure that we stay relevant and up-to-date in compliance to the Charities Code of Conduct. WHF does not makes loans nor donations to external parties.

We have put in place the following policies and procedures:

- Revenue and Receipts
- Procurement and Payment
- Budgeting
- Fundraising
- Board of Governance and Code of Conduct
- Investment
- Anti-Money Laundering
- Reserve
- Conflict of Interest

Where appropriate, WHF has adopted WH/NHG policies.

# Programmes

## *Care for Our Patients and Enabling (COPE) Programme*

The programme supports our financially needy patients through the provision of mobility aid, hospital equipment to facilitate their discharge, transport assistance, assistance for repatriation discharges, interim home care services, interim private dialysis, home modification, home cleaning, caregivers' training and terminal discharges, or interim palliative care home services.

## *Dementia Empowerment and Relief Resources (DEAR) Programme*

This programme supports financially needy dementia patients in improving their health, enabling them to transit home and to integrate back into the community. Donations also go towards supporting caregivers of needy dementia patients by providing them the means for emotional support such as counselling and educating them on the strategies to manage symptoms.

## *Older Adults Relief Resources Support (OARS) Programme*

This programme will enable our elderly patients (who are 65 years and above) to receive the care and services they need especially for interim home care services, assisted living and escort services to hospitals for appointments. Donations go towards helping our patients in home modification fees and home cleaning services.

## *Small PROjects Utilising TeamS (SPROUTS) Grant*

The SPROUTS grant is an intramural grant targeted at novice researchers and aimed at promoting ground up research interest in Woodlands Health. Through the process of developing pilot projects, it seeks to cultivate our researchers' scientific awareness and understanding and strengthen their research capabilities. The grant promotes inter-disciplinary and inter-institution collaboration, as well as mentorship. Through SPROUTS, we aim to identify emerging areas of clinical need and discover novel ideas that may contribute to better health outcomes and transform patient care.



# Fundraising Initiatives

## Do Good Day 2024

On 22 November 2024, our Woodlands Health colleagues came together for a meaningful cause at our “Do Good Day” event. To celebrate the festive spirit of giving, various social service agencies set up booths to enable WH colleagues to give back to society through the purchase of these merchandise, from edible plants to DIY crafts and handmade accessories.

WH also held their first pre-loved market sale, where proceeds from our WH booths went directly to the Woodlands Health Fund (WHF) to provide financial assistance to patients in need and empowering them on their health journeys.



## Grateful Patient Giving Campaign



We believe in the power of community and compassion. The Grateful Patient Giving Campaign ran from 15 November 2024 to 31 March 2025. We encourage our patients and their family to support other patients in need and help transform lives in our community.

## Christmas Giving Campaign

The Christmas Giving Campaign was launched to encourage giving during the holiday season. The campaign ran from 1 December 2024 to 15 January 2025. The donations received support our programmes and provide financial assistance for our patients.



# Fundraising Initiatives

## Red Packets of Blessings

This Lunar New Year, we encouraged our donors to donate their red packets for a good cause. This initiative aims to fundraise for our patients in need to help fund essential care, medical support, and relief. Every Ang Bao counts, and every act of kindness fosters a healthier, more caring community. The campaign ran from 3 January 2025 to 15 February 2025.



## Ramadan Giving Campaign

Ramadan is a time of reflection, compassion, and giving. As we come together with our loved ones to break fast and count our blessings, let us also extend our generosity to those in need. This campaign aims to support our patients at WH who struggle with financial difficulties while battling illnesses. The campaign ran from 28 February to 15 April 2025.



## Caring Beyond Cures - NHG Staff Giving



In conjunction with National Healthcare Group's (NHG) 25<sup>th</sup> anniversary, Caring Beyond Cures is an internal campaign to raise funds from NHG staff for patients facing financial hardships. Funds raised during the campaign will help to ensure that our patients can access essential treatments and care. Campaign commenced on 13 January 2025 and will run for one year.

## Future Plans

WHF will continue to support the programmes from WoodlandsHealth to meet the objectives of WHF for the benefit of the Singapore Community. There are plans to expand the support for women's health and children health services for patients in need.





# How you can help



For many of us, having a job is the norm – the way to provide for our families and pursue our dreams. But for some, health challenges get in the way of work, making an ordinary routine an unachievable goal. Our Woodlands Health Fund beneficiary, Mr Hairul, is one such example.

With his mother undergoing treatment for cancer and father as the sole breadwinner, Mr Hairul needed to work to support his family. Yet, as a sufferer of obstructive sleep apnoea and obesity hypoventilation syndrome, Mr Hairul faced difficulties at work with constant low day time concentration, even blacking out from exhaustion. Mr Hairul also had breathing difficulties when sleeping, and these factors combined led to his resignation.

While motivated to improve his condition, treatment was too costly. The Woodlands Health Fund supported through provision of a BiPAP machine, giving Mr Hairul the opportunity for treatment. With BiPAP, Mr Hairul's sleep apnoea was significantly improved, with increased daytime concentration and quality of life. He has also begun exercising and is determined to improve his health, so that he can eventually return to work.

Beneficiaries like Mr Hairul can strive to regain normalcy in their lives because of our generous donors. Every contribution, no matter the amount, holds the power to change lives.

## Give the Gift of Hope

As a young Charity with limited resources, our patient-centric programmes rely on the generous contributions from both corporate and individual donors. Your donation will ensure that our patients have access to life-saving treatments and care that are not covered by subsidies. Every act of kindness, big or small, can make a world of difference.

Donations can be made electronically via **PayNow** or **Giving.SG**.



### By PayNow:

Scan the WHF PayNOW QR Code or key in WHF UEN: **202141418Z**  
Enter: **<Your NRIC/UEN>** in the reference field for a 250% tax deduction.

WHF UEN: **202141418Z**



### By Giving.sg

Scan the QR code to access our giving.sg page to donate online.  
Please remember **to login to your account** for a 250% tax deduction.

<https://for.sg/giving-wh>

Thank you for standing with us to make a lasting difference to the lives of our patients and their families.



# Financial Highlights

1 April 2024 to 31 March 2025

## Statement of Financial Position

For the financial year ended 31 March 2025

	2025	2024
	\$	\$
<b>ASSETS</b>		
<b>Current assets</b>		
Other receivables	38,510	100,000
Cash and cash equivalents	4,526,523	267,397
<b>TOTAL ASSETS</b>	<b>4,565,033</b>	<b>367,397</b>
<b>FUNDS</b>		
<b>Restricted funds</b>		
Designated Programmes	1,309,702	278,042
<b>Unrestricted funds</b>		
General fund	3,192,107	79,663
<b>Accumulated funds</b>	<b>4,501,809</b>	<b>357,705</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Other payables	63,224	9,692
<b>Total liabilities</b>	<b>63,224</b>	<b>9,692</b>
<b>TOTAL FUNDS AND LIABILITIES</b>	<b>4,565,033</b>	<b>367,397</b>



# Financial Highlights

1 April 2024 to 31 March 2025

## Statement of comprehensive income

For the financial year ended 31 March 2025

2025	Restricted funds \$	Unrestricted funds \$	Total funds \$
<b>INCOMING RESOURCES</b>			
Incoming resources from generated funds:			
- Donations	989,294	3,063,620	4,052,914
- Government grant income	250,000	–	250,000
<b>Total incoming resources</b>	<b>1,239,294</b>	<b>3,063,620</b>	<b>4,302,914</b>
<b>RESOURCES EXPENDED</b>			
Charitable activities	(354)	–	(354)
Fund-raising expenses	(113,436)	–	(113,436)
Other operating expenses	(93,844)	(17,484)	(111,328)
<b>Total resources expended</b>	<b>(207,634)</b>	<b>(17,484)</b>	<b>(225,118)</b>
<b>FINANCE INCOME</b>			
Interest income	–	66,308	66,308
<b>Total finance income, net</b>	<b>–</b>	<b>66,308</b>	<b>66,308</b>
<b>Net incoming resources representing total comprehensive income for the financial year</b>	<b>1,031,660</b>	<b>3,112,444</b>	<b>4,144,104</b>

2024	Restricted funds \$	Unrestricted funds \$	Total \$
<b>INCOMING RESOURCES</b>			
Incoming resources from generated funds:			
- Donations	397,464	100,100	497,564
<b>Total incoming resources</b>	<b>397,464</b>	<b>100,100</b>	<b>497,564</b>
<b>RESOURCES EXPENDED</b>			
Charitable activities	(183)	–	(183)
Fund-raising expenses	(119,239)	–	(119,239)
Other operating expenses	–	(9,175)	(9,175)
<b>Total resources expended</b>	<b>(119,422)</b>	<b>(9,175)</b>	<b>(128,597)</b>
<b>Net incoming resources representing total comprehensive income for the financial year</b>	<b>278,042</b>	<b>90,925</b>	<b>368,967</b>



# Financial Highlights

## Reserve Policy

The Woodlands Health Fund maintains a prudent approach to reserves management to ensure operational stability and meet both current and future commitments. Our policy targets a reserve ratio equivalent to one year of operational costs to maintain financial stability and sustain our charitable activities. The Woodlands Health Fund is a relatively young institution, and many of our programmes are still in the development phase.

As of FY2024, the Fund maintains a robust reserve level of approximately 182.6 years to meet operational needs, demonstrating strong financial health and sustainability.

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

	FY2024	FY2023
General/Unrestricted Fund (Reserves) (A)	3,192,107	79,663
Restricted Funds	1,309,702	278,042
Annual Expenditure (B)	17,484	9,175
Ratio of Reserves (A)/(B)	182.6	8.7





# Governance Evaluation Checklist

## Principle 1: The charity serves its mission and achieves its objectives.

	Call for Action	Code ID	Did the charity put this principle into action?
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan.  "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes

## Principle 2: The charity has an effective Board and Management.

	Call for Action	Code ID	Did the charity put this principle into action?
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity:  a. Audit b. Finance  * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).  For Treasurer (or equivalent position) only:  a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role.  i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break.  ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.  a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.  a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes

# Governance Evaluation Checklist

13	<p>The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.</p> <p>For all Board members:</p> <p>a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.</p> <p>b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).</p> <p>c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.</p>	2.9a 2.9b 2.9c	Yes
14	<p>For Treasurer (or equivalent position) only:</p> <p>d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.</p> <p>i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.</p>	2.9d	Yes

## Principle 3: The charity acts responsibly, fairly and with integrity.

	Call for Action	Code ID	Did the charity put this principle into action?
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes
16	<p>Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise.</p> <p>a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.</p>	3.2	Yes
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes

## Principle 4: The charity is well-managed and plans for the future.

	Call for Action	Code ID	Did the charity put this principle into action?
21	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).</p>	4.1a	Yes
22	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as:</p> <p>i. Revenue and receipting policies and procedures;</p> <p>ii. Procurement and payment policies and procedures; and</p> <p>iii. System for the delegation of authority and limits of approval.</p>	4.1b	Yes
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes

# Governance Evaluation Checklist

24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes

## Principle 5: The charity is accountable and transparent.

	Call for Action	Code ID	Did the charity put this principle into action?
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes

## Principle 6: The charity communicates actively to instil public confidence.

	Call for Action	Code ID	Did the charity put this principle into action?
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes





**Address: 17 Woodlands Drive 17  
Singapore 737628**

**Website: [www.wh.com.sg/giving](http://www.wh.com.sg/giving)**

**Email: [donate\\_whf@wh.com.sg](mailto:donate_whf@wh.com.sg)**

**UEN: 202141418Z**