

DOVER PARK HOSPICE

**30**  
**YEARS**  
MAKING MORE MOMENTS MATTER



OVER  
**360**  
MONTHS

Providing quality holistic palliative care for patients and their families

# Insighting Care



## Inpatient Care

Palliative care goes beyond caring for a patient's physical needs. It encompasses a holistic approach in caring for their physical, emotional, psychosocial and spiritual wellbeing. Through our multidisciplinary team of doctors, nurses, medical social workers, physiotherapists, occupational therapists, speech therapists, art and music therapists, pastoral counsellor as well as pharmacists, they come together to provide individualised care plans for our patients.

Patients with advanced illnesses tend to experience symptoms such as pain and breathlessness as their conditions deteriorate. As most caregivers do not have the knowledge or skills to help their loved ones ease such symptoms at home, inpatient care provides an option to ensure their loved ones receive the right care needed at the right time, providing respite care for caregivers at the same time.

### WHO WE SERVE

- Patients with advanced, life-limiting illnesses or end-stage organ failure with a prognosis of less than 3 months
- Patients who are not being able to be cared for at home due to symptoms or nursing needs

### FACILITIES

- Garden and Koi Pond
- Multi-Purpose Rooms
- Quiet room (for reflection, meditation or prayer)
- Patricia Lam Cheng Kam Music Room (used for therapy sessions, events and functions, includes a library corner as well)
- Seating areas
- Vending machines



### ACTIVITIES

- Birthday and festive celebrations
- Hair-cutting and massage services by volunteers
- Happy Hour
- Legacy Work
- Lim Kopi
- Namaste Care
- Outings
- Pet-assisted activities
- Piano music playing by volunteers
- Rehabilitation activities
- Volunteers' befriending

### REFERRAL AND PRE-ADMISSION

All our admissions are on a referral basis. Referrals can be initiated by any medical doctor who is caring for the patient namely from restructured hospitals, community hospitals and some homecare services. After receiving the referrals and deeming the admission appropriate, we will liaise with the hospital on bed availability and patient transfer. Before the transfer, a family member will be notified to accompany the patient and help with the registration. During this time, we will also do a pre-admission counselling.

### ADMISSION

Upon arrival at Dover Park Hospice, the patient will be settled into the bed and assessed by our nurses and the admitting doctor. Our team will meet with the family to fully understand the needs and concerns of the patient and the family.

### FEES AND CHARGES

Daily charge per day is \$350 before GST and subsidies – fees are charged on a sliding scale based on income and after MediShield subsidies, vary from \$17 to \$350 that covers:

- Lodging and meals
- Medical and nursing care
- Therapy services
- Standard medication

Patients may use up to \$250 per day from MediSave to pay for their Inpatient stay. The MediSave funds can be from the patient's account or that of their spouse, children, parents or grandparents. The Medical Claims Authorisation Form can be obtained from our Administration Office at Level 1.

You may speak with our medical social worker to find out more about means-testing or other financial assistance schemes.





OVER

1 5 6 0

WEEKS

Shaping the palliative care scene and shifting mindsets in Singapore

# Imparting Knowledge

## Home Care

Most patients may prefer to be cared for in the comfort of their homes and in a familiar environment surrounded by their loved ones during their final moments. Started in 2011, Dover Park Home Care provides 24/7 home palliative care to patients with advanced illnesses at home including after hours on-call service.

In addition to medical and nursing care, our Home Care team also supports caregivers by equipping them with the knowledge and training so as to empower them to better care for their loved ones at home.

In line with the national focus on increasing overall community support in healthcare, Dover Park Home Care also taps on community services and resources for patients who require additional support such as physical and financial assistance. Our social work and psychosocial team also link up socially-isolated patients and their caregivers to

community partners to build a stronger network of care and support. This enables continuous social engagement and provision of much-needed respite care for full-time family caregivers.

In 2014, Programme Dignity was started to meet the needs of individuals with advanced dementia. It was a first-of-its-kind programme that specifically caters to this group of patients through its integrated home care programme.

Recognising the need of palliative care for non-cancer patients, Dover Park Hospice Home Care team collaborated with Tan Tock Seng Hospital in 2020 on Programme IMPACT (Integrated Management and Palliative Care for Terminally-ill – Non-cancer) to provide home palliative care to patients with end stage organ failure (kidney and heart) and lung diseases.

### WHO WE SERVE

- Patients diagnosed with an advanced illness prognosis of less than 1 year
- Diagnosis includes cancers and non-cancers

### WHAT WE PROVIDE

- A multidisciplinary team of nurses, doctors, medical social workers, Music Therapist and Art Therapist who provide physical, psychosocial and spiritual support.
- On-call service 24 hours a day, seven days a week
- Regular reviews by nurses scheduled according to patients' needs
- Visits by the doctors when medical attention is needed
- Advance Care Planning discussions
- Training of family members and caregivers to ensure patient's comfort at home
- Recommend and assist in equipment loans from vendors if needed

### REFERRAL

- Referral can be made from Tan Tock Seng Hospital within designated areas in the central part of Singapore.
- All referrals can be made by doctors caring for the patients via Agency for Integrated Care portal.
- Upon acceptance of referrals, calls will be made to patients and families to explain the service and to arrange for home visits.

### CHARGES

Home Care service is fully-funded excluding ad-hoc consumables which are MediSave claimable.

## Day Care

People with advanced illnesses may experience social isolation as they gradually start to lose their physical mobility and spend more time at home. Through a multidisciplinary team approach comprising doctors, nurses, medical social workers, music, art and rehabilitation therapists, Dover Park Day Care aims to provide both social as well as therapy-based care to clients diagnosed with life-limiting illnesses.

Our care team regularly monitor and manage our clients' symptoms with care plans tailored to meet the goals of care of each client.

In addition, we believe that caregivers play a significant role in providing care for their loved ones at home. We place special focus in catering to the needs of caregivers while providing respite from their caregiving duties.



### WHO WE SERVE

- Patients diagnosed with an advanced illness with prognosis of less than 1 year (diagnosis includes cancers and non-cancers)
- Patients with symptoms controlled and who are functionally able to tolerate transfer to Day Care
- Patients with care needs (physical, therapy or social-based) that can be met in hospice Day Care
- Patients who are able to give consent or have proxy decision makers to consent for Day Care (if patient is unable to give consent)
- R.I.S.E, a 12-week programme that empowers individuals with chronic non-cancer lung diseases to continue living meaningful lives alongside progression of their condition.

### THERAPIST-LED ACTIVITIES

- Art therapy
- Music therapy
- Occupational therapy
- Physiotherapy

### VOLUNTEER-LED ACTIVITIES

- Karaoke
- Board games
- Card games
- Gardening
- Art & Crafts
- Mahjong
- Weekly "Project Lim Kopi" where patients can enjoy local Kopitiam delights such as coffee, tea and toasts
- Meals and/ or tea breaks
- 2-way transport (including 1 caregiver)

### REFERRAL

- Referral can be initiated by any medical doctor caring for the patient. The referring doctor has to determine if patient meets the admission criteria and designated areas in the central part of Singapore.
- Referral from restructured hospitals, community hospitals and some home care services can be made through the Agency for Integrated Care (AIC) portal.
- Referral can also be made by filling in referral form that can be downloaded from the Singapore Hospice Council website with instructions in sending us the form.
- Upon acceptance of referrals, calls will be made to patients and families to explain the service provided and transport arrangement.

### CHARGES

Day Care service is fully-funded (including transport), excluding ad-hoc consumables which are MediSave claimable.



## Volunteer Programme

At Dover Park Hospice, our end-of-life care goes beyond the wards. Our volunteers are a key pillar in creating a sustainable community of care to provide holistic support and comfort to our patients.

With 18 different patient and non-patient facing volunteer groups, our volunteers devote their time and talents in a variety of ways:

- Befriending
- Crafts-making and Sale of Craft
- Hairdressing
- Special Events and Celebrations
- Music Performances
- Weekly Outings
- Medical Escorts
- Massages
- Pet-Assisted Activity
- Soups, Coffee/Tea and Toasts
- Gardening
- Administrative Work
- Public Education/ Outreach

Our dedicated volunteers make it possible for Dover Park Hospice to grow in our patient-engagement efforts and initiatives. Through these activities, our volunteers play an integral part in increasing the awareness and advocate the importance of palliative care.

We welcome all who wish to volunteer and make a difference in the lives of our patients.

For more information, visit our website at <https://www.doverpark.org.sg/our-volunteers/>

## Directions to Dover Park Hospice

[in](#) [@](#) [f](#)  
@doverparkhospice

**Address**  
10 Jalan Tan Tock Seng  
Singapore 308436  
(Behind National Skin Centre)

**Contact details**  
Tel: (65) 6500 7272  
Fax: (65) 6258 9007/ (65) 6254 9813  
(Patient Services)  
Email: [info@doverpark.org.sg](mailto:info@doverpark.org.sg)

**Dover Park Day Care**  
Tel: (65) 6500 6599

**Main Office:**  
6500 7272 (during office hours)

**Nurses' Station (Level 1)**  
6500 7250 / 251

**Nurses' Station (Level 2)**  
6500 7252 / 253

**Nurses Station Bed 201 – 214**  
6500 0645

**Security Counter**  
6500 7274 / 8764 3704

**Operating Hours**  
**Dover Park Hospice Inpatient Service (Visiting Hours)**  
Monday – Sunday: 11am to 8pm  
(In light of COVID-19, our visiting hours are subject to change following MOH guidelines)

**Dover Park Day Care**  
Monday – Friday: 8.30am – 5.30pm



**Getting Here – By Bus**  
**Stop along Moulmein Road**  
Bus Service 21 and 124

**Stop along Moulmein Road, opposite National Skin Centre**  
Bus Service 21, 124, 518, 518A and 518B

**Stop along Thomson Road, beside Novena Square**  
Bus Service 21, 56, 57, 131 and 166

**Getting Here – By MRT**  
**From Novena MRT Station**  
Bus Service 21

**Getting Here – By Taxi or Car**  
**From CTE towards TPE/SLE**  
Take Exit 7A towards Moulmein Road

**From CTE towards City/AYE**  
Take Exit 7C towards Moulmein Road  
Then turn left at Moulmein Road  
Make a U-turn at Jalan Tan Tock Seng  
Turn left at Mandalay Road

**From PIE towards Changi**  
Take Exit 17 towards Thomson Road  
Turn left into Moulmein Road after Novena MRT Station  
Turn left at Mandalay Road

**From PIE towards Jurong**  
Take Exit 15A; merge onto CTE towards City  
Take Exit 7C towards Moulmein Road  
Turn left at Moulmein Road  
Make a U-turn at Jalan Tan Tock Seng  
Turn left at Mandalay Road



DOVER PARK HOSPICE

# 30 YEARS

MAKING MORE MOMENTS MATTER

# Key Highlights

## Nursing

### BACHELOR OF NURSING, CURTIN UNIVERSITY

Senior Staff Nurse, Muhammad Ikhluddin Bin Abdul Rahmat graduated from Bachelor of Nursing from Curtin University in August 2021.

### COMMUNITY CARE MANPOWER DEVELOPMENT AWARDS 2021

Five of our nurses were awarded the Community Care Manpower Development Awards on 23 September 2021 to grow their career in the community care sector.

Nurse Manager Chong Yunn Ling, Nurse Manager Quek Yanting, Senior Staff Nurse Marlar Htay Aung and Senior Staff Nurse Tin Tin Mu are taking "Specialist Diploma in Palliative Care" at Ngee Ann Polytechnic and Nurse Clinician Katherine Lim is pursuing "Graduate Diploma in Community Health Nursing" at NUS.



### TRAIN-THE-TRAINER PROGRAMME ON NON-INVASIVE MOBILE VENTILATION

In upskilling our clinical team, our nursing department has organised a "Train-the-Trainer programme on Non-Invasive Mobile Ventilation" for our Inpatient, Home Care nurses, doctors and physiotherapists to better care for this group of patients at home or in the hospice.

Conducted by Tan Tock Seng Hospital training department, the training was held from 19 November 2021 to 8 December 2021.

### COMMUNITY CARE NURSE LEADER PROGRAMME (CCNLP)

Our Nurse Manager (Inpatient), Quek Yanting was selected for CCNLP in May 2021.

A programme by the Agency for Integrated Care, CCNLP aims to grow the next generation of nursing leaders in the community care sector.

## Day Care

### ROADSHOW WITH THE PALLIATIVE MEDICINE, MEDICAL ONCOLOGY TEAM AND RESPIRATORY AND CRITICAL CARE MEDICINE (RCCM) TEAM FROM TAN TOCK SENG HOSPITAL

The COVID-19 situation has brought about the closure of our Day Care on a few occasions due to the surge in community cases with a few clients infected as well. To get back on track, our multi-disciplinary team (Doctor, Nurse Manager, Medical Social Worker and Physiotherapist) worked together with Tan Tock Seng Hospital Palliative Medicine, Medical Oncology team and Respiratory and Critical Care Medicine (RCCM) team to organise a presentation during a roadshow on 16 and 24 June 2021 with an average increase of 5 referrals and at least 3 admissions per month to continue serving as many clients as possible.

### R.I.S.E-ING TO THE OCCASION

More than a year into the programme, the Restitutive. Integrative. Supportive. Empowering (R.I.S.E) programme had 13 clients enrolled between January 2021 and March 2022.

Through a multidisciplinary team comprising doctors, nurses, medical social workers, spiritual counsellor, occupational therapists and physiotherapists at Dover Park Day Care, the 12-week programme provides individualised rehabilitation, nursing, psychosocial and social support to empower clients in developing self-mastery skills so

that they can better manage their breathlessness and anxiety and optimise physical functions through functional pulmonary rehabilitation.

A joint-programme by Dover Park Day Care, Tan Tock Seng Hospital Palliative and Respiratory Medicine and Ren Ci Hospital, R.I.S.E aims to empower patients with chronic non-cancer lung diseases with the needed skills and abilities to manage their condition so as to reintegrate into the community.



## Home Care

### CONTINUED GROWTH IN NUMBER OF PATIENTS

In the past one year, the number of patients served by our Home Care team has grown by more than 40% from 400 to 700 patients as compared to the previous year.



### PROGRAMME IMPACT (INTEGRATED MANAGEMENT AND PALLIATIVE CARE FOR TERMINALLY-ILL NON-CANCER PATIENTS)

A collaboration between Dover Park Home Care team and Tan Tock Seng Hospital, Programme IMPACT was started in August 2020 to care for patients with end stage organ disease. In July 2021, the team started to serve patients with end stage heart failure and end stage lung disease in February 2022. The number of patients has doubled from 33 to 65 as of March 2022 since the programme started in 2020.

### EXTENSION OF COVERAGE AREA

In improving accessibility of home hospice care, our Home Care team has increased its area of coverage to five new postal districts in Yishun, Sembawang, Seletar and Springside, so as to serve more patients in the northern part of Singapore.



### EXPONENTIAL GROWTH IN TELEMEDICINE

With support from the Agency of Integrated Care (AIC) on the use of telemedicine in home palliative care service, our Home Care team continues to embrace and leverage the use of technology to enhance care provided to patients and their caregivers without compromising on the quality of care.

The team has seen an exponential growth in the use of telemedicine with increase in the number of teleconsultation sessions from 119 (FY20/21) to 685 (FY21/22).

### EXPLORING NEW FRONTIERS: TELEMEDICINE AND TELETHERAPY AT DOVER PARK HOSPICE

Our multidisciplinary team - Nurse clinician, Katherine Lim, Music therapist, Camellia Soon and Medical Social Worker Clara Kong shared their experiences in maintaining normalcy and delivering care to their patients through telemedicine and teletherapy amid the pandemic at the Singapore Hospice Council's Multidisciplinary Palliative Care Forum on 6 October 2021.

Moderated by the Head of Dover Park Home Care, Dr Yee Choon Meng, the session covered topics such as the benefits and effectiveness of teleconsultation for home care patients, how virtual music therapy can continue to bring comfort and enjoyment to patients in various settings and how we shifted our pet-assisted activity from in-person to a virtual platform.



Photo credit: Singapore Hospice Council

## We are Moving!



Due to COVID-19, the construction of our new building at Integrated Care Hub was delayed. With relaxed COVID-19 measures, construction has been expedited and we aim to move in to our new home by the end of 2023.

The new premise will boost 100 inpatient beds with more sophisticated clinical infrastructure.

## Social Work and Psychosocial Services (SWPSS)

### REBOOTING 'NAMASTE CARE' FOR PATIENTS

As our nation advances towards the endemic phase, our SWPSS team, in collaboration with our Palliative Rehabilitation team, have rebooted the Namaste Care, a programme that integrates compassionate nursing care with individualised sensory-based activities for our inpatients and Day Care clients in January 2022, along with a series of other events that were planned throughout the year to reintroduce Namaste Care with the aim of incorporating it as part of Dover Park Hospice culture.

Developed by Joyce Simard from the USA, Namaste Care is a multi-approach care programme that uses sensory, psychosocial and spiritual elements to enhance the quality of life of persons with advanced dementia.

### #DPHCARES

tapping on technology, #DPHCares is a virtual support group for caregivers. Through the use of messaging application, Telegram, caregivers are able to access useful caregiving resources, as well as share their caregiving experiences, challenges and inspiration stories with one another. This has provided a platform for caregivers to continue receiving respite and social support despite the restrictions on physical gatherings imposed during the pandemic.



### TAPESTRIES OF GRIEF 2021

Our SWPSS team had participated in the inaugural Tapestries of Grief, a community engagement project organised by Grief Matters and held in conjunction with Grief and Bereavement Conference 2021.

A month-long festival (4-25 September 2021) with a series of community art exhibitions, talks and workshops, our clinical team comprising doctors, nurses, medical social workers, art therapist, music therapist, rehabilitative therapists participated in facilitating the events. Internally, our medical social workers and art therapists also worked with some of our patients in making remembrance balls to honour their friends who have passed on, as one of the exhibits at the art exhibition.

These art-making sessions were also extended to our clinical team to provide a safe space to practise mindfulness, self-care and the importance of being present as they reflected on personal grief experiences and those of supporting a person going through similar grief and loss.

### INTERNATIONAL SHARINGS

1. Medical Social Worker, Lee Wei Ting was invited by Drama Box to participate in Touch '触る', an inter-city, inter-cultural exchange project between Singapore and Tokyo on the dignity and humanisation of care with a series of exchanges between August 2021 - January 2022.

Touch '触る' is conceived as an artistic intervention for social workers to share their experiences in their work and to reflect about the social work practice and to explore better and more dignified care approaches through art-based approach.

2. Senior Medical Social Worker and Senior Art Therapist, Gillian Ong was invited by the Singapore International Foundation to present two workshops - "Journeying into Your Inner World with Symbols" on 4 and 11 September 2021 to share on the use of art therapy for mental health for participants from India, to help them cope with the COVID-19 crisis.

3. Senior Medical Social Worker, Koh Tang En was invited by her alma mater, New York University (NYU) Silver School of Social Work for an online sharing session titled "The Silver Social Change Series". Tang En shared her insights as a "Guide" in her current role providing psychosocial care and counselling to patients and their families as well as a Supervisor, giving trainings to internal staff and external co-workers in palliative care.

### R21

To render support, improve the morale and regulate emotions of staff who faced intense challenges in their daily work, our SWPSS team rolled out a new initiative, R21 in July 2021 to provide staff support through experiential activities such as music, art, art pieces every quarterly.

### INCEPTION OF DOVER PARK HOSPICE CAREGIVERS' RESPITE CARE FUND

In February 2022, the Caregivers' Respite Care Fund was established to provide respite care for caregivers who were experiencing burnout and stress from their caregiving responsibilities. The fund allows them to engage professional caregivers to take care of their loved ones for a specific period of time, so that they can take time off to rest and settle personal matters with peace of mind.

### PROMISING SOCIAL WORKER AWARD 2021

Medical Social Worker (Home Care), Michelle Lau was conferred the 'Promising Social Worker Award' at the Istana by President Halimah Yacob on 23 November 2021.



Organised by the Singapore Association of Social Workers (SASW) and supported by the Ministry of Social and Family Development (MSF), the award recognises exemplary social workers who have made a difference in the lives of their clients as well as the community.

### NURSES' MERIT AWARD 2021

Our Nurse Manager from Inpatient Service, Sister Yeoh Kim Choo was one of the recipients for Nurses' Merit Award in 2021.



Since 1976, the Nurses' Merit Award is presented to nurses who have displayed noteworthy and exceptional performance over the past three years, participated in professional development, and contributed to promoting the nursing profession in our society.

### CERTIFICATION IN INFECTION CONTROL LIAISON

Nurse Clinician Chang Yee Yee and Staff Nurse Narissa attained a certification in infection control liaison upon successful completion of the course by the Asia Pacific Infection Control Society in August 2021.

### DOVER PARK HOSPICE NURSES' DAY - DIRECTOR OF NURSING AWARDS 2021

Five nurses - Nurse Clinician Katherine Lim from the Home Care team and four nurses from our Inpatient team - Senior Staff Nurse Me Me Oo, Senior Enrolled Nurse Sui Hnaing, Nursing Aide Pamela Kristine and Senior Healthcare Attendant Myat Myat Maw received the Director of Nursing Awards for their outstanding performance.

Nurse Clinician Katherine Lim



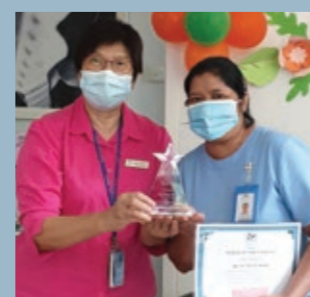
Senior Staff Nurse Me Me Oo



Senior Enrolled Nurse Sui Hnaing



Nursing Aide Pamela Kristine



Senior Healthcare Attendant Myat Myat Maw

# Dover Park Hospice Research and PaIC Research

## STUDIES PUBLISHED

1. Funded by the Agency for Integrated Care (AIC) Intermediate Long Term Care (ILTC) research grant, Dover Park Hospice completed the "Characteristics of Palliative Homecare Patients at the Final Place of Care within an Integrated Healthcare Model" study where the findings were presented at the AIC learning forum and published in the BMC Palliative Care in October 2021.
2. In October 2021, findings from the "Factors Associated with Family Caregiver Burden of Home-dwelling Patients with Advanced Dementia" study highlighting the challenges faced by family caregivers of home-dwelling patients with advanced dementia were published in the Journal of the American Medical Directors Association.
3. Dr Mervyn Koh, Medical Director of Dover Park Hospice has published a qualitative study "Burnout in Palliative Care – Difficult Cases: Qualitative Study" on understanding the burnout and emotions experienced by veteran palliative care clinicians in BMJ Supportive and Palliative Care in March 2022.

## PALC RESEARCH GRANT

A total of \$83,350 was awarded to three applicants – Ms Chia Gerk Sin (TTSH), A/Prof Andy Ho Hau Yan (NTU LKCMedicine), and Dr Joshua Lee Shaowen (TTSH) in the area of end organ disease, advanced cancer, community palliative care, caregivers' needs, education, and ethical issues at the end of life.

## PALLIATIVE CARE CONFERENCES

Dover Park Hospice staff and the PaIC research team participated in two palliative care conferences – the 14<sup>th</sup> Asia Pacific Hospice Conference (APHC) in November 2021, and the 7<sup>th</sup> Singapore Palliative Care Conference (SPCC) in December 2021. Two posters – "Final place of care determinants of advanced cancer patients receiving integrated home-based palliative care" and "Factors associated with family caregiver burden of home-dwelling patients with advanced dementia" were presented at APHC while an oral presentation and ten posters in relation to symptom burden, family caregivers' needs, teleconsultation, palliative rehabilitation, music therapy, and end-stage organ failure were presented at SPCC. The team received 2<sup>nd</sup> prize for the oral presentation and a 3<sup>rd</sup> prize for the poster competition at the conference.

# PaIC

## PALC APPOINTED AS A LEARNING INSTITUTE UNDER AIC LEARNING INSTITUTES NETWORK 2.0

At the start of 2021, PaIC was appointed as one of the eight learning institutes under the Agency for Integrated Care (AIC) Learning Institutes Network 2.0. In 2022, PaIC continued into its second year under this appointment. From April 2021 to March 2022, it has conducted eight runs of the following AIC-subsidised courses for participants mainly from Community Care Organisations:

- Certificate in General Basic Palliative Care (CGBPC)
- Talk on Pain Management (for nurses)
- 2 runs of Certificate in Community Palliative Care: Psychosocial Care (CCPC)
- Essentials of Thanatology: Death, Dying and Bereavement (EOT)
- Palliative Care in Advanced Non-cancer Conditions (PCAN)
- 2 runs of CLEAR (Communication, Law, Ethics and Professional Regulations) Course on End-of-life Care

## EQUIPPING HEALTHCARE PROFESSIONALS WITH BETTER PALLIATIVE CARE KNOWLEDGE AND SKILLS

PaIC has conducted seven courses (some with multiple runs) covering these areas in palliative care – palliative care in advanced dementia and non-cancer illnesses, pain management, coping with bereavement, and the psychosocial, spiritual, rehabilitative, nursing, legal and ethical aspects of end-of-life care. A total of 416 healthcare professionals attended these courses.

Apart from the AIC-subsidised courses, PaIC also conducted these non-AIC-subsidised courses:

- Geriatric Palliative Care in Advanced Dementia
- Basic Qualitative Research in Healthcare

## COLLABORATION WITH SINGAPORE HOSPICE COUNCIL

In April 2021, PaIC collaborated with the Singapore Hospice Council (SHC) on a new course titled "Certificate in Community Palliative Care: Psychosocial Care". As the inaugural course was well-received and oversubscribed, a second run was held in August 2021 and the course was added into the suite of PaIC regular courses conducted annually under the Agency for Integrated Care Learning Network.

## 7<sup>TH</sup> SINGAPORE PALLIATIVE CARE CONFERENCE (SPCC) 2021

In December 2021, PaIC was privileged to organise one of the three conference workshops titled "Communication, Law, Ethics and Professional Regulations (CLEAR)". This well-received ethics workshop was helmed by Adjunct Assistant Professor Neo Han Yee, Adjunct Professor James Low, Adjunct Assistant Professor Allyn Hum and Dr Sumytra Menon.



# Training Department

## CLINICAL ATTACHMENTS

A total of 76 healthcare professionals had their clinical attachment stint in our hospice. This comprised of:

- 41 Medical Doctors
- 31 Nurses
- 4 Allied Health Professionals

## RESUMPTION OF THE SPECIALIST DIPLOMA IN PALLIATIVE CARE NURSING

28 registered nurses were enrolled in our Specialist Diploma in Palliative Care Nursing (SDPCN), held in collaboration with Ngee Ann Polytechnic (NP) and the National Cancer Centre (NCC). The course commenced in April 2021 after a year of hiatus due to the pandemic in 2020 and was carried out virtually



as cross movement among healthcare professionals was not encouraged then. The course utilised online assessment technology such as e-proctoring by Ngee Ann Polytechnic for high stake examinations per module.

## HEALTHCARE PROFESSIONALS TRAINED IN PALC COURSES LED BY DOVER PARK HOSPICE

Training was provided to 60 healthcare professionals in two courses led by Dover Park Hospice, where the design of the programme is curated and taught by clinicians from Dover Park Hospice.

- 38 professionals attended the talk on Pain Management
- 22 professionals signed up for the Certificate in General Basic Palliative Care for Allied Health Professionals (CGBPC)

# Pharmacy

## AUTOMATING THE INPATIENT JOURNEY

Our Pharmacy team has embarked on a project to improve medication safety and increase work efficiency. In upgrading our clinical system, the ordering, dispensing and administration of the medications will be made automated. This is to ensure safe, appropriate, and efficacious use of medications for our patients.



# Fundraising

## DOVER PARK HOSPICE CHARITY GOLF 2021

We held our biennial charity golf – "Swing with Compassion" at the Tanah Merah Country Club on 28 April 2021. The golf tournament started after lunch with 34 flights and a staggered tee off to ensure social distancing and the safety of our guests. Through this event, we raised close to \$340,000 with the immense support from donors and sponsors.



## DOVER PARK HOSPICE VIRTUAL SUNFLOWER CHARITY DINNER 2021

For the second consecutive year, we held our annual dinner virtually, with close to 320 guests and Minister for Health, Mr Ong Ye Kung as the Guest-of-Honour.

With the theme "Modern Peranakan", a curated 4-course Peranakan dinner was delivered to each guest's home with performances and games provided via a microsite. The event raised over \$900,000 with the generosity of our donors, sponsors and guests.



## 2021 ANNUAL YEAR-END FUNDRAISING MAILER

More than \$250,000 was raised from this annual fundraising mailer. With the theme "Angels", we recognise the efforts of our nurses who play a key role in journeying with the patients. We are grateful to our volunteers who helped to send out over 9,000 mailers in two weeks.



# Volunteer Programme

## SINGAPORE PATIENT ACTIONS AWARD 2021

Our Pet-Assisted Activity volunteers from the Ruby Group were recipients at the Singapore Patient Action Awards 2021, clinching the award for Singapore Patient Support Group / Volunteer Group.

Since 2001, the volunteers make physical visits to our hospice twice a month with their pets to engage the inpatients at Dover Park Hospice. However due to COVID-19 and social distancing measures, the activity had to be carried out through virtual means.

Since then, the group has continued to engage patients through tele-visits facilitated by our Volunteer Programme team and Medical Social Workers twice a month, bringing smiles to the patients through showcasing their pets and interacting with the patients.

## DOVER PARK HOSPICE VOLUNTEER AWARDS

Every year in celebrating International Volunteer Day, we will express our heartfelt appreciation to our volunteers through our very own Dover Park Hospice Volunteer Awards.

## Most Supportive Volunteer Award:



## New Normal Award:



## Ruby Group Volunteers (Tele-visits)



# Honour Walk

In April 2021, in honouring patients who have passed on in the hospice, our clinical colleagues stood in line as a team while a patient was conveyed to the "Lying-in" room.

Aligning to one of our care values – "Dignity till the very end", the honour walk allows our clinical care team to bid goodbye to patients whom they have cared for and give them the dignity they deserve till the end.



# Palliative Rehabilitation

## BRAVEHEART PROJECT

Started in 2020, the Braveheart Project aims to enhance cognitive and psychological care for patients with cognitive impairment through environmental and cognitive-based therapy. Our current intervention tool kit include cognitive games for varied levels and interests, fidget apron and items, therapy doll and mechanical tabby cat, reminiscence knick knacks and more. These helped to facilitate cognitive engagement for our patients with delirium and dementia, with more benefits observed in the latter group and thus will be largely our target focus for the project in the coming year. While the effects of Braveheart interventions may be transient, these items identified have shown to hold individuals' attention and provided alternative means of engagement or distraction to relieve care from staff and family.

## POSTERS PRESENTED AT THE SINGAPORE PALLIATIVE CARE CONFERENCE 2021

In sharing more insights on palliative rehabilitation, our Palliative Rehabilitation team presented two scientific posters at the Singapore Palliative Care Conference 2021:

1. The Skills and Context Needed by Occupational Therapists to Practise Effectively in an Inpatient Hospice: A Case Study by Senior Principal Occupational Therapist, Grace Sim
2. How much is too much? Physical Activity and Exercise Prescription and Outcomes in Patients with End Stage Liver Disease – A Mixed Methods Review by Head of Palliative Rehabilitation Unit, Roxanne Foo

## EDUCATION

In sharing palliative rehabilitation practice across settings in Singapore, Senior Principal Occupational Therapist Grace Sim and Head of Palliative Rehabilitation Unit, Roxanne Foo have participated in the teaching of nursing and other allied health professionals in PaIC's SDPCN, GDPC and LCPC palliative care courses. The Team is open to collaboration and endeavours to continue spreading the spirit of rehabilitative palliative care in practice across care settings in Singapore.

## TIMELY REASSESSMENT AND TARGETED PERSONALISED INTERVENTION BY THERAPISTS TO ENHANCE CARE AND EXPERIENCE WITHIN THE HOSPICE

Even with a terminal condition there is still life to live in the time remaining. Our patients have benefitted in many ways from tailored engagement by our rehab team in opportunities for therapeutic mobilisation such as a change of environment from the bed/ward to engage in personal and meaningful activities like gardening. As the functional abilities of our clients change with disease progression, timely reassessment by the rehab therapists help to ascertain changes in their level of care and mobility support needs. This helps the team to readjust care support or planning for equipment required to maintain optimised care for our patients. Our therapists are also involved in numerous home leave and discharge planning where they provide support across the three care services, optimising physical function, equipment prescription and caregiver training for continued quality in the community and at home.



**DOVER PARK HOSPICE**  
**30 YEARS**  
 MAKING MORE MOMENTS MATTER



**HAPPINESS CAN BE FOUND IN THE SIMPLEST OF THINGS.**

For Madam Chong Tai Moy, her happiness lies in spending quality time with her husband and five children. Back when Madam Chong was working three jobs a day, she was not able to spend time with her children when they were younger.

In one of her Art Therapy sessions, she shared with our Art Therapist that she wished to pass on her recipes to her children. As someone who prides herself in preparing Hakka dishes, Madam Chong wishes to pass on her culinary skills to her children, in hope that one day, they too will take pride in the dishes and carry on her legacy.



With the help of our Social Work and Psychosocial team including colleague from Palliative Rehab, the team arranged a cooking session for Madam Chong's children to cook Hakka Yong Tau Foo under their mother's guidance at the al fresco area of our hospice. To carry on their mother's legacy, our Art Therapist had also nicely compiled Madam Chong's recipes into a book for her children.

Madam Chong was very delighted and touched to see her husband and children making time for the cooking session where the family bonded over the scrumptious Yong Tau Foo and spent time together as a family.



**REMEMBERING MADAM YEO ONE COLOUR AT A TIME**

This array of beautifully coloured art pieces was the pride of Madam Yeo Lee Kiewi, a late home care patient of Dover Park Hospice, who had an innate love and passion for colouring.

After being diagnosed with a major form of brain tumour, she was taken care of by our Home Care team for a month before her passing in July 2021. Madam Yeo was a fervent traveller who had been to over 24 countries, including destinations like the Mediterranean, Australia and New Zealand which she held dear to her heart.

As someone with a refined interest in food, she had excellent cooking skills and specialised in making scrumptious dishes like the Hakka Yong Tau Foo, Salted Fish with Tofu and Abacus Yam Seeds.

Despite the gradual decline in mental capacity, art provided Madam Yeo with another avenue to express herself and channel her inner talent and eye for shading and colouring.

Between the years 2017 to 2020, Madam Yeo created over 300 spectacular pieces of colouring works as a hobby. From these pictures, we can appreciate some of her beautiful art pieces such as her "Birds n Butterflies" Series, as well as her "Wild Life" Series of compiled art works.



**Stories of Our Patients**

**Patient Statistics**

	Inpatient	Home Care <i>(Programme Compassion, Programme Dignity and Programme Impact)</i>	Day Care
Number of Patients Admitted	374	639	28
Gender (Female)	150	365	8
(Male)	224	274	20
Length of Stay (Average Days)	33	84	128
Average Age	74	79	74
% of low income patients	69.8	62.4	82.1

**LEAVING A LEGACY IN HARMONICA MUSIC**

With a fervent passion for playing the harmonica, the late Mr Alan Lim, 81, was a self-taught harmonica player since the age of 12. Since then, harmonicas had become a major part of his life and he was dedicated in promoting the music of harmonica in the 1960s through local radio, Rediffusion and in starting the Hamiton Harmonica Quartet as well. As a well accomplished harmonica player cum conductor, Mr Lim had personally hand-written four books of harmonica tabs comprising of various genres of songs from the 1960s.



Speaking at a cosy book-signing event at our hospice organised by our Social Work and Psychosocial Services team, Mr Lim who was an in-hospice patient with us, gave a boisterous speech in Mandarin where he hoped his books can be passed on to the younger generations and help to elevate the techniques of harmonica-playing. Mr Lee Chin Wah, President of the Harmonica Aficionados Society (Singapore) and long-time friend of Mr Lim, attended the event in support and appreciation of Mr Lim who was one of the pioneers of the Society.



**COOKING IS A FORM OF ART AND EXPRESSION. ADD A LITTLE LOVE, AND IT BECOMES A LEGACY.**

The late Madam Noraini was a 62-year-old home care patient with Dover Park Hospice who had been diagnosed with chronic kidney disease. Despite that, her passion for cooking served as fuel for her to share her favourite recipes with her family and friends.

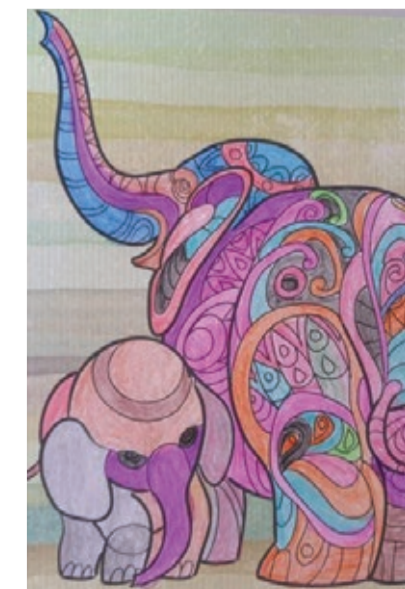
To Madam Noraini, cooking symbolised togetherness and love. When she was young, she learnt how to cook from her late father and subsequently, she cooked for him when she grew up. Madam Noraini often reminisced about the fond memories with her late father and the look of satisfaction on his face whenever he tasted her food.

Madam Noraini's passion for cooking was eventually materialised into a recipe book compiled by our social workers and psychosocial services team. It was passed on to her niece for her personal keepsake.



Guided by our motto – **Every Moment Matters,** our **“Make-It-Happen”**

project is a collaborative effort by our clinical colleagues. Through this project, we aim to help fulfil the wishes and most importantly, **celebrate the lives of the people we serve.**





OVER

1 0 9 5 0

DAYS

Meeting growing needs in palliative care from cancer to non-cancer illnesses

# Integrating Research

## Research and Training

### DOVER PARK HOSPICE RESEARCH AND TRAINING

As a purpose-built hospice, we pride ourselves in delivering quality evidence-based palliative and end-of-life care that offers the highest standards of holistic care for our patients and their families. To meet the ever-growing demand for palliative care - from cancer to non-cancer illnesses as the population ages, we collaborate with various institutions on high-quality research studies to gain insights into the challenges faced by patients with life-limiting diseases and their impact on families, caregivers and the healthcare system. Knowledge derived from these research not only equips our clinicians to better care for patients and caregivers but also informs resource allocation and policy formulation, thereby co-creating a robust healthcare system.

As we strive to be the Centre of Excellence for palliative care services, education and research, we recognise the integral role that training and education play in building the capabilities of our healthcare community. We remain dedicated to providing year-round training opportunities for our doctors, nurses and allied health professionals, and offering clinical attachments to healthcare professionals and students in supporting their professional development.

Our efforts in training and research is underpinned by our desire to create a lifelong learning culture here at Dover Park Hospice. We regularly provide all staff with a myriad of upskilling opportunities including e-learning courses, weekly professional sharing, journal clubs and tutorials.



### THE PALLIATIVE CARE CENTRE FOR EXCELLENCE IN RESEARCH AND EDUCATION (PaIC)

Established in October 2017 as a tripartite collaboration between Dover Park Hospice, Nanyang Technological University (NTU) Lee Kong Chian School of Medicine and National Healthcare Group, the Palliative Care Centre for Excellence in Research and Education (PaIC) aims to leverage on the strengths, capabilities and capacities of its partner institutions to advance palliative care research, especially in non-cancer illnesses. Amidst a changing demographic with increasingly complex care needs as the Singapore population ages, PaIC endeavors to expand the evidence base for patient-

centered palliative care delivery. In particular, it has embarked on studies evaluating the effectiveness of community palliative care models to meet patients' preferences and the national agenda for home death.

In July 2018, PaIC was appointed as one of Agency for Integrated Care's (AIC) Learning Institute for the Community Care Sector. In this role, PaIC conducts programmes that empower and equip community healthcare providers with the relevant skills to deliver quality end-of-life care that helps patients journey through their final days with dignity:

- Certificate in General Basic Palliative Care
- Talk on Pain Management

For more information on our research and training, please visit <https://www.paic.org.sg/>

## Donors List

Deepest appreciation to our individual and corporate donors for their contributions (\$1,000 and above) in the past year.

Thank you for your continued support towards our cause and see our patients through their difficult times.

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DOVER PARK HOSPICE  
**30**  
YEARS  
MAKING MORE MOMENTS MATTER

### Our Mission

To Provide Comfort, Relief of Symptoms and Palliative Care to Patients with Advanced Disease Regardless of Age, Race or Religion and to Support Grieving Families

### Our Vision

To be the Centre of Excellence for Palliative Care Services, Education and Research

### Our Core Values

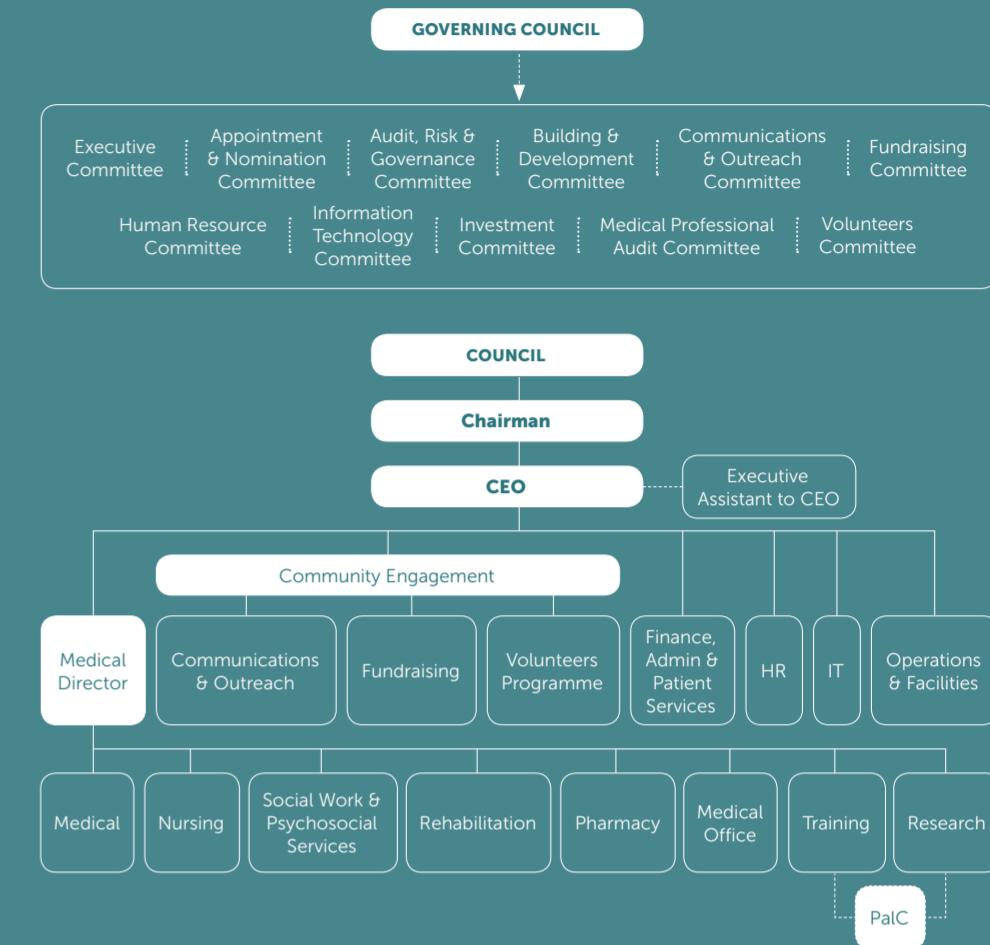
Excellence, Team Work and Compassionate Care

### Our Care Values

Dignity till the very end  
Compassion as a way of life  
Alive despite end of life  
Respect choices of patients  
Essential Care



## Our Council Structure



Note: The Palliative Care Centre for Excellence in Research and Education (PaIC) is a tripartite collaboration among Dover Park Hospice, Nanyang Technological University (NTU) Lee Kong Chian School of Medicine and National Healthcare Group.

## Governing Council



**A/PROF JEREMY LIM**  
Chairman  
30<sup>th</sup> Governing Council

DATE OF LAST ELECTION  
22 August 2020

OCCUPATION  
Director  
Global Health Program  
Saw Swee Hock School  
of Public Health, National  
University of Singapore  
Co-founder & CEO  
AMILI



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Vice Chairman  
Chairman, Building &  
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DATE OF LAST ELECTION  
21 August 2021

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Honorary Secretary  
Chairman, Investment  
Committee

DATE OF LAST ELECTION  
21 August 2021

OCCUPATION  
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Associate Provost  
(Special Duties)  
Cluster Director, Design and  
Specialised Businesses  
Singapore Institute of  
Technology (SIT)



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Assistant Honorary  
Secretary

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21 August 2021

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21 August 2021

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22 August 2020

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22 August 2020

OCCUPATION  
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Human Resource  
Committee

DATE OF LAST ELECTION  
21 August 2021

OCCUPATION  
Chief People Officer  
GIC



**MR SHEE GIM LENG**  
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DATE OF LAST ELECTION  
22 August 2020

OCCUPATION  
DD (Training and Learning  
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Committee

DATE OF LAST ELECTION  
22 August 2020

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Tan Tock Seng Hospital



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Chairman  
Volunteers Committee

DATE OF LAST ELECTION  
21 August 2021

OCCUPATION  
Assistant Dean, Clinical  
Communication,  
Lee Kong Chian School of  
Medicine  
Nanyang Technological  
University



**MR CHEY CHOR WAI**  
Member

DATE OF LAST ELECTION  
22 August 2020

OCCUPATION  
Consultant



**MS MARLENE FOO**  
Member

DATE OF LAST ELECTION  
22 August 2020

OCCUPATION  
Retired  
(Deceased)



**MS WOO E-SAH**  
Member

DATE OF LAST ELECTION  
22 August 2020

OCCUPATION  
Partner & Head of Audit  
RSM Singapore



**DR LIONEL LEE**  
Member

DATE OF LAST ELECTION  
21 August 2021

OCCUPATION  
Retired



**MR HENK R. DE GLINT**  
Member

DATE OF LAST ELECTION  
21 August 2021

OCCUPATION  
Managing Director &  
Senior Advisor Singapore &  
Southeast Asia,  
JP Morgan Private Bank



**MS SHEFALI SRINIVAS**  
Member

DATE OF LAST ELECTION  
21 August 2021

OCCUPATION  
Head of Business  
Communications  
Meta, APAC

## Honorary Council Members



**DR SEET AI MEE**  
Honorary Council Member

DATE OF LAST ELECTION  
Not Required

OCCUPATION  
Retired



**DR JERRY LIM**  
Honorary Council Member

DATE OF LAST ELECTION  
Not Required

OCCUPATION  
Retired Doctor

# Chairman's Message

"Making More Moments Matter: Promoting greater care insights, Integrating Research, Imparting Knowledge" is the theme of our 30<sup>th</sup> Anniversary. It is an appropriate recognition of the grit, hard work and determination by our co-founders, Dr Seet Ai Mee and Dr Jerry Lim, astute council members, dedicated volunteers, generous donors and resilient staff in the past 30 years.

While we opened our door to terminally-ill patients back in 1995, our story started three years earlier. At the behest of then Permanent-Secretary of Health, Dr Kwa Soon Bee, both our co-founders, Dr Seet Ai Mee and Dr Jerry Lim came together to register the hospice as a charity in



# Message from the CEO

The unprecedented COVID-19 pandemic has brought on catalytic changes in the way our hospice delivers holistic care to our patients and their families. During these challenging times, we have learned to balance safety with compassion, working with the authorities to make it possible for some family members to say goodbye to their loved ones in person. We have collaborated with a hospital partner to send a patient home to see his daughter for a final time. We learned to harness the power of technology to continue caring for patients via teleconsultation and tele-visits. I am thankful that the teams at Dover Park Hospice have banded together stronger than before, to overcome the adversities and remained steadfast in offering the best to our patients and their families.

## BREAKING NEW FRONTIERS OF CARE

As we transit from pandemic to endemic mode of operation, we have readapted well to a new environment where we now manage and treat COVID-19 cases onsite with a new and approved drug treatment from Ministry of Health (MOH). The move to our new home at the Integrated Care Hub (ICH) is back on track as we now make the final preparations for the move by November 2023.

On Home Care front, we continue to see growth in the number of patients served by our hospice. In this past year,



November 1992 and rallied like-minded palliative care experts and policymakers in starting Singapore's first purpose-built hospice.

Along with palliative care in Singapore, Dover Park Hospice has made great strides in the past 30 years. Originally, we were supposed to be located at Dover Road, but our location was met with opposition from the public to build a hospice next to a campus and we were allocated another plot of land at our current place – Jalan Tan Tock Seng. The timing could not be any apt as we relocate to the Integrated Care Hub @ HealthCity Novena at the end of 2023 and continue to write new chapters in our new home.

Recognising the need to support people to die at home, we started home palliative care in 2011 and palliative day care in 2019 to ensure uninterrupted care for patients at different stages of their illnesses. Typically, palliative care is extended to cancer patients, relieving them of pain and symptoms but the narrative of care has changed as we see the necessity and positive effects it has on non-cancer patients such as people with end-stage organ failure, advanced dementia, advanced lung diseases and severe frailty that aims to enhance their quality of life and optimise their ability to lead a meaningful and dignified life till the end. With the strong encouragement Minister for Health Ong Ye Kung who has been a tireless advocate for home palliative care, we will re-double efforts and expand our home services substantially in the coming months and years as I describe in more detail below.

the number of patients has notably increased by over 40% to 700 patients. In a move to cater to more patients, Home Care team has expanded into five more postal districts in the northern parts of Singapore, namely Yishun, Sembawang, Seletar and Springside. The *Restitutive. Integrative. Supportive. Empowering (R.I.S.E)* programme – a collaborative effort between Dover Park Hospice Day Care, Tan Tock Seng Hospital and Ren Ci Hospital that empowers patients with chronic non-cancer lung diseases to manage their condition, has also seen success in serving 17 clients since its inception in January 2021. Furthermore, our Inpatient team has made headway in patient care by conducting peritoneal dialysis, administering blood transfusion and deploying ventilators for patients.

Continuing the use of teleconsultation services and telemedicine to provide safe and effective care to patients from the comfort of their homes, the team will now extend these teleservices to include the allied health teams comprising social workers, music & art therapists, physiotherapists and occupational therapists, bringing teletherapy sessions to patients and providing tele-monitoring through home-based devices. Such effective use of technology will enable more end-of-life patients to receive the medical attention they need.

## BESTOWING DIGNITY TILL THE END

Following the launch of our new D'CARE values, our clinical team embraced the value of "Dignity till the very end" and begun the practice of *Honour Walk* – a new initiative where our clinical colleagues stand in line and bid farewell to patients whom they have cared for as they are conveyed to the Lying-in room. Initiatives like this help us stay true to our

We are proud of the progress made in our programme – *R.I.S.E (Restitutive. Integrative. Supportive. Empowering)*, a joint-programme with Tan Tock Seng Hospital Palliative and Respiratory Medicine and Ren Ci Hospital that provides individualised rehabilitation, nursing, psychological and social support to empower 17 patients with chronic non-cancer lung diseases with the skills and abilities to manage their condition in the past one year.

In February this year, our Home Care team has also begun to serve patients with end-stage heart failure and end-stage lung disease under *Programme IMPACT (Integrated Management and Palliative Care for Terminally-ill Non-cancer Patients)*, another joint programme with Tan Tock Seng Hospital, caring for patients with end-stage organ failure with the number of patients doubled from 33 to 65 in March 2022.

## CATALYSING MORE RESEARCH

Since our humble beginnings, research has become a part of our DNA in providing evidence-based care and programmes. These, coupled with understanding the evolving needs of the patients and caregivers as the population ages and caregiving needs are essential to our continued service to the public and broader community.

We are excited about ongoing studies such as a multi-centre randomised controlled trial to compare the safety and efficacy of drugs for managing hyperactive delirium in patients at the end of life and a mixed methods study in understanding the cost of caring for patients with advanced dementia.

care values in our work and confers the dignity that every patient deserves till the very end.

## ENABLING OUR CAREGIVERS

The COVID-19 pandemic has shown the importance of in-person connection to our overall health and well-being. Amidst social restrictions, many caregivers shouldered greater responsibilities of caring for loved ones while distanced from the support of friends and families, leaving them vulnerable to burnout and depression. Responding quickly to this need, our Social Work and Psychosocial Services team launched *#DPHCares*, a Telegram-based virtual support group to connect caregivers with various caregiving resources, and to facilitate mutual sharing of experiences, challenges and inspiration.

The *Caregivers' Respite Care Fund* was also introduced to allow family members to engage professional caregivers to care for their loved ones for a short period of time, so that they may rest and find respite from their caregiving duties. Tending to loved ones who are terminally ill can be a long-drawn process that takes a toll on caregivers' well-being. In our continuous effort to support and empower caregivers, a Dover Park Hospice Virtual Palliative Care Symposium will be held as part of our 30th anniversary celebration in 2023, to address issues surrounding caregivers' mental health and burnout, and will feature an expert series on palliative care.

## UPSKILLING AND EQUIPPING OUR WORKFORCE

As end-of-life patients' needs become increasingly complex with more than one illness, the upskilling of our clinical

## BUILDING CAPACITY, CAPABILITY AND COMMUNITY IN HOME PALLIATIVE CARE

The COVID-19 pandemic has accelerated our journey in the use of technology to support patients at home. Boosting the use of teleconsultation has become part of our modus operandi to provide care remotely for stable patients. Our Home Care team has extended home palliative care to cover more zones in the northern-eastern and northern part of Singapore last year. The team has also started to see more patients with end stage heart failure and lung disease at the beginning of this year. This growth is no surprise given the hospice's continued expansion of home palliative care to meet the increased need in supporting people with life-limiting disease to die at home surrounded by loved ones.

Palliative care is predicated on the notion of a good death, but it is not a one-size-fits-all approach. What constitutes a good death depends on one's familial support, resources available and access to community-based services and more importantly, how one chooses to live out one's last days at his/her own terms. This is why it is imperative to build a robust network of support in the community and make palliative care service readily accessible with smoother transitions between different care settings so that patient can receive the best care at the right time with ease.

team to perform additional medical procedures is of paramount importance. Last November, our Nursing Department implemented the *Train the Trainer Programme on Non-Invasive Mobile Ventilation* targeted to equip our Inpatient and Home Care nurses, doctors and physiotherapists with necessary skills to operate and administer mobile ventilation for our patients at home or in the hospice.

We are also pleased to share that Nurse Clinician Chang Yee Yee and Staff Nurse Narissa have both attained the *Certification in Infection Control Liaison*, which was conferred by the Asia Pacific Infection Control Society last August.

## RECOGNITION OF SERVICE EXCELLENCE

At Dover Park Hospice, we are dedicated to serving our patients and their caregivers with robust passion and care. As a mark of our service excellence, several of our colleagues and volunteers were awarded with accolades in recognition of their outstanding contribution in palliative care.

Our heartiest congratulations to Sister Yeoh Kim Choo, Nurse Manager from Inpatient Service, who received the *Ministry of Health (MOH) Nurses' Merit Award 2021*, for her exceptional performance in the field. Five other nurses were awarded the *Community Care Manpower Development Awards 2021* to develop their career in the community care sector.

Medical Social Worker from Home Care, Michelle Lau, also clinched the *Promising Social Worker Award* given by President Halimah Yacob, for her exemplary work

## THANKING OUR DONORS AND VOLUNTEERS

Volunteers remain the lifeline of the hospice where we have the privilege of having passionate palliative care specialists who played vital role during the establishment of the hospice 30 years ago. Volunteering in a hospice is a unique calling and we are fortunate to have our regular and long-time volunteers pressed on and constantly think out of the box and go out of the way to enliven the hospice and patients.

As we re-adjust to living with COVID-19, we look forward to welcome and host our donors in-person in October this year at our annual fundraiser where we will be holding our first-ever charity concert to celebrate moments made and making more moments matter for our patients and caregivers with local music celebrated over generations.

Last but not least, the hospice would not be what it is today without the impeccable teams – both clinical and non-clinical departments, in upholding the care values and belief in providing the best care for our patients and their families.

Dover Park Hospice's commitment to the future of hospice care remains resolute as we continue to innovate and integrate our services and deliver on this promise through our care.

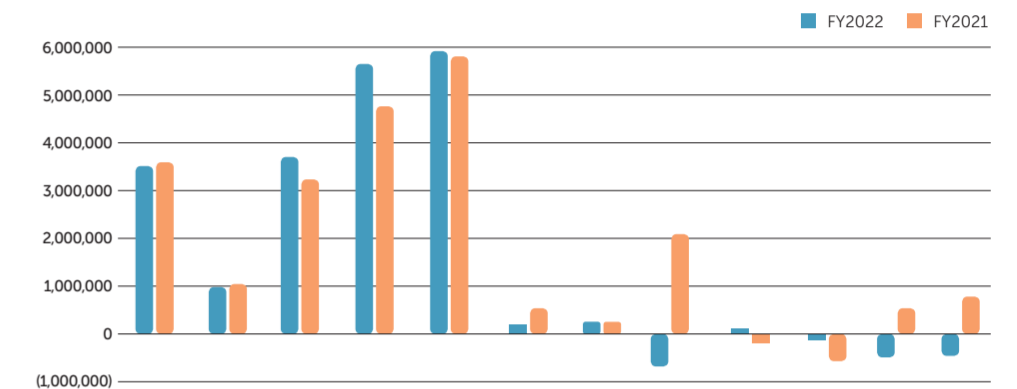
Dr Jeremy Lim  
Chairman

## FY2021/22

# Financial Highlights

## Total Income for the Year

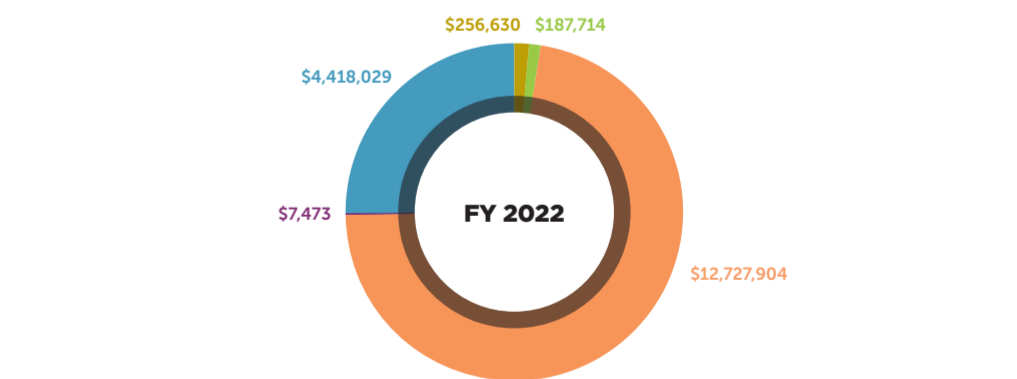
	FY 2022	FY 2021
Voluntary Income & Income from Fundraising Activities	3,495,074	3,586,930
Investment Income	964,947	1,037,184
Patients' Fees	3,702,577	3,227,293
Government Subvention Grant	5,638,729	4,752,165
Other Grants	5,909,398	5,807,168
Amortisation of Deferred Capital Grants	170,555	517,153
Others	241,651	256,278
Fair Value (Losses)/Gains on Financial Assets at FVTPL - Investments	(662,759)	2,076,319
Fair Value Gains/(Losses) on Financial Assets at FVTPL - Forward Exchange Contracts	91,514	(194,824)
Unrealised Foreign Exchange Losses	(141,307)	(579,414)
Realised Foreign Exchange (Losses)/Gains	(517,166)	532,548
(Losses)/Gains on Disposal of Financial Assets	(449,573)	787,653
	<b>18,443,640</b>	<b>21,806,453</b>



	Voluntary Income & Income from Fundraising Activities	Investment Income	Patients' Fees	Government Subvention Grant	Other Grants	Amortisation of Deferred Capital Grants	Others	Fair Value (Losses)/Gains on Financial Assets at FVTPL - Investments	Fair Value (Losses)/Gains on Financial Assets at FVTPL - Forward Exchange Contracts	Unrealised Foreign Exchange Losses	Realised Foreign Exchange (Losses)/Gains	(Losses)/Gains on Disposal of Financial Assets
FY 2022	3,495,074	964,947	3,702,577	5,638,729	5,909,398	170,555	241,651	(662,759)	91,514	(141,307)	(517,166)	(449,573)
FY 2021	3,586,930	1,037,184	3,227,293	4,752,165	5,807,168	517,153	256,278	2,076,319	(194,824)	(579,414)	532,548	787,653

## Total Expenditure for the Year

	FY 2022	FY 2021
Fundraising Costs	256,630	133,072
Investment Management Expenses	187,714	167,013
Charitable Activities	12,727,904	11,043,449
Impairment Loss on/(Reversal of) trade receivables	7,473	(39,459)
Governance Activities	4,418,029	4,121,610
	<b>17,597,750</b>	<b>15,425,685</b>



## Explanatory Notes

- Charitable activities**  
Costs of charitable activities comprise all costs incurred in the pursuit of the charitable objects of the Hospice which is the provision of inpatient and home care services to the terminally ill. The total costs of charitable expenditure include an apportionment of support costs.
- Governance activities**  
Governance activities comprise all costs attributable to the general running of the Hospice in providing the governance infrastructure and in ensuring public accountability. These costs include costs related to constitutional and statutory requirements, and include an apportionment of overhead and support costs.

The full set of audited financial statements can be downloaded from our website at [www.doverpark.org.sg](http://www.doverpark.org.sg).



Scan this QR code for full FY2021-22 Financial Report.

Timothy Liu  
Chief Executive Officer







# Making Every Moment Matter

OVER  
**262800**  
 HOURS

Treating our patients with respect and preserving dignity till the very end

## Our Committees

Dover Park Hospice's Committees

- 1. APPOINTMENT AND NOMINATION COMMITTEE**
- A/Prof Jeremy Lim (Chairman)
  - Ms Angelene Chan
  - Prof Ho Yew Kee

- 2. AUDIT, RISK AND GOVERNANCE COMMITTEE**
- Mr Low Chee Wah (Chairman)
  - Prof Ho Yew Kee (Vice Chairman)
  - Mr Tham Chee Soon
  - Mr Wilson Tan
  - Mr Gerry Chng

- 3. BUILDING AND DEVELOPMENT COMMITTEE**
- Ms Angelene Chan (Chairman)
  - Dr Lionel Lee (Vice Chairman)
  - Mr Loh Hai Yew
  - Mr Kenneth Sim
  - Dr Wu Huei Yaw
  - Mr Timothy Liu (Management)
  - Dr Mervyn Koh (Management)
  - Mr Kenneth Chan (Management - Last Day of Service: 2 March 2022)
  - Mr Manmoh Singh (Management - Date of Appointment: 4 May 2022)

- 4. COMMUNICATIONS AND OUTREACH COMMITTEE**
- Mr Paul D. Gagnon (Chairman)
  - Ms Shefall Srinivas (Vice Chairman)
  - Mr Lester Lee
  - Ms Ai Ling Sim-Devadas
  - Mr Andy Seet
  - Mr Jack Ang
  - Mr Alfred Low
  - Mr Danny Yeo
  - Ms Genevieve Kuek
  - Ms Manisha Tank
  - Ms Siti Rohanah Binte Mohamad Koid
  - Dr Tanya Tierney
  - Ms Suzanne Lim

- 5. EXECUTIVE COMMITTEE**
- A/Prof Jeremy Lim (Chairman)
  - Ms Angelene Chan (Vice Chairman)
  - Prof Ho Yew Kee (Honorary Secretary)
  - Ms Cheng Yoke Ping (Assistant Hon Secretary)
  - Ms Diane Chen Dan (Honorary Treasurer)
  - Ms Ong Ai Hua (Assistant Honorary Treasurer)

- 6. FUNDRAISING COMMITTEE**
- Dr Kwa Chong Teck (Co-Chairman)
  - Dr Karen Soh (Co-Chairman)
  - Dr June Goh
  - Ms Joy Tan
  - Mr Kenneth Tan
  - Ms Shan Tjio
  - Ms Shauna Teo
  - Ms Tiffany Varinata
  - Mr Johnny Lam
  - Mr Alex Tan Tiong Huat
  - Ms Lim Hon Ing (Appointed on 17 November 2021)

- 7. HUMAN RESOURCE COMMITTEE**
- Ms Deanna Ong (Chairman)
  - Dr Kwa Chong Teck (Vice Chairman)
  - Mr Anthony Chee
  - Mr Robert Chew
  - Mr Robert Goh
  - Ms Ong Ai Hua
  - Dr Seet Ju Ee

- 8. INFORMATION TECHNOLOGY COMMITTEE**
- Mr Shee Gim Leng (Chairman)
  - Mr Paul D. Gagnon
  - Mr Lester Lee
  - Col (Retired) Rupert Gwee
  - Mr Ying Shao Wei

- 9. INVESTMENT COMMITTEE**
- Prof Ho Yew Kee (Chairman)
  - Mr Guan Ong (Vice Chairman)
  - Mr Freddy Orchard
  - Mr Ho Hin Wah
  - Mr Joel Cheng
  - Ms Lissa Toh

- Endowment Fund Trustees**
- Ms Jacqueline Khoo
  - Dr Seet Ai Mee
  - Prof Tay Boon Keng

- 10. MEDICAL PROFESSIONAL AUDIT COMMITTEE**
- Adjunct A/Prof Mark Chan Peng Chew (Chairman)
  - Dr Angel Lee (Vice Chairman)
  - Dr Gilbert Fan
  - Dr Robert Lim
  - Dr Tiew Lay Hwa
  - Dr Uma Rajan
  - Dr Wu Huei Yaw
  - Mr Wu Tuck Seng
  - Mrs Nellie Yeo
  - Dr Alan Ong
  - Dr Kwa Chong Teck

- 11. MEDIFUND COMMITTEE (APPOINTED BY MOH)**
- Prof Ho Yew Kee (Chairman)
  - Dr Ian Leong
  - Ms Jenny Bong

The Medifund Committee was appointed by MOH for a tenure of 4 years from 1 April 2021 to 31 March 2025.

- 12. VOLUNTEERS COMMITTEE**
- Dr Tanya Tierney (Chairman)
  - Mr Raymond Chiang
  - Mr Muhammad Agus Bin Othman
  - Ms Janice Phua
  - Mr Gilbert Lew
  - Mr Sia Ooi Kong
  - Ms Chan Choo Lin
  - Ms Ler Yu-Min
  - Mrs Pearl Lim
  - Mr Bernard Yeo
  - Ms Linda Hart
  - Ms Cheah Li Yean
  - Ms Yeo Tze Yee
  - Ms Lim Guek Har
  - Mr Kelvin Fong
  - Ms Yeo Jing Ping

## Governance Evaluation Checklist

### Advanced Tier

S/N	Code guideline	Code ID	Response
<b>Board Governance</b>			
1.	<b>Induction and orientation</b> are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
<b>Are there governing board members holding staff appointments? (skip items 2 and 3 if "No")</b>			
2.	Staff does <b>not chair</b> the Board and does <b>not comprise more than one third</b> of the Board.	1.1.3	NA
3.	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	NA
4.	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) <b>can only serve a maximum of 4 consecutive years.</b>	1.1.7	Complied
If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.			
5.	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied
6.	The Board conducts <b>self evaluation</b> to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
<b>Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")</b>			
7.	The charity discloses in its annual report the <b>reasons for retaining the governing board member who has served for more than 10 consecutive years.</b>	1.1.13	NA
8.	There are <b>documented terms of reference</b> for the Board and each of its committees.	1.2.1	Complied
<b>Conflict of Interest</b>			
9.	There are documented procedures for governing board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied
10.	Governing board members <b>do not vote or participate</b> in decision making on matters where they have a conflict of interest.	2.4	Complied
<b>Strategic Planning</b>			
11.	The Board <b>periodically reviews and approves the strategic plan</b> for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied
12.	There is a documented plan to <b>develop the capacity and capability</b> of the charity and the Board monitors the progress of the plan.	3.2.4	Complied

S/N	Code guideline	Code ID	Response
<b>Human Resource and Volunteer<sup>2</sup> Management</b>			
13.	The Board approves <b>documented human resource policies</b> for staff.	5.1	Complied
14.	There is a <b>documented Code of Conduct</b> for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
15.	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
<b>Are there volunteers serving in the charity? (skip item 16 if "No")</b>			
<b>Yes</b>			
16.	There are <b>volunteer management policies</b> in place for volunteers.	5.7	Complied
<b>Financial Management and Internal Controls</b>			
17.	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	NA
18.	The Board ensures that <b>internal controls for financial matters</b> in key areas are in place with <b>documented procedures.</b>	6.1.2	Complied
19.	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
20.	The Board ensures that there is a process to <b>identify, and regularly monitor and review</b> the charity's <b>key risks.</b>	6.1.4	Complied
21.	The Board approves an <b>annual budget</b> for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
<b>Does the charity invest its reserves, including fixed deposits? (Skip item 22 if "No")</b>			
<b>Yes</b>			
22.	The charity has a <b>documented investment policy</b> approved by the Board.	6.4.3	Complied
<b>Fundraising Practices</b>			
<b>Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if "No")</b>			
<b>Yes</b>			
23.	All collections received (solicited or unsolicited) are <b>properly accounted for</b> and <b>promptly deposited</b> by the charity.	7.2.2	Complied
<b>Did the charity receive donations in kind during the financial year? (skip item 24 if "No")</b>			
<b>Yes</b>			
24.	All donations in kind received are <b>properly recorded</b> and <b>accounted for</b> by the charity.	7.2.3	Complied
<b>Disclosure and Transparency</b>			
25.	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied
<b>Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if "No")</b>			
<b>No</b>			
26.	<b>No</b> governing board member is involved in setting his own remuneration.	2.2	NA
27.	The charity discloses the <b>exact</b> remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated.	8.3	NA

S/N	Code guideline	Code ID	Response
<b>Does the charity employ paid staff? (skip items 28, 29 and 30 if "No")</b>			
<b>Yes</b>			
28.	No staff is involved in setting his own remuneration.	2.2	Complied
29.	The charity discloses in its annual report – (a) the total annual remuneration for <b>each of its 3 highest paid staff</b> who each has received remuneration (including remuneration received from the charity's subsidiaries) <b>exceeding \$100,000</b> during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.	8.4	Complied
The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that <b>none</b> of its paid staff receives more than \$100,000 each in annual remuneration.			
30.	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family <sup>3</sup> belonging to the Executive Head <sup>4</sup> or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied
The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family <sup>3</sup> belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.			
<b>Public Image</b>			
31.	The charity has a <b>documented communication policy</b> on the release of information about the charity and its activities across all media platforms.	9.2	Complied

Notes:

- Staff: Paid or unpaid individuals who are involved in the day-to-day operations of the charity, e.g. an Executive Director or Administrative personnel.
- Volunteer: Persons who willingly give up time for charitable purposes, without expectation of any remuneration. For volunteers who are involved in the day-to-day operations of the charity, they should also abide by the best practices set out in the Code applicable to 'staff'.
- Close member of the family: Those family members who may be expected to influence, or be influenced by, that person in their dealings with the charity. In most cases, they would include:
  - That person's children and spouse;
  - Children of that person's spouse; and
  - Dependants of that person or that person's spouse.

## Our Management

**CHIEF EXECUTIVE OFFICER**  
 Mr Timothy Liu  
 (Date of Appointment: 7 March 2016)

**MEDICAL DIRECTOR**  
 Dr Mervyn Koh

**SENIOR CONSULTANT**  
 Dr Allyn Hum  
 Dr Joseph Ong Yew Jin

**CONSULTANT**  
 Dr Yee Choon Meng

**PRINCIPAL RESIDENT PHYSICIAN**  
 Dr Yea Kok Chin

**SENIOR RESIDENT PHYSICIAN**  
 Dr Martin Lee

**RESIDENT PHYSICIANS**  
 Dr Hoh Sek Yew  
 Dr Chia T-Yunn  
 Dr Drusilla Teo  
 (Date of Appointment: 4 October 2021)

**DIRECTOR OF NURSING**  
 Ms Chin Soh Mun

**HEAD, SOCIAL WORK AND PSYCHOSOCIAL SERVICES**  
 Ms Martha Ng

**MANAGER, FINANCE, ADMIN AND PATIENT SERVICES**  
 Ms Karen Tan

**MANAGER, COMMUNICATIONS AND OUTREACH**  
 Ms Jenny Goo

**MANAGER, FUNDRAISING**  
 Mr Alex Ho

**MANAGER, INFORMATION TECHNOLOGY**  
 Mr Kwok Wing Kit  
 (Last Day of Service: 27 March 2022)  
 Mr Tan Chong Boon  
 (Date of Appointment: 7 April 2022)

**MANAGER, HUMAN RESOURCE**  
 Ms Teresa Tang

**MANAGER, VOLUNTEER PROGRAMME**  
 Ms Tok Shou Wee

**MANAGER, OPERATIONS AND FACILITIES**  
 Mr Kenneth Chan  
 (Last Day of Service: 2 March 2022)  
 Mr Manmoh Singh  
 (Date of Appointment: 4 May 2022)

**MANAGER, TRAINING**  
 Ms Tan Li Kuan

**STAFF-IN-CHARGE, RESEARCH**  
 Ms Tay Ri Yin