

**MINUTES OF THE TWENTY-EIGHTH ANNUAL GENERAL MEETING (AGM) OF DOVER
PARK HOSPICE (DPH) HELD ON 22 AUGUST 2020 AT 2.00 PM AT DPH'S ZOOM**

Present: Mr. Robert Chew Chairman
Ms. Angelene Chan Vice Chairman
Mr. Chey Chor Wai Honorary Secretary
Ms. Cheng Yoke Ping Asst Honorary Secretary
Ms. Woo E-Sah Honorary Treasurer
Ms. Ong Ai Hua Asst Honorary Treasurer

Col (Ret) Rupert Gwee Dr Lionel Lee
Prof Ho Yew Kee Dr Kwa Chong Teck
Dr Seet Ai Mee Dr Seet Ju Ee
Mr. Tan Kim Kwang Ms. Kemmy Lim
Mr. Paul Gagnon Ms. Diane Chen Dan
Ms. Ong Wah Ying A/Prof Jeremy Lim
Mr. Shee Gim Leng Dr Mark Chan
Dr Tanya Tierney

Absent with Apologies:

Dr Jerry Lim Ms. Marlene Foo
Dr Karen Soh Mr. Low Chee Wah

By Invitation: Mr. Timothy Liu, CEO, Dover Park Hospice
Ms. Hilary Toh, Associate, Rajah & Tann Singapore LLP

Scribe: Ms. Karen Tan, Acting Finance & Admin Manager, Dover Park Hospice

1 QUORUM

1.1 At 2.00 pm, there were 21 members present at the zoom meeting. The Constitution required a minimum of 25 members or $\frac{1}{4}$ of DPH's registered members to be present whichever is lower before the commencement of the AGM. 21 members met the minimum requirement $\frac{1}{4}$ of DPH's registered members of 72.

2. Welcome Address by Mr. Chey Chor Wai, Honorary Secretary of the 28th Governing Council

2.1 Mr. Chey Chor Wai welcomed members to the AGM and thanked them for their attendance.

2.2 To help facilitate the smooth process of this virtual AGM and for identification of those present, he asked all members to kindly turn on their video. To reduce background noise, he reminded members that only those who were speaking will have their mics turned on.

2.3 He presented the AGM agenda to the members and invited Mr. Robert Chew, Chairman of the 28th Governing Council to start the meeting.

Annex E

3. **Welcome Address by Mr. Robert Chew, Chairman of the 28th Governing Council**

3.1 Mr. Robert Chew, Chairman of the 28th Governing Council, welcomed members to the AGM and thanked them for joining this first virtual AGM meeting.

3.2 He introduced that Mr. Chey Chor Wai, Honorary Secretary and Ms. Woo E-Sah, Honorary Treasurer will be speaking in the meeting. Mr. Timothy Liu, CEO will be hosting the zoom meeting with Ms. Karen Tan, Acting Finance and Admin Manager and DPH Secretariat.

4. **Quorum**

4.1 In accordance with the COVID-19 (Temporary Measures) Act 2020 and related order on the conduct of general meetings, the quorum for this AGM was ascertained by the return of proxy forms that had been sent to members.

4.2 Mr. Chey Chor Wai reported that the quorum of 18, which represented a quarter of members had been met by proxy forms received. He then called the meeting to order at 2:10pm.

5. **AGM documents circulated to members**

5.1 Mr. Chey Chor Wai informed that the Notice of AGM, its appendices and Audited Financial Statements had been circulated to members earlier and they would be taken as read.

6. **Conduct of the Voting**

6.1 In accordance with the COVID-19 (Temporary Measures) Act 2020 and related order on the conduct of general meetings, all votes on the resolutions tabled at this AGM will be by proxy and only the Chairman of the Meeting may be appointed as a proxy.

6.2 As stated in the Notice of AGM, there will not be a “live” question and answer session on this AGM meeting.

6.3 Mr. Chey Chor Wai reported that at close of notice period, DPH did not received any questions by members.

7. **Resolution 1: Confirmation of the 27th AGM Minutes**

Minutes of the 27th Annual General Meeting (AGM) held on 24 August 2019

7.1 Chairman proposed that the 27th AGM minutes of meeting be confirmed, and put the motion to a vote.

7.2 He cast his votes in accordance with voting instructions received.

7.3 As majority of the votes had been cast “FOR” the confirmation of the 27th AGM Minutes, he declared the resolution carried.

8. **Resolution 2: Chairman’s report for FY2019/2020**

8.1 Mr. Chey Chor Wai invited Chairman, Mr. Robert Chew to give the Chairman’s Report for the financial year ended 31 March 2020.

8.2 Mr. Robert Chew delivered his Chairman’s report. He thanked all members once again for attending the first virtual AGM.

8.3 Fulfilling Our Mission

- 8.3.1 Chairman shared that he read a book called “Being Mortal” by Atul Gawande. We are all mortal. Eventually we would all come face to face with an unfixable problem, be it advanced cancer, terminal illness, old age, death. What then do we do about this? Should we fight or should we give up? This was not the right question. There was a better question.
- 8.3.2 The question was not about dying but about living. Chairman was reminded of a discussion he had with Dr Angel Lee, who was our medical director then – the discussion was about whether we should allow our patients to smoke. No, not in the bedrooms but yes, we would set aside a smoking area. Indeed, why can't a person living his or her last days want to eat char kway teow and have a Whiskey?
- 8.3.3 Palliative and hospice care are about improving the quality of life, about making every moment matter for patients with advanced disease.
- 8.3.4 Founded in 1992, Dover Park Hospice is Singapore’s first purpose-built hospice, caring for those nearing the end of life’s journey. In our 28 years, we have served over 10,000 patients and their families, and remained committed to our mission to provide comfort, relief of symptoms and palliative care to patients with advanced diseases, and to support their grieving families.

8.4 Serving Our Patients and Families

- 8.4.1 Chairman reported that DPH had originally planned to move to our new 100-bed premises in the Integrated Care Hub, Novena in Q3 2021. In view of this impending move, DPH did not invest in significantly improving the current premises. FY2019/2020 was very much a constrained year.
- 8.4.2 In FY2019/2020, DPH admitted 355 patients (321 in FY2018/2019). The length of inpatient stay averaged 28 days (32 days in FY2018/2019). Home Care managed 342 patients (365) with the average length of home care service of 84 days (69 days). Programme Dignity managed 76 advanced dementia patients (78 patients), with the length of service averaging 108.4 days (105.9 days).
- 8.4.3 DPH opened the day care centre in October 2019 and managed 24 patients, with the length of day care service averaging 93 days.
- 8.4.4 DPH’s multidisciplinary team comprising nurses, doctors, allied health and social workers, as well as our volunteers, provides comprehensive care and support for our patients and their families. The service that the team provided had been nothing short of outstanding, and DPH continued to receive good feedback and appreciation.
- 8.4.5 Chairman shared below extracts from a letter of appreciation from the daughter of one of DPH’s patients:
- 8.4.6 “I am writing to express my sincere gratitude and appreciation for your care of my late father ... my family and I will be eternally grateful for all the care, kindness and tender love you gave my father to make his last days ... as comfortable and pain-free as possible. The nurses in particular, so skillfully and carefully cared for our father, always treating him with such dignity, respect and kindness ... showed their care and support to my mother giving her some food and drinks seeing that she had stayed overnight on a few occasions to accompany my father. The social worker... is also very patient in explaining the procedures and helping us settle down on our first day in hospice ... gave us her handmade cakes when she knew that my father's admission date was also his 66th birthday ... we are so grateful for the efforts of each one of you. It is heartwarming in the midst of sadness, to be reminded of the many dear people who have made it their mission to help others during such difficult times.”

Annex E

- 8.4.7 Chairman thanked Dr Ong Wah Ying, Medical Director, Sister Chin Soh Mun, Director of Nursing and the marvelous team for the compassionate, selfless, professional, and excellent care and support they had given to all patients and their families.

8.5 **Building Capabilities and Capacity**

- 8.5.1 DPH continued to strengthen their partnership with the National Healthcare Group (NHG) and Nanyang Technological University (NTU) Lee Kong Chian School of Medicine in making the Palliative Care Centre for Excellence in Research and Education (PaIC) the “go-to-centre” for palliative research and education.
- 8.5.2 Over the past year, the faculty led by A/P Allyn Hum conducted 15 courses and provided 500 training places, all of which were fully taken up. The demand for the educational and research services of PaIC exceeded the expectation. This was testament to the faculty members’ many years of experience in caring and supporting patients, and in managing and operating hospices and palliative care services. This was further enhanced by the depth of research covering themes from end organ diseases to models of care to caregiver needs.
- 8.5.3 During the year, the Palliative Care Research Grant was renamed the Irene Tan Liang Kheng Palliative Care Research Fund with part of a donation from her estate. Mr. Tan Hsuan Heng, nephew and trustee of the estate of the late Irene Tan Liang Kheng gifted the donation of \$800K to PaIC. This generous donation reflected the good work that PaIC had been doing and would further extend this work. This would help to support research for the advancement of palliative care and increase the capacity of the healthcare community in caring for terminally ill patients. A portion of the fund would also be used for self-care educational programmes for palliative care nurses.
- 8.5.4 Chairman thanked Mr. Chey Chor Wai who was the director representative for overseeing PaIC.

8.6 **Raising Funds**

- 8.6.1 DPH had outstanding fund-raising efforts year on year, the results of which are the envy of others. Our Sunflower Gala Ball 2019 which was graced by Guest-of-Honour, Mr. Gan Kim Yong, Minister for Health and DPH Patron, Dr. Tony Tan Keng Yam, raised over \$1.1 million. Our Charity Golf 2019 and Annual Christmas Mailer raised over \$570K.
- 8.6.2 A big thank you to all our donors for supporting us in fulfilling our vision. Through your commitment and generosity, we are working towards making that vision a reality.

8.7 **Managing and Operating DPH**

- 8.7.1 Chairman was honoured to serve alongside our council members and management to support, guide and champion this endeavour of making every moment matter for our patients and caregivers. Whenever he visited the wards and attend DPH events, he always witnessed the camaraderie of our staff and volunteers, working together to deliver compassionate and quality care to our patients. He would like to thank our staff and volunteers for their dedication to the hospice and our patients.
- 8.7.2 The Executive Committee and Council took an austere stand in their leadership and oversight roles in ensuring good governance. DPH conducted a strategic review to address current and emerging opportunities, and risks given the changing healthcare landscape. The Audit, Risk and Governance Committee had also put in place Enterprise Risk Management and DPH had relooked at our compliance in annual submissions and applications, to ensure that we are aligned, above and beyond the requirements of the Commissioner of Charities.
- 8.7.3 Today, DPH has a total of 6 doctors, 76 nurses, 18 social workers and palliative rehabilitation professionals, 2 pharmacy professionals and 33 admin and support staff. They are led by our CEO, Mr. Timothy Liu and Medical Director, Dr Ong Wah Ying.

Annex E

8.8 **Covid-19**

8.8.1 Ever since the early days of the COVID-19 pandemic, our staff and volunteers have stepped up to continue caring for patients and families. DPH quickly implemented split teams and assigned staff to work from home when able. Administrators came forward to the frontline to serve as screeners for visitors. Much effort was taken to balance the safety of visitors and patients and compassion for family members, so that they could continue to spend meaningful time together. Tele-visits with family, volunteers and even pets were facilitated.

8.8.2 Activities such as gardening, wrapping of dumplings, mini National Day parades were brought to the bedside of patients to cheer them up. Home Care had also moved quickly to teleconsultations to continue to care for patients at home, in order to minimise risk of spread in the community. In-person visits had also continued for those who need it.

8.8.3 Our donors, volunteers and CSR partners had continued to support DPH via other means, including videos, cards, meals, masks and more. We are very grateful for all the support and love shown to our patients and staff during this challenging time.

8.9 **Financials and Operations**

8.9.1 Chairman reported that as a result of the difficult economic conditions in the past year, DPH ended the financial year with a net deficit of \$0.67 million. The main contributing factor to the deficit for FY 2020 was the fair value losses on financial assets at year-end of \$0.97 million. Our income increased from \$14.47 million in FY 2019 to \$16.39 million in FY 2020. Our operating expenditure also increased from \$14.37 million in FY 2019 to \$16.07 million in FY 2020.

8.9.2 As DPH expanded, DPH had also leveraged information technology to streamline and secure our operations. In 2019, we had upgraded to the Business Central accounting system to improve and streamline the finance process.

8.10 **Awards**

8.10.1 Chairman was proud to share that DPH had won numerous awards and earned much recognition in the past FY. These highlight the spirit of service and the pursuit of excellence in our team. They included the Charity Transparency Award, SkillsFuture Employer Award for SME Category, Nurses' Merit Award, Community Care Manpower Development Award (CCMDA) and the Healthcare Humanity Award. These awards and accolades not only put the spotlight on us and the hard work we had invested, but also on hospice and palliative care in Singapore. We show our stakeholders that we don't just do good, we do good well.

8.11 **Future Developments**

8.11.1 The COVID-19 pandemic has delayed our move to the Integrated Care Hub from Q3 2021 to 2022.

8.11.2 DPH at ICH will have the capacity to house 100 beds and will likely phase in inpatient beds from the current 50 to 100. DPH aims to serve at least 300 Home Care patients, and increase our day care patients from 10 to 30 by 2021. DPH is also looking into expanding our capabilities to serve non-cancer patients such as those suffering from chronic obstructive pulmonary disease, renal diseases, advanced dementia, etc. Programme Impact, a pilot of MOH for non-cancer patients for Home Care started in August, in collaboration with the Tan Tock Seng Hospital team under leadership of Dr Wu Huei Yaw.

End of Chairman's Report

8.12 Chairman proposed that the Chairman's Report for the financial year ended 31 March 2020 be accepted, and put the motion to a vote.

8.13 He cast his votes in accordance with voting instructions received.

Annex E

8.14 As majority of the votes had been cast “FOR” the acceptance of the Chairman’s Report for financial year ended 31 March 2020, he declared the resolution carried.

9. **Resolution 3: Honorary Treasurer’s Report for FY2019/2020**

9.1 Ms. Woo E-Sah, Honorary Treasurer, presented the Financial Statements for the year ended 31 March 2020.

9.2 DPH had reported a net deficit of \$672K in FY 2020 as compared to a net surplus of 599K in FY 2019. She highlighted that DPH had a net surplus of \$315K before the investment gains and losses which was higher than FY 2019. The fair value and realized losses from the financial assets had contributed to the net deficit in FY 2020.

9.3 She reported the key highlights on investments as follows:

- Fair value losses on financial assets at FVTPL – Investments of \$973K was due to the marked to market losses.
- Fair value losses on financial assets at FVTPL – forward exchange contracts of \$1.048 million was contributed by the effects of the foreign currency exchange rate fluctuations, principally in United States dollar (“USD”). The forward exchange contracts had been entered to mitigate the impact of the foreign currency exchange rate fluctuations.

9.4 **Total Income**

9.4.1 The total income for the financial year ended 31 March 2020 was \$16.388 million higher than FY 2019 of \$14.473 million. It was mainly due to the increase in the investment income from \$504K in FY 2019 to \$997K in FY 2020 and the Community Silver Trust (CST) fund from \$2.101 million in FY 2019 to \$3.056 million in the current financial year.

9.5 **Total Expenditure**

9.5.1 The total expenditure incurred was \$16.073 million as compared to \$14.368 million in the previous financial year, resulting in a variance of \$1.706 million. She explained that the higher expenditure was mainly due to the increase in staff costs and rental of the day care centre. There was a slight increase of the average staff headcount from 129 in FY 2019 to 136 in FY 2020.

9.5.2 She then highlighted that the increase in the depreciation in FY 2020 was mainly due to the adoption of the new accounting standard FRS 116 leases. The right-of use assets of \$1.08 million was recognized in the current financial year resulted to the increase in the depreciation.

9.6 **Fundraising Efficiency Ratio (FER)**

9.6.,1 The Fundraising efficiency ratio (FER) for the year was 14.0% in FY 2020 as compared to 12% in FY 2019. This was within the NCSS fundraising efficiency ratio of 30:70 ruling.

9.7 **Palliative Care Centre For Excellence in Research and Education - Pal C**

9.7.1 For this current financial year, DPH had adopted the following accounting treatments in FY 2020:

- Joint Operation under FRS 28 for the \$300K seed funding contributed by DPH.
- Held in Trust accounting treatment for PalC.
- One third of the assets and liabilities of PalC had been consolidated into DPH’s accounts as at 31 March 2020.

Annex E

9.8 **Statement of Financial Position as at 31 March 2020**

9.8.1 It was highlighted that there was an increase in the financial assets – investments from \$38.530 million in FY 2019 to \$43.856 million in FY 2020. There was also a decrease in the grants, trade and other receivables. This was mainly due to the receivable of \$1.490 million in FY 2019 which was received in the current year. Similarly, the increase in the trade and other payables was due to the unutilized grants received from CST amounted to \$9.198 million in FY 2020 as compared to \$3.322 million in FY 2019.

9.8.2 In addition, DPH had recorded lease liabilities of \$770K in FY 2020 due to the new accounting standard FRS 116 Leases.

9.9 **Reserve Ratio (RR)**

9.9.1 The Hospice's Reserve Ratio (RR) was reported at 1.00 in FY 2020 as compared to 1.11 in FY 2019. In terms of the number of months, the reserve would be able to last about 12 months should all income and funding ceased and fixed operating expenditure continued to be incurred.

End of Honorary Treasurer's Report

9.10 Chairman proposed that the Honorary Treasurer's Report and Audited Financial Statements for the financial year ended 31 March 2020 be approved, and put the motion to vote.

9.11 He cast his votes in accordance with voting instructions received.

9.12 As majority of the votes had been cast "FOR" the approval of the Honorary Treasurer's Report and Audited Financial Statements for the financial year ended 31 March 2020, I declared that the resolution had been carried.

10. **Resolution 4: Appointment of External Auditors – KPMG LLP for the FY2020/2021**

10.1 Chairman proposed that KPMG LLP be appointed as external auditors for Dover Park Hospice for the financial year ending 31 March 2021, and put the motion to vote.

10.2 He cast his votes in accordance with voting instructions received.

10.3 As majority of the votes had been cast "FOR" the approval of the appointment of KPMG LLP as external auditors for Dover Park Hospice for the financial year ending 31 March 2021, He declared that the resolution had been carried.

11. **Resolution 5 to 13: Election of Governing Council Members**

11.1 Under Article 5.4A, the following Council Members had been conferred as Honorary Council Members and need not stand for election:

- 1) Dr Seet Ai Mee
- 2) Dr Jerry Lim

11.2 **Constitution Article 10.3: Mandatory Retirement**

11.2.1 Prof Ho Yew Kee and Col (Ret) Rupert Gwee having served in the Council for six consecutive years, would be required under the Constitution to retire from Council after the AGM.

11.2.2 In addition, the following members had also requested to step from the Council after the AGM:

- 1) Ms. Kemmy Lim Boon Hong
- 2) Dr Seet Ju Ee
- 3) Dr Wu Huei Yaw

Annex E

11.2.3 Under the Constitution 10.3, one half of the Council Members is required to retire at the AGM but shall be eligible for re-election to the 29th Governing Council. The following 6 members were required to retire as Council members but were eligible for re-election and they were:

S/No	Nominees	Proposer	Seconder
1.	Mr. Chey Chor Wai	Mr. Robert Chew	Ms. Cheng Yoke Ping
2.	Dr Karen Soh	Mr. Robert Chew	Ms. Cheng Yoke Ping
3.	Ms. Marlene Foo	Mr. Robert Chew	Ms. Cheng Yoke Ping
4.	Ms. Woo E-Sah	Mr. Robert Chew	Ms. Cheng Yoke Ping
5.	A/Prof Jeremy Lim Feng Yen	Mr. Robert Chew	Ms. Cheng Yoke Ping
6.	Dr Kwa Chong Teck	Mr. Robert Chew	Ms. Cheng Yoke Ping

New nominees

11.2.4 The Appointments and Nomination Committee had reviewed the new nominees and recommended that the following be nominated to stand for election into the next Council. They were:

S/No	Nominees	Proposer	Seconder
1.	Mr. Low Chee Wah	Mr. Robert Chew	Ms. Cheng Yoke Ping
2.	Dr Mark Chan Peng Chew	Mr. Robert Chew	Ms. Cheng Yoke Ping
3.	Mr. Shee Gim Leng	Mr. Robert Chew	Ms. Cheng Yoke Ping

11.2.5 Chairman introduced the new nominees as follows:

11.2.6 Mr. Low Chee Wah has previously served on DPH Governing Council as Asst Secretary, as well as on various committees including Building and Development Committee, Audit, Governance & Risk Committee. He has served 5 years previously before taking a break and has agreed to continue to serve in the coming term. He is the CEO of Frasers Property Retail. Mr Low's expertise in finance and audit, building management and customer experience will help DPH continue to grow as the preferred hospice service provider as well as a well governed charity.

11.2.7 Dr Mark Chan Peng Chew is the Chairman (Integrative & Community Care) and Senior Consultant, Geriatric Medicine at TTSH. Dr Chan will be able to support the mission of DPH and foster closer collaboration between TTSH and DPH. Dr Chan has served on the Boards at the Alzheimer's Disease Association and Academy of Medicine. He will replace Dr Wu Huei Yaw as the representative from TTSH.

11.2.8 Mr. Shee Gim Leng has been serving with Col (Ret) Rupert Gwee on DPH's Information Technology Committee for the last 5 years. He is the Deputy Director (Joint Capabilities, Enterprise Systems) of the Home Team Science and Technology Agency (HTX), and concurrently the Dy CIO for Home Team Academy. Prior to this, Mr. Shee oversees the Home Team NS IT System. He holds a Master of Technology from NUS Institute of System Science. Mr. Shee brings expert knowledge in IT framework and system implementation as well as internet security and will continue to advise DPH on building and implementing new IT systems at the new ICH. This will be his first election to DPH Governing Council.

Annex E

- 11.3 Mr. Chey Chor Wai continued to report that in respect of each of the resolutions 5 to 13, each nominee was put up for election individually and votes cast were also tallied individually based on resolution 5 to 13.
- 11.4 Majority of Votes cast “FOR” election of each of the following nominees as members of the 29th Governing Council:
- Resolution 5 – Mr. Chey Chor Wai
 - Resolution 6 – Dr Karen Soh
 - Resolution 7 – Ms. Marlene Foo
 - Resolution 8 – Ms. Woo E-Sah
 - Resolution 9 – A/Prof Jeremy Lim Fung Yen
 - Resolution 10 – Dr Kwa Chong Teck
 - Resolution 11 – Mr. Low Chee Wah
 - Resolution 12 – Dr Mark Chan Peng Chew
 - Resolution 13 – Mr. Shee Gim Leng
- 11.5 Chairman then proposed that each nominee under resolutions 5 to 13 be put up for election as a member of the 29th Governing Council, and put each motion to a vote.
- 11.6 He cast his votes in accordance with voting instructions received
- 11.7 In respect of each of the resolutions 5 to 13, a majority of the votes had been cast “FOR” the election of each nominee as a member of the 29th Governing Council
- 11.8 He declared each of the Resolutions 5 to 13 carried.
- 11.9 Mr. Chey Chor Wai announced that the following members would proceed to serve in the 29th Governing Council without re-election:
- (1) Ms. Cheng Yoke Ping
 - (2) Dr. Lionel Lee
 - (3) Dr. Tanya Tierney
 - (4) Mr. Tan Kim Kwang
 - (5) Mr. Paul Gagnon
 - (6) Ms. Angelene Chan
 - (7) Ms. Ong Ai Hua
 - (8) Ms. Diane Chen Dan
 - (9) Mr. Robert Chew
- 11.10 Chairman was pleased to announced the names of the 20 members (including the two Honorary Council members) who will form the 29th Governing Council 2020/2021 were as follows:
- 1. Ms. Angelene Chan
 - 2. Ms. Diane Chen Dan
 - 3. Ms. Cheng Yoke Ping
 - 4. Mr. Robert Chew
 - 5. Mr. Chey Chor Wai
 - 6. Ms. Marlene Foo
 - 7. Mr. Paul Gagnon
 - 8. Dr Kwa Chong Teck
 - 9. Dr Lionel Lee
 - 10. A/Prof Jeremy Lim Fung Yen
 - 11. Ms. Ong Ai Hua
 - 12. Dr Karen Soh
 - 13. Mr. Tan Kim Kwang
 - 14. Dr Tanya Tierney
 - 15. Ms. Woo E-Sah

Annex E

16. Mr. Low Chee Wah
17. Dr Mark Chan Peng Chew
18. Mr. Shee Gim Leng
19. Dr Seet Ai Mee (Honorary Council Member)
20. Dr Jerry Lim Kian Tho (Honorary Council Member)

12. **Thank You Speech by Chairman**

12.1 Chairman thanked Prof Ho Yew Kew and Col (Ret) Rupert Gwee who were required to step down under the Constitution having completed their 6 conservative years of service at DPH and also Ms. Kemmy Lim Boon Hong, Dr Seet Ju Ee and Dr Wu Huei Yaw who requested to step down. He also thanked all council members and management for their time and services.

12.2 There being no questions received by due date of Saturday, 15 August 2020 and no other matters, Chairman thanked members for their participation and declared the meeting closed.

13. **Group Photo Taking**

13.1 Mr. Chey Chor Wai asked all members to stay on line and turn on their video to take a group photo. After that, the meeting was ended at 3:00 pm.

Recorded by: Ms. Karen Tan
Vetted by: Mr. Timothy Liu
Approved by:
Date :