

**DPH Chairman's Report
at the 29th DPH Annual General Meeting
on 21 August 2021**

Welcome to the Dover Park Hospice's 29th AGM. It has been a difficult 12 months for our country and DPH has had its share of challenges dealing with Covid-19. Nonetheless, the team has risen to the occasion-navigating the many disruptions and caring for patients with even higher standards! As the first matter to raise to members, I would like to place on record our deepest appreciation for Timothy, Mervyn (and previously Wah Ying) and the entire DPH team of staff and volunteers.

I first became involved in palliative care in the late 1990's when I attended a post-graduate course in palliative medicine as a young trainee surgeon and subsequently volunteered as a home hospice physician. Since then, the sector has matured and flourished beyond what any of us could have wished for, and much credit to enlightened policy makers, 110% committed clinicians, passionate champions and advocates. DPH has similarly done well and it is with pride and optimism that we can look forward to celebrating our 30th anniversary next year.

However, there is still much more to be done. Far too many Singaporeans still are not fully aware of the benefits of appropriate end-of-life care for themselves and their loved ones, and too many Singaporeans despite expressing a heartfelt desire to pass on in the comfort and familiarity of home in the tender embrace of loved ones, die in hospitals.

Furthermore, palliative care had its origins in cancer care but the same philosophy of dignity, care and compassion in the last stages of life equally apply to other illnesses. We have many programmes currently for other life-limiting diseases and must redouble efforts to expand these so that the non-cancer patient will likewise benefit from palliative care.

The pandemic has forced us to explore and adopt new care models including use of technology in home care and technology-enabled home hospice care is an area of focus for us. Done well, we can care for many more patients in hybrid models of in-person and virtual care and being digitally connected will also enable innovative community partnerships to further enhance care for our patients.

These new models of care, coupled with our expansion to 100 beds when we move into the new Integrated Care Hub next year, will be central to our aspirations that “Every moment matters”... for everyone.

On the educational and research fronts, we must redouble our efforts. Alone we can only do so much as a modest service provider. But education and research permit us to multiply our impact- teaching provides us the platform to build up community capacity to touch the lives of so many more than we could ourselves, and research lays the foundation for improving care, not just for our patients in Singapore but all around the world.

In these endeavours, we are incredibly privileged to partner with the National Healthcare Group and LKCMedicine. We could not wish for better allies in the academic mission and working in unison, we in DPH can share the lessons of our 3 decades of experience much more effectively.

It is an honour to serve alongside all of you, with our DPH staff, volunteers and patients' caregivers and I look forward to many more years of working together. Thank you for all you do.

Governance and Management

Good governance is at the heart of successful organisations; it increases trust with our stakeholders and the public, encourages positive behaviour among our staff and volunteers and provide a strong foundation for sustainability.

The Executive Committee and Council take an austere stand in their leadership and oversight roles in ensuring good governance. We identified key areas of our strategy and operations to address current and emerging opportunities, and risks given the changing healthcare landscape. The Audit, Risk and Governance Committee has put in place the Enterprise Risk Management Framework and we have 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.

Today, we have a total of 11 doctors, 74 nurses, 16 social workers and palliative rehabilitation professionals, 2 Pharmacist and Pharmacy Technician and 33 admin and support staff. They are being led by the CEO, Mr Timothy Liu and Medical Director, Dr Mervyn Koh and previously Dr Ong Wah Ying.

Clinical

In FY2020/2021, we admitted 353 patients, with the length of stay averaged 26 days. Home Care (including Programme Dignity and Programme Impact) managed 478 patients, with the average length of home care service of 71 days. Day Care managed 20 patients, with the length of stay averaged 138 days.

In August 2020, Dover Park Hospice Home Care team collaborated with Tan Tock Seng Hospital on Programme IMPACT (Integrated Management and Palliative Care for Terminally-Ill Non-Cancer Patients) to provide home palliative care to patients with end stage organ failure. The team has cared for 28 patients diagnosed with end stage kidney failure and patients with frailty by March 2021.

In providing continuum of care for its patients in time of the pandemic, Dover Park Hospice Home Care of doctors, nurses, medical social workers and therapists started the use of teleconsultation with patients who are in stable condition. As of March 2021, the team had conducted 113 teleconsultations including a survey with 17 patients/caregivers on users' experience. 100% of the patients/caregivers shared they would continue to use teleconsultation in the future.

Moving ahead, the Home Care team will extend its services to patients with end stage heart failure and lung diseases in the second half of 2021 to continue supporting these patients in the comfort of their homes.

Our clinical operations have been outstanding; we continue to receive good feedback and appreciation. Thank you, Dr Ong Wah Ying, our previous Medical Director and Dr Mervyn Koh, our current Medical Director and the marvellous

clinical team. I would like to thank Dr Ong Wah Ying for her years of service to DPH and wish her all the best in the future.

Finance and Operations

Despite difficult economic conditions in the past year, we have managed to end the financial year with a surplus of \$6.38 million, as compared to a deficit of \$0.67 million in the previous financial year. This was largely due to the introduction of the new Inpatient Hospice Palliative Care Service (IHPCS) framework that enabled the Hospice to claim from MediShield Life. In addition, the grant income from the Job Support Scheme (JSS) as part of government's assistance for Covid-19 contributed further revenue of \$1.2 million. Finally, despite the economic climate, we were privileged to continue to benefit from generous and supportive donors including estate donations of close to \$1 million.

On the operating front, expenditure decreased from \$16.07 million in FY 2020 to \$15.43 million this FY due to disciplined financial management and some reduction in patient-days due to pandemic disruptions.

Our Investment Committee worked hard to recover from a challenging FY 2019/20 and as the stock market recovered, our realised and fair value gains for our reserves regained ground of approximately \$2.6 million.

Our financial position is currently healthy but with doubling of our bed numbers and expansion of programmes, operating expenditure will markedly increase and continued discipline and prudence coupled with increased fundraising efforts will be necessary in the years ahead.

Fund-raising

I would like to commend and congratulate the Fund-raising Committee and the management team for their efforts. We had outstanding fund-raising efforts year on year, the results of which are the envy of others.

Despite the Covid-19 situation, we managed to hold the first Virtual Sunflower Charity Dinner on 18 September 2020. The dinner was attended by Guest-of-Honour, Deputy Prime Minister Heng Swee Keat that raised over \$1 million with the generosity of our donors, sponsors and guests.

The Annual Year End Mailer campaign came with a creatively designed website, where donors could send their well-wishes along with their donations and this raised more than \$280,000 by the end of the campaign.

IT

As we expand, we have also leveraged information technology to streamline and secure our operations. In 2020, we have upgraded our finance system and completed the electronic purchase requisition module. We continue to use the PulseSync application to support our evolving requirements.

Awards

I am very proud to share that we have earned numerous awards and recognition in the past FY. These highlight the spirit of service and the pursuit of excellence in our team.

We received many awards and accolades namely the President's Award for Nurses 2020, Singapore Patient Action Awards (SPAA) 2020, Community Care

Excellence Awards 2020, Community Care Development Awards (CCMDA) for Graduate diploma in Community Health Nursing programme and Healthcare Humanity Award.

Our Director of Nursing, Ms Chin Soh Mun, was awarded the President's Award for Nurses 2020, the highest accolade in Singapore's nursing profession that recognises nurses who have shown outstanding performance and contributions to patient care delivery, education, research and administration.

To have received these awards, we not only put the spotlight on us and the hard work we have done, but also on hospice and palliative care in Singapore. We can show our stakeholders that what we do and what we achieve are all possible.

Conclusion

We are grateful for your immense support and may we continue to journey together to enable our patients to lead a meaningful life to the end. Let us continue to work towards providing quality palliative care and enhancing the quality of lives for our patients and caregivers.

Thank you.



A/Prof Jeremy Lim
Chairman
29th Governing Council