

Every Moment Matters



DOVER PARK HOSPICE

ANNUAL REPORT 2013-2014





DOVER PARK HOSPICE
Every Moment Matters

The Dove is a symbol of peace and love.

Dover Park Hospice logo features two forms – the Circle of Life and the Dove. The Circle represents the passage of life :

- The trials and experiences from a life well-lived;
- A wisdom and certainty that comes with age;
- A personification that death is but the natural completion of life's cycle.

Significantly, the Circle is not enclosed, allowing the Dove to soar free from the Circle and take flight towards another realm, full of hope and dignity.

A subtle shadow in the background hints at the care and compassion that has supported this journey. A series of artistic brushstrokes blend three key colours – Teal, Sky Blue and Dove Grey to form images depicting the Circle and Dove, signifying the graceful transition into timeless serenity.

The colours:

Teal – A symbol of trust, dedication and healing.

Sky Blue – Evokes a sense of grace and peace; also brings to mind the “limitlessness” of a blue sky.

Dove Grey – This warm neutral grey is associated with tranquility and timelessness; suggests of a peaceful state of being.



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Taking a rest in the evening, Mr Mohtar Bin Ismail basks in the tranquil and serene gardens at Dover Park Hospice.



VISION

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

MISSION

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

CHAIRMAN'S MESSAGE

2013 marked a year of steady growth for Dover Park Hospice. We continued to expand our scope of services in the areas of medical care, pain management, emotional and spiritual support to better serve our patients. DPH adopts a holistic approach to providing quality care so that our patients can spend their remaining days, whether at home or in the hospice, in comfort and with dignity.

Our multi-disciplinary team of clinical staff and allied healthcare professionals work closely together with volunteers to provide compassionate care for our patients. This holistic approach to total patient care addresses our patients' physical needs and provides attention to their social and psychological being, with support extended to their loved ones as well.

On 28 June 2014, Health Minister Gan Kim Yong identified Palliative Care as an important component in the continuum of care in Singapore's healthcare services. Emphasis will be placed on enhancing the quality of care, expanding services, ensuring affordability and increasing awareness. We are encouraged by the support from the Health Ministry, and will continue to ensure every effort is being made to better serve the needs of our terminally-ill patients.



Dover Park Hospice and I would like to extend our sincere appreciation to our friends, donors, volunteers, sponsors and partners for your steadfast support of our compassionate cause. Your contributions provide encouragement and energise our various initiatives. We seek your continued support as we work towards enhancing our services for patients with advanced terminal illnesses and bringing home the message that “Every Moment Matters”.

Prof Lionel Lee
Chairman, Governing Council

GOVERNING COUNCIL



Back row (from left): Ms Joy Tan, Dr Seet Ju Ee, Ms Marlene Foo, Mr Lester Lee, Dr Stella Wee (CEO), Dr Tanya Tierney, Dr June Goh, Ms Cheng Yoke Ping.

Front row (from left): Ms Ong Ai Hua, Dr Seet Ai Mee, Prof Lionel Lee, Mr Chey Chor Wai, Ms Angelene Chan, Ms Diane Chen. These are also EXCO members with Dr Seet as Founder Chairman of DPH.

The following persons were not in the photo: Mr Robert Chew, Dr Jerry Lim, A/Prof Chin Jing Jih, Dr Robert Lim, Dr Uma Rajan, Mr Robert Goh, Mr Lam Yi Young, Mr Tan Seng Hock, Ms Woo E-Sah.

CORPORATE INFORMATION

Founding Chairperson Dr Seet Ai Mee
Co-Founder Dr Jerry Lim Kian Tho

Registration

Dover Park Hospice (the Hospice) is registered as a Voluntary Welfare Organisation in accordance with the Societies Act, Chapter 311. The Hospice is registered as a charity under the Charities Act, Chapter 37. 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 from 1 October 2012 to 30 September 2014.

Registered Address 10 Jalan Tan Tock Seng
Singapore 308436

Unique Entity Number S92SS0138D

Auditors KPMG LLP

Bankers

General Account DBS Bank Ltd
Overseas Chinese Banking Corporation
UBS AG, Singapore

Endowment Fund DBS Bank Ltd
Overseas Chinese Banking Corporation

Fund Manager of the Endowment Fund

Lion Global Investors Ltd

GOVERNING COUNCIL

Chairman Prof Lionel Lee Kim Hock
Vice Chairman Mr Robert Chew
Honorary Secretary Ms Ong Ai Hua
Assistant Honorary Secretary Ms Angelene Chan Li Chen
Honorary Treasurer Ms Diane Chen Dan

Members

Ms Cheng Yoke Ping
Mr Chey Chor Wai
A/Prof Chin Jing Jih
Ms Marlene Foo
Dr June Goh Pheck Suan
Mr Robert Goh Say Hong
Mr Lam Yi Young
Mr Lester Lee Keng Kok
Dr Robert Lim Seng Cheong
Dr Seet Ju Ee
Mr Tan Seng Hock
Ms Joy Tan Whei Mien
Dr Tanya Tierney
Dr Uma Rajan
Ms Woo E-Sah

Honorary Council Members

Dr Seet Ai Mee
Dr Jerry Lim Kian Tho

GENERAL DECLARATION

1. Nomination and appointment of Council Members

All Council Members were nominated and appointed to Council at the 21st Annual General Meeting held on 24 August 2013.

All Council Members declare that they are neither undischarged bankrupts nor have they been convicted of any offence in a court of law.

2. Governance Evaluation Checklist

With effect from FY 2013/14, Dover Park Hospice falls under the Advance Tier of Guidelines for purposes of the Code of Governance (Code) for Charities and Institutions of Public Character (IPCs) as the Advance Tier covers larger IPCs with gross annual receipts of \$10 million and more in each of its two immediate preceding financial years.

Dover Park Hospice has complied with the relevant guidelines as stipulated in the Code. The full checklist can be obtained at the Charity Portal (www.charities.gov.sg).

3. Conflict of interest

All Council Members and employees of the Hospice are required to read and 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 there is a conflict of interest, real or perceived, Council Members/ employees will not participate in decision-making and approvals of transactions to which they have a conflict of interest.

COMMITTEE MEMBERS

Executive Committee

Prof Lionel Lee Kim Hock (Chairman)
Mr Robert Chew
Ms Angelene Chan Li Chen
Ms Diane Chen Dan
Mr Chey Chor Wai
Ms Ong Ai Hua

Appointment/Nomination Committee

Prof Lionel Lee Kim Hock (Chairman)
Mr Robert Chew
Mr Chey Chor Wai
Ms Ong Ai Hua

Audit Committee

Mr Robert Chew (Chairman)
Prof Ho Yew Kee
Ms Phyllis Kum
Ms Woo E-Sah

Building & Development

Ms Angelene Chan Li Chen (Chairperson)
Mr Lester Lee Keng Kok
Prof Lionel Lee Kim Hock
Ms Ong Ai Hua
Ms Joy Tan Whei Mien
Dr Stella Wee May Li
Ms Woo E-Sah
Dr Wu Huei Yaw

Communications & Outreach Committee

Mr Lester Lee Keng Kok (Co-chairperson)
Dr Tanya Tierney (Co-chairperson)
Mr Andrew Cheng
Mr Chin Cheow Liang
Ms Siti Rohanah Koid
Ms Genevieve Kuek
Mr Andy Seet
Ms Wee Geok Hua
Mr Wong Wei Kong

DPH Institute Taskforce

Dr Wu Huei Yaw (Chairman)
A/Prof Josip Car
Mr Robert Chew
Dr Allyn Hum
Dr Angel Lee
Ms Ong Ai Hua
Dr Ong Wah Ying
Dr Tanya Tierney
Ms Tan Wee King

Fundraising Committee

Dr June Goh (Co-chairperson)
Ms Joy Tan Whei Mien (Co-chairperson)
Ms Diane Chen Dan
Ms Stephanie Cheah
Ms Jacqueline Chua (stepped down 12 March 2014)
Ms Junie Foo (co-opted 17 March 2014)
Dr Ho Ching Lin
Ms Amy Lai
Ms Sharon Saw

COMMITTEE MEMBERS

Fundraising Committee (continued)

Dr Seet Ai Mee (stepped down 27 March 2014)
Dr Seet Ju Ee
Dr Karen Soh
Ms Shan Tjio
Dr Miranda Walsh
Ms Vivien Yui

Human Resource Committee

Mr Robert Goh Say Hong (Chairman)
Mr Robert Chew
Mr Andrew Loh
Ms Ong Ai Hua
Dr Seet Ju Ee
Mr Tan Kim Kwang
Dr Uma Rajan

Investment Committee

Mr Tan Seng Hock (Chairman)
Ms Jacqueline Khoo
Mr Freddy Orchard
Dr Seet Ai Mee
Mrs Tan Geok Lin
Mr Michael Wong Pakshong

Information Technology Committee

Mr Lam Yi Young (Chairman)
Mr Chau Chee Chiang
Mr Robert Chew
Col Rupert Gwee
Mr Robin Koh
Mr Lester Lee Keng Kok

Medical Professional Audit Committee

Dr Robert Lim Seng Cheong (Chairman)
A/Prof Chin Jing Jih
Dr Gilbert Fan
Dr Jeremy Lim
Dr Jerry Lim Kian Tho
A/Prof Pang Weng Sun
Ms Tiew Lay Hwa
Dr Uma Rajan
Mr Wu Tuck Seng
A/Prof Eric Yap
Adj A/Prof Nellie Yeo

Volunteer Committee

Ms Marlene Foo (Chairperson)
Mr Cheang Boon Keong
Mr Raymond Chiang
Ms Jasmine Chong
Mr Philip Cordeiro
Mr Koh Wee Chee
Mr Lester Lee Keng Kok
Ms Pearl Lim
Mr Agus Othman
Ms Irene Soon
Ms Elsie Sng
Ms Ida Tan
Dr Tanya Tierney
Ms Wee Geok Hua
Mr Tony Wong
Ms Lily Yak
Ms Nancy Yap
Mr Bernard Yeo

SENIOR MANAGEMENT

Chief Executive Officer	Dr Stella Wee May Li (from 2 April 2012)
Medical Director	Dr Angel Lee (till 30 June 2013) Dr Wu Huei Yaw (from 1 July 2013)
Senior Consultant	Dr Angel Lee Dr Allyn Hum
Consultant	Dr Ong Wah Ying
Resident Physicians	Dr Hoh Sek Yew Dr Karen Liaw Dr Beverly Siew
Head, Allied Health	Ms Chee Wai Yee (on study leave from January - December 2014)
Head, Nursing Services	Ms Chin Soh Mun
Head, Training & Development	Ms Tan Wee King

Manager, Administration & Finance	Mr Steven Foo
Manager, Corporate Communications	Ms Lee Tien Sin (till 23 May 2014)
Manager, Donor Management	Ms Lilian Lee
Manager, Information Technology	Mr Steven New
Manager, Human Resource	Ms Nancy Lee
Manager, Volunteer Programmes	Mr Allard Mueller
Assistant Manager, Patient Affairs	Ms Joyce Lee



Mr Md Yusof Bin Mohaman enjoys an afternoon out in the sun during an outing with volunteers.

**Because Every Moment Matters...
we will make each one memorable**



Our patient Mdm Tung Gek Lang and her beau, Mr Goh Chye Thiam exchanged marital vows at Dover Park Hospice with friends and family in attendance. Her patient ward was converted into a bridal suite by the clinical team and staff for this special day.

WITHIN THE HOSPICE

MOHH Innovation Project - Integrated Health Management System (iHMS)

FY 2013/14 was a challenging year for the clinical team because of the implementation of the MOHH Innovation Project, an IT project that saw the team re-examining its work processes. Clinical information, including patient flow from the time of admission to discharge or demise, now has to be entered electronically into the integrated Health Management System (iHMS) as opposed to being written down by hand. The journey was not an easy one but it was heartening to see everyone embarking on the challenge with the right attitude. A change management event was organised in October to help staff appreciate the significance of the entire change process. The move to eventually replace a large part of the written clinical records with electronic ones is a goal that we hope to achieve in the next 1 to 2 years.

Inpatient Statistics

The inpatient bed occupancy rate took a dip between August 2013 and January 2014. This resulted in a lower average occupancy rate of 76.34% as compared to the previous year's 85.82%.

The reasons that contributed to this lower occupancy rate were:

- i) An inpatient hospice recently increased its bed numbers and a significant number of referrals were diverted there.
- ii) A significant proportion of patients admitted to Dover Park Hospice was more ill and unstable. This resulted in a higher turnover of patients with a shorter average length of stay, especially between the months of August and November 2013.

The bed occupancy rate began to pick up towards the end of the financial year. We are confident that the patient statistics will continue to improve as we move into the new financial year and have projected bed occupancy to be about 85% for the coming year.

Significant Milestones

Dover Park Hospice became a Medifund-approved institution on 24 July 2013. It received an initial approved budget of \$200,000 for the Financial Year. A Medifund Committee, comprising 3 members, was set up. The inaugural meeting was held on 29 August 2013 and the Committee will continue to meet on a quarterly basis. This fund was initially restricted for the use of inpatients, but with effect from 1 April 2014, has been extended to homecare patients as well.

Significant Events

The "Hospice of the Future" project, a Lien Foundation initiative, was completed in August 2013. This project was undertaken by Fuelfor, a design-thinking company based in Barcelona, to help conceptualise the hospice design which the Palliative Care community hopes to see in the future. The project involved Dover Park Hospice, Assisi Hospice and St Joseph's Home. The results of the project were published in a beautifully illustrated handbook titled "A Hospitable Hospice" and a media launch to showcase the study results was held at Dover Park Hospice on 24 September 2013.



Transport Minister Lui Tuck Yew who is also advisor to Moulmein CCC, shaking hands with Ms Lee Whye Ngor.



One of our many dedicated nurses, EN Wah Wah Khaing reassuring Mr Ng Cheng Geok.

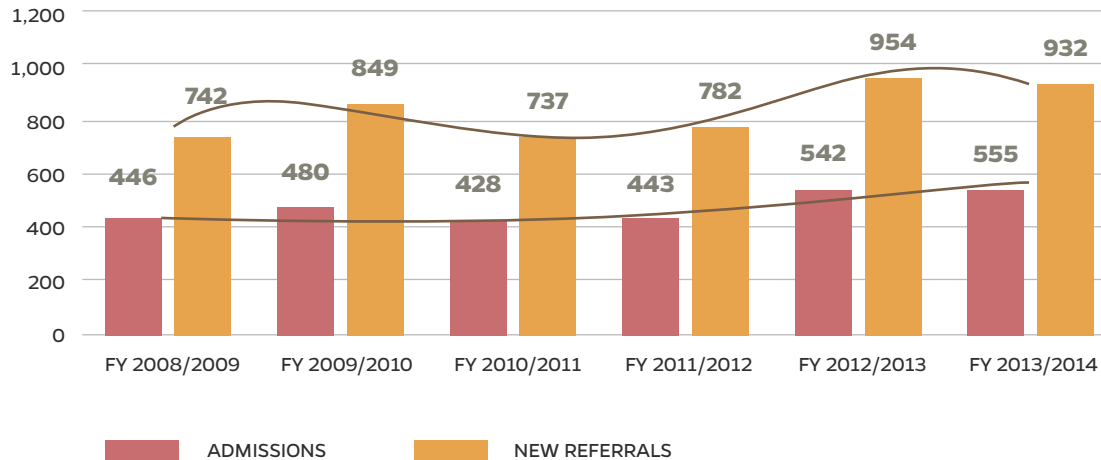
Significant Achievements

Dover Park Hospice won the Gold Award for the Best Poster at the ILTC Quality Festival held on 6 September 2013. The poster titled “Strengthening the Foundation, a Brick at a Time”, showcased the quality-improvement journey undertaken by Dover Park Hospice over the last 5 years to reach its current state.

A case series on the use of parenteral lignocaine in cancer neuropathic pain was awarded the first prize at the Asia Pacific Hospice Conference Poster Competition held in Bangkok, Thailand. This study is a collaboration between Dover Park Hospice and Tan Tock Seng Hospital’s Department of Palliative Medicine. The study has also been written and accepted for publication in the journal “Progress in Palliative Care”.

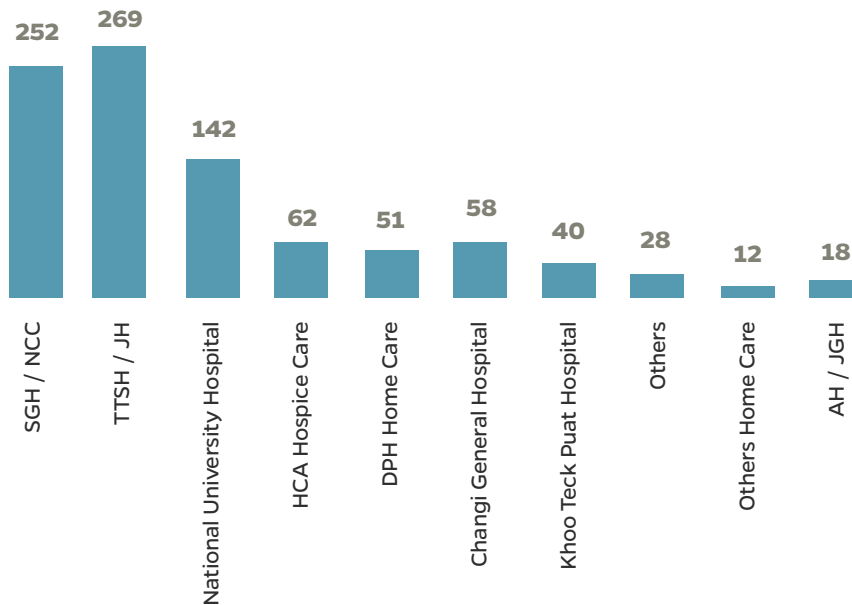
Summary of Admissions and Referrals for the past 6 years

FY	Admissions	New referrals	Difference (Admissions)	Difference (Referrals)
FY 2008/2009	446	742	7	29
FY 2009/2010	480	849	34	107
FY 2010/2011	428	737	-52	-112
FY 2011/2012	443	782	15	45
FY 2012/2013	542	954	99	172
FY 2013/2014	555	932	13	-22



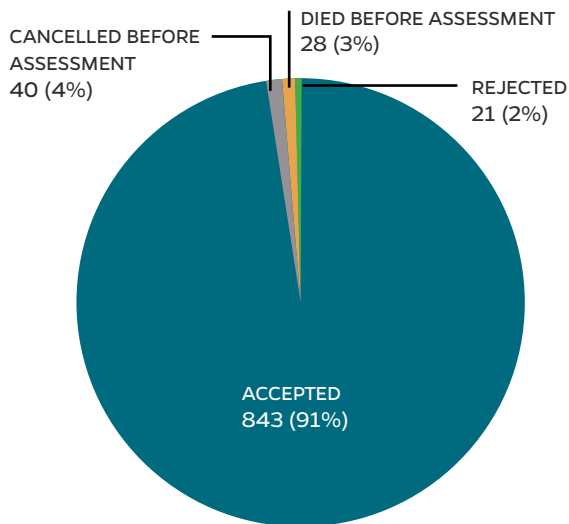
Source of Referrals

SGH / NCC	252
TTSH / JH	269
National University Hospital	142
HCA Hospice Care	62
DPH Home Care	51
Changi General Hospital	58
Khoo Teck Puat Hospital	40
Others	28
Others Home Care	12
AH / JGH	18
Total	932



Outcome of Referrals

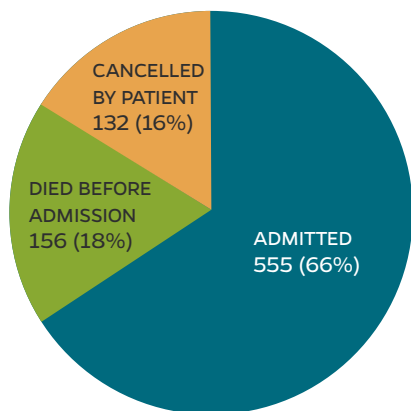
Accepted	843
Rejected	21
Cancelled Before Assessment	40
Died Before Assessment	28
Total Referrals	932



Outcome of Accepted Patients

Outcome of Accepted Referrals

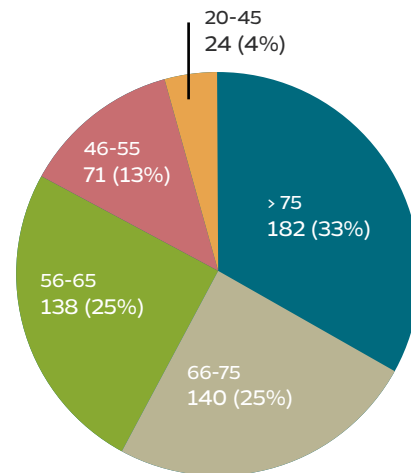
Admitted	555
Cancelled By Patient	132
Died Before Admission	156
Total Referrals Accepted	843



Patients Admitted by Age Group

Age Group

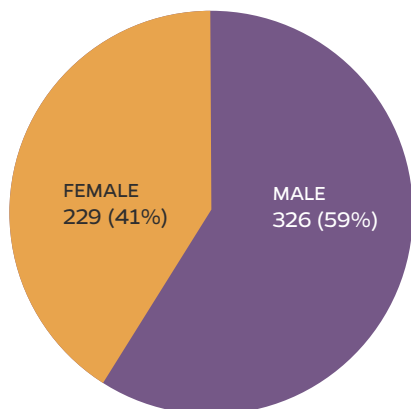
< 20	0
20 - 45	24
46 - 55	71
56 - 65	138
66 - 75	140
> 75	182
Total	555



Patients Admitted by Gender

Gender

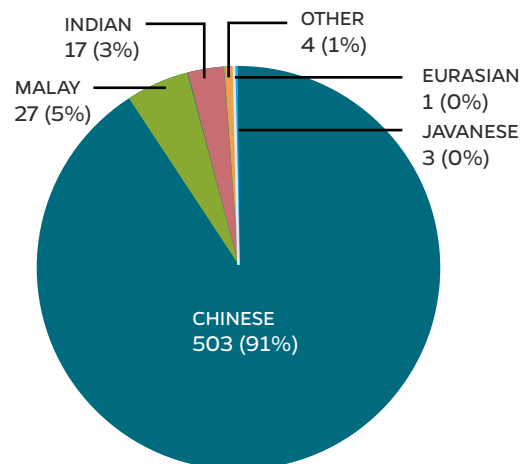
Female	229
Male	326
Total	555



Patients Admitted by Ethnic Group

Race

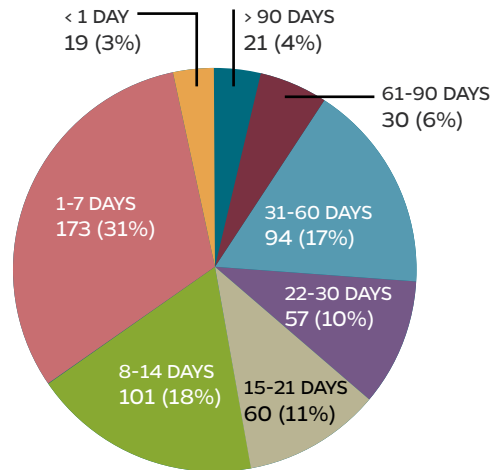
Chinese	503
Malay	27
Other	4
Indian	17
Eurasian	1
Javanese	3
Total	555



Patients & Length of Stay

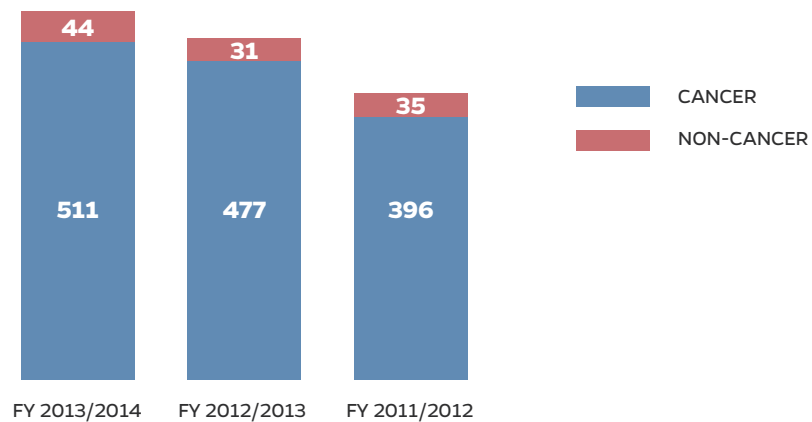
Length of stay

< 1 day	19
1 - 7 days	173
8 - 14 days	101
15 - 21 days	60
22 - 30 days	57
31 - 60 days	94
61 - 90 days	30
> 90 days	21
Total	555



Patients by Diagnosis

Major Diagnostic Group	FY 2013/2014		FY 2012/2013		FY 2011/2012	
Cancer	511	92.07%	477	93.90%	396	91.88%
Non-Cancer	44	7.93%	31	6.10%	35	8.12%
	555	100.00%	508	100.00%	431	100.00%



ALLIED HEALTH SERVICE

Bringing care beyond medicine

In FY 2013, the Allied Health team grew in manpower, with an increase in Counselling/Social work staffing from 2 to 4. More programmes were developed to enhance the psychosocial care of patients and to support their family members.

New Initiatives

a) “Make-it-Happen” Programme

One such initiative, named Make-it-happen, helped to fulfil wishes for celebrations, special outings and legacy work. Of note, a wedding solemnisation and a 20th wedding anniversary were organised under this programme.

b) Caregivers’ Night

The monthly Caregivers’ Night event is open to patients and their caregivers. Over the last year, it was tweaked to make it more activity-based, encouraging patients and their caregivers to be more participative and reflective. The themes for the monthly meetings were also carefully chosen to allow for therapeutic interventions.

c) Inpatient Occupational Therapy Service

From July 2013, Tan Tock Seng Hospital has been providing part-time contract service of their Occupational Therapists to Dover Park Hospice. Weekly individual and group sessions gave patients additional avenues for therapy and social interaction.



Tea-lights and candles were lit by family members for their loved ones at the Rose for Remembrance ceremony which is held twice a year.

Bereavement Support

Besides looking after patients, bereavement support also forms a large part of our care. This year, we reviewed the bereavement care provided by our hospice. One of our calendar highlights is the Rose for Remembrance memorial service, held in April and November every year. An operational manual on this memorial service has also been written. Trained volunteers continue to provide follow-up calls to family members at a suitable time after the death of patients as part of the bereavement support.



Colourful balloons were released by patients' families to wish their loved ones peace and best wishes.

Dover Park Hospice at IICH

As the government's plan to develop Health City Novena includes redeveloping the site currently occupied by Dover Park Hospice, the hospice is expected to relocate in about 5 years' time. We will be housed in a multi-storey building along with the Integrated Intermediate Care Hub (IICH) and the sub-acute wards and specialised rehabilitation wards of Tan Tock Seng Hospital. The future Dover Park Hospice will have a bed capacity of 100 and include a hospice day care facility.

The Building and Development Committee, chaired by Council Member Ms Angelene Chan, was set up to oversee the development of the new hospice. Dover Park Hospice is also represented by its Medical Director in the IICH Hospital Planning Committee (IICH HPC) chaired by Prof Philip Choo.

PALLIATIVE CARE VOLUNTEERS

Compassion in action

Volunteers have been working hard to serve patients of Dover Park Hospice, making every moment matter. In total, they clocked more than 14,000 Volunteer Service Hours, which represents an equivalent of over \$200,000.

A special Vigil project was started to ensure no one dies alone in Dover Park Hospice. Guidelines and processes have been put in place to enable volunteers to accompany patients in their last moments of life. Volunteers have also ventured into Home Care, providing befriending support, escorting patients to hospital appointments and bringing patients out for a stroll.

Some groups, such as Opal Massage, have been strengthened with new volunteers to increase their capability to meet the rising demand for their services. Our Ambassador Group had a second training workshop to support their outreach activities. Ambassador volunteers have held talks at CDCs and manned booths to connect with the public at large.

As a sign of our gratitude to our volunteers, we organised a Volunteer Outing to Bukit Tinggi, Malaysia in October 2013. The enjoyment during the trip and team bonding activities improved staff and volunteer integration. This formula of annually giving thanks to volunteers has paid off as we celebrated the long service of a 4th volunteer (Ms Lim Hsiu Mei) who has served 20 years with our hospice.



Extreme left: Pet therapy where our "canine volunteers" bring immense joy to our patients. Left: Bonding with our happy volunteers at the annual volunteers' outing at Bukit Tinggi, Malaysia.

Our Volunteer Groups – activities and committee members

Chairperson Ms Marlene Foo

Amethyst Charis Singing Group/Mr Raymond Chiang
Singing group that performs for patients

Crystal Arts & Craft Group/Ms Ida Tan
Creates craft items and sells them for fund-raising purposes

Diamond Malay Speaking Group/Mr Muhammad Agus Bin Othman
Organises monthly birthday celebrations for patients and Malay festivals such as Hari Raya

Emerald Patients Outing Group/Mr Anthony Wong
Takes patients for outings to various places of interest every Thursday

Garnet Ambassador Outreach Group/Mr Lester Lee
Volunteer ambassadors who support DPH in public awareness efforts

GEMS DPH Choir/Ms Nancy Yap
In-house choir comprising DPH staff and volunteers who perform for patients and at DPH events

Jade Chinese Speaking Group/Mr Koh Wee Chee
Befriends patients and organises celebratory events for them during Chinese festivals such as Chinese New Year

Lapis Lazuli Amitabha Buddhist Group/Ms Wee Geok Hua
Befriends patients

Opal Massage Group/Mr Douglas Yeo/Ms Mabel Pek
Provides massage services to patients to ease their aches and pains

Pearlie's Angels Soup for Patients Group/Ms Pearl Lim
Prepares home-cooked soups for patients

Ruby Pet Assisted Therapy Group/Mr Bernard Yeo
Brings pets to interact with patients under the Pets Therapy Programme

Sapphire English Speaking Group/Mr Cheang Boon Keong
Befriends patients, provides administrative support and musical performances for patients

SOKA Kopi & Roti for Patients Group/Ms Jasmine Chong
Prepares local delights of kopi (coffee) and roti (bread) for patients as an ice-breaker to befriend them

Sunstone Haircutting for Patients Group/Mdm Cheok Boon
Provides hairdressing and grooming services for patients

Tanzanite LKCMedicine Students Group/Dr Tanya Tierney
Young befrienders

Turquoise Home Care Volunteer Group/Ms Christy Lee-O'Loughlin
Befriending and escorting patients to doctors' appointments

Topaz Gardening Group/Ms Elsie Sng
Gardening group that helps maintain DPH's greenery

BEYOND THE HOSPICE



Our volunteer Tan Bee Lian (left) accompanying Mdm Chan for a special lunch treat.

We first got to know Mdm Chan, a spritely septuagenarian in July 2013. Widowed and independent, it was initially challenging for her to accept her increased frailty and dependence on others. It took her a while before she accepted the care by the home care team and gradually opened up to the volunteer befrienders.

Considering her initial wariness of strangers, it was indeed heart-warming for the team to receive a very personal note at Christmas.

A specially arranged outing by the volunteers to Gardens by the Bay left deep memories...

"... there are so many types of beautiful flowers ... the experience is so wonderful..."

A special wish resulted in a special lunch treat...

"... this is the first time I am taking Western Food... so nice... don't try, will never know..."

DOVER PARK HOME CARE

Bring care home

In its second year, the team was mindful that even as the demand for its services increased, there was a need to maintain quality. There were periods when the service had to limit referrals in response to the increase in patient load. Despite this, we saw a 23% increase in patients we cared for over the previous year.

The rising force

This year witnessed the emerging volunteer force in home care. The small merry band contributed a whopping 910 hours in service to our patients and the home care team. Led by the ever energetic Ms Seah Pow Kong, they served as drivers and administrative aides for the team, helped to befriend our patients, brought them for outings, provided haircuts for those who could no longer make the trip to the barber or hairdresser, and even helped the frail elderly clear their homes of clutter. Even professional volunteers lent a hand, with volunteer podiatrist (Ms Jessica Tennant), nurses (Ms Florence Lim and Ms Sabrina Pulham) and doctor (Dr Choo Wei Chieh) chipping in their skills to assist the team.

To ensure that the volunteers are up to the task, on-going training and upgrading courses were devised to keep them abreast of the needs of the patients.

The rising capabilities

The therapists were also welcomed into the team. Our in-house physiotherapists and occupational therapists started making trips out to our patients at home.

Ms Reggene, physiotherapy aide, who went on such visits remarked, "The caregivers usually feel there's nothing else they

could do to help their loved ones. By teaching them simple exercises, it made them feel that they could still do something.”

A particular patient really touched her, “...He was almost 100kg and in his mid to late 30s. At this age, one could imagine he should be at the peak of his career, enjoying family time. However he was deteriorating from his brain tumour and getting more dependent. His wife, who probably weighs half his weight, was still very keen to transfer him to commode, bring him out of the house etc. This commitment to his care really touched us.”

The rising influence

This year saw the team took their first tentative steps towards an integrated IT data management system. The team adopted a new electronic database and accounting system in September 2013. Even though a lot of adjustments were required, the team embraced the changes and the additional work involved. In addition, the partnership with Centre of Innovation landed a grant of \$103,240 from the TOTE Board to help develop a programme to map staff members’ locations and assist with transport claims.

The team was also very grateful to another volunteer, Mr Ying Shao Wei, for developing a simple scheduling system to help the staff plan their visits.

“That really helped us to have a quick glance on the follow-up plans of all our patients!” enthused Li Kuan, our home care senior staff nurse.

NUMBER OF CASES CARRIED FORWARD	39
NUMBER OF CASES REJECTED	57
NUMBER OF NEW CASES ACCEPTED	333
TOTAL NUMBER OF CASES	372

Gender of new patients

MALE : 182	FEMALE : 151
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Race

Eurasian	Chinese	Indian	Malay	Others
2	285	15	28	3

Length of Service

LOS	NUMBER OF DECEASED PATIENTS
< 3 days	21
4-7 days	28
8- 30 days	80
31-90 days	70
>= 91 days	24
Total	223

Diagnosis of new cases

Cancer	282	84.68%
Non-Cancer	51	15.32%
Cardiac and circulatory disorders	7	
Respiratory disorders	17	
Renal Failure	6	
Stroke and dementia	7	
Neuromuscular/Neurological	6	
Others	8	

COMMUNITY OUTREACH

Making palliative care widely known

Fuelfor Project

Spanish design consultancy firm Fuelfor was commissioned by the Lien Centre for Palliative Care (LCPC) to discuss and gather information from Dover Park Hospice, Assisi Hospice and St Joseph's Home in order to create a proposal for the "Hospice of the Future". The Fuelfor team held several meetings and prepared its proposal in pictorial form. The media launch was held on 24 September 2013 at DPH (Koi Pavilion). Staff from Assisi Hospice and St Joseph's Home were invited.

DPH "Design a Dove" Project in the "Hospice Is..." Art Exhibition

A joint project between Dover Park Hospice and Lasalle School of the Arts, this exhibition was held from 3-7 October 2013. The project was officially launched by Dover Park Hospice Patron President Tony Tan Keng Yam on 3 October 2013. An online catalogue of the beautifully painted decorated doves is available on Dover Park Hospice's Facebook page.

DPH Open House

On 29 March 2014, Dover Park Hospice opened its premises to members of the public in the annual open house event, inviting them to learn more about end-of-life care and Palliative Care Services available for their terminally-ill loved ones.

Vibrantly decorated booths showcasing what Dover Park Hospice volunteers do were set up and Grassroots Advisor Mr Lui Tuck Yew, Minister for Transport and MP for Moulmein-Kallang GRC, graced the event as Guest-of-Honour.



A dove on display at the "Hospice is..." art exhibition.



Our dedicated volunteer, Ida Tan, helping the kids to paint a dove at the DPH Open House activity corner.

People's Association (PA) Women's Integrated Network (WIN) Awards Dinner

The PA WIN helped to raise funds for Dover Park Hospice (about \$35,000) and held an Awards Dinner on 30 March 2014 at Orchard Country Club. Senior Minister of State for Health Dr Amy Khor was the Guest-of-Honour.



Dover Park Hospice's team of dedicated doctors, nurses, and allied healthcare professionals.

Because Every Moment Matters...
we want to be the best that we can be

AWARDS & RECOGNITIONS

Nurses Merit Award 2013

Senior Staff Nurse (SSN) Pa Pa Tun won the Nurses Merit Award 2013, which was organised by the Ministry of Health to recognise deserving nurses for their outstanding performance and dedication to the nursing profession.

SSN Pa Pa Tun started her career with Dover Park Hospice in July 2001 as a Nursing Aide. With consistent skills development and outstanding performance, she worked her way up to her current role, which she assumed in July 2012, and has received plenty of positive feedback from colleagues as well as compliments from the families of patients.

The Nurses Merit Award ceremony was held on 3 July 2013 during which SSN Pa Pa Tun was presented an award badge and a cash prize of \$200.



Senior Staff Nurse Pa Pa Tun, winner of the Nurse Merit Award 2013.

Healthcare Humanity Award 2013

Our Resident Physician Dr Karen Liaw was awarded The Courage Fund – Healthcare Humanity Award by President Tony Tan Keng Yam on 30 April 2013.

Dr Liaw joined Dover Park Hospice in July 2012 and always demonstrates dedication and meticulous attention to patient care. She often goes beyond the call of duty and her work has led to numerous commendations from family members. She is also active in research of quality improvement efforts, contributing to better care at the hospice.

The Healthcare Humanity Award comprises a medallion and a cash prize of \$1,500.



Dr Karen Liaw receiving The Courage Fund – Healthcare Humanity Award 2013 from President Tony Tan Keng Yam.

TRAINING & DEVELOPMENT

Becoming better caregivers

Knowledge of Palliative Care has been disseminated and propagated at different levels, from public education to intensive courses for doctors, nurses and the allied healthcare professionals. Some of these courses, especially those for nurses, are conducted by or at Dover Park Hospice. More than 200 participants have completed these formal courses.

The Introduction to Palliative Care for Enrolled Nurses and Nursing Aides was started in recognition of the vast amount of direct care delivery performed by these grades of staff in Palliative Care settings. The course was very well received by all participants, many of who remarked that the structured learning has resulted in increased confidence in their work.

The Certificate in General Palliative Care for Allied Healthcare Professionals (AHP) is one of the new courses started in 2014 in response to much interest expressed. 13 AHPs (occupational therapists, physiotherapists, speech therapists and social workers) attended the first 4 face-to-face full-day classes with 17 registered nurses. The feedback was very favourable.

Dover Park Hospice staff have been very active in their pursuit of ongoing learning opportunities. Almost all staff in the Nursing Department have undergone the minimum two-day **ELNEC Palliative Care** course (in modular form). The intention is to have all Staff Nurses equipped with either Specialist Diploma or Certificate in Palliative Care and have the Enrolled Nurses, along with Nursing Aides and even the Healthcare Attendants, attend the Introduction to Palliative Care Course.

During this period, about 400 healthcare professionals (local or overseas) or students have either been attached to Dover Park Hospice for varying periods of time or visited Dover Park Hospice.

Dover Park Hospice staff have maintained the spirit of continuous learning for service improvements and professional upgrading through formal courses or participation in conferences locally and abroad.

Courses Conducted

COURSES CONDUCTED	NUMBER OF PARTICIPANTS	CONDUCTED BY	REMARKS
Specialist Diploma in Palliative Care Nursing 2013 (Apr – Dec 2013) (Comprises Post-Diploma Certificate in Essential Knowledge in Palliative Care and Post-Diploma Certificate in Essential Skills in Palliative Care)	17	A partnership: Ngee Ann Polytechnic, National Cancer Centre and Dover Park Hospice	Top Student Prize sponsored by DPH awarded to Ms Tan Li Kuan of DPH Home Care
Certificate in Palliative Care Nursing (Apr – May 2013) & (Feb – Apr 2014)	11 + 17	Dover Park Hospice	
Certificate in General Palliative Care for Allied Health Professionals (NEW)	13	Dover Park Hospice	In response to interest from AHP
Introduction to Palliative Care Nursing (Feb – Apr) (NEW)	18	Dover Park Hospice	
ELNEC Core Curriculum (Jul & Oct) (NEW) Modular Format for DPH Nursing Staff	24 + 24 49	Dover Park Hospice	
ELNEC Train-the-Trainer (Jul & Oct) (NEW)	10 + 24	Dover Park Hospice	
TOTAL	207		

Profile of Clinical Attachments and Visitors

CATEGORY OF STAFF ON CLINICAL ATTACHMENT / VISITORS	TOTAL NUMBER	ORGANISATIONS SENDING PARTICIPANTS
Doctors (AST – GRM, FM), Pain Fellow	EST 10	Geriatric / Family Medicine / NUS
Medical Students (Pall Care)	EST 140	YLL/ National University Of Singapore
Medical Students (Elective)	2+1	YLL/ National University Of Singapore
Master In Nursing - Advanced Practice Nurse Intern	3	Alcns/ National University Of Singapore
Master In Nursing (Pall Care)	1	Monash University
Specialist Diploma In Palliative Nursing	15	Ngee Ann Polytechnic
Advanced Diploma In Chronic Disease Management	7	Ngee Ann Polytechnic
Bachelor Of Nursing (Hons)	43	University Of Manchester/ Singapore Institute Of Technology (UOM/SIT)
Bachelor Of Nursing (Hons)	16	National University Of Singapore
Registered Nurse (Pall Care)	2	Spain, NCCS
Master In Psychology	1	
Art Intern	1	Lasalle School Of The Arts
Bachelor In Social Work	2	National University Of Singapore
APHN Diploma	1	St Luke's Hospital
Job Shadowing (Post-JC)	10	Various JCs
Master In Counselling	1	University Of Swinburne
TOTAL	256	
VISITORS	2	UOM/SIT
	2	Australian Palliative Home Care
	2	NUS Social Work
	10	Beijing Normal University – Hong Kong Baptist University United International College
	3	Chongqing, China
Dentistry Students (Final Year)	48	NUS
Dentistry Students (First Year)	48	NUS
Students	4	Raffles Institution
Dover Park Hospice Volunteers & Friends	2	Japan
Senior Nurses	9	Hong Kong
Nursing Faculty	12	Thailand
TOTAL	142	

Conferences Attended by Staff

STAFF ATTENDING – LOCAL/OVERSEAS CONFERENCES	SPONSORED BY	TITLE OF CONFERENCE
Chee Wai Yee	Self-Sponsored	35th Adec Conference (USA)
Dr Karen Liaw, Chin Soh Mun	Self-Sponsored	Advanced Care Planning & End of Life Care Conference, Australia
Dr Karen Liaw	Sponsored (Poster Presentation)	World Congress of The European Association for Palliative Care
Tan Li Kuan	Sponsored (Oral Presentation)	Inaugural International Homecare Organisation Conference (USA)
Melanie Kwan	Partial	9th European Music Therapy Congress, Norway
8 Staff	Dover Park Hospice	Asia Pacific Hospice Conference 2013, Thailand
6 Staff	Dover Park Hospice	AIC ILTC Quality Festival 2013
3 Staff	Dover Park Hospice	World Congress on Integrated Care, Singapore
STAFF – FORMAL COURSES ATTENDED		
Chee Wai Yee	HMDP-ILTC	Master in Pall Care (UK)
Tan Li Kuan	HMDP-ILTC	Specialist Diploma in Pall Care
Tin Tin Mu, Soh Mun, Me Me Oo, Roi Lai	Dover Park Hospice	Certificate in Pall Care Nursing
Angeline Song	Dover Park Hospice	Certificate In General Pall Care for Allied Health Professionals
10 ENs / NAs	Dover Park Hospice	Introduction to Pall Care
Pa Pa Tun, Angel Juliet, Narin	Dover Park Hospice	ITE TTT – Instructional Skills
11 DPH Nurses	Dover Park Hospice	PSS Basic Pharmaceutical Course
Thwe Hlaing Win	Dover Park Hospice	ISC in Healthcare (Homecare)
Chin Soh Mun	Dover Park Hospice	Insight Leadership Program
Nisha & Aishwariyaa	Dover Park Hospice	Certificate in Casework and Case Management
Dr Karen Liaw (Distance Learning)	Dover Park Hospice	Cardiff Postgraduate Diploma In Palliative Medicine

DPH Institute (DPHI)

A 9-member DPHI Taskforce headed by Dr Wu Huei Yaw was set up in November 2013 to recommend how DPH Institute should develop in the area of Palliative Care training and education.

The Taskforce will review the challenges faced in developing Palliative Care research in Singapore. It will evaluate the research capability of Dover Park Hospice and recommend areas in

which Dover Park Hospice can contribute to the development of Palliative Care research. The Taskforce will also explore the option of collaborating with external institutions including Lee Kong Chian School of Medicine, in both Palliative Care education and research. Lastly, it will propose a business plan that will sustain the Institute's commitment for the long term.

The team will be preparing the report for Council by July 2014.

NURSING SERVICES

Committed to quality care

Clinical Excellence

The nurses in Dover Park Hospice are committed to providing high quality clinical care for our patients.

Staff Professional Development & Education

Capability building efforts have been ongoing, with the objective of ensuring that all staff working in the clinical area achieve a certain standard of nursing practice and Palliative Care knowledge.

In this FY, all nursing staff were enrolled for the modular courses on End-of-life Nursing Education Consortium (ELNEC-Core) conducted by our in-house trainers. 100% of the staff would have completed the ELNEC training by May 2014.

As part of continuous nursing education, nurses are scheduled to review journal articles and present their work in the Journal Club meetings and in-service sessions. These Journal Reviews have been very educational as they promote evidence-based practice.

Nursing staff also learn from the online learning modules on infection control under the AIC Learning Management System.

QI Initiatives and Projects

In June 2013, we implemented lean management using 6-S principles and Visual Cue Management for nursing stations, patients' rooms, bathrooms and assisted baths.

In March 2014, we installed Personal Protection Equipment (PPE) holders in patients' area. Dover Park Hospice also participated in the Hand Hygiene Project organised by the Agency for Integrated Care (AIC).

IT SERVICES

Technology that drives service

In line with our overall progression and plan to gradually scale up operations, Dover Park Hospice commissioned an IT system in December 2013 with funding support from MOHH Holdings. This new IT system is called the Integrated Hospice Management System (IHMS) and will support patient administration, management and patient accounting/billing workflow processes. Besides driving productivity, the IHMS will enable clinicians to make better patient care decisions as critical information is now centralised and in a more structured manner.

The IHMS will serve as the common repository from which Dover Park Hospice users can access information related to patients and their families, and information pertaining to other stakeholders and partners of the IHMS including the Agency for Integrated Care (AIC), Ministry of Health (MOH) and Tan Tock Seng Hospital (TTSH). This has helped Dover Park Hospice cut down manual processes and harmonise some of our existing processes.

Dover Park Hospice also has plans to implement National Electronic Health Record (NEHR) context switching, which enables Dover Park Hospice clinical staff to have seamless connectivity to the NEHR. This will improve the turnaround time for clinical staff to gain access to patients' clinical information via the NEHR system.



Mdm Wong Yuet Yeow enjoying the festive cheer as family members, volunteers and staff help her to celebrate the Chinese New Year at our hospice.

Because Every Moment Matters...
your support now helps us do more

FUNDRAISING

Together, we care



Team DPH at the OCBC Cycle - Business Times Charity Challenge 2013.

OCBC Cycle 2013

For the second year running, Dover Park Hospice was selected as one of the beneficiaries of the OCBC Cycle - Business Times Charity Challenge 2013. And for the first time, we sent a team to participate in the 42-km challenge during the mass cycling event led by Dr Angel Lee. The event raised more than \$100,000 in donations. Dover Park Hospice also participated in the Parade of Hope, a short bicycle ride to promote palliative care.

Generous support by donors

Dover Park Hospice is grateful to all our donors for their generous contributions. The donor list is available in the accompanying CD.



CEO, Dr Stella Wee, sharing with President Tony Tan the efforts and work of the staff and volunteers as depicted in a montage of photos.

Sunflower Ball 2013

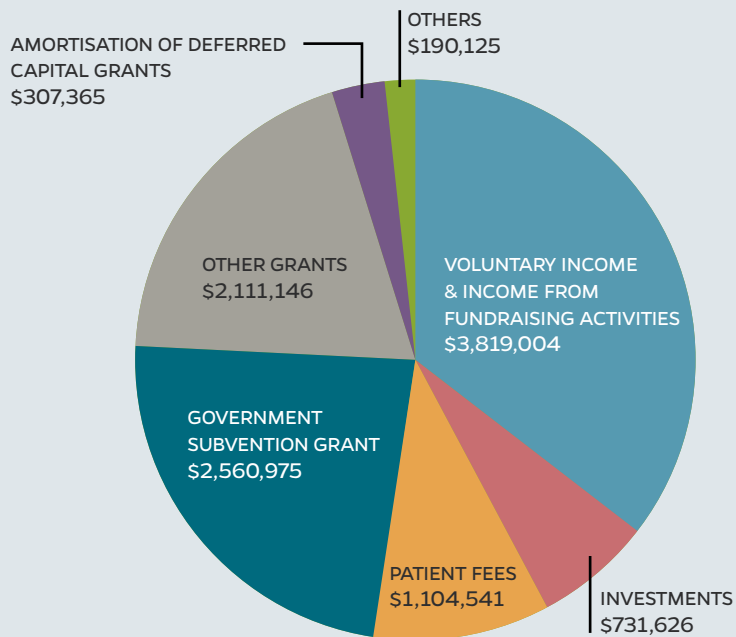
Dover Park Hospice celebrated more than 20 years of service to the community with the theme “Nineties to Now” at the 2013 Sunflower Ball.

Graced by our patron and Guest of Honour President Tony Tan Keng Yam, the event brought together many generous donors to a splendid evening with dinner prepared by local celebrity chef Willin Low and delightful entertainment by emcee Hossan Leong. The event raised more than \$1.1 million, which will help to continue our mission of delivering quality palliative and hospice care to our patients.

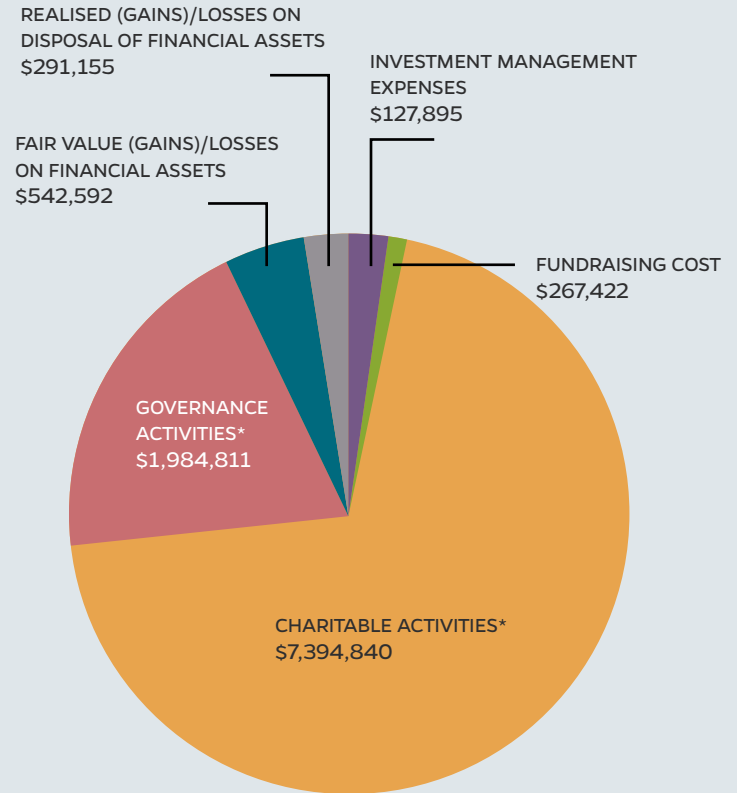
FINANCIAL HIGHLIGHTS

To be read in conjunction with the audited financial statements available in the accompanying CD.

Total Income for FY 2014



Total Expenditure for FY 2014



* CHARITABLE ACTIVITIES

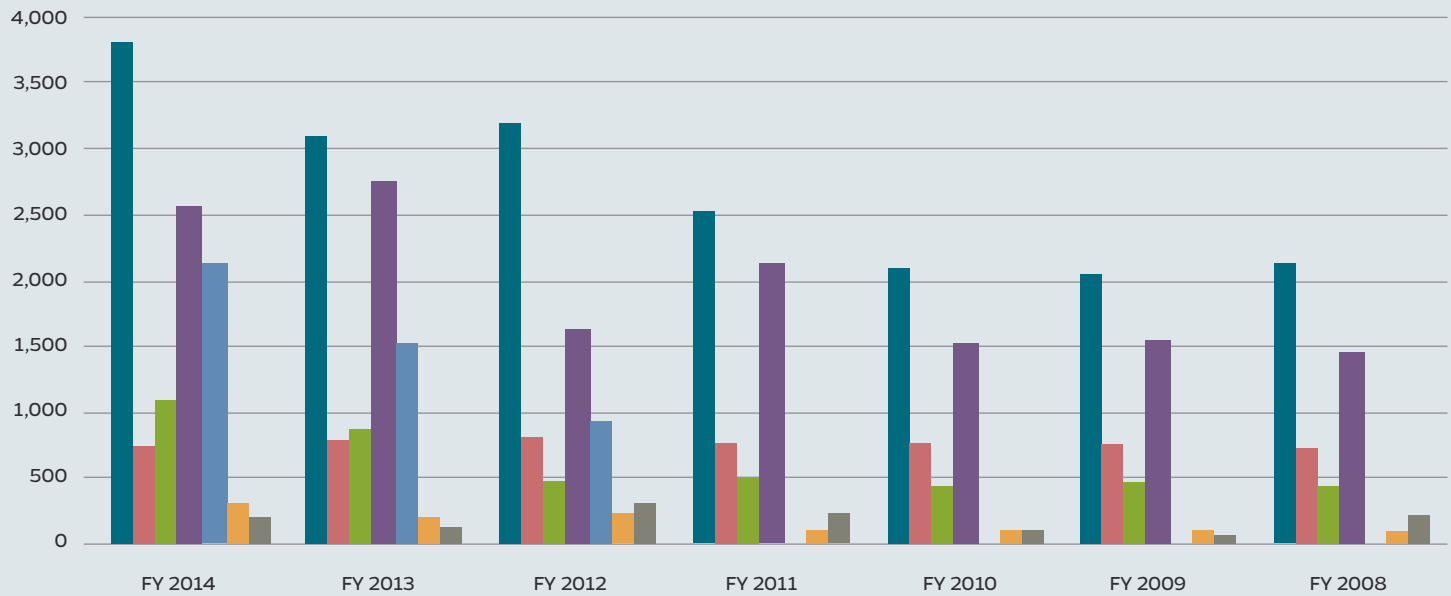
Costs of charitable activities comprise all costs incurred in the pursuit of the charitable objects of the Hospice which is the provision of inpatient and home care services to the terminally ill. The total costs of charitable expenditure include an apportionment of support costs.

* 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.

Income from FY 2008 to FY 2014

\$ '000

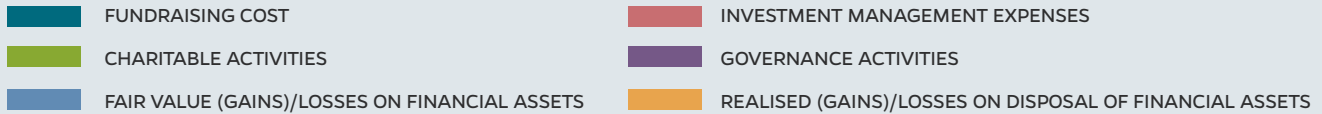
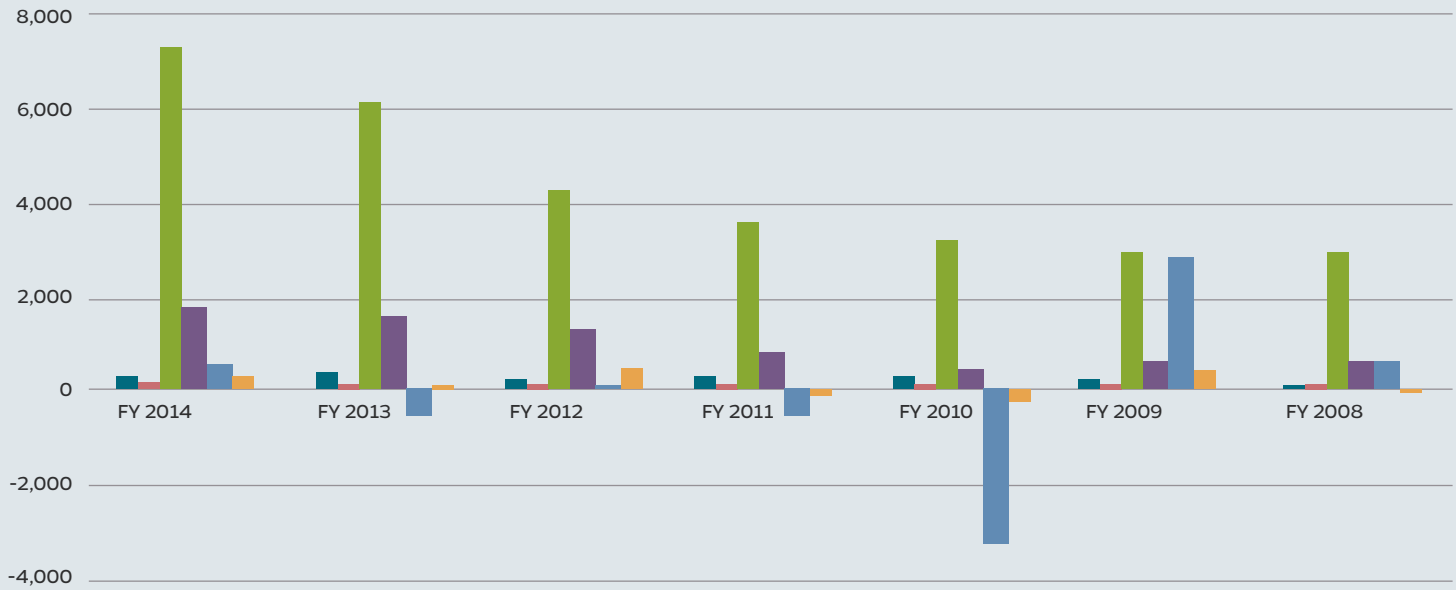


■ VOLUNTARY INCOME & INCOME FROM FUNDRAISING ACTIVITIES
■ PATIENT FEES
■ OTHER GRANTS
■ OTHERS

■ INVESTMENT INCOME
■ GOVERNMENT SUBVENTION GRANT
■ AMORTISATION OF DEFERRED CAPITAL GRANTS

Expenditure from FY 2008 to FY 2014

\$ '000





DOVER PARK HOSPICE

ANNUAL REPORT 2013-2014

**FINANCIAL
STATEMENTS**

DONOR LIST

Caring till the very end

Dover Park Hospice was founded in 1992 as a secular, non-profit organisation to meet the growing need in Singapore for hospice care for terminally-ill patients. It is Singapore's first purpose-built hospice, designed to provide a serene environment close to nature.

Dover Park Hospice was started by volunteers, and today volunteers continue to play an integral role in all aspects of hospice work, from patient care to social activities and administrative support. They are an important complement to the permanent staff, working together for patients and their families.

Open to everyone regardless of age, race, religion or income level, Dover Park Hospice is dedicated to meeting the unique physical, emotional and spiritual needs of those who are nearing the end of life's journey. The goal is to enhance the living, comfort the dying and support the grieving with compassion and dignity.

At Dover Park Hospice, Every Moment Matters. Since opening its doors to the first patient in 1995, we have brought care and comfort to more than 8,500 terminally-ill patients and their families through a programme of active and compassionate service.

Dover Park Hospice

10 Jalan Tan Tock Seng Singapore 308436

Tel: +65 6500 7272

 [DoverParkHospice](https://www.facebook.com/DoverParkHospice)

UEN: S92SS0138D



www.doverpark.org.sg

Every Moment Matters

DONOR LIST



DOVER PARK HOSPICE

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OUR DONORS

Dover Park Hospice wishes to express our appreciation to all corporations, organisations and individuals for their generous support for the past year. Due to space constraints, we can only list donors who have contributed \$1,000 and above. Nevertheless, we thank all our donors for contributing towards Dover Park Hospice's compassionate cause of providing care and comfort

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to terminally-ill patients and their families during their difficult times and helping to make "Every Moment Matter". It is indeed a privilege to have your support.

If we have inadvertently left out any donor, please accept our sincerest apologies for the oversight.

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Seo Eng Joo Frozen Food Pte Ltd
SF Consulting Pte Ltd
Silver Bullet Communications Pte Ltd
Sim & Yeo Co Pte Ltd
Sim Guek Neo Elizabeth

Sim Li Lian Vivian
Simran Auja
Singapore Buddhist Youth Mission
Singapore Post Limited
Singapore Press Holdings Ltd
Singapore Totalisator Board
Singapore United Estates Pte Ltd
Siow Fung Wai Ying
Sng Tiong Yee
Soh Lay Hoon
(IMO - Mr Weng Keng Liang)
Soh Wei Chong
(IMO - Lim Siew Lan)
South East Asia Hotel Pte Ltd
SPH Retail Property Management Services Pte Ltd
Standard Chartered Bank
Stanley Lai Tze Chang
Stefanie Yuen Thio
Steven Wong Kok Hoo
(IMO Mr Wong Seng)
Sunray Woodcraft Construction Pte Ltd
Sutha Kandiah
Sutl Logistics And Warehousing Pte Ltd
Sweetest Romance Pte Ltd
SymAsia Singapoe Fund
T
Tai Pei Old People's Home
Tam Yee Keong
Tampines Chinese Temple
Tan Bee Kuan
Tan Boon Lee
Tan Cheng Suan Alice
Tan Cheong Swee
Tan Chiou Rong
(IMO - Lim Siew Tiam)
Tan Ean Kiam Foundation
Tan Ee Lian Corinna
Tan Hock Keong
Tan Keng Hua
Tan Keng Sin
Tan Kheng Leng Anderson

Tan Khuan Seng
Tan Kok Quan Partnership
Tan Kwee Huay
(IMO - Ms Tan Hsueh Fen)
Tan Lai Kheng
(IMO - Mr Tan Thiam Chwee)
Tan Lay Ping
Tan Lian Eng Ida
Tan Lye Kheng
(IMO - Lim Lye Watt)
Tan Mei Meii
Tan Sai Tin
Tan Siew Poh
(IMO - Mr Tan King Guan)
Tan Sing Hwa
Tan Siong Chiow
Tan Soo Hwee
Tan Swee Kee
Tan Teck Cheng
Tan Wei Yi
Tan Whei Mien Joy
Tan Yin Ying
Tang Ah Chye
(IMO - Mdm Tang Ai Tee)
Tang Kay Hwa
Tang Kee Meng
(IMO - Tang Teng Song)
Tang's Engineering Pte Ltd
Tat Hong Holdings Ltd
Tay Bee Leng
Tay Jin Ying
Tay Keng Guan Shawn
Tay Liam Wee
Techniques Air-Conditioning & Engineering Pte Ltd
Teknor Apex Asia Pacific Pte Ltd
Teng Sze Fung
(IMO - Mdm Quek Gek Lang)
Teo Chee Hean
Teo Chiang Song
Teo Kok Pheng
(IMO - Teo Tian Huat)

Teo Siew Ann
Teo Teong Ho
Terry D' Connor
Teuku Anwar Djohansyah
Tham Shuet Mei
The Community Foundation of Singapore
The Shaw Foundation Pte
Tijah Bte Maulani
Tin Keng Seng
Tina Lee
Ting Tuan Toon Steve
Toe Teow Heng
Toh Han Chong
Tolaram Capital Pte Ltd
Tong Kok Chiang
Too Wai Seng
(IMO - Mr Too Fook Lai)
Tor Pee Lay
(IMO - Ms Tan Hsueh Fen)
Total Company Pte Ltd
Trends N Trendies Pte Ltd
Tsai Su Chen
TSMP Law Corporation
U
UBS AG
V
Vikas Madhav Gore
W
Wang Yi Feng
Warner Wong Pte Ltd
Web Structures Pte Ltd
Wee Foundation
Wilfred M Walsh
William Security Services
Wing Ship Marine Services Pte Ltd
Winner Engineering Pte Ltd
Winnie Tsao
Winston Kwek Choon Lin
Wong Ah Chye *(IMO - Kok Yoke Kheng)*
Wong Chooi Wan

Wong Chung Jeu
Wong Ee Kay Geoffrey
Wong Kiat Kong
Wong Ngit Liong
Wong Siu Ching Cindy
Wong Song Seong
(IMO - Mdm Ong Hong Mui)
Wong Yuet Chen
Wu Huei Yaw
Wu Siew Koon
Wuan Poh Fatt
Y
Yang David Antonius
Yap Guat Eng
Yap Lee Tat
(IMO - Mr Yap Tek Chun)
Yap Siew Mui
Yau Yau Hing
(IMO - Mdm Lam Miu Wah)
Yee Kwong Min
(IMO - Ho Lee Ying)
Yeo Soon Chwee
Yeo Teong Chuan/Tan Mei Ching
YHI International Limited
Yip Shee Keen
Yip Siew Mun Dennis
Yip Yue Lee
Yong Ah Fah
(IMO Yong Cho Eng, Lim Ah Loym, Yong Kee Hai)
Yong Chin Hwee
Yong Kon Yoon
Yoong Noeline Cora
YTC Hotels Ltd
Yue Yean Feng
Yuen Wei Yi Gerard
Yui Vivian
Yzelman Geoffrey Eric
Z
Zicom Pte Ltd

Caring till the very end

Dover Park Hospice was founded in 1992 as a secular, non-profit organisation to meet the growing need in Singapore for hospice care for terminally-ill patients. It is Singapore's first purpose-built hospice, designed to provide a serene environment close to nature.

Dover Park Hospice was started by volunteers, and today volunteers continue to play an integral role in all aspects of hospice work, from patient care to social activities and administrative support. They are an important complement to the permanent staff, working together for patients and their families.

Open to everyone regardless of age, race, religion or income level, Dover Park Hospice is dedicated to meeting the unique physical, emotional and spiritual needs of those who are nearing the end of life's journey. The goal is to enhance the living, comfort the dying and support the grieving with compassion and dignity.

At Dover Park Hospice, Every Moment Matters. Since opening its doors to the first patient in 1995, we have brought care and comfort to more than 8,500 terminally-ill patients and their families through a programme of active and compassionate service.

Dover Park Hospice

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