

**WOODBIDGE HOSPITAL CHARITY FUND**  
Annual Report for the period 1 April 2021 – 31 March 2022

**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
- Dr Tan Chue Tin  
Consultant Psychiatrist  
Tan Chue Tin Clinic Pte Ltd  
(28 Nov 2019 - 26 Nov 2021)
- Ms Tina Hung  
Senior Consultant  
National Council of Social Service
- Ms Jacqueline Khoo  
Director, JC Trust Ltd  
(28 Nov 2019 – 1 Jun 2021)  
Director, JC Trust Ltd
- Mr Fong Heng Boo  
Retiree  
(15 Jan 2020 - 26 Nov 2021)

Mr Keith Chua  
Executive Chairman  
ABR Holdings Limited

Ms Nancy Pangestu Tabardel  
Managing Director  
ANB Investment Pte Ltd

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 (FY20201)
Mr Lee Chow Soon	Chairman	28 Nov 2019	Senior Partner, Tan Lee & Partners	3 out of 3
Ms Irene Png	Member	28 Nov 2019	Chief Financial Officer, Singapore National Eye Centre	3 out of 3

Dr Tan Chue Tin	Member	28 Nov 2019 - 26 Nov 2021	Consultant Psychiatrist, Tan Chue Tin Clinic Pte Ltd	2 out of 3
Ms Tina Hung	Member	28 Nov 2019	Senior Consultant, National Council of Social	3 out of 3
Ms Jacqueline Khoo	Treasurer	28 Nov 2019 – 1 Jun 2021	Director, JC Trust Ltd	1 out of 3
Mr Fong Heng Boo	Member	15 Jan 2020- 26 Nov 2021	Nil	2 out of 3
Mr Keith Chua	Member	28 Nov 2019	Executive Chairman, ABR Holdings Limited	3 out of 3
Mr Francis Tan	Member	15 Jan 2020	Group Director, Corporate Services National Environment Agency	3 out of 3
Ms Nancy Pangestu Tabardel	Member	28 Nov 2019	Managing Director ANB Investment Pte Ltd	2 out of 3
A/Prof Daniel Fung	Member	1 Feb 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 2022. 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 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. 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@globalcompliance.com](mailto:nhg@globalcompliance.com) to report any incidents.

## **REVIEW OF FINANCIAL YEAR 2021**

(For the period 1 April 2021 – 31 March 2022)

### **Programmes Supported**

In financial year 2021, the Woodbridge Hospital Charity Fund 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 aims to build family resilience for IMH patients who have children aged 9-14 years old. Case workers provide intensive casework and groupwork, and facilitate family bonding opportunities. Individualised and age-appropriate psychoeducation programmes help the children understand their parent’s mental illness and cope with the challenges that arose from family interactions. The parents/caregivers were taught 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.

Despite facing disruptions brought about by the COVID-19 pandemic, the programme managed to reach out to and maintain engagement with 32 new families through regular zoom sessions, home visits and online group work. FY2021 saw an increase in partnership with community partners/agencies such as the Child Protection Specialist Centres (CPSC) and neighbouring Family Service Centres to deliver more holistic care and support for clients.

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

This programme serves to enhance the ability of caregivers to sustain care to their loved ones with mental health conditions, given that the task of caregiving can be physically and emotionally demanding. These include activities to provide caregiver support in the areas of (i) psychoeducation on mental illness (ii) support from caregivers to caregivers (iii) coping skills, and (iv) specialised support. Due to COVID-19, face-to-face group work sessions and roadshows were replaced with 19 online workshops that

benefitted 228 participants. The team also collaborated with Family Service Centres to reach out to more family caregivers.

## **B LIVING WITH ILLNESS**

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

Some IMH patients require additional support in order to live successfully in the community upon their discharge from the hospital. The Patient Welfare (Medical Social Work) programme provides financial assistance for patients to pay for some of their basic 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 898 patients were provided assistance amounting to \$61,307 in FY2021. This included help given to 920 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. The fund also supported home improvement needs for 23 patients. Another three patients were provided financial assistance to anchor new jobs.

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

Staff of IMH's Early Psychosis Intervention Programme (EPIP) collaborate with Peer Support Specialists (persons-in-recovery and caregivers) to provide support to those recovering from early psychosis. By sharing their personal experience, the Peer Support Specialists (PSS) provide a model of recovery and encourage and instill hope to others struggling with the impact of mental illness.

Working under the constraints of COVID-19 for a second year allowed the team to gain much confidence in running virtual groups and utilising a range of tools to increase engagement with patients. FY2021 saw 46 caregivers referred for individual phone support, five "Meet-the-PSS-Caregiver" virtual group sessions conducted, which was attended by nine caregivers, and 92 PSS inpatient groups conducted for 246 peers.

### **5. 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. Participants regularly stage performances to build their confidence and to de-stigmatise mental illness. A total of 105 patients continued their training in singing and 53 patients in contemporary dance in FY2021. However, due to COVID-19 safe management measures, only one virtual performance was held in December 2021 for a group of choir students from Anderson Junior College.

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

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

Of the 108 patients who were enrolled in the programme in FY2021, 57 patients completed the programme and obtained job placement. They were provided follow-up support from Job Club and 46 of them successfully sustained their jobs for more than three months. This was about 7 percent more than the previous FY.

## **7. IMH Volunteer Programme**

IMH has a pool of some 300 regular volunteers who provide social, recreational and practical support to improve patients' mental and physical well-being.

FY2021 was a challenging year for patients and volunteers as in-person volunteering activities were suspended due to COVID-19 safe management measures. To keep patients engaged, the volunteers held weekly Zoom sessions for activities such as birthday celebrations, festive events, group exercise and arts and crafts. The FY saw an increase in patient attendance as those who were unable to take part previously due to mobility issues could now do so online. A total of 5,995 attendances were recorded from volunteers during the FY.

## **8. IMH Joy Club—Drum Circle**

IMH patients get to enjoy regular drumming activities, even if they have no prior musical training. The Drum Circle 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. FY21 saw a total of 23 sessions run online via Zoom, with participation from 46 patients and 11 staff.

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

The Structured Programme of Motivational Support is an individualised motivational programme for patients diagnosed with Schizophrenia and Delusional Disorder. It serves to motivate patients to keep up with their regular checkups at the hospital so that they may continue to stay well and live an independent life in the community.

The programme provides:

- 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;

In FY2021, 27 participants completed the programme, with no admissions in the past one year. 78% of these participants said they felt more confident in managing their illness and coping with issues.

## **10. Patients' Engagement Activities at Garden Patch**

This programme uses gardening activities to engage patients undergoing slow stream rehabilitation to help them improve their mood and regain functionality. Three regular patient gardeners, assisted by other patients from the ward tend to the plants at the gardening patch. The patients reported an improvement in their mood and general well-being, in addition to feeling a sense of accomplishment when they harvest their crops.

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

Patients with mood disorders report that the dance therapy offered under the programme helped them relieve stress and they experienced an improvement in their mood after each session. The therapy also helped them gain insight into their illness and promote recovery and mental wellness. A total of 164 patients participated in the programme in FY2021. This was 55 percent more than the previous FY. Participants found the sessions helpful in relieving stress and they experienced an improvement in mood after each session.

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

This one-year intensive aftercare programme is aimed at supporting and motivating patients who had just been released from prison. Psychoeducation and counselling help them to meet their life goals and objectives, and incentives are given to motivate them to attend their outpatient appointments. FY21 saw an average outpatient appointment attendance rate of 89% from 25 active patients enrolled in the programme. This was an improvement when compared to the attendance rate of 76% prior to the implementation of this programme.

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

In this patient-led programme, trained patients from the Slow Stream Rehabilitation Programme led patients from the acute and psychogeriatric wards to create items that were subsequently gifted to caregivers, patients and staff. Sixteen patients were involved in making and putting together items such as memo pads, TraceTogether token covers, potted plants and greeting cards. The activities helped keep the patients cognitively and socially engaged, thus improving their mood and sense of well-being. Patients from the Slow Stream Rehabilitation Ward also picked up skills that could help them secure work when they are discharged.

## **C     ADVOCACY**

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

The Voices of Experience (VOE) programme taps on the lived experience of persons in recovery and their caregivers to enhance IMH’s service and outreach efforts. These individuals or advocates engage in a variety of activities, from school visits and public events to media interviews. They also provide peer support to patients (group therapy or support sessions), and provide input to IMH projects in the preparation stage. In FY2021, VOE advocates shared at 14 virtual school visits and 8 volunteer orientation sessions – reaching out to some 500 participants. In terms of peer support services, 60 peer support sessions were held for both patients and caregivers at the National Addictions Management Service.

## **D SUPPORTING STRATEGIES**

### **15. Professional Development of Nurses**

In FY2021, the Alice Lee Nurses Development Fund enabled 26 nurses to attend three international conferences – ICN Congress (2021), IHI National Forum on Quality Improvement in Healthcare (2021) and NCPD First International Workshop for ANCC Accredited Providers and Applicants. With the knowledge gained, our nurses are better equipped to develop strategies to improve mental health care for our 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 FY2021, \$360,905 was raised through public individuals, corporations and foundations to support various programmes.

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

There is a net fund movement of \$84,390 for financial year 2021. This comprised a total income of \$365,759 offset by a payout of \$264,453 to fund various programmes and another \$16,916 incurred on operating and administrative expenses.

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

#### **Financial Year 2022**

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 FY2022 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 FY2022, a budget of about \$560,000 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

### 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. 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 Mood Disorders Unit (MDU) Ward Clients and 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. Appreciation and Social Events for EPIP Clients and Caregivers
15. Internet-based Cognitive Behavioural Therapy (iCBT) for Obsessive-Compulsive disorder
16. Pillbox Programme
17. Co-producing psychoeducation workshops for people with first episode psychosis

### Advocacy

18. 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 FY2023: \$350,000

Projected Fundraising Target in FY2024: \$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 2022 is attached.