



Creating Moments That Matter

DOVER PARK HOSPICE
ANNUAL REPORT 2023/24



DOVER PARK HOSPICE
Every Moment Matters

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Front Cover: Nurse Clinician Lee Jia Fang sharing a moment of joy with a Day Care client

Our Vision

To be the centre of excellence for palliative care services, education and research

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 the grieving families

Our Core Values

Excellence, Team Work and Compassionate Care

Our volunteer exchanges high-five with a Day Care client

Chairman's Message

“As we look ahead, let us continue to innovate, integrate, and expand our services to meet the evolving needs of our patients and their families.”

As we reflect on the past year, I am filled with immense pride and gratitude for the strides that Dover Park Hospice has made in advancing palliative care through innovation, integration, and expansion.

Our commitment to providing holistic and compassionate care has never been stronger, and it is through the collective efforts of our dedicated team, volunteers, and partners that we continue to make every moment matter for our patients and their families.

Embracing Innovation

Innovation remains a cornerstone of our journey of improving clinical outcomes and caring for patients and their families. This year, we moved towards embracing new technologies such as Respiree Tele-monitoring, use of Virtual Reality (VR) for our Day Care clients as well as robots to augment the clinical care for our patients. Through these cutting-edge technologies, we aim to enhance patient care and monitor vital signs more efficiently. Additionally, our Pharmacy Automation project has streamlined medication management, ensuring that our patients receive timely and accurate prescriptions, thereby improving safety and efficacy in medication administration.

Integrated Palliative Care

Our Integrated Palliative Care Programme stands as a testament to our commitment to seamless and comprehensive care. By integrating services across various settings, we ensure that our patients receive consistent and personalised care tailored to their unique

needs. This programme has allowed us to deliver holistic care that addresses not only the physical but also the emotional, psychosocial, and spiritual well-being of our patients. The success of this programme is evident in the positive outcomes for patients with end-stage organ failure, who have reported improved quality of life and symptom management.

Home Care Expansion

In a significant move to extend our reach and impact, we announced the expansion of our Home Care services to serve patients island-wide from 1 April 2024. This expansion will allow us to bring our compassionate care to more homes, ensuring that patients can receive the support they need in the comfort and familiarity of their home environment. This initiative aligns with the national focus on increasing community-based care and supports the growing preference for home-based end-of-life care.

Pilot Capitation Funding Model

One year into our pilot capitation funding model, we have observed promising progress. This model has provided us with the flexibility to tailor care based on patients' needs and conditions, reducing administrative burdens and improving care delivery efficiency. The initial results have been encouraging, and we remain committed to refining and expanding this model to enhance patient outcomes and sustainability. This innovative approach has the potential to transform the way palliative care is funded and delivered, ensuring that resources are allocated

effectively and efficiently to meet the needs of our patients.

Research and Education

Our dedication to research and education continues to drive our mission forward. Dover Park Hospice, in collaboration with the Palliative Care Centre for Excellence in Research and Education (PaC), has made significant contributions to palliative care research, including studies on non-cancer illnesses and the effectiveness of community palliative care models. Our training and education programmes have also grown, with new courses and accreditations empowering healthcare professionals with the skills and knowledge to deliver high-quality palliative care. Of particular note is the Master of Science in Holistic Palliative Care (HoPE) programme in palliative care launched with the Nanyang Technological University's Lee Kong Chian School of Medicine and the National Healthcare Group (NHG). PaC has been instrumental in advancing palliative care knowledge and practice through its comprehensive training programmes, workshops, and conferences. These initiatives have not only equipped healthcare professionals with the necessary skills but have also fostered a collaborative learning environment, promoting exchange of ideas and best practices.

Supporting the Nation

Aligned with the 2023 National Strategy for Palliative Care, Dover Park Hospice has laid stronger foundations for the

palliative care community. We have focused on enhancing access, quality, and the care environment by expanding Home Care, integrating services, and leveraging technology, in direct support of the national strategy's goals. DPH is proud to be at the forefront of this national effort, working collaboratively with other stakeholders to ensure that all individuals with life-limiting illnesses have access to the compassionate and comprehensive care that they deserve.

Penning this message as the Chairman of Dover Park Hospice for the last time, I would like to

take this opportunity to extend my heartfelt appreciation to our dedicated Council members, staff, volunteers, donors, and partners. Your unwavering support and commitment have been instrumental in our achievements. As we look ahead, let us continue to innovate, integrate, and expand our services to meet the evolving needs of our patients and their families. Together, we can create moments that matter.

**Associate Professor
Jeremy Lim**
Chairman
Dover Park Hospice



**Together,
we can
create
moments
that
matter.**

Honouring Our Past, Welcoming Our Future

Farewell, our red brick abode

Dover Park Hospice bade goodbye to our old building at 10 Jalan Tan Tock Seng, with a heartwarming farewell party, themed “Honouring Our Past, Welcoming Our Future”. We acknowledge and sincerely thank everyone who has contributed and supported our cause over the years and look forward to your continued support at our new premises in the TTSH Integrated Care Hub!



As we honour our past, we also welcome the future with great excitement!

“Far
10 No
Well v



THE STRAITS TIMES

Tuesday, October 31, 2023

Dover Park Hospice moves to new and bigger home down the road



Retired lorry driver-turned-karung guni man Yang Tan Hoong, an inpatient at Dover Park Hospice, receiving welcome flowers from nurse clinician Tan Wei Xian on arrival at the hospice's new location on Monday. ST PHOTOS: JASON GUAN

New site is more technologically advanced, has larger daycare capacity

Judith Tan
Correspondent

Mr Yang Tan Hoong's face lit up when he realised his new bed was next to a large window. "My bed at the old place was next to the bathroom. It was hot and could get noisy. Now I get to see the greenery outside," said the retired lorry driver-turned-karung guni (rag and bone) man.

The 72-year-old, who is terminally ill, is among 20 inpatients who were moved from Dover Park Hospice (DPH) in Jalan Tan Tock Seng to its new location at the Tan Tock Seng Hospital Integrated Care Hub (TTSH-ICH) on Monday.

"We had made provisions in the event that patients were critically ill and could not be moved. A small medical team was supposed to have stayed back. Fortunately, everyone was well enough to make the move," said DPH medical director Mervyn Koh.

In 1997, when it was announced that the hospice was to be built in Dover Road, there was an appeal from students and staff of Singapore Polytechnic to move it further away from them.

The hospice was rented to Jalan Tan Tock Seng in 1993 and, 30 years on, it has moved to bigger and better premises.

Calling the move timely, DPH chief executive officer Liew Li Lian said: "We had to start daycare and home care services. During Covid, it was very hard to keep it going. 'I'm glad that we did because it helped us to see what other possibilities there are for people who need palliative care.'"

The new hospice is bigger, with a larger daycare capacity - 70 beds compared with 50 at the old place. Dr Liew said: "The services have outgrown the old building. It is more advanced at ICH, highlighting the current needs of palliative care."

The hospice's chief executive officer Liew Li Lian.



A team moving Mr Yang to the hospice's new location at Tan Tock Seng Hospital Integrated Care Hub. The 20 inpatients were taken to the new premises, less than a kilometre away, in two hours in five ambulances. Provisions were made in case patients were critically ill and could not be moved.



Betty, which has made the hospice her home, will not be moving but a team will take turns to return to feed her. ST PHOTOS: JASON GUAN, JASON GUAN

Source: The Straits Times



Coming Together as One Community

Our Executive Team



Back row – from left:

Ms Tan Li Kuan (Manager, Training), **Ms Atiqah Tanty** (Director, Nursing),
Dr Mervyn Koh (Medical Director), **Dr Tricia Yung** (Head, Home Care)

Front row – from left:

Dr Joseph Ong (Head, Inpatient Services), **Ms Roxanne Foo** (Head, Palliative Rehab Unit),
Ms Martha Ng (Head, Social Work & Psychosocial Services)



Back row – from left:

Mr Max Singh (Assistant Director, Admin, Operations, Facilities & Clinical Operations),
Dr Liew Li Lian (Chief Executive Officer), **Ms Tok Shou Wee** (Senior Manager, Volunteer Programme)

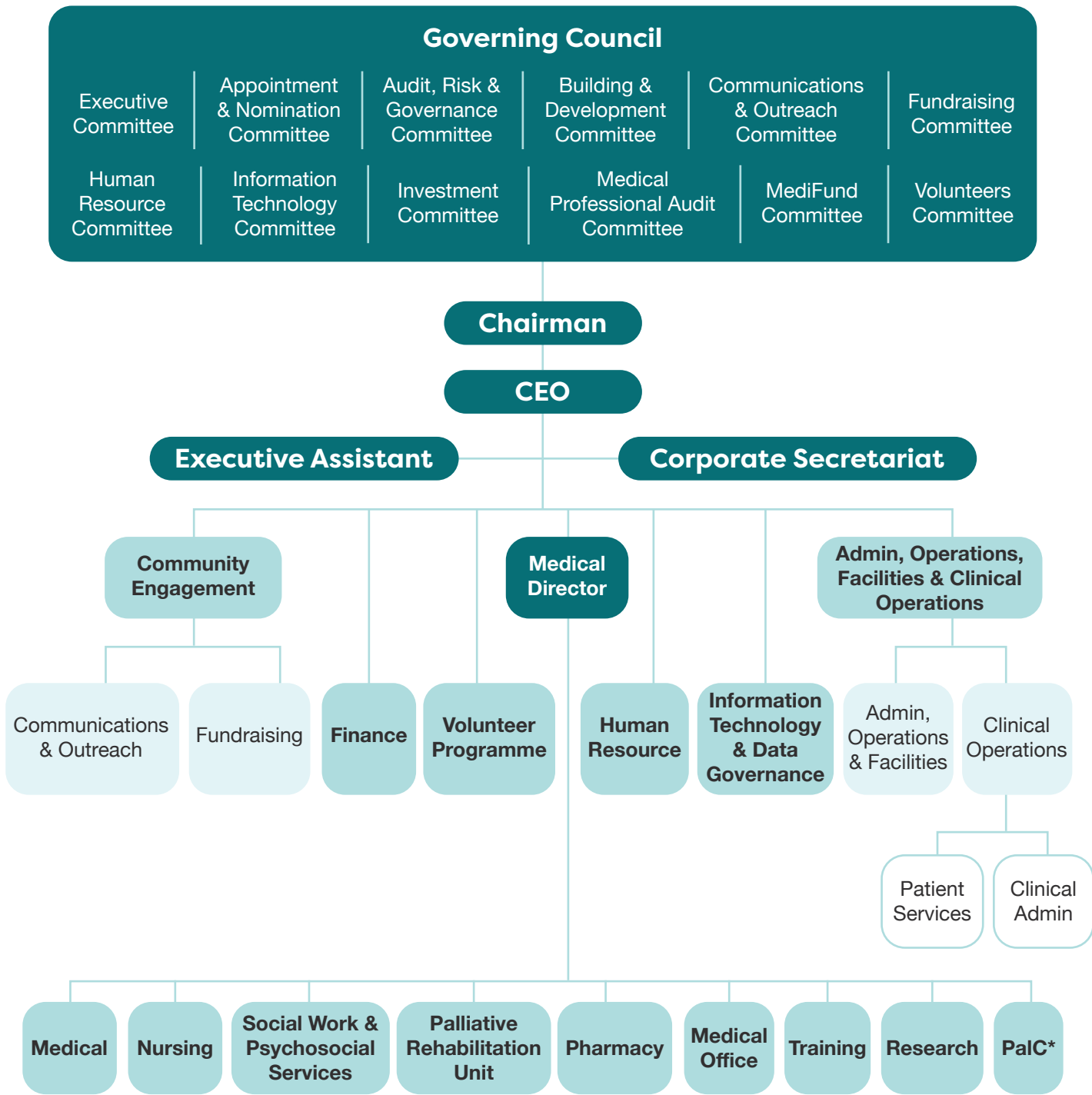
Front row – from left:

Mr Tan Chong Boon (Senior Manager, Information Technology and Data Governance),
Ms Jenny Goo (Senior Manager, Community Engagement), **Mr Eddie Tan** (Assistant Director, Community Engagement), **Ms Snow Yang** (Senior Manager, Finance)

Not in picture: **Ms Teresa Tang** (Senior Manager, Human Resource)

Our Organisational Structure

Council Structure



*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.

Our Management

- Chief Executive Officer**
Dr Liew Li Lian
- Medical Director**
Dr Mervyn Koh
- Director, Nursing**
Ms Atiqah Tanty
- Head, Inpatient Services**
Dr Joseph Ong
- Head, Home Care**
Dr Tricia Yung
- Head, Social Work and Psychosocial Services**
Ms Martha Ng
- Head, Palliative Rehab Unit**
Ms Roxanne Foo
- Assistant Director, Admin, Operations, Facilities & Clinical Operations**
Mr Max Singh
- Assistant Director, Community Engagement**
Mr Eddie Tan
- Senior Manager, Community Engagement**
Ms Jenny Goo
- Senior Manager, Finance**
Ms Snow Yang
- Senior Manager, Human Resource**
Ms Teresa Tang
- Senior Manager, Information Technology and Data Governance**
Mr Tan Chong Boon
- Senior Manager, Volunteer Programme**
Ms Tok Shou Wee
- Manager, Training**
Ms Tan Li Kuan
- Lead, Pharmacy**
Ms Peh Zi Xin
- Lead, Research**
Ms Tay Ri Yin

Patient Statistics



	Number of Patients Admitted	 Gender 	Average Length of Stay (days)	Average Age	% of Low Income Patients*
 Inpatient	416	244172	28	76	69.8%
 Home Care	865	387478	85	81	65.7%
 Day Care	32	2111	95	79	80.4%

*per capita household income of less than or equal to \$1,200 per month

Making A Difference



\$1,244,696
Sunflower Charity Gala 2023

We concluded Dover Park Hospice’s 30th Anniversary celebrations with our annual fundraiser on 19th August 2023, together with around 480 guests who attended in support of our hospice’s cause. Themed “An Evening with Pearls”, this year’s Sunflower Charity Gala was held in-person at The Ritz-Carlton, Millenia Singapore. The Gala dinner was graced by Mr Masagos Zulkifli, Minister for Social and Family Development, Second Minister for Health and Minister-in-charge of Muslim Affairs as Guest-of-Honour, and the hospice’s patron, Dr Tony Tan Keng Yam.

Our deepest appreciation to the Tote Board who provided us with matching through the Enhanced Fund-Raising (EFR) Programme and our donors and sponsors who helped us raise over \$1.2 million dollars.



\$406,061
Charity Golf Tournament 2023



On 27th April 2023, we held our 30th Anniversary Charity Golf tournament at the Orchid Country Club. The event raised a total of \$406,061, through the support of Tote Board as well as 144 individual and corporate donors.

Our heartfelt gratitude to all donors and sponsors for joining us in celebrating 30 years of making moments matter for our patients through their generous support.



\$323,199
Year-end Mailer

We successfully raised more than \$300k from our year-end festive mailer between November 2023 and March 2024, with the same theme as our Farewell Party: “Honouring our Past and Welcoming our Future”.

Appreciating Our Partners

Every Moment Matters

Every Moment Matters, our annual appreciation event for individual, corporate, and community partners was held on 9th June 2023. With us that day were partners from various industries — from education and construction to pharmaceuticals and telecommunications.

Special thanks to Mr Alan Lim for taking the time to share his inspiring journey volunteering with Dover Park Hospice since 2015. We thank all our partners for their generosity and unwavering support! Let us continue to work together to make every moment matter for our patients.



Dr Mervyn Koh presents an appreciation certificate to community partner, Raffles Girls School

A Tribute to Madam Agnes Tan, The Late Centenarian Philanthropist

Madam Agnes Tan



Image source: The estate of the late Madam Agnes Tan

Tun Dato Sir Tan Cheng Lock



A Life of Philanthropy

Known affectionately as “Su” (an abbreviation for “Bongsu”, a Malay word referring to the youngest child), Madam Agnes Tan was the youngest daughter of Tun Dato Sir Tan Cheng Lock. While alive, she was remembered for her quiet, accommodating, and even-tempered demeanour, which coupled with her graceful presence, endeared her to many and reflected the values of her family’s legacy.

Blessed with wealth, beauty, and longevity, Madam Agnes Tan was born into a life of luxury. However, her upbringing was quite different and reflected the values of her father: austere but compassionate.

Throughout her life, Madam Agnes Tan made many significant contributions to institutions and charities, including educational foundations and cultural preservation societies like the Tun Tan Cheng Lock Centre for Asian Architectural and Urban Heritage, reflecting her deep commitment to philanthropy and the betterment of society.

Chinese leader who played a crucial role in the nation’s political history. He was most renowned as a founding member and the inaugural president of the Malayan Chinese Association. He was also a noted philanthropist who contributed to many charitable causes.

Madam Agnes Tan inherited her father’s charitable spirit and sense of duty. Like him, she was known as a great benefactor for many charitable causes and her substantial contributions made a positive and lasting impact on the lives of many.

A Patriarch’s Example

In February 2024, Dover Park Hospice received a significant gift from the estate of Madam Agnes Tan Kim Lwi (1920 – 2021). The late Madam Agnes Tan bequeathed this legacy gift in memory of her esteemed father, the late Tun Dato Sir Tan Cheng Lock, a prominent Malaysian Chinese statesman, community leader, and businessman.

Tun Dato Sir Tan Cheng Lock was a distinguished Malaysian

An Enduring Legacy

Madam Agnes Tan’s legacy gift comes at an opportune time for Dover Park Hospice as it undergoes monumental transformation to achieve its vision of being the centre of excellence for palliative care services, education, and research. Her endowment will enable our hospice to address the increasing demand for palliative care in Singapore and better meet the demands of an ageing society.

While the late Madam Agnes Tan remained single throughout her life, the legacy that she left behind will be in those that she touched through her charitable acts. The impact of her legacy gift to Dover Park Hospice will be felt for years to come.

This act of generosity is a testament to the late Madam Agnes Tan’s father, the late Tun Dato Sir Tan Cheng Lock’s enduring legacy of compassion and service to others, epitomised by her legacy gift to Dover Park Hospice.

It is also a beacon of hope for our patients and an inspiration to leave an enduring legacy in support of those in the final chapter of their lives.

Tun Dato Sir Tan Cheng Lock’s favourite poem:

Pisang emas dibawa berlayar

(Sail away with a bunch of bananas),

Masak sebiji di atas peti

(One ripe banana on a box),

Hutang emas boleh dibayar

(A debt of wealth can be repaid),

Hutang budi dibawa mati

(An act of kindness can never be returned).

If you like to find out how to leave a legacy gift for Dover Park Hospice, please email ce@doverpark.sg. You may also leave a donation in support of Dover Park Hospice at <https://www.doverpark.org.sg/donate/> or by scanning the QR code below.

Scan the QR code below using your mobile banking app to donate:



Our Volunteers - Time and Compassion in Action

Volunteers play a crucial role in delivering compassionate care, contributing countless hours that enhance patient care.

Over the past year (April 2023 – March 2024), our volunteers have collectively saved the hospice about 12,280 hours that would otherwise require additional staffing. This translates to a monetary value of nearly \$215,520, a remarkable contribution that allows us to allocate resources more effectively.

Beyond the numbers, volunteers also bring compassion and comfort that enrich the lives of our patients and their families. If you are looking for a meaningful way to make a difference, we invite you to join this extraordinary group of volunteers. Your time and care could make every moment matter for our patients and their families.

Scan the QR code below or visit www.doverpark.org.sg/volunteer-development/ to sign up as a volunteer.



Singapore Patient Action Awards 2023

In recognition of their exceptional dedication to helping others in need and significant contributions to improving social care delivery, our Diamond Group volunteers were awarded the Singapore Patient Support Group / Volunteer Group Award at the Singapore Patient Action Awards 2023.



Volunteer Appreciation

We are grateful to our dedicated volunteers, some of whom have been regularly volunteering with us for years!

Outstanding Volunteer of the Year	Ms Sabrina Tan
Special Recognition (Group)	Project Lim Kopi
Rookie of the Year	Ms Cecilia Chan

Kopi and Kindness: How her father's passing motivated Lay Suan to Volunteer

Ms Ng Lay Suan's father, the late Mr Ng Ah Cheng, was admitted to Dover Park Hospice in 2008 due to the terminal nature of his cancer. During his stay, the palliative care provided to her father left a lasting impression on her. As the team guided her through this trying time, she felt well-supported and realised how important palliative care was to families of cancer patients. With this, she made a promise to herself that she would contribute to Dover Park Hospice as a way to pay forward the kindness she received during one of the most vulnerable moments in her life.

After her father's passing in 2008, it was a challenging time for her as she was in the middle

of her own battle with cancer. She also decided to pour her focus into raising her child. Seven years passed, and she still held the promise she made at the back of her mind. In 2015, she finally joined Dover Park Hospice as a volunteer!

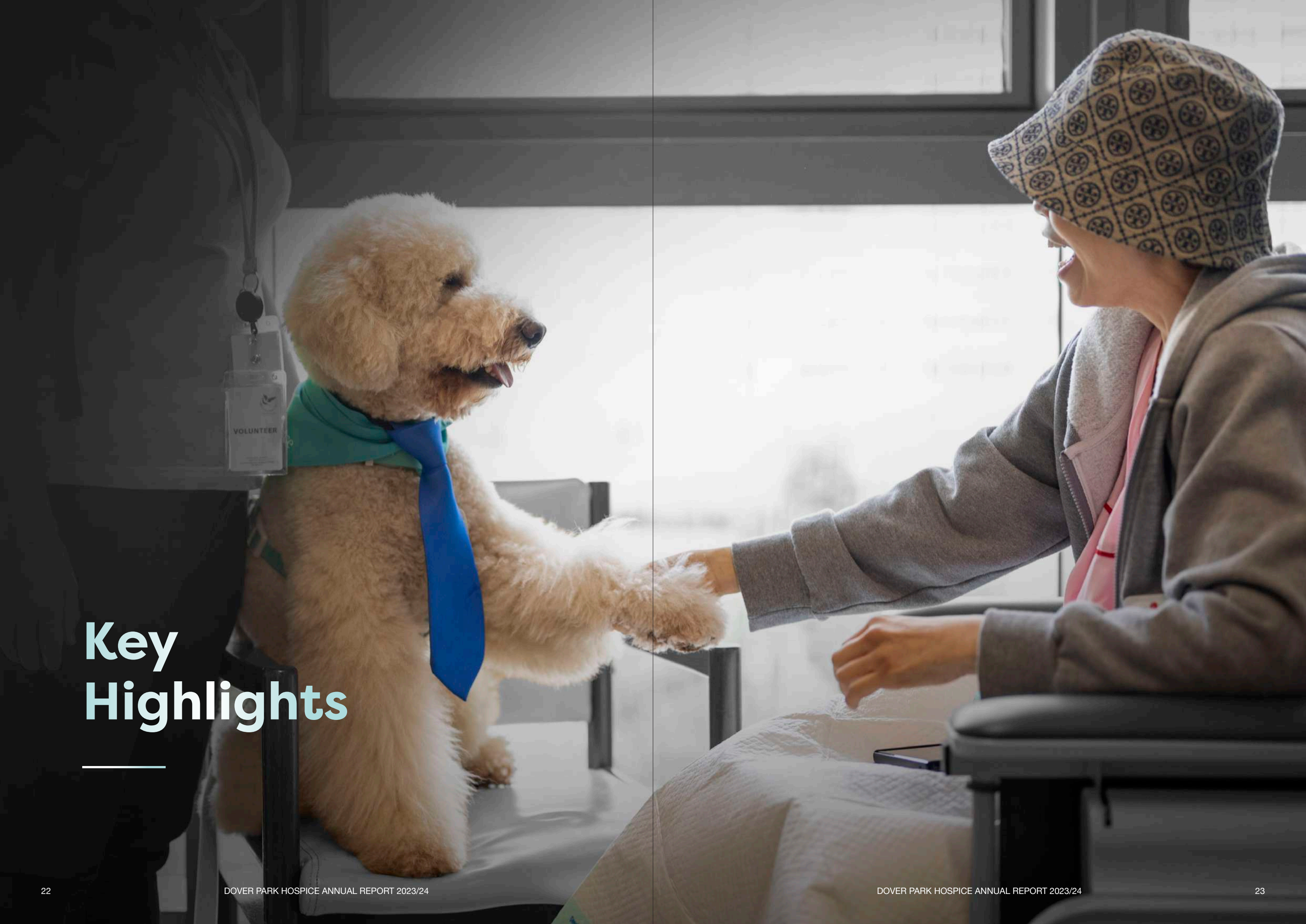
This year marks her ninth year with our volunteer programme. On some weekday mornings, Ms Ng can be found in our Day Care, helping to take kopi orders from patients joining our Lim Kopi sessions. Engineer by trade – now enjoying her semi-retirement – she introduced a receipt label printing format to help automate the food and drink orders from the patients and staff.

In a Father's Day interview with us, Ms Ng revealed that the day is a bittersweet time for her as it brings up fond memories spent with him. One such memory is that of their late-night suppers. Her father was a nightshift taxi driver and would often come back as late as 3am to have supper with the family. His mischievous side showed when he brought a durian to their beds to wake her and her siblings from sleep for a late-night durian feast!



“Volunteering at Dover Park Hospice brings me closer to the good memories of my father during his stay here.”

– Ms Ng Lay Suan,
Volunteer



Key Highlights

Exemplifying Excellence

Nurses' Merit Award 2023 and 2024

A heartfelt congratulations to Home Care Nurse Manager Mirza Abdul Halim and Nurse Clinician, Chang Yee Yee, who were among the recipients of the Nurses' Merit Award in 2023 and 2024 respectively for demonstrating exemplary care towards their patients and their loved ones.

In recognition of their performance and dedication in the community care sector, they received the award from Minister for Health, Mr Ong Ye Kung, presented the awards to Yee Yee and Mirza in recognition of their performance and dedication in the community care sector.

Mirza Abdul Halim



Chang Yee Yee



Community Excellence Awards 2023

Camellia Soon



Music Therapist Ms Camellia Soon was awarded Community Excellence Awards (Silver) 2023 from the Agency of Integrated Care. This award recognises the contributions of individuals who have demonstrated exemplary service and commitment in delivering quality care within the Community Care sector.

Our Staff in the Media



From left to right: Dover Park Hospice's Medical Director, Dr Mervyn Koh and Head of Social Work and Psychosocial Services, Ms Martha Ng, with caregiver, Ms Helen See Toh on CNA938's "Our Town" programme with Presenter Susan Ng

Dover Park Hospice Symposium 2023

Empowering Caregivers as Partners in the Caregiving Journey

Beyond our commitment to providing clinical services, Dover Park Hospice strives to be a centre of excellence in research.

In September 2022, we presented the results of a survey we conducted to understand how family caregivers, who are caring for a relative with a life-limiting illness, have been impacted by COVID-19 and inflation at the Caregiver Symposium on 6 April 2023. This one-day symposium included engaging presentations and experiential activities by staff and caregivers.

Reaching the Next Generation

Nurse Manager Pamela Koh and Advanced Practice Nurse Lee Jing Ru Share Their Experiences in Palliative Care

To raise awareness of palliative care nursing, Nurse Manager Pamela Koh and APN Lee Jing Ru shared their day-to-day challenges and personal experiences on *Rice Media* and *Mothership* in February 2023 and January 2024 respectively. These efforts aim to foster a greater public understanding and appreciation of their expertise and inspire the next generation of healthcare workers.



Nurse Manager Pamela Koh (in white) shares her experience with Rice Media.

Our Healing Touch

Caring for the Bereaved: Rose for Remembrance 2023 and 2024

Rose for Remembrance (RfR) is a memorial service held annually for both the bereaved and our staff to remember and honour our patients who have passed on. These events were held on 26 August 2023 and 3 August 2024 respectively. The most recent RfR was attended by 106 family members who came to remember their loved ones among the 923 patients who passed on between April 2023 – March 2024.

Our staff shared their journeys and reflections on caring for their loved ones or patients who had passed on. This was followed by an experiential activity where the Art Therapist facilitated the attendees in creating scented memory jars in honour of their departed loved ones.

Since 2022, the Social Work and Psychosocial Services team creates a different memory jar creation experience for the attendees.



Memory jars created during Rose for Remembrance 2023



Memory jars created during Rose for Remembrance 2024

The Role of Palliative Rehab

This year, our team conducted 3,907 therapy sessions, including 947 by Occupational Therapists and 404 by our Physiotherapist. Licensed therapists provide critical timely assessments, supporting patients to achieve their goals and spend time meaningfully on their end-of-life journey.

Therapy assistants support the therapists in carrying out these interventions, spending time and holding a supportive space with the patients and loved ones, facilitating and bearing witness to more moments created that matter.

Inpatient Activities Group Namaste Wednesdays

Engaging the basic senses, Namaste Care is a simple and yet effective interaction to affirm a person's presence and provide comfort. We have found it not only useful for persons with advanced dementia, but also for those approaching the end of life.

In the past year, we conducted 29 Group Namaste sessions, 16 in our new building, providing comfort and affirming patients' presence through sensory engagement.

Inpatient Activities Group Activity Thursdays

Since the return of group activities last year, the team has worked hard to increase the variety of meaningful activities available to our patients. This year, with food being a topic close to the hearts of many Singaporeans, we introduced culinary group sessions. Preparing familiar foods together and communal dining engages not just the hands but hearts too — our patients recall their secret recipes and reminisce precious memories of the past, all while making new ones!

This culinary group experience joins our array of activities that include physical exercise, themed crafts, and games. Over 300 group sessions with 1,435 group interactions were conducted this past year.

Day Care Client Activities R.I.S.E Programme for Breathlessness

Since its launch in 2021, 34 clients with chronic lung conditions have completed and graduated from our 3-month programme, learning more about their condition and gaining knowledge for self-management of their breathlessness at home. This is done with the support of the collaborative work of nurses, social workers and the rehab team, journeying alongside the clients in their disease. Part of a bigger collaboration with TTSH and other community programmes, our R.I.S.E programme was recognised for its good work at the 28th Singapore Palliative Care Conference in 2023, inspiring other community services to adapt it.

Adapting and Growing

Home Palliative Service Sees Boost in Number of Referrals and Use of Telemedicine

In FY23-24, a record high of 959 number of referrals was received by our Home Care team – a 10% increase from FY22-21.

Since the launch of telemedicine within home palliative service in March 2020, we have successfully aided 770 unique patients and more than 2,000 cumulative encounters as of February 2024, an average of 12% of all monthly clinical visits. This occurred as a result of the

Home Care team embracing the use of technology to augment and enhance the care experienced by patients and their caregivers without compromising on the quality of care. As our Home Care service continues to expand nationwide, we are committed to reaching our target of 20% of all monthly clinical visits of patients. As of 24 June 2024, we have reached 370 patients and we hope to cover 500 Home Care patients by 2025.

New Programmes

Respite Care

As part of better and seamless care integration, we have also established a ‘Respite Care’ Model which allows Home Care Patients to attend our Daycare Centre if their caregivers need to be away for a few days.

We have also admitted Home Care patients into our Inpatient wards for up to 28 days when family members or helpers were away for a period of time.

DPH-TTSH Integrated Palliative Care Programme

DPH also worked closely with Tan Tock Seng Hospital in the Integrated Palliative Care Programme to expand DPH’s services to accept more TTSH patients (especially non-cancer patients) and for them to have greater and earlier access to home palliative care.

Combined Workgroups from the 2 institutions were formed to facilitate closer collaboration and earlier transfers of patients from TTSH to DPH and to allow DPH patients to continue to have access to specialist care from TTSH Visiting Consultants.

Pharmacy Automation

In the last financial year, the Pharmacy team embarked on project planning and preparation for the implementation of our Pharmacy Automation initiatives.

All clinical team members were trained and assessed on their competency in operating this new system.



- We also rolled out the use of an Automated Dispensing Cabinet (ADC) to streamline medication handling in our hospice by securely storing drugs, ensuring accurate dispensing and enhancing traceability.
- In addition, we set up Integrated Care Hub pharmacy stores during our relocation for uninterrupted supply of medication for our patients.

Nurturing Our Teams

Upskilling Our Nurses

Our inpatient Registered Nurses were trained in performing care of patients with Peripherally Inserted Central Catheter (PICC) line intrathecal catheter and Continuous Ambulatory Delivery Device (CADD) pump. Furthermore, 95% of inpatient nurses have attended the in-house Basic Ostomy educational workshop. These trainings equip our nurses with the skills to treat patients with differing conditions.

In our commitment to keep pace with advanced clinical innovations, some inpatient nurses also received training to utilise wearable device “Respiree” to detect patients’ respiratory rate virtually.



Lee Jing Ru

Advanced Practice Nurse Lee Jing Ru has successfully completed her Collaborative Prescribing Programme in 2023. The programme trains Advanced Practice Nurses and pharmacists to prescribe under Collaborative Practice Agreements with medical practitioners.

In addition to her existing duties, she is now able to assess patients, make decisions on treatments, prescribe medication as well as conduct patient education and monitoring.

So don't be surprised to see nurses with stethoscopes around our wards!



Sharing Our Expertise

Exchanging Best Practices in Palliative Nursing



16 April 2023: Exchange visit to Higashi Sapporo Hospital

We hosted a **live telecast of the Mölnlycke – APAC Chronic Wound Summit** on 23 June 2023. Participants learned more about the M.O.I.S.T wound care model and gained insights from international experts about the best practices in chronic wound management, among other key learnings.

Former Director of Nursing, Ms Joyce Goo and Nurse Manager, Ms Pamela Koh **visited the Higashi Sapporo Hospital in Japan** on 16 April 2023 to learn about their holistic nursing services and exchange knowledge on nursing practices in palliative care, clinical innovations, and professional nursing development.

Supporting Clinical Attachments

As part of Dover Park Hospice’s involvement in developing our sector, we facilitated a total of 158 healthcare professionals’ clinical attachments from medical, nursing, allied health, therapy and pharmacy.

The group comprised of:

-  **75** Medical Doctors
-  **35** Nurses
-  **13** Allied Health Professionals
-  **35** Medical Students

Growing Palliative Nursing Capacity

This year, 21 registered nurses graduated with a Specialist Diploma in Palliative Care Nursing. Through this course, participants are equipped with the clinical knowledge and skills in palliative care for patients with life-limiting illnesses.

This course is taught in collaboration with the National Cancer Centre Singapore and School of Life Sciences, Ngee Ann Polytechnic.

Furthering Palliative Social Work Through Collaborative Research

We are embarking on a joint research study with Assisi Hospice, HCA Hospice Care, NUS School of Social Work and University of Melbourne School of Social Work on developing a feasible and scalable measurement system for Palliative Social Work Practice in Singapore.

This is the first local practice research to document the process and measure the outcomes of the psychosocial-spiritual screening, care plans and long term social work support for palliative patients and caregivers.



Sharing Our Expertise (Cont'd)

Thought Leadership: Palliative Care Centre for Excellence in Research and Education (PalC)

PalC Courses

Attended by 276 healthcare professionals in total, PalC had conducted 10 courses 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, legal and ethical aspects of end-of-life care, as well as self-care for the healthcare professional.

Ethics Webinar

PalC hosted its inaugural ethics symposium, “Translating Ethics into Humanistic Care” from 27-29 April 2023. This three half-day webinar was a significant success, attracting 104 attendees. The event focused on bridging ethical principles with compassionate patient care, providing valuable insights and fostering meaningful discussions among healthcare professionals. This milestone event underscores PalC’s commitment to integrating ethics into the core of humanistic care, enhancing our community’s understanding and application of ethical practices in palliative care.



Presenting in Multiple Research Conferences

DPH and PalC participated in a number of research conferences internationally, regionally and locally. Nurse Clinician, Sister Yee Yee presented a poster at the 33rd European Wound Management Association Conference in Milan. Our Medical Director, Dr Mervyn Koh, gave a talk on the cultures and traditions of dying in Singapore at the 18th European Association for Palliative Care (EAPC) World Congress in Rotterdam. Our Training Manager, Ms Tan Li Kuan also conducted a workshop on implementing virtual palliative care courses at this Congress.

The following three posters were presented at the 15th Asia Pacific Hospice Conference 2023 in Incheon:

- Developing a Competency Framework for Southeast Asia’s First Competency-Based Postgraduate Palliative Care Curriculum
- Joint effects of the COVID-19 pandemic and inflation on family caregivers of home-dwelling patients with life-limiting illnesses in Singapore
- Music therapy for Persons with Dementia at Home and Institution: Two Comparative Case Studies in the Inpatient and Home Care End-of-Life Care Setting

Locally, an unprecedented number of DPH staff participated in various capacities at the biennial **Singapore Palliative Care Conference (SPCC)** which was in its 8th edition in 2023. Besides poster presentations, talks and case/panel discussions were given and/or moderated by Dr Mervyn, Sister Yee Yee, as well as our inpatient Senior Consultant, Dr Joseph Ong, Head of Rehabilitation, Ms Roxanne Foo, and Head of Home Care, Dr Tricia Yung. Our Volunteer Programme Senior Manager, Ms Tok Shou Wee gave a talk on the role of volunteers in palliative care.

At the conference, the **National Strategy for Palliative Care 2023 – 2027**, which PalC and DPH played a part in charting, was unveiled by the Health Minister, Mr Ong Ye Kung.

Additionally, Advanced Practice Nurse Sylvia Lee, Music Therapist, Ms Camellia Soon, Occupational Therapist, Ms Loh Wan Ping and Senior Pharmacist, Ms Peh Zi Xin, facilitated a number of post-conference workshops. Our Pharmacist Ms Peh Zi Xin was also invited to give a talk on de-prescribing in patients with life-limiting illnesses at the **32nd Singapore Pharmacy Congress**.



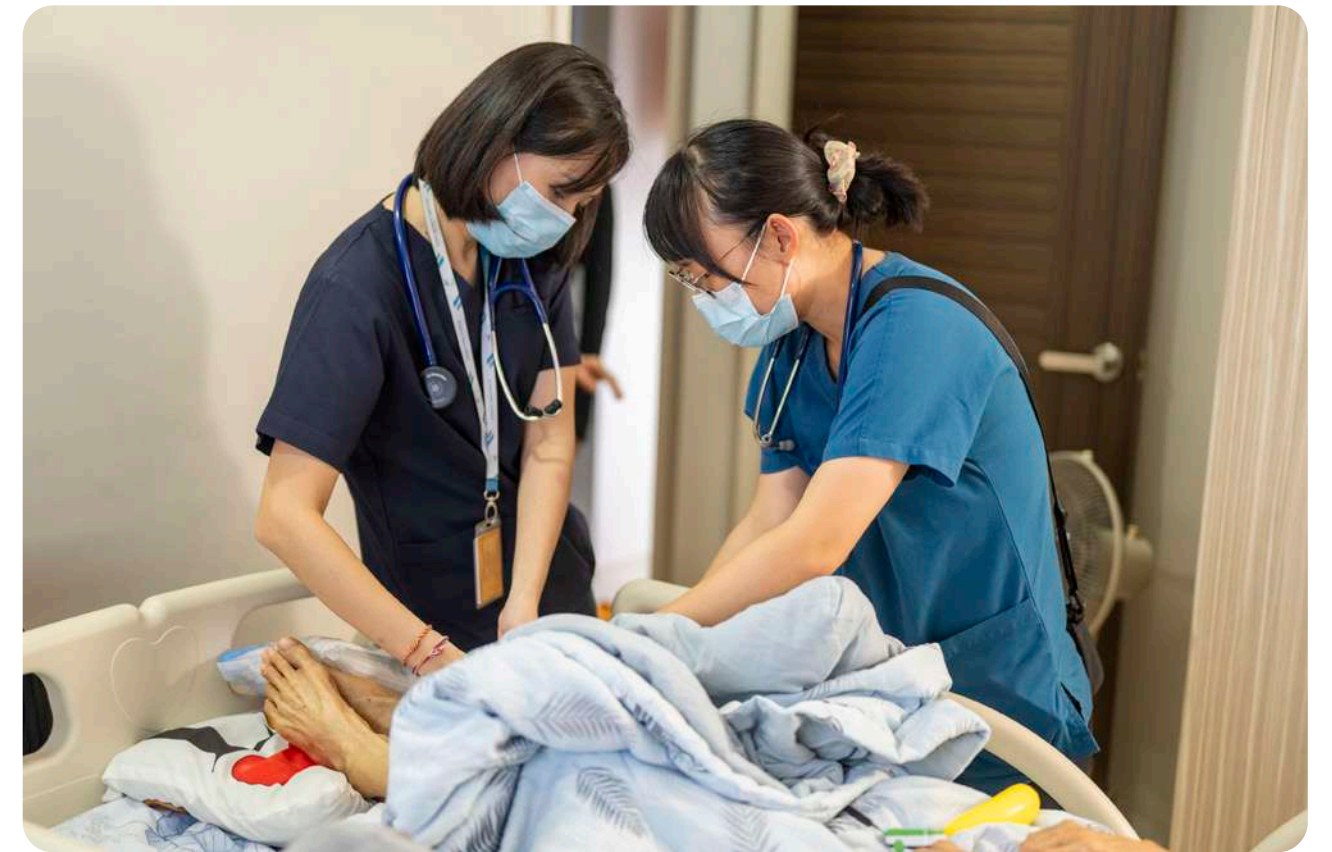
Transforming Care:

Our Clinical Programmes and Services

Scan the QR code
below for details of
our services



Home Care



Many patients prefer to be cared for in the comfort of their home and surrounded by the company of their loved ones, especially during their final moments.

To support the care of patients with a prognosis of less than a year at home, our home palliative care team of Doctors, Nurses, Medical Social Workers, Art Therapists and Music Therapists provide medical, nursing, social, psychosocial and spiritual care including after hours on-call service. In empowering caregivers with the confidence, knowledge and skills to care for their loved ones at home, our team will equip them with necessary training such as nursing or personal care to better care for their loved ones.



Inpatient



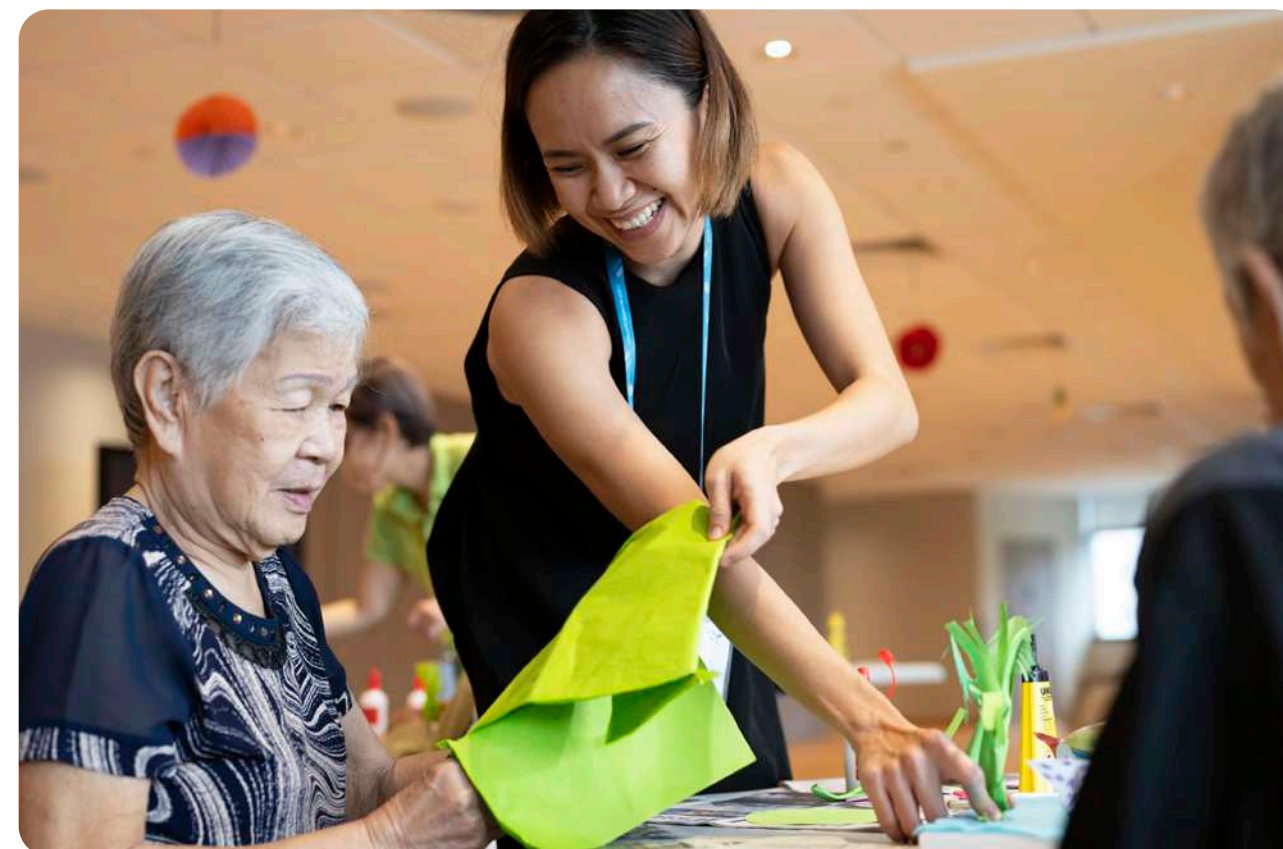
With advanced diseases, patients at their end-of-life may develop increasing symptoms such as pain and breathlessness which make care challenging and do not allow them to be cared for at home. As a result, many are admitted to hospitals with acute decline in function.

With our inpatient hospice care, patients with advanced, life-limiting illnesses or end-stage organ failure with a prognosis of less than three months can receive round-the-clock medical, nursing, psychosocial and spiritual care through a multidisciplinary team of Doctors, Nurses, Medical Social Workers, Physiotherapists, Occupational Therapists, Art Therapists, Music Therapists and Pharmacists.

Caregivers are also supported psychologically and emotionally with required training as some of the patients are able to be discharged home with stabilised symptoms.



Day Care



People with advanced illnesses may gradually become homebound due to the decline of their functional status. As a result, they may be socially isolated. Through psychosocial and therapy-based care, our Day Care focuses on improving the quality of life of our patients with diagnosis of less than one year (cancer or non-cancer). Activities such as mahjong, karaoke, bingo and board games are familiar methods to keep patients engaged socially and purposefully. They are channels of rehabilitation to exercise patients' senses and physical participation.

The nursing team monitors and manages clients' symptoms regularly. When caregivers need respite, our Day Care serves as a temporary service for their dependents, putting caregivers' minds at ease while they rest and recover. Two-way transport is also provided to designated areas near our premises.



Remembering Mr Saad and his legacy

Mr Mohd Saad bin Hussin was diagnosed with metastatic colon cancer and was initially referred to Dover Park Hospice Home Care service on 1 February 2021. He is fondly remembered as a loving husband and father, and was well-regarded by those who had the privilege of knowing him. Mr Saad had a notable 52-year career: 26 years in the Singapore Police Force and later at Singapore Airport Terminal Services (SATS). Known for his calm demeanour, dependability and diligence, Mr Saad's personable nature was widely appreciated by peers around him.

Mr Saad's cancer diagnosis did not dampen his spirit while he was receiving palliative

care at Dover Park Hospice. He maintained a cheerful disposition while living with cancer, and developed his newfound passion for art at Dover Park Day Care – creating more than 40 pieces of artworks with us! He had generously contributed some of his artworks for us to use in special events and celebrations. Mr Saad always had an active imagination since he was a child and worked diligently to bring about his artistic visions to life. Although Mr Saad was initially unsure about the quality of his work, he was pleasantly surprised to learn that some of his artworks were adopted by friends and relatives.



Mr Saad would regularly contribute his artworks to us. This four-panel painting was donated to Dover Park Hospice's Sunflower Charity Gala 2024 auction to raise funds for our patients. As the painting was untitled when he passed, his wife, Mdm Hafiah, kindly named it "Extravaganza", after its vibrant colours.



Mr Saad painting with our Art Therapist, Ms Celeste Choo

To view a compilation of his other artworks, scan the QR code below



Wife of the late Mr Saad, Mdm Hafiah, and Ms Martha Ng, Head of Social Work and Psychosocial Services, admiring his artworks at his memorial service.

Mr Saad built many meaningful relationships with his peers and staff members during his time at Dover Park Day Care. He also shared childhood stories of repurposing random items into functional objects.

Mr Saad's legacy continues to live on in the memories of his family and friends, as well as in his numerous artworks decorating our walls. He will also be fondly remembered and missed by the staff and volunteers of Dover Park Hospice.

Finding Purpose as a Hospice Therapy Assistant

Pancake (make 5-6 pcs)

(A) Dry ingredients

All purpose flour - 100g.
icing sugar - 25g
Baking powder - 7g.
Pinch of salt

(B) Wet ingredients - (mix well in a bowl)

Butter - 25g (melted in microwave 30± sec)
Milk - 150g
Egg - 1 no (55-60g)

(C) Frozen blue berries
or fresh

(D) Maple syrup/honey (E) ~~sugar~~ Butter

(F) Whipping cream.

Sift (A) into a large bowl, add (B) and mix well until batter is smooth.

Lightly oil pan, add 1 scoop (100ml) of batter into pan, add blue berries (amount of your choice) into batter. Once small holes appear on the batter, turn over to cook the other side.

or flip to check doneness of the pancake (golden brown).
Heat: - Medium low - Medium low.

Serve with (D), (E) or (F) (optional)

Blueberry pancake recipe by Richard.

Our staff and volunteers each bring their unique backgrounds to the table, and it is no different for our Therapy Assistant, Richard Lim. Richard brings a unique set of skills well suited to his current role with the Palliative Rehabilitation team of Dover Park Hospice. An extensive experience of over 20 years in the food and beverage (F&B) industry as a bartender, waiter, and chef, amongst many others, has instilled in him a deep sense of patience and empathy - ideal for his role as a Therapy Assistant.

One of the main reasons Richard was motivated to join the healthcare sector was due to the

realisation that his mother was getting on with age, as was he. He made the life-changing decision to leave the F&B industry as it was becoming more 'sedentary', deciding to get into better shape so that he could take better care of his mother. One thing led to another, and Richard found himself here at Dover Park Hospice.

As a Therapy Assistant, Richard works alongside Rehabilitation Therapists and his daily responsibilities include checking in with patients on their well-being and engaging them in various therapy interventions for cognitive stimulation and physical maintenance. Rehabilitation goes

hand in hand with palliative care as patients are supported and encouraged to participate in what is personally meaningful to them. Richard also supports, plans and conducts a variety of therapy activities - conducting exercise groups under our R.I.S.E. Programme, holding a therapeutic space with Namaste Care, taking patients out to our new sky garden for some fresh air and even to participate in Dover Park Hospice's 'Lim Kopi' sessions on Fridays.

Each month, the Palliative Rehabilitation team hosts culinary group sessions for inpatients as part of the DPH Group Activities

Programme held on Thursday afternoons. Richard plays a key role in planning out the culinary activities adapted to our patients' mobility and comfort levels. Patients are encouraged to participate in various fun tasks during the sessions, reminisce old memories while creating new ones together! The social interaction and meaningful creation help foster a sense of belonging and purpose during their time in Dover Park Hospice, making every moment matter and really 'living until the end'. Past sessions featured dishes such as pancakes, dumplings, and even pineapple tarts during Chinese New Year. This is where Richard's extensive experience in the F&B industry shines as he expertly selects and guides the preparation of dishes for these special events.

For those who are looking to volunteer or thinking of joining the palliative care sector, Richard advises: **"Teamwork, patience, empathy, tenderness and having a good listening ear are some of the traits required for this job. It's not going to be easy at times as we often grow attached to the patients, but thankfully, we have colleagues whom we can lean on if it gets tough."**

Richard also revealed that one of his favourite things to make are desserts! Here's a recipe for his popular blueberry pancakes!



Our Donors - Honour Roll

Our deepest appreciation to our individual and corporate donors for their contributions (\$8,000 and above) at our annual Sunflower Charity Gala held last year.

Thank you for your continued support towards our cause that sees our patients through their difficult times.

Individual

Bedmar Ernesto Francisco
Chan-Lien Margaret
Chen Dan, Diane
Chew Gek Khim
Chia Teck Chye
Deanna Ong Aun Nee
Gideon Lim Boon Leng
Goh Pheck Suan, June (Dr)
Ho Yew Kee (Prof)
Jeremy Lim (Dr)
Koh Keen Chuan Jerry (Dr)
Kwa Kim Li
Lily Siow Kon Sang
Low Suat Tin, Joni
Ong Ai Hua
Ong Joo Ee
Rajendran Kumaresan
Rin Huei Yen
Seet Ai Mee (Dr)
Shan Tjio
Soh Hui Hian, Karen (Dr)
Tan Hwei Ling
Tan Whei Mien, Joy
Tang Kong Choong (Dr)
Teo Li-Ming (Dr)
Vivien Tan Hui Ling (Dr)
Wong Mae Ling, Stephanie
Yeang Xian Wei (Dr)
Yong Kon Yoon

Organisation

Apex Cardiology Pte Ltd
DP Architects Pte Ltd
EMC Resources Pte Ltd
Fivehead Private Limited
Goh Foundation Limited
LSK Engineering (S) Pte Ltd
MC Investment Advisors Pte Ltd
Presto Expat Motoring Services Pte Ltd
Riverhub Pte Ltd
Singapore Pools (Pte) Limited
Trailblazer Foundation Ltd
UOB Kay Hian Private Limited
YueJi Pte Ltd

32nd Governing Council



A/Prof Jeremy Lim
Chairman
32nd Governing Council

Date of Last Election
20 August 2022

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



Ms Angelene Chan
Vice Chairman
Chairman, Building &
Development Committee

Date of Last Election
26 August 2023

Occupation
Chairman, DP Architects &
its Group of Companies



Prof Ho Yew Kee
Honorary Secretary
Chairman, Investment
Committee

Date of Last Election
26 August 2023

Occupation
Deputy Dean Chow Yei Ching
School of Graduate Studies
City University of Hong Kong



Mr Shee Gim Leng
Assistant Honorary
Secretary
Chairman, Information
Technology Committee

Date of Last Election
20 August 2022

Occupation
Deputy Director, Training and
Learning Systems Office, HTX



Ms Diane Chen Dan
Honorary Treasurer

Date of Last Election
20 August 2022

Occupation
Chief Financial Officer
NetLink NBN Trust



Ms Ong Ai Hua
Assistant Honorary Treasurer

Date of Last Election
26 August 2023

Occupation
Deputy Secretary
Ministry of Social and Family
Development

32nd Governing Council
(Cont'd)



Mr Low Chee Wah
Chairman
Audit, Risk & Governance
Committee

Date of Last Election
20 August 2022

Occupation
Retired / Former CEO



Mr Paul Gagnon
Chairman
Communications & Outreach
Committee

Date of Last Election
21 August 2021
(Resigned on 17 July 2024)

Occupation
Consultant



Dr Kwa Chong Teck
Co-Chairman
Fundraising Committee

Date of Last Election
20 August 2022

Occupation
Senior Advisor and Senior
Consultant
SingHealth



Dr Tanya Tierney
Chairman
Volunteers Committee

Date of Last Election
26 August 2023

Occupation
Assistant Dean Clinical
Communication, Lee Kong
Chian School of Medicine,
NTU Certified Teacher,
Mindful-Self-Compassion
and Self Compassion for
Healthcare Communities



Mr Guan Ong
Chairman
Investment Committee

Date of Last Election
26 August 2023

Occupation
Retired



Mr Chey Chor Wai
Member

Date of Last Election
20 August 2022

Occupation
Consultant



Dr Karen Soh
Co-Chairman
Fundraising Committee

Date of Last Election
20 August 2022

Occupation
Medical Director
AURA Clinic



Ms Deanna Ong
Chairman
Human Resource Committee

Date of Last Election
26 August 2023

Occupation
Chief People Officer
GIC



**Adjunct A/Prof Mark
Chan Peng Chew**
Chairman
Medical Professional Audit
Committee

Date of Last Election
20 August 2022

Occupation
Senior Consultant Geriatrician
Divisional Chairperson,
Division of Community and
Continuing Care
Tan Tock Seng Hospital



Ms Shefali Srinivas
Member

Date of Last Election
26 August 2023

Occupation
Head of Business
Communications, APAC
Meta



Ms Woo E-Sah
Member

Date of Last Election
20 August 2022

Occupation
Partner & Head of Assurance
RSM Singapore



Mr Henk R. De Glint
Member

Date of Last Election
26 August 2023

Occupation
Consultant

32nd Governing Council
(Cont'd)



Ms Sandy Foo
Member

Date of Last Election
26 August 2023

Occupation
Deputy Head, Corporate and Transactional Group
Head, Mergers & Acquisitions
Partner, Member of Executive Committee
Rajah & Tann



Dr Seet Ju Ee
Member

Date of Last Election
26 August 2023

Occupation
Senior Consultant, Department of Pathology
National University Hospital

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



Emeritus Prof (Dr) Lionel K H Lee
Honorary Council Member

Date of Last Election
Not Required

Occupation
Retired

Corporate Information

Registration
Dover Park Hospice (“DPH”) is registered as a Social Service Agency (previously referred to as Voluntary Welfare Organisation) in accordance with the Societies Act 1966. The Hospice is registered as a charity under the Charities Act 1994. The Hospice is approved as an Institution of a Public Character (IPC) under the provisions of the Income Tax Act. The Hospice’s tax-exempt status has been extended for 3 years from 1 October 2023 to 30 September 2026.

Registered Address
1 Tan Tock Seng Link
TTSH Integrated Care Hub
Singapore 307382

Unique Entity Number
S92SS0138D

Auditors
External Auditor: KPMG LLP
Internal Auditor: Deloitte & Touche
ERM Auditor (biennial):
Deloitte & Touche

Banker
DBS Bank Ltd

Fund Manager
Fullerton Fund Management
Company Ltd

Governing Council Members
Chairman of the 32nd Governing Council
A/Prof Jeremy Lim

Vice Chairman & Chairman, Building & Development Committee
Ms Angelene Chan

Honorary Secretary
Prof Ho Yew Kee

Assistant Honorary Secretary & Chairman, Information Technology Committee
Mr Shee Gim Leng

Honorary Treasurer
Ms Diane Chen Dan

Assistant Honorary Treasurer
Ms Ong Ai Hua

Chairman, Audit, Risk & Governance Committee
Mr Low Chee Wah

Chairman, Communications & Outreach Committee
Mr Paul D. Gagnon (resigned on 17 July 2024)

Co-Chairman, Fundraising Committee
Dr Kwa Chong Teck
Dr Karen Soh

Chairman, HR Committee
Ms Deanna Ong

Chairman, Investment Committee
Mr Guan Ong

Chairman, Medical Professional Audit Committee
Adjunct A/Prof Mark Chan
Peng Chew

Chairman, Volunteers Committee
Dr Tanya Tierney

Members
Ms Woo E-Sah
Mr Chey Chor Wai
Ms Shefali Srinivas
Mr Henk R. De Glint
Ms Sandy Foo
Dr Seet Ju Ee

Honorary Council Members
Dr Seet Ai Mee
Dr Jerry Lim
Emeritus Prof Lionel K H Lee

Property Trustees
Mr Robert Chew
Mr Chey Chor Wai

General Declaration

Nomination and Appointment
of Council Members

All Council members were nominated and appointed to Council at the 31st Annual General Meeting held on 26 August 2023. All Council members declared that they are neither undischarged bankrupts nor have they been convicted of any offence in a court of law.

Governance Evaluation
Checklist

DPH falls under the Advanced Tier of Guidelines for purposes of the Code of Governance (Code) for Charities and Institutions of a Public Character as the Advanced Tier covers larger IPCs with gross annual receipts or total expenditure of \$10 million or more in each of its two immediate preceding financial years. DPH has complied with the relevant guidelines as stipulated in the Code. Full checklist can be obtained at the Charity Portal (www.charities.gov.sg).

Conflict of Interests

All Council members and staff of DPH are required to read, understand the conflict of interest policy in place and make full disclosure of any interests, relationships and holdings that could potentially result in a conflict of interest. When a conflict of interest, real or perceived arises, Council members/staff will not participate in decision making and approvals of transactions to which they have a conflict of interest.

Privacy Policy

To ensure that personal information is secure, DPH enforces the Privacy and Security guidelines according to the Personal Data Protection (Amendment) Act 2020.

DPH takes precautions to safeguard personal information against loss, theft, misuse, as well as against unauthorised access, collection, use, disclosure, copying, modification, disposal, or similar risks. DPH imposes very strict sanction controls and only authorised staff on a need-to-know basis is given access to or will handle personal data. DPH provides regular training to all staff on this Policy and to keep them abreast of any new developments in privacy laws and regulations in Singapore.

Please visit DPH website at www.doverpark.org.sg for further details on the data protection policy.

Statement of
Corporate Governance

Dover Park Hospice (DPH) as an Institution of a Public Character (IPC) is committed to good governance and management practices as it seeks to comply with the Charity and IPC regulations and Code of Governance for Charities and Institutions of a Public Character (Code). The Council takes the view that it is in the best interest of DPH to practise a high standard of corporate governance. DPH is also committed to improving its governance and management practices as a responsible IPC. DPH falls under the Advanced Tier of Guidelines for the purposes of the Code.

1. The Governing Council

1.1. Council Governance

The Council of DPH is the Board and its primary role is to ensure compliance with DPH's Constitution and all relevant laws and regulations. The Council ensures that DPH is well run and continues to operate in an effective, credible and sustainable manner. Its primary responsibility is to promote the long-term interest of DPH in accordance with its mission.

1.2. The Council's roles and responsibilities include:

- 1. Overseeing the mission and strategy development process
- 2. Ensuring compliance with all regulations pertaining to good governance
- 3. Accounts for DPH's performance so that the efforts and resources deliver the desired outcome and benefits to the patients, their families and the community that DPH serves
- 4. Monitoring the prudent use of funds and to ensure financial sustainability of DPH in the long term
- 5. Evaluating the performance of top management
- 6. Devising and soliciting philanthropic giving

2. Council Composition and Membership

- 1. The Council comprises of 3 Honorary Council members and 20 Council members. No staff members sit in the Council.
- 2. In recognition of the Founding members' contributions to DPH, the 3 Honorary Council members need not have to stand for election at General Meetings. They are allowed to attend all meetings but they do not have any voting rights.

- 3. The Council Chairman ensures that the Council consists of individuals with the relevant complementary core competencies so that they are able to bring to Council a degree of diversity, viewpoints, expertise and experiences.
- 4. All Council members are required to declare their conflict of interest at the earliest opportunity.
- 5. All Council members are volunteers and are not remunerated for their services at DPH.
- 6. The Council ensures that there is a good balance between continuity, renewal and compliance with regulatory requirements.
- 7. There is a formalised process for the appointment/re-appointment of Council members.
- 8. Council members are required to perform an annual self-evaluation to assess the Council's performance and effectiveness.
- 9. All Council members are elected at DPH's Annual General Meeting to be held in August. They are required to stand in for re-election at least once every 3 years.
- 10. Under the Constitution of DPH, no Council members shall serve more than 9 consecutive years. However, they may be re-nominated after a break of at least one year.
- 11. The Honorary Treasurer and Assistant Honorary Treasurer have a 4-year term. They may be re-appointed to that position after a break of one year.

3. Chairman and Chief Executive Officer (CEO)

- 1. The roles of the Chairman and CEO are separate and their responsibilities are defined to ensure a balance of power and authority within DPH.
- 2. The Chairman manages the governance of the Council and the sub-committees to set the strategic direction, vision and mission of DPH.

Statement of Corporate Governance
(Cont'd)

- 3. The Chairman approves the agenda for Council meetings and exercises control over the quality, quantity and timeliness of information flow between the Council and management.
- 4. The CEO manages the business of DPH and implements the Council's decisions. The CEO is assisted by a management team.

4. Council's Evaluation

- 1. The Council has implemented Council's Evaluation on Governance since 2016 to examine the Council's performance and find ways to improve its effectiveness. The self-assessment questionnaire provides the Council the opportunity to self-reflect and provide necessary feedback for improvements.

5. Enterprise Risk Management (ERM)

- 1. The Council appoints the Audit, Risk and Governance Committee (ARGC) to oversee the risk management. The ARGC reviews the overall adequacy and effectiveness of risk management and internal control systems.
- 2. The Management is responsible for the effective implementation of risk management strategies, policies and processes to facilitate the achievement of DPH's operational and strategic objectives. Key risks are identified, addressed and reviewed on an ongoing basis and mitigated risks where possible.
- 3. The CEO will report to the ARGC on the progress of the ERM on a periodic basis. Thereafter, the ARGC will report to the Council.

6. Council Meetings

The Council meets quarterly during the work year that starts from August to July of each year. The Council has met on the following dates:

- 26 August 2023
- 28 November 2023
- 15 February 2024
- 28 March 2024
- 18 July 2024

The Council members' attendance at the Council meetings for the period of August 2023 to July 2024 are as follow:

S/No	Name of Council Members	No of Meetings in the work year	No of Meetings attended
1.	A/Prof Jeremy Lim	5	5
2.	Ms Angelene Chan	5	2
3.	Prof Ho Yew Kee	5	5
4.	Mr Shee Gim Leng	5	3
5.	Ms Diane Chen Dan	5	3
6.	Ms Ong Ai Hua	5	3
7.	Mr Low Chee Wah	5	5
8.	Mr Paul D. Gagnon (resigned on 17 July 2024)	4	2
9.	Dr Kwa Chong Teck	5	1
10.	Dr Karen Soh	5	0
11.	Ms Deanna Ong	5	3
12.	Mr Guan Ong	5	3
13.	Adjunct A/Prof Mark Chan Peng Chew	5	4
14.	Dr Tanya Tierney	5	3
15.	Ms Woo E-Sah	5	3
16.	Mr Chey Chor Wai	5	5
17.	Ms Shefali Srinivas	5	5
18.	Mr Henk R. De Glint	5	3
19.	Ms Sandy Foo	5	3
20.	Dr Seet Ju-Ee	5	4
21.	Dr Seet Ai Mee	5	2
22.	Dr Jerry Lim	5	0
23.	Emeritus Prof Lionel K H Lee	5	3

Roles and Responsibilities of Sub-Committees

7. Audit, Risk and Governance Committee (ARGC)

- 1. The ARGC is established to provide audit oversight by reviewing the quality, timeliness and effectiveness of the hospice's financial reporting process, internal controls, internal and external audit, risk environment and governance.
- 2. KPMG LLP was appointed as the external auditor whereas Deloitte and Touche was appointed as the internal auditor as well as the ERM auditor. These auditors report directly to the ARGC.
- 3. Audit partners in charge of DPH are changed every five years.
- 4. The ARGC meets at least 4 times a year.

8. Appointment and Nomination Committee (ANC)

- 1. The ANC is responsible for evaluating suitable candidates for DPH's Council as well as the sub-committees under the Council.
- 2. To ensure that new Council members have sufficient knowledge about palliative care, the CEO provides an induction programme to all new Council members. Suitable courses from the National Council of Social Services (NCSS) on Governance are forwarded to Council members for their participation as deemed necessary.
- 3. The ANC meets at least once a year.

9. Building and Development Committee (BDC)

- 1. The BDC obtains user requirements from the various hospice stakeholders for endorsement by EXCO and Council before submitting to the Hospital Planning Committee (HPC).
- 2. The BDC works with HPC on user requirements, legal arrangements, costs and funding matters and inputs from EXCO and Council for inclusion in the Building Design Brief for DPH at the Integrated Care Hub (ICH).
- 3. The BDC liaises with the building consultant and contractor(s) on the Building Design Brief and monitors the progress of the building project and timeline.
- 4. The BDC meets at least 6 times a year.

10. Communications and Outreach Committee (COC)

- 1. The COC oversees, builds and strengthens DPH's current branding and communication policies, protocols and guidelines.
- 2. The COC provides insight and counsel on the communications strategies that support the achievement of the communications and outreach objectives with respect to enhancing the presence of DPH in all media platforms (traditional and digital media), and align with the corporate mission and vision.
- 3. The COC meets at least 4 times a year.

11. Executive Committee (EXCO)

- 1. The EXCO oversees the operations of DPH.
- 2. Both the CEO and Medical Director report to the EXCO and update them on the operations and development of DPH.
- 3. The EXCO reviews and approves all matters such as annual budget, strategies and policies before they are tabled for Council's approval.
- 4. The EXCO meets at least 6 times a year.

12. Fundraising Committee (FRC)

- 1. The FRC provides strategic directions for fundraising in ensuring that all fundraising activities comply with regulatory requirements.
- 2. The FRC also provides guidance to the management in hosting major events such as Charity Golf and Gala Dinner.
- 3. The FRC meets up to 4 times a year.

13. Human Resources Committee (HRC)

- 1. The HRC is responsible for establishing the Human Resource policies, manpower needs and practices of DPH so that they are in line with the vision and mission of DPH.
- 2. The HRC recommends and sets remuneration of key staff to be approved by the Council.
- 3. The HRC meets at least 3 times a year.

14. Information Technology Committee (ITC)

- 1. The ITC formulates and drives the implementation of an integrated Information and Technology Strategy which will be consistent with and supporting the national Information Technology (IT) efforts led by MOH Holdings.
- 2. The ITC helps DPH to leverage IT in enhancing various aspects of its operations such as patients' records and management, knowledge management and other areas that IT may determine as useful.
- 3. The ITC meets at least 3 times a year.

Statement of Corporate Governance
(Cont'd)

15. Investment Committee (IC)

- 1. The IC sets the objectives, strategies and policies on the management of investments. They oversee DPH's investible funds.
- 2. An Investment Policy Statement (IPS) governs the management of the investible funds and it is approved by the Council upon recommendation by IC.
- 3. The IC ensures that the Fund Manager manages the DPH investible funds in accordance with the IPS.
- 4. The IC meets at least 4 times a year.

16. Medical Professional Audit Committee (MPAC)

- 1. The MPAC oversees the quality and assurance of the professional medical and nursing services provided by DPH.
- 2. The MPAC monitors the clinical quality and governance to ensure proper policies and procedures are in place to provide the highest standard of patient care.
- 3. The MPAC also encourages clinical research, in-house research proposals and monitors the research activity.
- 4. The MPAC meets at least 4 times a year.

17. Volunteers Committee (VC)

- 1. The VC ensures that volunteers activities meet the vision and mission of DPH so as to benefit both the patients and DPH.
- 2. The VC meets at least 4 times a year.

18. Whistle-blowing Policy

- 1. DPH has a whistle-blowing policy to allow staff, suppliers, contractors, partners and other stakeholders to raise concerns or report malpractices and misconducts to the Chairman of the Audit, Risk and Governance Committee. The policy aims to encourage the reporting of such matters in good faith, with the confidence that persons making such reports will be treated fairly and with due follow-up action. All whistle-blower reports, including the identity of the whistle-blower will be treated with confidentiality. There is no known whistle-blower report in the financial year ended 31 March 2024.

19. Reserve Policy

- 1. The Council has established a reserve policy for DPH by using the unrestricted net liquid assets available to meet expenditure obligations as a reserve measurement. This policy is disclosed in the Audited Financial Statements under Capital Management.

20. Disclosure and Transparency

- 1. The Annual report is prepared to include information on its programmes, financial, governance, Council and the Management.
- 2. Audited Financial Statements are available on DPH website and information on DPH's financials can also be found in the Commissioner of Charities website.
- 3. For the financial year ended 31 March 2024, Council members were not remunerated for their services to the Hospice. There is no staff serving as Council members.
- 4. The annual remuneration of the Hospice's three highest paid staff is disclosed in the bands of \$100,000 are as follows:

Remuneration Bands	FY 2024	FY 2023
\$200,001 to \$300,000	-	-
\$300,001 to \$400,000	2	2
\$400,001 to \$500,000	1	1

- 5. There is no paid staff who is a close member of the family of the Chief Executive Officer or Council members receiving more than \$50,000 in remuneration during the financial year.
- 6. In the financial year ended 31 March 2024, the Hospice did not make any loan or grant to any third parties.

Our Committees

Dover Park Hospice's Committees

Appointment and Nomination Committee

- A/Prof Jeremy Lim (Chairman)
- Ms Angelene Chan (Vice Chairman)
- Prof Ho Yew Kee

Audit, Risk and Governance Committee

- Mr Low Chee Wah (Chairman)
- Prof Ho Yew Kee (Vice Chairman)
- Mr Tham Chee Soon
- Mr Wilson Tan
- Mr Darren Lee

Building and Development Committee

- Ms Angelene Chan (Chairman)
- Emeritus Prof Lionel K H Lee (Vice Chairman)
- Mr Loh Hai Yew
- Mr Kenneth Sim
- Dr Wu Huei Yaw

Communications and Outreach Committee

- Mr Paul D. Gagnon (Chairman) (resigned on 17 July 2024)
- Ms Shefali Srinivas (Vice Chairman)
- Mr Lester Lee
- Ms Ai Ling Sim-Devadas (resigned on 27 May 2024)
- Mr Andy Seet
- Mr Jack Ang
- Mr Alfred Low (resigned on 27 February 2024)
- Mr Danny Yeo
- Ms Genevieve Kuek
- Ms Manisha Tank
- Ms Siti Rohanah Binte Mohammad Koid
- Dr Tanya Tierney
- Ms Suzanne Lim

Executive Committee

- A/Prof Jeremy Lim (Chairman)
- Ms Angelene Chan (Vice Chairman)
- Prof Ho Yew Kee (Honorary Secretary)
- Mr Shee Gim Leng (Assistant Hon Secretary)
- Ms Diane Chen Dan (Honorary Treasurer)
- Ms Ong Ai Hua (Assistant Hon Treasurer)

Fundraising Committee

- Dr Kwa Chong Teck (Co-Chairman)
- Dr Karen Soh (Co-Chairman)
- Ms Joy Tan
- Mr Alex Tan Tiong Huat
- Mr Johnny Lam
- Dr June Goh
- Ms Lim Hon Ing
- Ms Shauna Teo
- Mr Guan Ong

Human Resource Committee

- Ms Deanna Ong (Chairman)
- Dr Kwa Chong Teck (Vice Chairman)
- Mr Robert Chew
- Ms Ong Ai Hua
- Dr Seet Ju Ee
- Mr Robert Goh

Information Technology Committee

- Mr Shee Gim Leng (Chairman)
- Col (Retired) Rupert Gwee
- Mr Paul D. Gagnon (resigned on 17 July 2024)
- Mr Lester Lee
- Mr Ying Shao Wei

Our Committees
(Cont'd)

Investment Committee	Volunteers Committee
- Mr Guan Ong (Chairman) - Prof Ho Yew Kee (Vice Chairman) - Mr Joel Cheng - Mr Ho Hin Wah - Mr Freddy Orchard - Mr Darren Lee	- Dr Tanya Tierney (Chairman) - Mr Raymond Chiang Choo Man - Mr Muhammad Agus Bin Othman - Ms Lim Guek Har - Ms Janice Phua Soo Chin - Mr Gilbert Lew Teck Loong - Mr Sia Ooi Kong - Ms Chan Choo Lin - Ms Ler Yu-Min - Mrs Pearl Lim - Mr Bernard Yeo - Ms Linda Hart - Mr Kelvin Fong Teck Ching - Mr Colin Tan Shang Jin - Mr Shaynna Ee Xin Ying - Ms Cheah Li Yean - Ms Yeo Jing Ping
Medical Professional Audit Committee	
- Adjunct A/Prof Mark Chan Peng Chew (Chairman) - Dr Angel Lee (Vice Chairman) - Dr Robert Lim - Dr Tiew Lay Hwa - Dr Uma Rajan - A/Prof Wu Huei Yaw - Dr Alan Ong - Dr Kwa Chong Teck - Mrs Nellie Yeo - Mr Wu Tuck Seng	
Medifund Committee (Appointed by MOH)	
- Prof Ho Yew Kee (Chairman) - A/Prof 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.	

Governance Evaluation Checklist

Advanced Tier

S/N	Code Guideline	Code ID	Response
Board Governance			
1.	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
Are there governing board members holding staff' appointments? (skip items 2 and 3 if "No")			No
2.	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	Complied
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	Complied
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) can only serve a maximum of 4 consecutive years. 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.	1.1.7	Complied
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 self-evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")			No
7.	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	NA
8.	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied
Conflict of Interest			
9.	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10.	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied
Strategic Planning			
11.	The Board periodically reviews and approves the strategic plan 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 develop the capacity and capability of the charity and the Board monitors the progress of the plan.	3.2.4	Complied

Governance Evaluation Checklist (Cont'd)

S/N	Code Guideline	Code ID	Response
Human Resource and Volunteer² Management			
13.	The Board approves documented human resource policies for staff.	5.1	Complied
14.	There is a documented Code of Conduct 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
Are there volunteers serving in the charity? (skip item 16 if "No")			Yes
16.	There are volunteer management policies in place for volunteers.	5.7	Complied
Financial Management and Internal Controls			
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	Complied
18.	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures .	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 identify, and regularly monitor and review the charity's key risks .	6.1.4	Complied
21.	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
Does the charity invest its reserves, including fixed deposits? (Skip item 22 if "No")			Yes
22.	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
Fundraising Practices			
Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if "No")			Yes
23.	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
Did the charity receive donations in kind during the financial year? (skip item 24 if "No")			Yes
24.	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
Disclosure and Transparency			
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
Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if "No")			No
26.	No governing board member is involved in setting his own remuneration.	2.2	Complied
27.	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated.	8.3	Complied

S/N	Code Guideline	Code ID	Response
Does the charity employ paid staff? (skip items 28, 29 and 30 if "No")			Yes
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 each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 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. <u>OR</u> The charity discloses that none 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 ³ belonging to the Executive Head ⁴ 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. <u>OR</u> The charity discloses that there is no paid staff, being a close member of the family ³ belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.			
Public Image			
31.	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied

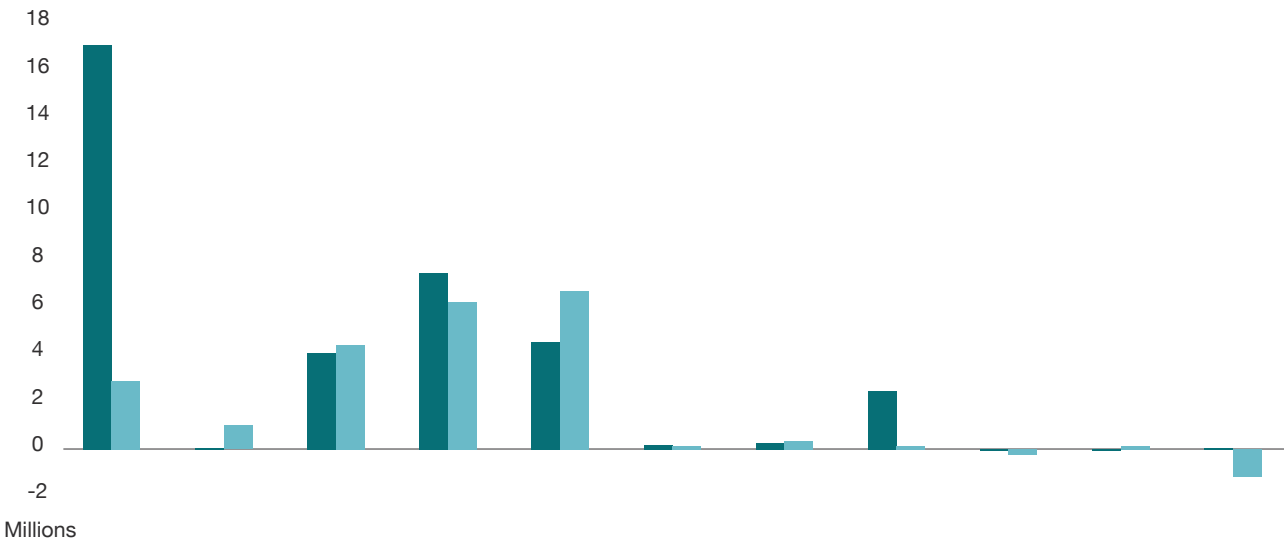
Notes:

- 1 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.
- 2 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'.
- 3 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.

Financial Highlights

Total Income for the year

	FY 2024	FY 2023
Voluntary Income & Income from Fundraising Activities	16,866,949	2,805,557
Investment Income	2,244	1,007,867
Patients' Fees	4,003,701	4,328,269
Government Subvention Grant	7,331,023	6,135,657
Other Grants	4,419,707	6,623,348
Amortisation of Deferred Capital Grants	114,351	111,591
Others	292,145	314,286
Fair Value Gains/(Losses) on Financial Assets at FVTPL - Investments	2,435,212	98,220
Unrealised Foreign Exchange Losses	-	(237,488)
Realised Foreign Exchange Gains/(Losses)	128	(103,468)
Gains/(Losses) on Disposal of Financial Assets	57,724	(1,116,833)
	35,523,184	20,173,942

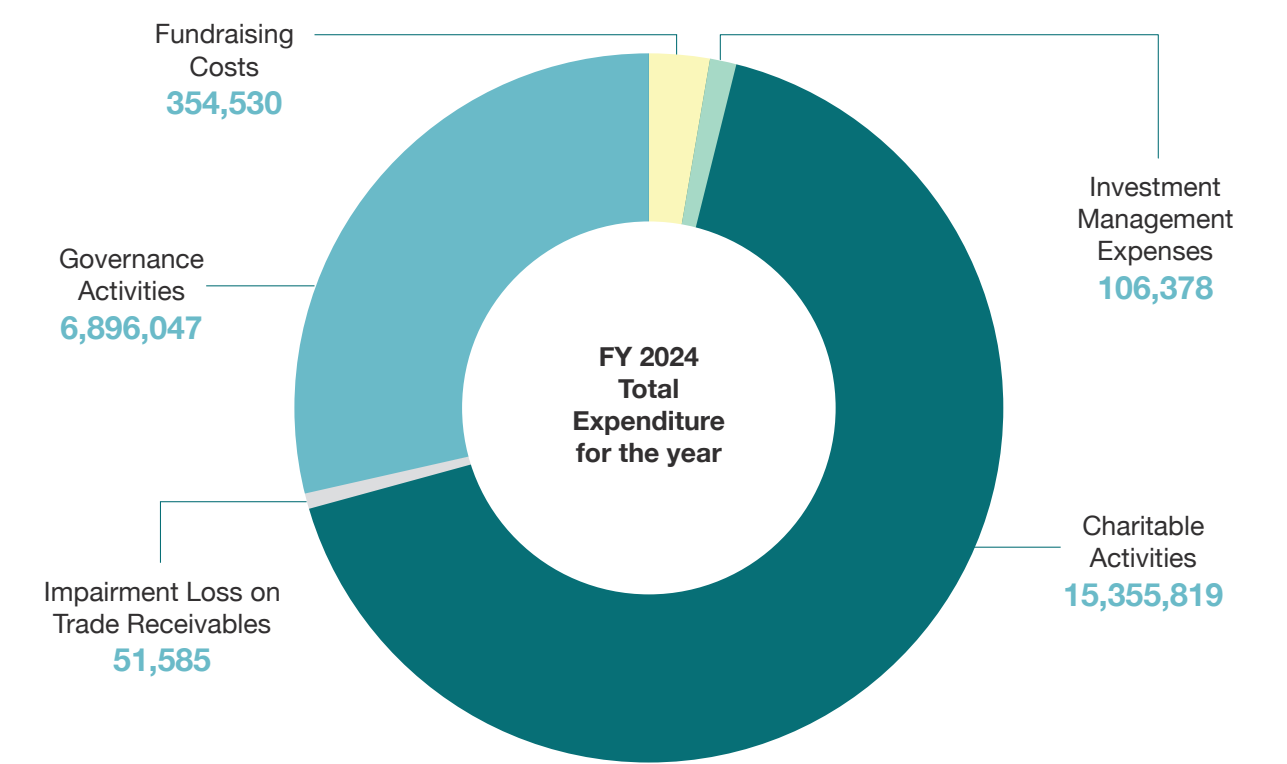


Voluntary Income & Income from Fundraising Activities	Investment Income	Patients' Fees	Government Subvention Grant	Other Grants	Amortisation of Deferred Capital Grants	Others	Fair Value Gains/(Losses) on Financial Assets at FVTPL - Investments	Unrealised Foreign Exchange Losses	Realised Foreign Exchange Gains/(Losses)	Loss on Disposal of Financial Assets
16,866,949	2,244	4,003,701	7,331,023	4,419,707	114,351	292,145	2,435,212	-	128	57,724
2,805,557	1,007,867	4,328,269	6,135,657	6,623,348	111,591	314,286	98,220	(237,488)	103,468	(1,116,833)

■ FY 2024
 ■ FY 2023

Total Expenditure for the year

	FY 2024	FY 2023
Fundraising Costs	354,530	241,606
Investment Management Expenses	106,378	174,824
Charitable Activities	15,355,819	14,348,077
Impairment Loss on Trade Receivables	51,585	-
Governance Activities	6,896,047	4,723,915
	22,764,359	19,488,422



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.

Scan this QR code for full FY2023 - 24 Financial Report



CEO's Message

This past year at Dover Park Hospice (DPH) has been a whirlwind of activity, change, and most importantly, growth. We have lived a lifetime of learning experiences in these months.

A Year of Growth and Transformation

After 31 years at DPH's old site, we finally pulled up our roots and planted them firmly in our new home at the TTSH Integrated Care Hub (ICH). We needed space to grow, to respond to the unmet national need for hospice care. As much as we loved our old site, we needed new premises to increase Inpatient and our Day Care capacity. This is not just an exercise in increasing space. The three services – Inpatient, Day Care and Home Care – are intimately linked and should be sized relative to one another. Day Care runs palliative rehabilitation, which fortifies patients mentally and physically to be able to avoid an admission. Home Care ensures strong support for patients and families who desire to live as normally as possible in their own environment. Our wards are the haven for respite, for those who can no longer cope with the burden of palliation, and for patients who are alone. We have found a home where we can now push forward to knit together the depth and compassion of the care that we deliver and take more complex patients.

Integration Enables Seamless Care

While it is easy to see brand new spaces as care transformation, the ICH is only one piece of the puzzle. The underlying care model is of greatest importance. We have been blessed this year to receive support from the Ministry of Health for a pilot project that will eventually remove administrative differences of entering a hospice to its wards, Day Care or Home Care services. We have already seen early gains. Since we began the pilot, twice as many patients are flowing through Tan Tock Seng Hospital's specialist palliative care ward, in the right direction to begin their palliative care journey – holistic, and patient-centred. Patients with non-cancer conditions seen by palliative care specialists in the hospital increased by 17%. Our Home Care team enabled more than 70% of patients to pass away in comfort in their own homes, compared to a national average of 39%.

A Stronger System of Support for Caregivers

Ever since our survey of 200 family caregivers in 2022-2023, we have worked on the key findings identified as risks for caregivers. The areas where we will continue to focus our support are in respite care, attention to the risk of depression (usually arising from worries of not being

able to afford care), practical daily assistance, meeting spiritual needs, and in continuing to build a social identity for caregivers. It is only when you name something that it is recognised. The same is true of caregivers' efforts and contributions. We resumed our "Coffee Time" support group for caregivers, providing them with a space for respite and connection. Our "Namaste Care" programme is now also a caregivers' self-care activity, to relieve their day-to-day stress and encourage them to prioritise their well-being.

Programme Achievements and Recognition

In the past year (April 2023 – March 2024), our Home Care team has seen a 10% increase in the number of patient referrals, with a record number of close to 960 patients. Since the launch of our R.I.S.E (Restitutive. Integrative. Supportive. Empowering) Programme in 2021, 34 clients with chronic lung conditions have completed and graduated from our three-month programme. In 2023, our Principal Physiotherapist, Roxanne Foo, presented the RISE programme at the 28th Singapore Palliative Care Conference to share and inspire practice for services in the community.

Together, Forging Ahead

None of this would have been possible without the people of the Dover Park Hospice team, our steadfast volunteers and partners. Their dedication, compassion, and commitment to excellence are present every day. As I reflect on this first year, I am filled with a profound sense of gratitude for the trust placed in me and the opportunity to lead such a remarkable organisation. We have achieved much together, and now we are ready to take the next step.

Progress lies outside of our comfort zone, and the people of DPH have shown that they are brave enough to keep finding the best ahead of them – together. I am confident that we will continue to make a difference in the lives of those we serve, with Dignity, Personhood, and Honouring each individual, creating moments that matter for all our stakeholders.

Dr Liew Li Lian
Chief Executive Officer
Dover Park Hospice

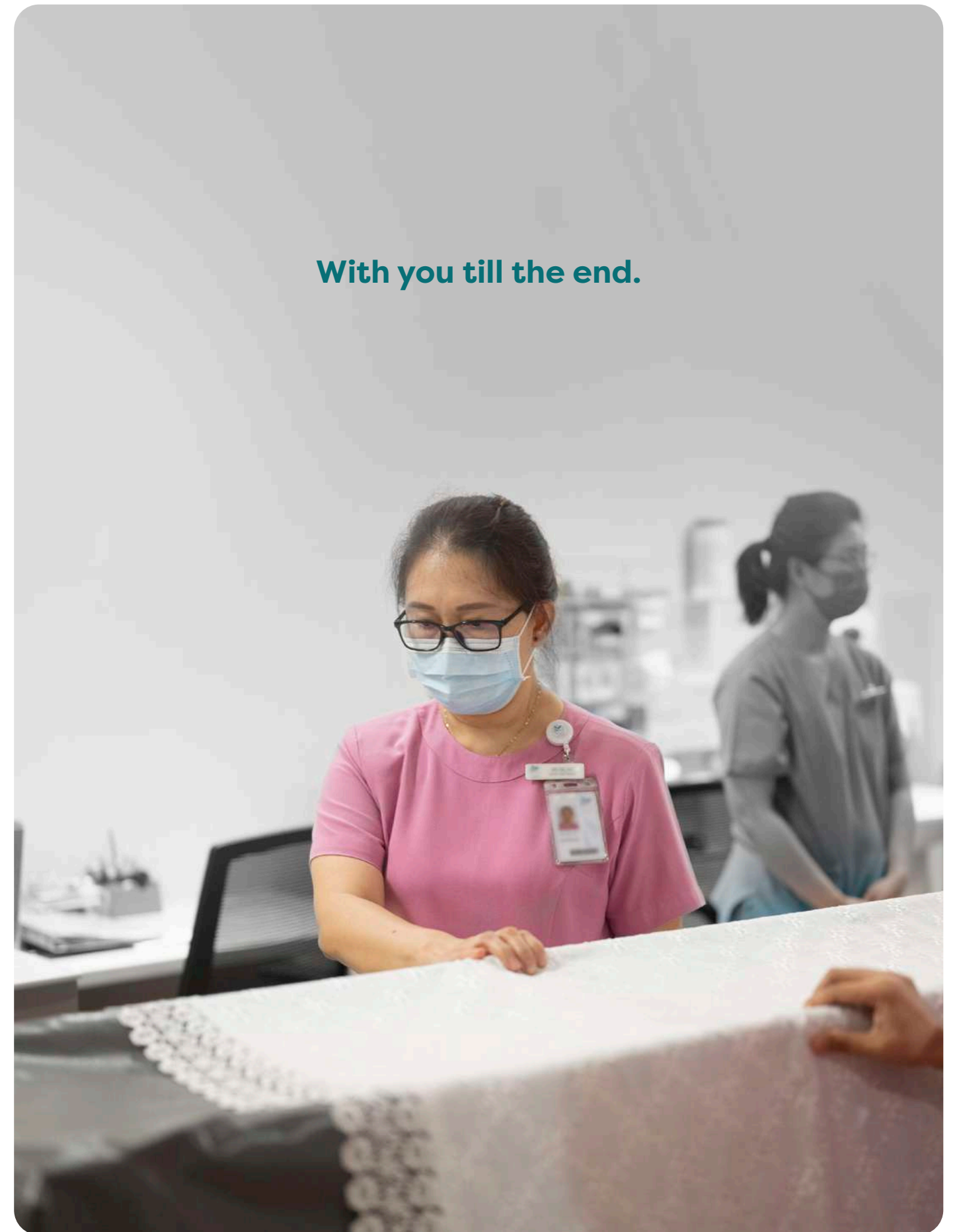


Epilogue



The Honour Walk

Each time a patient passes away, the loss is felt by the entire Dover Park Hospice community. As a mark of respect and solidarity with the grieving family, our staff will line the hallway and observe a minute's silence as the patient is wheeled out of the ward for the last time.



With you till the end.

*The photos in this Annual Report are mostly taken by award-winning documentary photographer, **Edwin Koo**. His work has been recognised internationally and his many accolades include the ICON de Martell Cordon Bleu, Singapore's premier photography award. Edwin was a photojournalist in The Straits Times before he decided to go solo. He is part of the One Portrait project which provides dignified photographic portraits to elderly persons living around the poverty line.*



DOVER PARK HOSPICE
Every Moment Matters

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