

**MINUTES OF THE TWENTY-SEVENTH ANNUAL GENERAL MEETING OF
DOVER PARK HOSPICE HELD ON 24 AUGUST 2019 AT 2.00 PM AT
DOVER PARK AUDITORIUM
12 JALAN TAN TOCK SENG, SINGAPORE 308437**

Present: Mr Robert Chew Chairman
Ms Angelene Chan Vice Chairman
Ms Ong Ai Hua Honorary Secretary
Ms Woo E-Sah Honorary Treasurer

Ms Cheng Yoke Ping Ms Marlene Foo
Col (Ret) Rupert Gwee Ms Ho Lam Juan, Evelyn
Prof Ho Yew Kee Dr Kwa Chong Teck
Dr Angel Lee Dr Lionel Lee
Mr Lester Lee Dr Jerry Lim
Mrs Pearl Lim Ms Kemmy Lim
Ms Lim Hsiu Mei Miss Lim Hsiu Yun, Betty
Dr Ong Wah Ying Mr Tan Kim Kwang
Ms Wong Sook Yee Dr Wu Huei Yaw

Absent with Apologies:

Ms Diane Chen Dan Mr Chey Chor Wai
Mr Paul Gagnon Mr Low Chee Wah
Dr Seet Ai Mee Dr Seet Ju Ee
Dr Karen Soh Dr Tanya Tierney

By Invitation: Mr Timothy Liu, CEO, Dover Park Hospice

Scribe: Mr Steven Foo, Finance & Admin Manager,
Dover Park Hospice

1 QUORUM

- 1.1 At 2.00 pm, there were 18 members present at the meeting. The Constitution required a minimum of 25 members or $\frac{1}{4}$ of DPH's registered members to be present whichever is lower before the commencement of the AGM. As 18 members met the minimum requirement of $\frac{1}{4}$ of DPH's registered members of 71; CEO called the meeting to order at 2:08pm.

2 **Welcome**

- 2.1 Mr Robert Chew, Chairman of the 27th Governing Council, welcomed members to the AGM and thanked them for their attendance.

3. **CONFIRMATION OF MINUTES**

3.1 Minutes of the 26th Annual General Meeting held on 11 August 2018

- 3.1.1 As there were no amendments to the minutes of the 26th AGM, the minutes were confirmed and accepted.

Proposer: Ms Kemmy Lim Seconder: Col (Ret) Rupert Gwee

- 3.1.2 The motion was put to vote by show of hands. There being no objections or abstentions, the motion was adopted.

4. **CHAIRMAN'S REPORT**

- 4.1 Mr Robert Chew delivered his Chairman's report. He informed members he was humbled and honoured to have served alongside members in DPH. He had witnessed the camaraderie of the staff and volunteers, working together to deliver compassionate and quality care to our patients and he was thankful to the staff and volunteers for their dedication.

4.2 **Vision and Mission**

- 4.2.1 Chairman thanked the founding Chairmen, Dr Jerry Lim and Dr Seet Ai Mee for their farsightedness in establishing this hospice. He informed members that DPH remained firmly committed to its vision and mission as a Centre of Excellence for Palliative Care Services, Education and Research. It would continue to provide comfort, relief of symptoms and palliative care to patients with advanced diseases regardless of age, race or religion, and to support the grieving families.

4.3 **Establishment of PalC**

- 4.3.1 He reported that the Palliative Care Centre for Excellence in Research and Education (PalC) was established in 2017, thus fulfilling the taskforce recommendation made in 2009. The PalC is a collaboration between DPH, Lee Kong Chian School of Medicine and National Healthcare Group.

4.4 **Clinical**

- 4.4.1 About 85% to 86% of DPH's inpatient care and home care patients were cancer patients. Besides taking care of cancer patients, DPH is exploring the expansion to cover non-cancer chronically ill patients.

4.4.2 Chairman highlighted to members that the past preceding year, occupancy rate had been at its lowest since he joined DPH. The reasons for the low occupancy was partly due to the expansion work on National Skin Centre's ground and the power outage incident in July 2019. However, he was glad that Management managed to operate the hospice during the period affected by the power outage and had the cables replaced without affecting our service to our patients; management had also persuaded the Ministry of Health to fund the cost of replacing the cables.

4.4.3 The focus for DPH now is to improve the Bed Occupancy Rate (BOR). Incidentally, the low bed rate was not isolated to DPH alone as he understood from sources that other service providers and hospitals were facing the same situation, their BORs for their palliative beds were low.

4.4.4 He said that during his tenure as Chairman, he hoped to see more collaborations, not only among the service providers but also with MOH and other restructured hospitals. Though the demand for beds might be low now, he envisaged increasing demand for palliative care services by 2025 – 2030. He therefore urged Council members, members and Management to continue the path of collaboration with other institutions rather than seeing each other as competitors. DPH should continue its efforts to improve the quality of services and develop new services to address unmet needs and gaps.

4.5 **Financial**

4.5.1 He reported that the finances for the Hospice were healthy. The exceptional high income for FY 2018 was due to an extraordinary \$8 million donation that DPH had received from an anonymous donor. The amount of income received this current financial year of about \$14.97 million would be in the same range taking into consideration the exceptional donation last year. The Hospice's expenditure was about \$14.37 million, around 3% increase from the previous FY.

4.6 **Fundraising**

4.6.1 DPH raised about \$1.3 million for the 2018 Gala Ball held on 12 August 2018, and the expenditure amounted to about \$199K. The Christmas mailers, managed to raise about \$320K with expenditure amounting to about \$4K. As for the 2019 Gala Ball which had just concluded, DPH had managed to raise slightly over \$1 million, taking into account of the auction and other donations received during the event.

4.7 **IT**

4.7.1 Chairman complimented Col (Ret) Rupert Gwee for the helming the IT Committee and how they had improved the system processes for the Hospice. They had examined the cost of embarking the Next Generation Electronic Medical Records (NGEMR) and found that the implementation and recurrent

costs were too high for DPH to sustain, hence had advised that DPH withdrew from joining NGEMR.

4.7.2 In the year, DPH had implemented the new Customer Relations Management System to improve the workflow of the Volunteers Management and Fundraising.

4.7.3 Col (Ret) Rupert Gwee would like to put on record that the credits should go to Mr Kwok Wing Kit, the IT Manager and his team; the CEO and Medical Staff for the work and business re-engineering processes undertaken.

4.8 **Awards**

4.8.1 Chairman was pleased to announce that DPH earned numerous awards and recognition in the past FY. He recounted that as he walked the ward, he could see the professionalism and care provided to our patients. He thanked Dr Ong Wah Ying and the staff for the excellent services provided to the patients.

4.9 **Future Developments**

4.9.1 Chairman reported that DPH would be moving to the Integrated Care Hub by 2021 which will have a capacity of 100 beds. He told members that DPH need not open all the beds at one go, but could phase the opening of the beds and wards when it is economical and financially viable to do so.

4.9.2 However, DPH would continue to grow our homecare service. DPH had started the Day Care Centre in April 2019 and he understood that this would be a Day Care Service with focused therapy, something which would differentiate DPH from other Day Care Centres.

4.9.3 Finally, Chairman updated that Dr Jeremy Lim and the Senior Management have been exploring into the expansion of DPH's capacities and capabilities to serve the non-cancer patients. He thanked Dr Jeremy and the Senior Management for putting much effort into this exercise and looked forward to the final presentation of the report to Council.

4.10. The meeting accepted the Chairman's report.

Proposer : Prof Ho Yew Kee

Secunder : Dr Lionel Lee

5. **TREASURER'S REPORT**

5.1 Ms Woo E-Sah, Honorary Treasurer, presented the Financial Statements for the year ended 31 March 2019.

5.2 She reported that the total income for the financial year ended 31 March 2019 was \$14.473 million while expenditure was \$14.368 million. Fair value and realized gain from financial assets was \$493K resulting in a net income of

\$599K. This was lower than last year's net surplus of \$8.96 million. As explained by Chairman earlier, the exceptional performance for last year was due to the \$8 million capital donation received for investment purposes. Excluding the \$8 million donations from last year's income, DPH's total income for FY 2018 would be \$14.472 million as compared to the current year's total income of \$14.473 million.

- 5.3 The total expenditure incurred was \$14.368 million as compared to \$13.963 million in the previous financial year, resulting in a variance of \$405K. She explained that the higher expenditure was mainly due to the increase in headcount from 127 in FY 2018 to 133 in FY 2019. This was a ramp up in preparation of the Day Care Centre in April 2019 and the move to ICH by 2021. There was also an increased in the operating cost due to the taking of the HCA's premises since last November 2018.
- 5.4 The Fundraising efficiency ratio (FER) for the year improved from 19.0% in FY 2018 to 12% for the current year. This was within the NCSS fundraising efficiency ratio of 30:70 ruling.
- 5.5 The Hospice's Reserve Ratio (RR) continued to improve slightly from 1.09 in FY 2018 to 1.11 in FY 2019. In terms of the number of months, the reserve would be able to last about 13.32 months should all income and funding ceased and fixed operating expenditure continued to be incurred.
- 5.6 The motion to accept and approve the Honorary Treasurer's Report and Audited Financial Statements was put to the members.

Proposer : Dr Lionel Lee

Seconder : Mr Lester Lee

- 5.7 The motion was put to vote by show of hands. There being no objections or abstentions; OAH declared the motion adopted.

6. **APPOINTMENT OF EXTERNAL AUDITORS FOR THE YEAR 2019/2020**

- 6.1 The Honorary Treasurer continued on the appointment of the external auditors. She reported that arising from last year's query from a member, DPH invited the big 4 accounting firms to provide quotes to DPH for the external audit services. An evaluation panelist was also set up to interview and assess the firms that had submitted their proposals. As KPMG LLP provided the lowest quote, and the panelists were satisfied with their performance, they had recommended that KPMG LLP be appointed as the external auditors of DPH.
- 6.2 The panelists' recommendations were subsequently approved by the Audit/Governance Committee, the EXCO and finally by Council. KPMG LLP had also expressed their willingness to continue as auditors for DPH. The motion to re-appoint KPMG as external auditors for DPH for the FY 2019/2020 was thus put to the members for approval.

6.3 The Honorary Secretary, Ms Ong Ai Hua (OAH) then motioned the appointment of KPMG as the external auditors for the FY 2019/2020 to the members.

Proposer : Ms Lim Hsiu Mei

Seconder : Col (Ret) Rupert Gwee

6.4 The motion was put to vote by show of hands. There being no objections or abstentions, the motion was adopted.

ELECTION OF GOVERNING COUNCIL MEMBERS

7.

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

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

7.2 **Retirement**

7.2.1 **Constitution Article 10.3: Mandatory Retirement**

7.2.1.1 Mr Lester Lee having served in the Council for six consecutive years, would be required under the Constitution to retire from Council after the AGM.

7.2.1.2 In addition, Mr Low Chee Wah would also step down from the Council after the AGM.

7.3 **New nominees**

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

- 1) Ms Cheng Yoke Ping;
- 2) Mr Paul Gagnon;
- 3) Dr Lionel Lee;
- 4) Mr Tan Kim Kwang; and
- 5) Dr Tanya Tierney

7.3.1 The above members had also agreed to stand for election.

7.3.2 OAH then continued that under the Constitution 10.3, one half of the Council Members is required to retire at the AGM but shall be eligible for re-election. The following 5 members were required to retire as Council members but were eligible for re-election and they were:

- 1) Ms Diane Chen;
- 2) Dr Kwa Chong Teck;
- 3) Dr Jeremy Lim;

- 4) Ms Kemmy Lim; and
- 5) Dr Seet Ju Ee

7.3.3 The above 5 members had also agreed to stand for re-election.

7.3.4 The following members would proceed to serve in the 28th Governing Council without re-election:

- 1) Ms Angelene Chan
- 2) Mr Robert Chew
- 3) Mr Chey Chor Wai
- 4) Ms Marlene Foo
- 5) Col (Ret) Rupert Gwee
- 6) Prof Ho Yew Kee
- 7) Ms Ong Ai Hua
- 8) Dr Karen Soh
- 9) Ms Woo E-Sah; and
- 10) Dr Wu Huei Yaw

7.4 **Nominations**

7.4.1 The following nominations were received. In accordance with the Constitution, all nominees had signed and returned their consent papers within the time allowed.

7.4.2 The nominees for election to the 28th Governing Council were as follows:

S/No	Nominee	Proposer	Secunder
1	Ms Cheng Yoke Ping (New Nominee)	Dr Tanya Tierney	Mr Robert Chew
2	Dr Lionel Lee (New Nominee)	Mr Chey Chor Wai	Mr Robert Chew
3	Mr Paul Gagnon (New Nominee)	Col (Ret) Rupert Gwee	Mr Robert Chew
4	Mr Tan Kim Kwang (New Nominee)	Dr Kwa Chong Teck	Mr Chey Chor Wai
5	Dr Tanya Tierney (New Nominee)	Mr Low Chee Wah	Ms Marlene Foo
6	Ms Diane Chen	Prof Ho Yew Kee	Mr Low Chee Wah
7	Dr Kwa Chong Teck	Dr Seet Ju Ee	Dr Wu Huei Yaw
8	Ms Kemmy Lim	Dr Wu Huei Yaw	Col (Ret) Rupert Gwee

8. **A word of thanks**

8.1 Chairman, Mr Robert Chew, thanked Mr Lester Lee who was required to step down under the Constitution having completed his 6 consecutive years of service at DPH. He also thanked Mr Low Chee Wah who was not able to attend the AGM for his past services. He looked forward to their return, to serve the Hospice soon. He presented a gift to Mr Lester Lee as a token of appreciation for his services to Dover Park Hospice.

9. **ANY OTHER MATTERS**

9.1 As the Honorary Secretary did not receive any new matters from members to be discussed under this heading, OAH called the meeting of the 27th AGM to a close at 3:00 pm.

Recorded by: Steven Foo

Vetted by: Mr Timothy Liu

Approved by:

Date :

**DPH Chairman's Report
at the 27th DPH Annual General Meeting
on 24 August 2019**



Welcome to the Dover Park Hospice's 27th AGM. When I joined the Governing Council, 10 years ago, DPH was a 40-bed inpatient hospice. Today we are a 50 bed inpatient hospice that provide a comprehensive palliative care services offering not only inpatient hospice care but also the home and day palliative care centre. We also partnered with the National Healthcare Group (NHG) and Nanyang Technological University (NTU) Lee Kong Chian School of Medicine to set up the Palliative Care Centre for Excellence in Research and Education.

Using Prof Lionel Lee's last AGM message, "27 years ago, we were a ground-up initiative, driven by volunteers who believed in giving comfort and dignity to those living with life-limiting illnesses." Today, we are driving awareness and strengthening grassroots support for this conversation on end of life care.

Vision and Mission of the Hospice

Looking ahead, we remain firmly committed to our vision to be a Centre of Excellence for Palliative Care Services, Education and Research. We will continue to provide comfort, relief of symptoms and palliative care to patients with advanced diseases regardless of age, race or religion, and to support the grieving families.

I am glad to note that DPH has made good progress in our mission and our vision in FY 2018/19.

Annual Report Presentation

I am honoured to serve alongside you to support, guide and champion this endeavour of making every moment matter for our patients, caregivers and volunteers. I witnessed the camaraderie of our staff and volunteers, working together to deliver compassionate and quality care to our patients. I would like to thank our staff and volunteers for their dedication to the hospice and our patients.

Governance and Management

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

The Executive Committee and Council take an austere stand in their leadership and oversight roles in ensuring good governance. We identified key areas of our strategy and operations to address current and emerging opportunities, and risks given the changing healthcare landscape. The Audit Committee has put in place the Enterprise Risk Management and we have relooked at our compliance in annual submissions and applications, to ensure that we are aligned, above and beyond the requirements of the Commissioner of Charities.

Today, we have a total of 8 doctors, 75 nurses, 15 social workers and palliative rehabilitation professionals and 35 admin and support staff. They are being led by the CEO, Mr Timothy Liu and Medical Director, Dr Ong Wah Ying.

Clinical

In FY2018/2019, we admitted 321 patients, out of whom 273 were diagnosed with cancer. The length of stay averaged 32 days.

Home Care managed 365 patients, out of whom 314 were diagnosed with cancer. The average length of home care service was 69 days.

Programme Dignity managed 78 advanced dementia patients, with a length of service averaging 105.9 days.

I am proud to announce that this April, DPH started its very own Day Care Services.

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

Finance and Operations

Despite difficult economic conditions in the past year, we have managed through frugal expenditure to end the financial year with a surplus of \$0.6m. Our income fell from \$22.9 million in FY 2018 to \$14.97 million in FY 2019. The high income last year was due to a huge one time donation by an anonymous donor. Our operating expenditure has increased from \$13.96 million in FY 2018 to \$14.37 million.

Fund-raising

I would like to commend and congratulate the fund-raising team for their efforts. We had outstanding fund-raising efforts year on year, the results of which are the envy of others. Our Sunflower Gala Ball 2018 which was graced by President Madam Halimah Yacob and Annual Christmas Mailer raised over \$1.6 million. We have also just concluded our 2019 Gala Ball, entitled "Jam, Jive, Jazz" last Saturday. We managed to raise over \$1.0 million this year.

IT

As we expand, we have also leveraged information technology to streamline and secure our operations. In 2018, we implemented the Donor and Volunteer Management System, so we can efficiently and securely manage their information and we continue to use the PulseSync to support our evolving requirements.

Awards

I am very proud to share that we have earned numerous awards and recognition in the past FY. These highlight the spirit of service and the pursuit of excellence in our team. We received many awards and accolades namely the Nurses' Merit Award, Community Care Excellence Award, the Healthcare Humanity Award and the Merit Award for Quality Improvement. We also received the SkillsFuture Employer Award for SMEs. To have received these awards, we not only put the spotlight on us and the hard work we have done, but also on hospice and palliative care in Singapore. We can show our stakeholders that what we do and what we achieve are all possible.

Future Developments

We are excited that DPH will move to its new facility at the Integrated Care Hub by 2021. It has the capacity to house 100 beds but DPH will likely phase in its inpatient beds from the current 50 to 100.

In the coming years, we will aim to serve at least 300 Home Care patients, increasing our day care patients of 10 to 30 by 2021. We are also looking into expanding our capabilities to serve non-cancer patients such as chronic obstructive pulmonary disease, renal diseases, advanced dementia, etc.

Conclusion

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

Thank you.

A handwritten signature in black ink that reads "Robert Chew". The signature is written in a cursive style with a horizontal line under the first letter of the last name.

Mr Robert Chew
Chairman
27th Governing Council