

**WOODBIDGE HOSPITAL CHARITY FUND**  
Annual Report for the period 1 April 2022 – 31 March 2023

**ABOUT WHCF**

The Woodbridge Hospital Charity Fund (WHCF) is an Institution of a Public Character (IPC) and a registered charity under the purview of the Ministry of Health (MOH). It was converted from a Trust Fund into a Company Limited by Guarantee (CLG) under the recommendation of MOH to allow for better governance of the Fund, with greater statutory compliance and annual reporting under the Companies Act. The Trust Fund was dissolved and the conversion to a CLG was completed on 31 March 2022, with continued status as an IPC and Charity.

UEN Number : 201940371M

Registered Address : 10 Buangkok View, Singapore 539747

Board of Directors :

- Mr Lee Chow Soon  
Chairman, Board of Directors  
Senior Partner, Tan Lee & Partners
- Mr Francis Tan  
Treasurer, Board of Directors  
(1 Jun 2021 – Present)  
Group Director, Corporate Services  
National Environment Agency
- Ms Irene Png  
Chief Financial Officer  
Singapore National Eye Centre
- Ms Tina Hung  
Senior Consultant  
National Council of Social Service
- Mr Keith Chua  
Executive Chairman  
ABR Holdings Limited
- Ms Nancy Pangestu Tabardel  
Managing Director  
ANB Investment Pte Ltd
- Mr Leong Yew Ming  
Independent Director  
Asia Medic Limited
- A/Prof Daniel Fung  
Chief Executive Officer

## Institute of Mental Health

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 DIRECTORS

A Board of Directors was appointed in November 2019 to exercise stewardship over the Woodbridge Hospital Charity Fund (WHCF) in compliance with the rules and regulations of the Ministry of Health, the Charities Regulations, and the Companies Act. 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 (FY2022)
Mr Lee Chow Soon	Chairman	26 Nov 2021	Senior Partner, Tan Lee & Partners	3 out of 3
Ms Irene Png	Member	26 Nov 2021	Chief Financial Officer, Singapore National Eye Centre	2 out of 3
Ms Tina Hung	Member	26 Nov 2021	Senior Consultant, National Council of Social	3 out of 3
Mr Keith Chua	Member	26 Nov 2021	Executive Chairman, ABR Holdings Limited	2 out of 3
Mr Francis Tan	Member Treasurer	26 Nov 2021 1 Jun 2021	Group Director, Corporate Services National Environment Agency	3 out of 3

Ms Nancy Pangestu Tabardel	Member	26 Nov 2021	Managing Director ANB Investment Pte Ltd	3 out of 3
Mr Leong Yew Ming	Member	1 Jul 2022	Independent Director	2 out of 3
A/Prof Daniel Fung	Member	26 Nov 2021	Chief Executive Officer, Institute of Mental Health	3 out of 3

## **BOARD RENEWAL**

The Board has made conscious efforts to renew the Board composition and embrace Board diversity by maintaining a balanced membership in terms of gender, experience and knowledge of the Charity Fund and mental health sector. The tenure of the current members of the Board of Directors range from more than 10 years to under two years (including their term on the previous Board of Trustees). Mr Lee Chow Soon, Ms Irene Png and Ms Tina Hung had each served more than 10 consecutive years on the Board as at 31 Mar 2023. 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.

## **EXECUTIVE MANAGEMENT**

Associate Professor Daniel Fung, a member of the Board of Directors, is also the Chief Executive Officer (CEO) of the Institute of Mental Health (IMH) and the President of the College of Psychiatrists. A/Prof Fung is a psychiatrist and was appointed CEO of IMH since 1 February 2021. The Fund also dovetails on the senior management team of IMH, including the Chief Operating Officer, Chief Financial Officer and Chairman, Medical Board to assist the Board of Directors in its stewardship over the Fund.

## **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@tipoffs.com.sg](mailto:nhg@tipoffs.com.sg) to report any incidents.

## **REVIEW OF FINANCIAL YEAR 2022**

(For the period 1 April 2022 – 31 March 2023)

### **Programmes Supported**

In financial year 2022, Woodbridge Hospital Charity Fund supported a range of programmes which 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. “We are a Resilient Family” Programme**

This one-year intervention programme is designed to build family resilience for IMH patients with children aged 9-18 years old. In addition to providing intensive casework and groupwork, case workers facilitate opportunities for family bonding and impart relapse management skills. The Programme includes age-appropriate psychoeducation for the children so that they can better cope with family interactions and understand their parents' mental illness. To strengthen parent-child relationships, parents and caregivers were taught effective parenting techniques. Individuals who needed support with their social and emotional needs were referred to the appropriate community agencies.

In FY2022, the team reached out to 22 new families. About 86% of families showed improvement in familial relations, coping strategies, social connectedness or mental health literacy.

### **2. Caregiver Support Activities**

As caring for a loved one with a mental health issue can be a physically and emotionally taxing endeavour, this programme helps to improve caregivers' capacity to continue providing care. These activities for caregiver support cover (i) psychoeducation about mental illness, (ii) support from caregivers to their peers (iii) coping strategies, and (iv) healthy communication between caregivers and their loved ones. Due to COVID-19, the numbers reached out to were lower as in-person events were only reinstated in the later part of 2022. Nonetheless, 100% of respondents were satisfied with the sessions conducted.

## **B LIVING WITH ILLNESS**

### **3. Internet-Based Cognitive Behavioural Therapy (iCBT) for OCD**

Obsessive Compulsive Disorder (OCD) is a debilitating condition associated with impairments in daily life as well as significant distress amongst individuals and their families. Exposure-based Cognitive Behaviour therapy (CBT) is the recommended first-line intervention for OCD. However, not all patients take this up as a treatment due to various issues, such as fear of stigma, difficulty in scheduling appointments and concerns over costs. The clinical team developed an Internet-delivered CBT (iCBT) to bridge such gaps. Through iCBT, patients receive support from a designated therapist via e-mail and/or telephone via a secure internet portal, instead of having to travel to IMH to attend their sessions in-person. In FY2022, the programme recruited 22 patients, who are in varying stages of completing the treatment modules.

### **4. Pillbox Programme**

As part of treatment and recovery, patients are taught medication management and are encouraged to follow their medication routines as prescribed. This programme aims to

motivate patients who may not adhere to their medication routines for various reasons. Through discussions with the patients, case managers find out more about the reasons for non-compliance to medication and educate the patients on ways to use the pillbox for example, by drawing timeslots on the box etc. Pamphlets with information on medication management were also distributed to suitable patients.

## **5. Appreciation and Social Events for EPIP Clients and Caregivers**

The Early Psychosis Intervention Programme (EPIP) team has been providing psychosocial therapeutic programmes to facilitate social interactions and help patients reintegrate into society through skills learnt during activities. For some of the programmes such as Sports Day and EPIP Day, caregivers are invited to witness their loved ones participate in events or receive an award. This gives them a sense of hope knowing their loved ones are on the road to recovery.

In FY2022, 15 clients took part in Sports Day and 80% were satisfied with the programme. Among the 145 caregivers and patients who attended EPIP Day, 96% found the event to be good and enjoyed the programme that was curated for them. For other group programmes, all participants found them useful and would recommend that to others.

## **6. Broken Crayons Still Colour: Co-Producing Psychoeducation Workshops for People with First Episode Psychosis**

Broken Crayons is a series of co-produced workshops initiated by the Early Psychosis Intervention Programme (EPIP) and Research Division, in collaboration with a group of patient and caregiver volunteers. These workshops were created to reduce the stigma around living with psychotic illnesses in the community. A livestreamed panel discussion on “Disclosure of Medical History” in the Broken Crayons workshop series was a success where multiple perspectives were drawn from a staff, employer, person-in-recovery and caregiver, and provided for a deeper understanding of the topic. The panel discussion was recorded and the recording has been used for subsequent runs of the “Broken Crayons, Still Colour” workshop series.

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

Some IMH patients need special assistance in order to successfully transition from the hospital to the community upon discharge. The Patient Welfare (Medical Social Work) programme offers financial aid to patients to help cover some of their basic needs, including transportation to and from medical appointments and incidental costs related to work (such as commute to the workplace, uniforms, and job attire). In addition, it provides aid to patients who might require cleaning or simple house repairs.

In FY2022, a total of 955 patients received around \$61,244 worth of assistance, for basic expenses connected to non-medical needs, such as food and other consumables, as well as transport allowances (bus, taxi, or ambulance) for medical/rehabilitation appointments. The programme also helped 21 patients with their home remodeling needs. Two patients also received financial support to start new jobs.

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

IMH's Early Psychosis Intervention Programme (EPIP) staff work alongside Peer Support Specialists (individuals who have recovered from early psychosis) and their caregivers, to support those recovering from the illness. Peer Support Specialists (PSS) inspire and provide hope to individuals coping with the effects of mental illness by sharing their own stories as an example of recovery.

In FY2022, the team reinstated physical groups and maintained some online groups to continue to boost involvement with patients where five "Meet the PSS Caregiver" virtual group sessions were held. Majority of those who took part in the apprenticeship and outpatient closed group series showed improvement in the recovery assessment scale.

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

Through the Very Special Outstanding Performers (VSOP) programme, individuals with mental health conditions are able to benefit from the therapeutic effects of singing and performing. Performing regularly helps participants build confidence and reduce the stigma surrounding mental illness. 56 patients continued their training in contemporary dance, while 106 patients continued their training in singing in FY2022. The group also put up a public singing performance at the IMH lobby after three years of hiatus from public performances due to COVID-19.

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

The vocational rehabilitation programme arms patients with relevant skills they need to find employment and aid their reintegration into society. Of the 130 patients who signed up for the programme in FY2022, 61 completed the programme and found employment. Job Club offered them follow-up assistance, and 41 of them were able to successfully maintain their employment for more than three months.

### **11. IMH Volunteer Programme**

About 300 regular volunteers offer social, recreational, and emotional support to IMH patients to enhance their mental and physical health. With the easing of COVID-19 measures, in-person volunteering activities progressively resumed in FY2022 and patient satisfaction rate recorded a high of 88%. The volunteers organised events including birthday parties, holiday celebrations, team building exercises, and arts and crafts to keep the patients meaningfully engaged. They organised six outings to places of interest in Singapore. The total number of wards with volunteer participation increased from 20 in previous years to 23 wards in FY2022.

### **12. IMH Joy Club-Drum Circle**

Even with no prior musical training, IMH patients can participate in regular drumming sessions. The Drum Circle encourages patients' musical expression and community integration by bringing patients, caregivers, and staff together for a fun, recreational activity. Patients gave enthusiastic feedback on the drumming sessions and a survey showed that 100% of patients enjoyed the sessions. In total, 20 sessions were conducted in FY2022, with participation from 44 patients and 18 staff members.

### **13. Structured Programme of Motivational Support (Individual)**

The Structured Programme of Motivational Support is an individualised motivational programme which seeks to motivate patients diagnosed with schizophrenia and delusional disorder to maintain their regular hospital checkups. The aim is for these patients to continue to stay healthy and lead independent lives in the community. The programme offers:

- Monitoring and tracking of discharged patients upon recruitment;
- Customised psychoeducational and counselling sessions;
- Incentives to encourage them to keep to their outpatient clinic appointments.

39 participants completed the programme in FY2022. 92% of those who took part in the study reported feeling more confident about coping with problems and managing their condition.

#### **14. Bergen 4-Day Treatment (Concentrated Exposure and Response Prevention Treatment) for Obsessive-compulsive Disorder (OCD)**

The Bergen 4-Day Treatment for OCD is an evidence-based, practical, focused and concentrated form of Exposure Response Prevention (ERP) therapy. The treatment is carried out over only four days, and published data from different countries have shown remarkable improvement in patients in this short span of time. Four runs have been conducted on adult patients with a primary diagnosis of moderate to severe Obsessive-compulsive Disorder (OCD), and without severe depression, active suicidality, psychosis and/or active substance abuse. More than 25% patients are reported to have significant improvement in quality of life at the 3-month follow-up period.

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

Patients with mood disorders reported that the dance therapy provided by the programme has helped them relieve stress and feel better after each session. The therapy also promoted recovery and emotional wellness while giving patients newfound understanding of their illness. In FY2022, 100 patients in total took part in the programme. About half of the participants reported that the sessions were beneficial in reducing stress.

#### **16. Dance Therapy Programme for Child and Adolescent Inpatient Service**

Adolescence is a period when a young person goes through biological, cognitive and social changes. Children and adolescents with mood disorders or those with adverse childhood experiences often struggle with expressing their emotions in words. Dance Movement Therapy (DMT) is another form of creative expressive therapy that would allow patients in the ward to portray their emotions in terms of movement rather than spoken words. At least 70% of patients who participated in the programme reported an improvement in their mood and vitality after the sessions.

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

The aim of this one-year intensive aftercare programme is to encourage and support patients who have recently been released from prison. They receive incentives to encourage them to keep to their outpatient appointments and receive psychoeducation and counselling to help them to achieve their life goals and objectives. In FY2022, 80%

of the participants on the programme were not readmitted and participants reported increased motivation to come for appointments.

### **18. “Little Acts of Kindness” Programme**

Trained patients from the Slow Stream Rehabilitation Programme guided patients from the acute and psychogeriatric wards to create gifts for staff, patients, and caregivers in this patient-led initiative. 16 patients came together to make craft items such as memo pads, pouches, potted plants, and greeting cards. The activities kept them mentally and socially active and improved their mood and sense of well-being. In addition, patients from the Slow Stream Rehabilitation Ward learned skills that may help them find employment after discharge.

### **19. Handphone project**

Patients who are not compliant to their medication routines and clinic appointments are at higher risk of relapse. A survey of selected patients who had relapsed and were readmitted showed that more than 60% of them did not have a mobile phone. It was hypothesised that patients with a mobile phone would be more compliant to treatment appointments and medication, as their case managers could remind them of their clinic appointments, thus reducing the chances of relapse and conserving medical resources. The project aims to promote social inclusion for patients and facilitate recovery through timely reminders of medical appointments and psychological support and education. Positive feedback was reported from the 21 patients currently on the project. The patients are happy to be able to contact their loved ones and to be contacted by their case managers who would remind them of their appointments. There was also a reduction of 85% in admission rates and reduction of 80% in default rates for these patients.

### **20. We Enable Day Camp**

The WE ENABLE Day Camp is a day camp for children with Attention Deficit Hyperactivity Disorder (ADHD) and Autism Spectrum Disorders (ASD) and their caregivers. The programme was suspended in FY2020 and FY2021 due to Covid-19. Run by IMH occupational therapists, the camp aims to equip caregivers with skills to better understand their child’s conditions and apply the right strategies to improve their child’s occupational functions and abilities in social settings. One camp was held in March 2023 with 42 participants comprising children and family members. All participants agreed that they were more mindful in their interactions and communication with their child. They had increased confidence in facilitating outdoor leisure activities with their child, and were also more attuned to their child's sensory needs and preferences.

## **C ADVOCACY**

### **21. Voices of Experience**

The Voices of Experience (VOE) programme draws on the lived experience of persons in recovery to promote mental health awareness. These advocates support IMH’s outreach efforts by giving media interviews, and speaking at school visits, volunteer orientation and public events. Some provide peer support through group therapy or support sessions. VOE advocates reached a total of 760 people in FY2022, through



nine volunteer orientation sessions and nine school visits. This is an increase in 52% from FY2021. There were 78 peer support sessions held at the National Addictions Management Service for both patients and caregivers.

## **D SUPPORTING STRATEGIES**

### **22. Professional Development of Nurses**

In FY2022, with the lifting of travel restrictions, Alice Lee Nurses Development Fund enabled 13 nurses to attend five in-person international conferences for their professional development. The conferences included IHI National Forums on Quality Improvement in Health Care, HIMMS, APAC Patient Experience & Innovation Summit and the 25th Joint Malaysia-Singapore International Nursing Conference. These international conferences provided a broader perspective on healthcare challenges and strategies, enabling our nurses to learn about the different healthcare systems and approaches to patient care and innovative solutions implemented in other countries. Upon their return, the nurses shared their newly acquired knowledge in their clinical areas to review how they could provide better care and treatment options for patients.

### **FUNDING STRATEGY**

As part of its regular strategic review process, the WHCF Board held a strategic planning retreat in July 2021. In addition to the current emphasis of helping patients who are living with mental illness, the Board agreed to give funding priority to the following areas: (i) Upstream education initiatives for the population to build resilience and mental wellness (ii) Mental health research and (iii) Recovery-focused initiatives.

### **FUND RAISING AND DONATIONS**

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

In FY2022, \$614,665 was raised through various direct donations:

- (a) \$100,000 was received from Lee Foundation in Feb 2023 to co-fund the set up of Community Garden in IMH;
- (b) \$100,000 was received from Mind The Gap 200 Fund for general use;
- (c) \$414,665 was collected through corporations / foundations / public individuals to support various programmes.

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

There is a net fund movement of \$228,008 for financial year 2022. This comprised a total income of \$637,560 offset by a payout of \$402,640 to fund various programmes and another \$6,912 incurred on operating and administrative expenses.

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

### **Financial Year 2023**

To celebrate IMH's 95th anniversary in 2023, IMH is organising a fundraising event through a charity concert, with proceeds from ticket sales and sponsorship packages going to WHCF.

Besides this fund-raiser, the WHCF will rely predominantly on donations from the public, corporations and foundations. It is envisaged that about \$800,000 will be raised in FY2023.

The Fund would continue to be used for programmes under the categories of Living Well, Living with Illness, Advocacy and Supporting Strategies. For FY2023, a budget of about \$1,001,000 will be set aside for on-going programmes, including the following:

#### **No.    Programme**

##### Living Well

1. "We are a Resilient Family" Programme
2. Caregiver Support Activities
3. Resilience, Empathy, Support, and Total Wellness (REST) for Wellness (for Youths) Programme

##### Living with Illness

4. Patient Welfare Fund (MSW)
5. Very Special Outstanding Performers (VSOP)
6. Vocational Rehabilitation for People with Mental Illness (Transitional Employment & Supported Employment)
7. IMH Volunteer Programme
8. IMH Joy Club – Drum Circle
9. Structured Programme of Motivational Support (Individual)
10. Bergen 4-Day Treatment (Concentrated Exposure and Response Prevention Treatment) for Obsessive-Compulsive Disorder (OCD)
11. Dance Therapy for Child and Adolescent Inpatient Service
12. Structured Motivational Support Programmes for patients on the Forensic Psychiatric Community Service (FPCS)
13. "Little Acts of Kindness" Programme for patients in Acute and Psychogeriatric Wards
14. EPIP's psychosocial programmes and appreciation events
15. Internet-based Cognitive Behavioural Therapy (iCBT) for Obsessive-Compulsive Disorder
16. Pillbox Programme
17. Handphone Project
18. WE Enable Day Camp
19. Hydroponic Farm Workshop

20. Funding for Preservation Courses of Repetitive Transcranial Magnetic Stimulation – Financial Support for Patients with Treatment Resistant Depression

#### Advocacy

21. Voices of Experience
22. Set-up of Community Garden in IMH
23. Funding for Peer Volunteers to attend the IEPA's 14th International Conference on Early Intervention in Mental Health in Lausanne, Switzerland

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 FY2024: \$450,000

Projected Fundraising Target in FY2025: \$450,000

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 2023 is attached.