

**MINUTES OF THE THIRTY-SECOND (32<sup>ND</sup>) ANNUAL GENERAL MEETING (AGM) OF DOVER PARK HOSPICE (DPH) HELD ON 24 AUGUST 2024 AT 1.30PM AT HOLIDAY INN SINGAPORE ATRIUM (CHANGI ROOM 1)**



Present:

A/Prof. Jeremy Lim	Chairman
Prof. Ho Yew Kee (Online)	Honorary Secretary
Ms. Diane Chen Dan	Honorary Treasurer
Mr. Shee Gim Leng	Asst Honorary Secretary
Ms. Ong Ai Hua	Asst Honorary Treasurer
Dr. Seet Ai Mee	Mr. Chey Choi Wai
Dr. Mark Chan Peng Chew	Dr. Tanya Tierney
Dr. Seet Ju Ee	Mr. Low Chee Wah
Mr Johnny Lam	Mr. Kenneth Sim
Ms. Sandy Foo (Online)	Dr. Kwa Chong Teck (Online)

By Proxy Form: Mr. Guan Ong  
Ms. Deanna Ong  
Mr. Henk R. De Glint

By Invitation: Dr. Liew Li Lian, CEO, Dover Park Hospice  
Dr. Mervyn Koh, Medical Director, Dover Park Hospice  
Snow Yang, Finance Manager, Dover Park Hospice

Scribe: Ms. Norashikin Jaffar, Corporate Secretariat, Dover Park Hospice

**1. QUORUM**

- 1.1. At 1.30pm, there were 12 members physically and 3 members virtually present at the Annual General Meeting (AGM). DPH had received 3 proxy forms. Total: 18 members.
- 1.2. 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. 18 members met the minimum requirement  $\frac{1}{4}$  of DPH's registered members of 54.

**2. Welcome Address by A/Prof. Jeremy Lim, Chairman of the 32<sup>nd</sup> Governing Council**

- 2.1. Chairman welcomed members to the AGM and thanked them for their attendance.
- 2.2. He introduced that Mr. Shee Gim Leng, Assistant Honorary Secretary and Ms. Diane Chen Dan, Honorary Treasurer will be speaking in the meeting.

**3. Resolution 1: Confirmation of the 31st AGM Minutes**

- 3.1. Minutes of the 31st Annual General Meeting (AGM) held on Saturday, 26 August 2023
- 3.2. As there were no amendments to the minutes of the 31st AGM, the minutes were confirmed and accepted.

Proposer: Dr. Mark Chan Peng Chew                      Second: Ms. Diane Chen Dan

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

**4. Resolution 2: Chairman's report for financial year ended 31 March 2024**

- 4.1. The Chairman's Report for the financial year ended 31 March 2024 had been duly circulated to all members and would be taken as read.

- 4.2. A/Prof Jeremy Lim delivered his Chairman's report. He thanked all members once again for attending the physical AGM.
- 4.3. During the meeting, the Chairman presented key updates on patient care, healthcare utilization, and the expansion of services at DPH, emphasizing notable improvements across multiple areas:
  - 4.3.1. **Symptom Control:** Over 90% of patients experienced effective control of pain, dyspnea, and delirium prior to death, demonstrating a high standard of symptom management.
  - 4.3.2. **Preferred Place of Death:** A significant 85% of patients passed away outside of the hospital. Among home care patients, 69% were able to fulfill their wish of dying at home, reflecting the effectiveness of home care services.
  - 4.3.3. **Healthcare Utilisation and Cost:** There was a trend towards reduced inpatient (IP) and emergency department (ED) visits in the last month of life for patients in DPH care compared to those in non-DPH settings. Notably, ED costs were significantly lower for DPH patients during this period.
  - 4.3.4. **Home Care Expansion:** DPH saw a 16% increase in home care services, achieving island-wide coverage. Average Length of Stay (ALOS) for home care patients decreased by 23% compared to the previous year.
  - 4.3.5. **Inpatient Expansion:** Since moving to new premises, there has been a 12% increase in inpatient turnover, driven by enhanced collaboration and referrals from Tan Tock Seng Hospital (TTSH). Inpatient deaths rose by 13%, while ALOS decreased by 24% over a three-year period (from 38 days in FY21/22 to 29 days in FY23/24). Additionally, the maximum length of stay (LOS) for FY23/24 decreased by 50% compared to the previous year, with more family members willing to transfer patients to DPH due to increased convenience.
  - 4.3.6. **Day Care Expansion:** ALOS for daycare services dropped by 55%, though the proportion of referrals from institutions remained consistent.
- 4.4. These improvements indicate strong progress in patient care and service delivery, while also reflecting DPH's growing capacity and efficiency in its expanded home, inpatient, and daycare services.
- 4.5. The meeting accepted the Chairman's report.

Proposer: Ms. Ong Ai Hua

Seconder: Mr. Shee Gim Leng

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

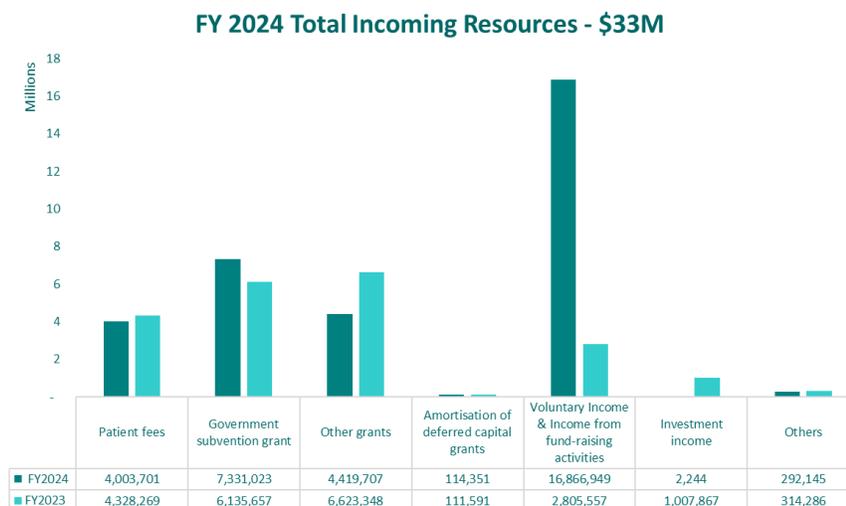
## 5. **Resolution 3: Audited Financial Statements for FY2023/2024**

- 5.1. Ms. Diane Chen Dan, Honorary Treasurer presented the Audited Financial Statements for the year ended 31 March 2024.

### 5.2. Summarised Income & Expenditure

During the meeting, the financial statements for the year were discussed in detail, following a thorough audit by KPMG and a comprehensive review by the EXCO, ARGC, and Governing Council. It was highlighted that the preparation of this year's financial statements presented unique challenges due to ongoing developments at DPH.

- 5.2.1. **Basis of Preparation of Financial Statements:** The financial statements were prepared based on the current subsidy framework, pending the finalization of the Integrated Palliative Care Programme (IPCP) with MOH. Adjustments will be made in the following year once further clarity on the agreement is provided. (Refer to Notes 2.4 and 16).
- 5.2.2. **Net Gain:** A significant net gain of \$12.76 million was reported for FY2024, largely due to a \$13 million legacy donation. Without this donation, DPH would have operated at a slight deficit.
- 5.2.3. **Investment Strategy:** DPH appointed Fullerton Fund Management and revised its investment approach by investing in mutual funds. As a result, while investment income decreased to \$2K, there was a notable increase in net fair value gains, totaling \$2.4 million.
- 5.2.4. **Property, Plant, and Equipment:** The financial statements reflected a \$10.29 million addition to the building category, representing a 9-year lease with Tan Tock Seng Hospital for the Integrated Care Hub (ICH).
- 5.2.5. **Contingent Liability:** A provision for reinstatement costs related to the ICH lease has not been made, as the lease agreement is yet to be finalized. This has been disclosed as a contingent liability in Note 26.
- 5.3. FY 2024: Total Income for the Year



- 5.4. Other key points included the slight decrease in operating income due to the move to the ICH and a 17% increase in expenditure, which remains within the approved budget. The reserve ratio has improved, with total funds growing from \$53 million last year to \$66 million this year, positioning DPH for a stronger financial outlook.

**End of Audited Financial Statements**

- 5.5. The motion to accept and approve the Audited Financial Statements was put to the members.

Proposer: Mr. Low Chee Wah

Secunder: Mr. Chey Choi Wai

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

**6. Resolution 4: Appointment of External Auditors – KPMG LLP for the FY2024/2025**

- 6.1. Chairman proposed that KMPG LLP be appointed as external auditors for Dover Park Hospice for the financial year ending 31 March 2025, and put the motion to vote.
- 6.2. Fee proposal received: \$88,000 (FY2024 \$69,940). 25.8% increase from the FY2024 and the proposed fee is subject to further review and negotiation with KPMG LLP.

Proposer: Ms. Ong Ai Hua

Seconder: Dr. Mark Chan Peng Chew

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

**7. Resolution 5 to 7: Election of 33<sup>rd</sup> Governing Council Members**

- 7.1. **Members retiring / new and are eligible for re-election to the 33<sup>rd</sup> Governing Council are:**

S/No	Nominees
1.	Dr. Mark Chan Peng Chew
2.	Ms. Diane Chen Dan
3.	Mr. Chey Chor Wai
4.	Dr. Kwa Chong Teck
5.	Mr. Low Chee Wah
6.	Mr. Shee Gim Leng
7.	Dr. Karen Soh
8.	Ms. Woo E-Sah
9.	Mr. Johnny Lam (new member)
10.	Mr. Kenneth Sim (new member)

- 7.2. **Chairman asked members for approval for the above 10 nominees to be voted individually by show of hands.**

- 7.3. Members had no objection to the 10 nominees being voted individually by show of hands.

- 7.4. Chairman called the meeting to vote by show of hands. As there were no objections nor abstentions from members, the motion was adopted.

**8. Members Stepping Down**

S/No	Name	Position	Date	Reason
1.	A/Prof. Jeremy Lim	Chairman	24 August 2024	Resigned from Council
2.	Mr. Paul Gagnon	Member	17 July 2024	Resigned from Council
3.	Ms. Shefali Srinivas	Member	16 August 2024	Resigned from Council
4.	Ms. Diane Chen Dan	Honorary Treasurer	24 August 2024	Stepping Down as Honorary Treasurer

**9. The following Council Members will proceed to the 33<sup>rd</sup> Governing Council without election:**

9.1. Chairman was pleased to announce the following members who will continue on the 33<sup>rd</sup> Governing Council as they were not due to step down in this AGM. He thanked them for their continuing service to the Council.

1.	Ms. Angelene Chan	2.	Mr Henk R. De Glint
3.	Ms. Sandy Foo	4.	Prof. Ho Yew Kee
5.	Ms. Ong Ai Hua	6.	Ms. Deanna Ong
7.	Mr. Guan Ong	8.	Dr. Seet Ju Ee
9.	Dr. Tanya Tierney		

**10. Appointment of New and Existing Honorary Council Members**

10.1. Under Article 5.5, under Article 5.5, the following Council Members had been conferred as Honorary Council Members and need not stand for election:

Dr. Seet Ai Mee  
Dr. Jerry Lim Kian Tho  
Emeritus Prof. Lionel K H Lee

**11. 33<sup>rd</sup> Governing Council 2024/2025**

11.1. Chairman was pleased to announce the names of the 22 members (including the three Honorary Council members) who will form the 33<sup>rd</sup> Governing Council 2024/2025 were as follows:

Dr. Mark Chan Peng Chew  
Ms. Diane Chen Dan  
Mr. Chey Chor Wai  
Dr. Kwa Chong Teck  
Mr. Low Chee Wah  
Mr. Shee Gim Leng  
Dr. Karen Soh  
Ms. Woo E-Sah  
Mr. Johnny Lam  
Mr. Kenneth Sim  
Ms. Angelene Chan  
Mr. Henk R. De Glint  
Ms. Sandy Foo  
Prof. Ho Yew Kee  
Ms. Ong Ai Hua  
Ms. Deanna Ong  
Mr. Guan Ong  
Dr. Seet Ju Ee  
Dr. Tanya Tierney  
Dr. Seet Ai Mee (Honorary Council Member)  
Dr. Jerry Lim Kian Tho (Honorary Council Member)  
Dr. Lionel Lee (Honorary Council Member)

### **Thank You Speech by Chairman**

12. The Chairman expressed his appreciation and gratitude to the Council members of the 32nd Governing Council for their dedicated service throughout the term.
13. Before closing the Annual General Meeting, he inquired if there were any other matters to address, as per the agenda. Upon being informed by the Assistant Honorary Secretary that no further queries or matters had been raised under Agenda Item 9, the Chairman officially brought the meeting to a close.
14. He extended his congratulations to the incoming Council members and wished everyone a wonderful weekend, expressing his thanks to all attendees.
15. The meeting ended at 2.30pm.

Recorded by : Ms. Norashikin Jaffar  
Vetted by : Dr. Liew Li Lian  
Approved by : A/Prof Jeremy Lim  
Date : 10 September 2024