

**WOODBRIDGE HOSPITAL CHARITY FUND**  
Annual Report for the period 1 April 2020 – 31 March 2021

The Woodbridge Hospital Charity Fund is an Institution of a Public Character (IPC) and a registered charity (Charity Registration No: HEF0065/G) under the purview of the Ministry of Health.

IPC Registration Number	:	HEF0065/G
UEN Number	:	T01CC1489K
ROS Registration Number	:	52929304L
Registered Address	:	10 Buangkok View, Singapore 539747
Board of Trustees	:	Mr Lee Chow Soon Chairman, Board of Trustees Senior Partner, Tan Lee & Partners  Ms Irene Png Chief Financial Officer Singapore National Eye Centre  Dr Tan Chue Tin Consultant Psychiatrist Tan Chue Tin Clinic Pte Ltd  Ms Tina Hung Senior Consultant National Council of Social Service  Ms Jacqueline Khoo Treasurer, Board of Trustees (1 Nov 2019 – Present) Director, JC Trust Ltd  Mr Fong Heng Boo Retiree  Mr Keith Chua Executive Chairman ABR Holdings Limited  Prof Chua Hong Choon Chief Executive Officer Institute of Mental Health (8 Feb 2011 – 31 Jan 2021)

Mr Francis Tan  
Group Director, Corporate Services  
National Environment Agency

Ms Nancy Pangestu Tabardel  
Managing Director  
ANB Investment Pte Ltd

A/Prof Daniel Fung  
Chief Executive Officer  
Institute of Mental Health  
(1 Feb 2021 – Present)

Banker : DBS, UOB & OCBC

Auditor : Ernst & Young LLP

## **OBJECTIVES**

The Fund is established to receive contribution and donations for the promotion, development and provision of mental health-related services in Singapore, including (but not limited to):

- the pursuit of medical research and development;
- programmes for continued medical, nursing, paramedical and related education and training;
- publication of research and educational literature;
- provision and improvement of equipment and facilities for research and development;
- holding of conferences, seminars, and exhibitions; and
- provision of funded care to patients who are in need of financial assistance.

## **BOARD OF TRUSTEES**

A Board of Trustees was set up in June 2005 to oversee the running and management of the Fund so that funds are allocated judiciously, in compliance with the rules and regulations of the Ministry of Health & the Charities Regulations 2007. Board members are renewed or re-appointed every two years. Board members do not receive any remuneration for their services on the Board.

Name	Position	Appointed since	Other appointments	Attendance at Board Meetings (FY2020)
Mr Lee Chow Soon	Chairman	1 Nov 2009	Senior Partner, Tan Lee & Partners	3 out of 3

Ms Irene Png	Member	1 Jun 2005	Chief Financial Officer, Singapore National Eye Centre	3 out of 3
Dr Tan Chue Tin	Member	1 Jun 2005	Consultant Psychiatrist, Tan Chue Tin Clinic Pte Ltd	2 out of 3
Ms Tina Hung	Member	1 Jun 2005	Senior Consultant, National Council of Social Service	3 out of 3
Ms Jacqueline Khoo	Treasurer	Member since 1 Nov 2007, Treasurer from 1 Nov 2019 to present	Director, JC Trust Ltd	3 out of 3
Mr Fong Heng Boo	Member	1 Nov 2011	Nil	3 out of 3
Mr Keith Chua	Member	1 Nov 2013	Executive Chairman, ABR Holdings Limited	3 out of 3
Prof Chua Hong Choon	Member	8 Feb 2011 to 31 Jan 2021	Chief Executive Officer, Institute of Mental Health	2 out of 3
Mr Francis Tan	Member	1 Nov 2019	Group Director, Corporate Services National Environment Agency	3 out of 3
Ms Nancy Pangestu Tabardel	Member	1 Nov 2019	Managing Director ANB Investment Pte Ltd	3 out of 3
A/Prof Daniel Fung	Member	1 Feb 2021	Chief Executive Officer, Institute of Mental Health	NA

## BOARD RENEWAL

The Board has made conscious efforts to maintain a balanced membership in terms of experience and knowledge of the Charity Fund and mental health, as well as in terms of independence and objectivity. Current trustees' tenures on the Board range from less than a year to more than 10 years. Mr Lee Chow Soon, Dr Tan Chue Tin, Ms Irene Png, Ms Tina Hung and Ms Jacqueline Khoo had each served more than 10 consecutive years on the Board as at 31 Mar 2021. Their terms were renewed to provide continuity to the Board composition. As they have deep understanding of the mental health sector gained over their period of service, they bring critical skill sets to the Board, including expertise in finance and social services.

Professor Chua Hong Choon has stepped down as a member of the Board to assume the role of CEO, Khoo Teck Puat Hospital & Yishun Health on 1 February 2021. He was replaced by Associate Professor Daniel Fung, current Chief Executive Officer of the Institute of Mental Health.

## **EXECUTIVE MANAGEMENT**

Associate Professor Daniel Fung, a member of the Board of Trustees, is also the Chief Executive Officer (CEO) of the Institute of Mental Health (IMH) and the President of the International Association of Child and Adolescent Psychiatry and Allied Professions (IACAPAP). A/Prof Fung is a psychiatrist and was appointed CEO of IMH since 1 February 2021.

## **GOVERNANCE**

The Corporate Governance Statement of the Fund is available on the website of the Institute of Mental Health ([www.imh.com.sg](http://www.imh.com.sg)).

The Fund has a whistle-blowing policy that follows that of the National Healthcare Group. Staff and members of the public may contact [nhg@globalcompliance.com](mailto:nhg@globalcompliance.com) to report any incidents.

## **REVIEW OF FINANCIAL YEAR 2020**

(For the period 1 April 2020 – 31 March 2021)

### **Programmes Supported**

In financial year 2020, the Woodbridge Hospital Charity Fund (WHCF) supported a range of programmes to benefit IMH patients and their caregivers and to promote the advancement of mental health services. These programmes fall under four categories – (i) Living Well - preventive programmes to help beneficiaries live healthily, build resilience, and prevent mental health issues (ii) Living with Illness – programmes to help beneficiaries lessen the impact of mental health conditions, promote recovery, and maintain their well-being (iii) Advocacy – programmes to build mental health literacy and reduce stigma (iv) Supporting Strategies – programmes that contribute to improving the mental health of Singaporeans or beneficiaries through education, research, or innovation.

#### **A Living Well**

##### **1. “I am a Resilient Kid” Programme**

This one-year intervention programme provides family support to IMH patients with children aged 9-14 years old through intensive casework, groupwork, and family bonding opportunities. Individualised and age-appropriate psychoeducation programmes were used to help the children understand their parent's mental illness. They were also given emotional support to cope with the challenges that arose from family interactions. The parents/caregivers on the other hand were equipped with effective parenting skills to boost parent-child relationship. Those requiring support with

their social and emotional needs were referred to the relevant community agencies for assistance.

A total of 29 families were provided with intensive case management services in FY2020. These families comprised 53 children and 56 parents/caregivers. A new initiative was piloted to extend the programme to clients aged 15 – 18 years old. In the initial months of the COVID-19 outbreak, regular home visits and planned family programmes were put on hold as a safety precaution for patients, their families and IMH staff. An online engagement strategy was adopted to provide the families with a platform for social connections and emotional support.

## **2. Caregiver Support Activities**

This programme helps caregivers build resilience through various activities to enable them to sustain care to their loved ones with mental health conditions. These include workshops to learn about self-care and coping strategies, communication skills between caregivers and patients living under the same roof, and social activities to strengthen their social and support networks.

Due to COVID-19, all face-to-face group work sessions and roadshows were cancelled in FY2020. However, five caregivers of adult patients with intellectual disabilities had participated in workshops via Zoom to learn about care planning. Additionally, the Caregiver's Guide was updated to provide caregivers with updated and relevant information.

## **B LIVING WITH ILLNESS**

### **3. Patient Welfare (Medical Social Work)**

The Patient Welfare (Medical Social Work) programme helps IMH patients to live successfully in the community upon discharge from the hospital by promoting patient re-integration and independence. This programme provides financial assistance for patients to pay for basic welfare needs (such as daily necessities and transport for medical appointments) and work-related needs (such as transport to work, uniforms, and office attire). It also supports patients who may need help with cleaning or basic repair works to their homes.

A total of 860 patients were provided with assistance for a total amount of \$54,122 in FY2020. This included help given to 761 patients for transport allowances (bus, taxi or ambulance) for medical/rehabilitation appointments and basic expenses related to non-medical needs, such as food and other consumables. Money from this fund also paid for home improvement needs for 22 patients. Another two patients benefitted from financial assistance to anchor new jobs.

#### **4. EPIP Peers 4 Rs Programme (Remembering Resilience, Respect and Recovery)**

This peer support programme is a collaboration between staff of IMH's Early Psychosis Intervention Programme (EPIP) and Peer Support Specialists (persons-in-recovery and caregivers) who provide support for those recovering from early psychosis. By sharing their own personal experience, the Peer Support Specialists (PSS) encourage and instill hope to others struggling with the impact of mental illness. Their efforts also promote recovery-oriented practices in the department.

Due to the on-going COVID-19 pandemic, phone sessions provided by Peer Support Specialists (Caregivers) became one of the main modes of providing support. FY2020 saw 41 caregivers receiving individual phone support. Based on feedback received, the sessions were rated 8 out of 10 and 100% of the participants would recommend it to other caregivers. The FY also saw 252 peers benefitting from engagements with the PSS.

#### **5. Appreciation Events and Outings**

This programme aims to improve patients' physical health by encouraging their participation in various outdoor activities. Appreciation events are also held to motivate and encourage them and their family members.

To work around the constraints of safe management measures, EPIP Day, an annual event that recognises and celebrates the efforts of patients grappling with recovery, was celebrated in a different way this year. Specially curated gift packs consisting of a personalised medal, certificate, gift voucher, messages from the treating team, handmade gifts from other patients and a compilation of recovery stories were given out to the patient awardees during their appointments at the clinic. Patients were nominated by their case managers, doctors and other allied health professionals based on the following selection criteria for the award: (1) have spent a minimum of three months at work or school (2) have integrated into the community (3) have followed through with recommendations to improve their symptomatic and functional recovery.

#### **6. Very Special Outstanding Performers (VSOP)**

The Very Special Outstanding Performers (VSOP) programme enables and empowers persons with mental health conditions to benefit from the therapeutic effects of singing and performing. The programme also trains them for external performances, as part of IMH's efforts to de-stigmatise mental illness.

A total of 105 patients were trained in singing and 53 patients in contemporary dance in FY2020. Recruitment of new members was put on hold because of COVID-19. The VSOP had put up three virtual performances in FY2020:

- IMH Patient Memorial Service on 25 Nov 2020
- IMH Year-end party on 24 Dec 2020
- Recording of Christmas medley for IMH Workplace on 25 Dec 2020.

## **7. Vocational Rehabilitation for People with Mental Illness (Transitional Employment & Supported Employment)**

This vocational rehabilitation programme equips patients with vocational skills to help them secure a job and facilitate community re-integration.

A total of 122 patients were enrolled in the programme in FY2020. Of these, 55 patients completed the programme and obtained job placement. From this pool, 36 patients successfully sustained their jobs for more than three months with follow-up support from Job Club.

## **8. IMH Volunteer Programme**

Volunteers play an important role in the lives of patients especially for those in the long-stay wards who do not get many visitors. The social support provided by volunteers helps improve patients' mental and physical well-being.

FY2020 was a challenging year for patients and volunteers as face-to-face volunteering activities were suspended due to COVID-19 safety measures. These included outdoor activities and activities conducted in the wards. To overcome this, volunteers tapped on the online platform to continue their activities for patients, including conducting exercise classes and virtual tours to local places of interest and celebrating birthdays and festivals.

These activities saw 6,310 attendances during the FY.

## **9. IMH Joy Club—Drum Circle**

This programme offers regular drumming activities for IMH's patients with no prior musical training. It not only promotes musical expression for patients but also community integration where IMH patients, caregivers, and staff come together to participate in an enjoyable recreational activity. Our nurses have reported reduced patient aggression after the Drum Circle sessions.

Due to restrictions caused by COVID-19, patients engaged in drumming sessions within their own wards. "Zoom Drumming" sessions were also conducted at fortnightly intervals to allow patients from different wards to "interact" with each other.

## **10. Structured Programme of Motivational Support (Individual and Group)**

The Structured Programme of Motivational Support is an individualised motivational programme for patients diagnosed with Schizophrenia and Delusional Disorder. It seeks to encourage patients to keep up with their regular checkups at the hospital so that they continue to stay well and function independently in the community.

The programme offers:

- Systematic tracking and monitoring of these discharged patients upon recruitment;
- Personalised psychoeducation and counselling sessions;
- Incentives to motivate them to come for their appointments at the outpatient clinics;

For FY2020, the Individual programme saw 27 participants who had completed the programme without admissions in the past one year. After being on the programme, 78% of participants said they were more confident to manage their illness and better able to cope with their issues. The Group programme had to be suspended during the period due to COVID-19 measures.

### **11. Creative Arts Programme for EPIP Clients**

Many of the younger adult clients have problems expressing their thoughts and feelings, which could be a precipitating factor to psychosis or the effect of a psychotic episode. This programme uses creative arts activities to help them gain insights into their conditions and improve the different aspects of their functioning, thereby promoting recovery and wellness.

Given the restrictions imposed by COVID-19, all face-to-face group activities had to be suspended. Four virtual drama and movement group sessions were conducted by external professionals in the last quarter of FY2020. A total of 29 clients had participated in these sessions with a total attendance of 91. 100% of clients found the activities to be useful and 80% of them would recommend the group to others. 85% of clients rated improvement in their social skills while 80% of clients rated their confidence to have improved.

### **12. Dance Therapy for Mood Disorders Unit (MDU) Ward Clients**

The Dance Therapy programme engages clients with mood disorders through dance movement psychotherapy to help them gain insight into their illness and promote recovery and mental wellness. It also allows clients to express their emotions through the creative dance movements. A total of 106 patients had participated in the programme in FY2020. Participants found the sessions helpful in relieving stress and they experienced an improvement in mood after each session.

### **13. Structured Motivational Support Programme for patients on the Forensic Psychiatric Community Service (FPCS)**

Patients with mental health issues face a myriad of challenges on a day-to-day basis. It becomes even harder to manage for patients who had been incarcerated due to the debilitating nature of the illness. This one-year intensive aftercare programme is aimed at supporting and motivating patients who had just been released from prison. Besides conducting psychoeducation and counselling sessions to meet their life goals and objectives, incentive support was also rendered to motivate them to attend their outpatient appointments. The programme saw a three percent improvement in patients' actualisation of TCUs since the launch of the programme.

## **C ADVOCACY**

### **14. Voices of Experience**

The Voices of Experience (VOE) programme engages persons in recovery and caregivers to contribute a user voice to IMH's service and outreach efforts. These individuals (i.e. advocates) engage in advocacy efforts (speaking at IMH's school visits or public events, media interviews); provide peer support to patients (group therapy or support sessions), and provide consultancy input to IMH projects in the preparation stage. In FY2020, VOE advocates shared at 7 public sessions – virtual school visits and volunteer orientation – reaching out to almost 300 participants. Compared to physical face-to-face sessions, participants were much more forthcoming with questions for the advocates, with some sessions drawing as many as 20 questions. This suggests an eagerness to learn and understand the journey of a person in recovery.

Fifty peer support sessions were conducted at the National Addictions Management Service (NAMS). Staff value peer advocates in such sessions as their ability to communicate directly and honestly about their personal journey resonates with patients and caregivers attending such sessions.

While the opportunities for sharing had shrunk drastically due to the pandemic, we continued with our efforts to cultivate new advocates and maintain contact with existing ones. In the past year we welcomed 3 new advocates to the programme. This will ensure that when more outreach activities resume to pre-pandemic levels IMH will have a ready pool of advocates to conduct the activities.

## **D SUPPORTING STRATEGIES**

### **18. Professional Development of Nurses**

In FY2020, the Alice Lee Nurses Development Fund enabled 13 nurses to attend two international conferences – the Institute for Healthcare Improvement (IHI) Conference 2020 and the Institute for Healthcare Improvement (IHI) Forum 2020. With the knowledge gained, the nurses would be able to better implement programmes to improve patient care and enhance nursing leadership.

## **FUND RAISING AND DONATIONS**

Funds are mainly raised through direct appeal for donations to corporations/foundations/individuals and periodically through fundraising events.

In FY2020, \$682,211 was raised through various direct donations.

- (a) \$400,000 in grants was received from the Bicentennial Community Fund.
- (b) \$282,211 was collected through public individuals to support various programmes.

## **REVIEW OF FINANCIAL STATEMENT AND EXPLANATION OF MAJOR FINANCIAL TRANSACTIONS**

There is a net fund movement of \$189,851 for financial year 2020. This comprised a total income of \$694,034 offset by a payout of \$496,751 to fund various programmes and another \$7,432 incurred on operating and administrative expenses.

## **IPC FUND RAISING AND EXPENDITURE PLANS FOR THE FOLLOWING FINANCIAL YEARS**

### **Financial Year 2021**

The WHCF will rely predominantly on donations from the public, corporations and foundations. It is envisaged that about \$350,000 will be raised through such channels in FY2021 through direct appeals.

The Fund would continue to be used for programmes under the categories of Living Well, Living with Illness, Advocacy and Supporting Strategies. For FY2021, a budget of about \$520,000 will be set aside for on-going programmes, including the following:

#### **No. Programme**

##### **Living Well**

1. "I'm a Resilient Kid" Programme
2. Caregiver Support Activities

##### **Living with Illness**

3. Patient Welfare Fund (MSW)
4. EPIP Peers 4 Rs Programme
5. Very Special Outstanding Performers (VSOP)
6. Vocational Rehabilitation for People with Mental Illness (Transitional Employment & Supported Employment)
7. WE ENABLE Day Camp
8. IMH Volunteer Programme
9. IMH Joy Club – Drum Circle
10. Structured Programme of Motivational Support (Individual and Group)
11. Structured Motivational Activities at The Hut ("Cook a dessert" and "Garden Patch")
12. Bergen 4-Day Treatment (Concentrated Exposure and Response Prevention Treatment) for Obsessive-Compulsive Disorder (OCD)
13. Dance Therapy for Mood Disorders Unit (MDU) Ward Clients
14. Structured Motivational Support Programmes for patients on the Forensic Psychiatric Community Service (FPCS)
15. "Little Acts of Kindness" Programme for patients in Acute and Psychogeriatric Wards

## Advocacy

### 16. Voices of Experience

Some donors have specified the use of their donations for specific programmes. Programme directors of such restricted funds are encouraged to utilise their funds within a year from the date of receipt of the donation.

## **Following Financial Years**

The Fund will continue to approach corporations and foundations for donations. Fund raising events may be identified and initiated to supplement these sources of income if necessary.

Projected Fundraising Target in FY2022: \$350,000

Projected Fundraising Target in FY2023: \$350,000

In keeping with good fundraising practices, fundraising costs for administrative expenses will be kept to a minimum, at less than 3% a year.

It is envisaged that the Fund will continue to support patients under the following broad categories of programmes and initiatives:

- Living Well
- Living with Illness
- Advocacy
- Supporting Strategies

## **STATEMENT OF ACCOUNTS**

The statement of accounts for the financial year ended 31 March 2021 is attached.