

3. **Welcome Address by A/Prof Jeremy Lim, Chairman of the 29th Governing Council**

3.1 A/Prof Jeremy Lim, Chairman of the 29th Governing Council, welcomed members to the AGM and thanked them for joining this second virtual AGM meeting.

3.2 He introduced that Mr. Chey Chor Wai, Honorary Secretary and Ms. Diane Chen Dan, Honorary Treasurer will be speaking in the meeting. Mr. Timothy Liu, CEO will be hosting the zoom meeting with Ms. Karen Tan, Manager, Finance, Admin and Patient Services and DPH Secretariat.

4. **Quorum**

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

4.2 Mr. Chey Chor Wai reported that the quorum of 19, which represented a quarter of members had been met by proxy forms received. He then called the meeting to order at 2:05pm.

5. **AGM documents circulated to members**

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

6. **Conduct of the Voting**

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

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

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

7. **Resolution 1: Confirmation of the 28th AGM Minutes**

Minutes of the 28th Annual General Meeting (AGM) held on 22 August 2020

7.1 Chairman proposed that the 28th AGM minutes of meeting be confirmed, and put the motion to a vote.

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

7.3 As all the votes had been cast “FOR” the confirmation of the 28th AGM Minutes, he declared the resolution carried.

8. **Resolution 2: Chairman’s report for financial year ended 31 March 2021**

8.1 Mr. Chey Chor Wai invited Chairman, A/Prof Jeremy Lim to give the Chairman's Report for the financial year ended 31 March 2021.

8.2 A/Prof Jeremy Lim delivered his Chairman’s report. He thanked all members once again for attending the second virtual AGM.

8.3 **Acknowledgement of our staff, volunteers and supporters**

8.3.1 Chairman shared that it had been difficult times for everyone individually, organizationally and societally. He expressed his special thanks and appreciation to all staff, volunteers and supporters.

8.4 **Needs remain and even increased**

8.4.1 Chairman highlighted that needs had remained and even increased. The need of Palliative Care was increasing as we were rapidly ageing and worsening dependency ratios. There would be an expansion of capacity for the three services – Inpatient; Home Care and Day Care when DPH moved into the Integrated Care Hub (ICH). The beds would be doubled up from currently 50 beds to 100 beds. This was in accordance to the Ministry's projection of the needs.

8.5 **Governance & Management**

8.5.1 He was delighted to share that there was nothing to report, which was good.

8.6 **Clinical**

8.6.1 Chairman reported that DPH had served 353 Inpatients with the average length of stay of 26 days. 478 Home Care patients with an average of 71 days of support. 20 Day Care patients with average of 138 days of support. In total, there were 113 teleconsultations.

8.7 **Finance & Operations**

8.7.1 Chairman highlighted that the fiscal position was currently healthy. It was mainly due to the new Inpatient Hospice Palliative Care Service funding framework, Job Support Scheme (JSS) and reduction in expenditure. However, the needs were growing rapidly and to keep in mind of the finances moving forward. As DPH was moving to the Integrated Care Hub (ICH), the beds would be doubled; the expansion of Home Hospice and use of technology.

8.7.2 DPH would also partner with National Healthcare Group (NHG) and Lee Kong Chian School of Medicine (LKC) in capacity building.

8.8 **Fundraising**

8.8.1 Chairman thanked the Fundraising team especially Dr Kwa Chong Teck and Dr Karen Soh who were the co-chairs of the Fundraising Committee.

8.8.2 DPH's first virtual Sunflower Charity Dinner held on Friday, 18 September 2020 had raised more than a million dollars. Special thanks to the generous and supportive donors.

8.9 **Awards**

8.9.1 Chairman was very proud to share that DPH had earned numerous awards and recognition in the past FY 2021. These highlight the spirit of service and the pursuit of excellence in our team.

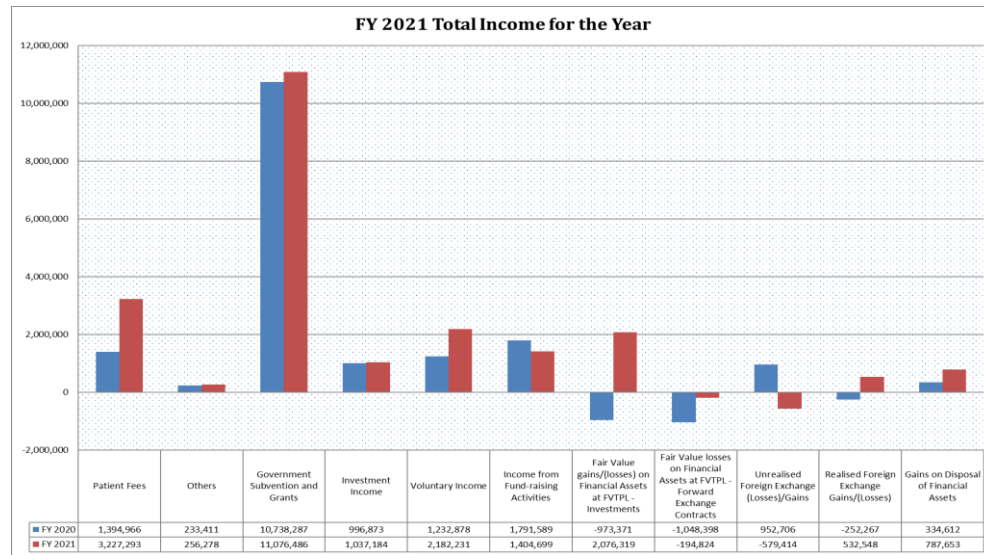
8.9.2 DPH received many awards and accolades namely the President's Award for Nurses 2020, Singapore Patient Action Awards (SPAA) 2020, Community Care Annex F 7 Excellence Awards 2020, Community Care Development Awards (CCMDA) for Graduate diploma in Community Health Nursing programme and Healthcare Humanity Award.

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

- 8.10 **Patient Vignette**
- 8.10.1 Chairman invited DPH's Medical Director, Dr Mervyn Koh to share some of the photos with the members.
- 8.10.2 Dr Mervyn Koh shared the stories of the patients and how the team came together to fulfill their last wishes.
- End of Chairman's Report
- 8.11 Chairman proposed that the Chairman's Report for the financial year ended 31 March 2021 be accepted, and put the motion to a vote.
- 8.12 He cast his votes in accordance with voting instructions received.
- 8.13 As all the votes had been cast "FOR" the acceptance of the Chairman's Report for financial year ended 31 March 2021, he declared the resolution carried.
9. **Resolution 3: Audited Financial Statements for FY2020/2021**
- 9.1 Ms. Diane Chen Dan, Honorary Treasurer, presented the Audited Financial Statements for the year ended 31 March 2021.
- 9.2 **Summarised Income & Expenditure**
- 9.2.1 For the financial year ended 31 March 2021, DPH reported a Total Operating Income of \$3.48 million which was 114% higher than FY 2020. This was mainly contributed by the patient fees of \$3.23 million. The higher patient fees was due to the introduction of the new Inpatient Hospice Palliative Care Services (IHPCS) which enabled DPH to claim for Medishield.
- 9.2.2 The Total Operating Expenditure of \$15.13 million which was about 3% lower than FY 2020.
- 9.2.3 She reported that the Operating Deficit before grant was amounted to \$11.64 million. This deficit was funded by several source of income. The government subvention and grants were the main source of income of \$11.1 million. Included in the grant income was the Job Support Scheme (JSS) amounted to about \$1.2 million which DPH received as part of the government assistance for Covid-19.
- 9.2.4 The second source of income was the net investment income of about \$840K which was higher than FY 2020. The third source of income came from the Voluntary Income of \$2.18 million which was significantly higher than FY 2020. Thanks to the generous donors who provided estate donations of about close to \$1 million. The last source of income was the Net Income from the Fund-raising activities which was amounted to \$1.27 million.
- 9.2.5 DPH reported a net surplus of \$3.76 million before investment gains and losses. This was substantially higher than FY 2020. In addition, there was a net gain from the investment activities of \$2.6 million versus last financial year of negative \$1 million loss. Thanks to DPH Investment Committee (IC) who helped to structure and oversee the balanced investment portfolio that provided a financial stability.
- 9.2.6 DPH reported a net surplus of \$6.38 million in FY 2021 as compared to a net deficit of \$672K in FY 2020.

9.3 FY 2021 Total Income for the Year

9.3.1 It was reported that DPH had performed better in FY 2021 as compared to FY 2020.



9.4 Operating Expenditure

9.4.1 The total operating expenditure incurred was \$15.43 million as compared to \$16.07 million in the previous financial year, giving a savings of about 4%. She highlighted that the majority of expenditure incurred for the purpose of charitable and governance activities.

9.4.2 Included in the charitable and governance activities were mainly the staff and related costs of \$11.69 million which was 3% higher than FY 2020. The rest of the expenditure had some savings as compared to FY 2020.

9.5 Fundraising Efficiency Ratio (FER)

9.5.1 The Fundraising efficiency ratio (FER) for the year was 9% in FY 2021 as compared to 14% in FY 2020. This was within the NCSS fundraising efficiency ratio of 30:70 ruling.

9.6 Statement of Financial Position as at 31 March 2021

9.6.1 She reported that the total assets were amounted to \$64.13 million. This was higher than FY 2020 of \$60.32 million. The Funds of the Hospice comprised the Restricted Fund – Endowment Fund; Restricted Fund – Donations and Unrestricted Fund – Accumulated Fund. It was amounted to \$51.75 million.

9.7 Reserve Ratio (RR)

9.7.1 The Hospice's Reserve Ratio (RR) was reported at 1.33 in FY 2021 as compared to 1.00 in FY 2020. In terms of the number of months, the reserve would be able to last about 16 months should all income and funding ceased and fixed operating expenditure continued to be incurred.

End of Audited Financial Statements

9.7.2 Chairman proposed that the Audited Financial Statements for the financial year ended 31 March 2021 be approved, and put the motion to vote.

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

9.7.4 As all the votes had been cast “FOR” the approval of the Audited Financial Statements for the financial year ended 31 March 2021, I declared that the resolution had been carried.

10. **Resolution 4: Appointment of External Auditors – KPMG LLP for the FY2021/2022**

10.1 Chairman proposed that KPMG LLP be appointed as external auditors for Dover Park Hospice for the financial year ending 31 March 2022, and put the motion to vote.

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

10.3 As all the votes had been cast “FOR” the approval of the appointment of KPMG LLP as external auditors for Dover Park Hospice for the financial year ending 31 March 2022, He declared that the resolution had been carried.

11. **Resolution 5 to 15: Election of Governing Council Members**

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

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

11.2 **Constitution Article 10.3: Mandatory Retirement**

11.2.1 Mr. Robert Chew served in the Council for six consecutive years, would be required under the Constitution to retire from Council after the AGM.

11.2.2 In addition, the following member had also requested to step from the Council after the AGM:
1) Mr. Tan Kim Kwang

11.2.3 Under the Constitution 10.3, one half of the Council Members is required to retire at the AGM but shall be eligible for re-election to the 30th Governing Council. The following 7 members were required to retire as Council members but were eligible for re-election and they were:

S/No	Nominees	Proposer	Seconder
1.	Ms. Diane Chen Dan	Mr. Chey Chor Wai	Ms. Angelene Chan
2.	Ms. Angelene Chan	A/Prof Jeremy Lim	Mr. Chey Chor Wai
3.	Ms. Ong Ai Hua	Ms. Angelene Chan	Ms. Cheng Yoke Ping
4.	Ms. Cheng Yoke Ping	A/Prof Jeremy Lim	Mr. Chey Chor Wai
5.	Mr. Paul Gagnon	Ms. Cheng Yoke Ping	A/Prof Jeremy Lim
6.	Dr. Lionel Lee	Ms. Angelene Chan	Ms. Cheng Yoke Ping
7.	Dr. Tanya Tierney	Mr. Chey Chor Wai	Ms. Angelene Chan

11.3 **New nominees**

11.3.1 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:

S/No	Nominees	Proposer	Seconder
1.	Mr. Henk R. De Glint	A/Prof Jeremy Lim	Mr. Chey Chor Wai
2.	Prof Ho Yew Kee	Ms. Cheng Yoke Ping	A/Prof Jeremy Lim

3.	Ms. Deanna Ong	Ms. Angelene Chan	Ms. Cheng Yoke Ping
4.	Ms. Shefali Srinivas	A/Prof Jeremy Lim	Ms. Angelene Chan

11.3.2

Chairman introduced the new nominees as follows:

Mr. Henk R. De Glint is a senior wealth management professional and respected leader in the financial industry, currently Managing Director and Senior Advisor Singapore and Southeast Asia at JP Morgan Private Bank. Previously, Henk also worked for UBS, Fortis and ABN AMRO bank. Henk served on the Financial Services Working Group of the 2002 Economic Review Committee and is currently actively involved as an Expert Panel Member and Lecturer at the Singapore Wealth Management Institute. Dutch National & Singapore Permanent Resident. Lived in the Netherlands, Belgium, Germany and Vietnam. Based in Singapore since 1994.

Prof. Ho Yew Kee has previously served on DPH Governing Council as the Chairman of the Audit, Risk and Governance Committee. He has served 6 years previously before taking a break and has agreed to continue to serve in the coming term.

He is Professor of Accounting, Associate Provost (SkillsFuture) and Cluster Director, Designed & Specialised Businesses at the Singapore Institute of Technology. He was previously on the board of Accounting and Corporate Reporting Authority (ACRA), Singapore Tax Academy, Ngee Ann Polytechnic, SATA CommHealth, Dover Park Hospice, The Boys' Brigade in Singapore, Kuo Chuan Presbyterian Schools Management Committee amongst others. He currently serves on the board of a listed insurance company, National Kidney Foundation, St Luke's Eldercare, Prison Fellowship Singapore, and was recently appointed to the Charity Council.

Ms. Deanna Ong has been Chief People Officer of GIC since 2017. She oversees human resource strategy to attract, develop and retain talent for enterprise performance, seeded with the right values and culture. Her focus includes leadership development, reward and engagement, organizational culture and corporate governance. She was Director, Finance from 2009 to 2014, during which she headed the Finance Group responsible for financial management across GIC's portfolio, covering financing arrangements for assets, tax planning, investment structures and accounting functions. Prior to joining GIC in 1994, she was a tax accountant with Arthur Andersen. She is currently a board member of Swiss Re Ltd and the International Forum of Sovereign Wealth Funds.

Ms. Shefali Srinivas is a communicator with business, healthcare, and journalism experience across the APAC region. She draws from over 20 years of experience on both sides of the fence: as a consultant with some of the world's best communications firms, and as a journalist in four countries. She has written for The Straits Times and Mind Your Body in Singapore; The Digital Health Post, Online Journalism Review, and Colorlines in the United States; The Cape Times in South Africa; and The Asian Age, Indian Express, and the Economic Times in India. She currently manages business communications for Facebook in APAC. Outside of work, she enjoys singing, writing fiction, playing guitar, and gardening. She is a breast cancer survivor and uses her experience to help others through their own cancer treatment. She hopes to study new approaches to dealing with difficult diagnoses in order to help people with chronic and terminal conditions access a better quality of life.

11.3.3 Mr. Chey Chor Wai continued to report that in respect of each of the resolutions 5 to 15, each nominee was put up for election individually and votes cast were also tallied individually based on resolution 5 to 15.

11.3.4 Majority of Votes cast "FOR" election of each of the following nominees as members of the 30th Governing Council:

Resolution 5 – Ms. Diane Chen Dan
Resolution 6 – Ms. Angelene Chan

Resolution 7 – Ms. Ong Ai Hua
Resolution 8 – Ms. Cheng Yoke Ping
Resolution 9 – Mr. Paul Gagnon
Resolution 10 – Dr Lionel Lee
Resolution 11 – Dr Tanya Tierney
Resolution 12 – Mr. Henk R. De Glint
Resolution 13 – Prof Ho Yew Kee
Resolution 14 – Ms. Deanna Ong
Resolution 15 – Ms. Shefali Srinivas

- 11.3.5 Chairman then proposed that each nominee under resolutions 5 to 15 be put up for election as a member of the 30th Governing Council, and put each motion to a vote.
- 11.3.6 He cast his votes in accordance with voting instructions received
- 11.3.7 In respect of each of the resolutions 5 to 15, a majority of the votes had been cast “FOR” the election of each nominee as a member of the 30th Governing Council
- 11.3.8 He declared each of the Resolutions 5 to 15 carried.
- 11.3.9 Mr. Chey Chor Wai announced that the following members would proceed to serve in the 30th Governing Council without re-election:

- (1) Dr Kwa Chong Teck
- (2) A/Prof Jeremy Lim Fung Yen
- (3) Mr. Chey Chor Wai
- (4) Ms. Marlene Foo
- (5) Dr Karen Soh
- (6) Ms. Woo E-Sah
- (7) Dr Mark Chan Peng Chew
- (8) Mr. Low Chee Wah
- (9) Mr. Shee Gim Leng

- 11.3.10 Chairman was pleased to announced the names of the 22 members (including the two Honorary Council members) who will form the 30th Governing Council 2021/2022 were as follows:

1. Ms. Angelene Chan
2. Dr. Mark Chan Peng Chew
3. Ms. Diane Chen Dan
4. Ms. Cheng Yoke Ping
5. Mr. Chey Chor Wai
6. Mr. Henk R. De Glint
7. Ms. Marlene Foo
8. Mr. Paul Gagnon
9. Prof Ho Yew Kee
10. Dr Kwa Chong Teck
11. Dr Lionel Lee
12. A/Prof Jeremy Lim Fung Yen
13. Mr. Low Chee Wah
14. Ms. Ong Ai Hua
15. Ms. Deanna Ong
16. Mr. Shee Gim Leng
17. Ms. Shefali Srinivas
18. Dr Karen Soh
19. Dr Tanya Tierney
20. Ms. Woo E-Sah
21. Dr Seet Ai Mee (Honorary Council Member)
22. Dr Jerry Lim Kian Tho (Honorary Council Member)

12. **Thank You Speech by Chairman**

12.1 Chairman thanked Mr. Robert Chew who was required to step down under the Constitution having completed his 6 conservative years of service at DPH and also Mr. Tan Kim Hwang who requested to step down. He also thanked all council members and management for their time and services.

12.2 There being no questions received by due date of Friday, 13 August 2021 and no other matters, Chairman thanked members for their participation and declared the meeting closed.

13. **Group Photo Taking**

13.1 Mr. Chey Chor Wai asked all members to stay on line and turn on their video to take a group photo. After that, the meeting was ended at 2.45 pm.

Recorded by: Ms. Karen Tan
Vetted by: Mr. Timothy Liu
Approved by: A/Prof Jeremy Lim
Date :