Contents

Vision & Mission 02
Chairman’s Message 03
CEO’s Message 05
Highlights of Key Achievements 07
Board of Directors 09
Organisation Chart 10
Corporate Governance 11
Clinical
Dialysis Treatment & Care 23
Our Dialysis Centre Sponsors 29
Holistic Rehabilitative Care 30
Promoting Kidney Transplantation 35
Advancing Clinical Management & Care 37
Collaborating with Other Organisations to Improve Healthcare and Non-profit Management 43
Supporting Research in Kidney Diseases 45
Finance and Administration
Encouraging Volunteerism 51
Educating the Community 56
Completion of New IT Systems & Infrastructure 61
Operations
Strengthening Operational Efficiency 63
Human Resource
Enhancing Organisational Capabilities 65
Financial Statements 68

Vision:

With donors’ support, we will organise cost-effective and comprehensive education and health-screening programmes against kidney-related disease for the community.

> With donors’ support, we will organise cost-effective and comprehensive education and health-screening programmes against kidney-related disease for the community.
> We will provide high-quality, cost-effective and affordable subsidised care and rehabilitation, including haemodialysis and peritoneal dialysis for our kidney patients.
> For our staff, we will continually enhance their expertise through continuing professional education and improving the work environment.
> We will promote renal transplantation as this offers best long-term survival and quality of life.
> We will maximise utilisation of public donations for patient care and ensure that we are transparent and accountable to our donors.

Mission:

Providing high quality programmes for:
> affordable subsidised care
> rehabilitation of patients to achieve a better quality of life
> prevention of kidney disease in the community in partnership with our donors.
In line with our vision and mission, NKF continued to provide quality, affordable dialysis treatment and holistic care to needy kidney patients; carry out health awareness programmes for the early detection and intervention of kidney diseases to the community; and encourage kidney transplantation through its Kidney Live Donor Support Fund.

We are pleased to update you that since NKF set up the Kidney Live Donor Support Fund in November last year to provide financial assistance to needy live donors, NKF had 9 applicants, of which 7 have been approved to receive funding while 2 are awaiting approval. This certainly augurs well for more kidney transplants to take place in the future.

Awareness and education has always been a vital part of NKF’s mission to help protect the community against kidney diseases. We are happy to inform you that NKF is setting up a new Kidney Discovery Centre (KDC) to provide education of kidney diseases, its treatment as well as prevention.

This Centre will be located at NKF headquarters at Kim Keat and will be equipped with interactive exhibits that will engage both young and old in awareness and early detection of kidney diseases. It is expected to be completed by the end of 2010.

As the current reserve level of approximately 6 years is above the Foundation’s target of 5 years, in line with the Code of Governance for Charities and Institutions of a Public Character (IPCs), the Foundation will not engage in new fundraising activities. Fundraising shall be limited to targeted donations and sponsorships to fund new projects such as for the building of new dialysis centres.

Statistics show that the number of NKF kidney patients continues to grow and a new dialysis centre is needed almost every year to cater to the growing demand by patients who cannot afford costly dialysis treatment.

For the financial year, NKF accepted 294 new patients to its haemodialysis programme. As at 30 June 2010, we had 2,330 patients.

We are happy to let you know that 52% of our haemodialysis patients pay $50 or less a month, which is less than $4 per session, out of their own pockets.

With the increasing kidney patient population, NKF disbursed subsidies for dialysis, medication and auxiliary services to its needy kidney patients and beneficiaries amounting to $23.9 million for the financial year, 4% higher compared to $23.0 million the financial year before.

With the support of a caring community, we will continue to do our best to deliver not only quality subsidised dialysis treatment, but total care to help improve patients’ overall quality of life.

At the same time, we will not waver in our efforts to maintain high standards in corporate governance, accountability and operational cost-effectiveness.

On behalf of the patients and management of NKF, I thank all our partners, donors, sponsors and volunteers for your selfless contributions to help us serve our patients.

Yours sincerely

Gerard Ee
Chairman

| THE NATIONAL KIDNEY FOUNDATION | ANNUAL REPORT 2009/2010 | 03 |

Chairman’s message

With the increasing kidney patient population, NKF disbursed subsidies for dialysis, medication and auxiliary services to its needy kidney patients and beneficiaries amounting to $23.9 million for the financial year, 4% higher compared to $23.0 million the financial year before.
In line with our holistic care approach to help patients lead fulfilling lives, one of our main thrusts now is widening the scope of, and increasing the depth of psychosocial support given to patients.

In view of the shift in our patients’ demography to more elderly patients, NKF has increased the number of Medical Social Workers (MSW) from 3 to 8, providing better care to meet patients’ varying emotional and psychosocial needs.

As part of NKF’s Patient Welfare and Benefit Programme, it helped 148 needy patients by giving them each a $30 food voucher every month to buy basic food provisions as part of our efforts to lessen their financial burden. Another 88 needy patients, such as amputees who require special transportation to and from the dialysis centres, were given transport subsidies for their taxi and ambulance expenses while 143 patients received $30 a month for their bus/train expenses to and from the dialysis centres.

In clinical care, we are happy to announce that NKF was granted partial accreditation by the Joint Committee of Specialist Training for a period of 5 years effective 1 July 2010. With the accreditation, the training programmes in haemodialysis at NKF can be recognised as part of the Advanced Specialist Training (AST) programme for Nephrologists.

The new NKF organised its inaugural public awareness event, NKF Kidney Health Week, in July 2010. Held at Bishan Junction 8, there were health screenings, kidney-related exhibits and various experiential activities that raised awareness of kidney diseases in the community and encouraged a healthier lifestyle.

Driving all our efforts at NKF are the 5Cs - Commitment, Communication, Compassion, Collaboration and Consistency. We have embraced these values as our family culture in order to render holistic care to our patients. The 5Cs represent the pillars of the NKF house which upholds the roof, representing our vision and mission.

As NKF continues to work closely with the Ministry of Health and other healthcare providers, and with community support, we will do our best to give life and hope to needy kidney patients in Singapore.

Yours sincerely

Eunice Tay (Mrs)
Chief Executive Officer
Highlights of Key Achievements

Clinical

Financial

> With the increasing number of kidney patients, the amount of subsidies disbursed for dialysis, medication and auxiliary services to its needy kidney patients and beneficiaries amounted to $23.9 million, which is 4% higher compared to $23.0 million the financial year before

> 52% of haemodialysis patients pay out-of-pocket $50 or less a month

> Provided financial assistance to live donors through Kidney Live Donor Support Fund

Clinical

> Granted partial accreditation by Joint Committee on Specialist Training for a 5-year period in which training programmes in haemodialysis at NKF can be recognised as part of the Advanced Specialist Training (AST) programme for Nephrologists

> 15 grants awarded through Research Fund to medical researchers for the advancement of treatment and prevention of kidney diseases

Patient Well-being

> Improved patients’ physical fitness, emotional and psychosocial needs

> Increased Medical Social Workers from 3 to 8 for better patient care

> Launched Caregivers Support Programme to provide caregiving education and support to caregivers of kidney patients

Finance & Administration

Governance

> Compiled with Code of Governance for Charities and Institutions of a Public Character (IPC) established by Charity Council

> Started a new investment mandate, adding to the existing 2 mandates

Encouraging Volunteerism

> Engaged over 400 volunteers in various volunteer activities to benefit patients

> 188 volunteers adopted 148 of our neediest patients by assisting them in buying $50 worth of basic food provisions every month using vouchers provided by NKF

> Provided 85 volunteers with training to equip them with professional volunteer skills

Educating the Community

> As part of World Kidney Day 2010, organised 2 symposiums for Primary Care Physicians and Nurses to improve their knowledge and skills in the field of renal care

> Plans underway to set up the Kidney Discovery Centre with interactive exhibits to create awareness of kidney diseases, treatment of kidney failure and prevention

> Organised new NKF’s inaugural public awareness event, NKF Kidney Health Week, to raise awareness of kidney diseases in the community and encourage a healthier lifestyle

Implementing New IT Systems and Infrastructure

> Completion of IT Master Plan with the implementation of new systems which are more user-friendly, tightly integrated with single-point of data entry and web-based for easier and greater accessibility

Operations

> Established a Business Continuity Plan (BCP) to deal with a Crisis

Human Resource

> Launched an employee engagement programme “5Cs” (Commitment, Communication, Compassion, Collaboration and Consistency) to improve the work culture and environment

> Enhanced the Balanced Scorecard by cascading it from the Enterprise level to the Department level to help achieve NKF’s strategic goals

Artists impression of Kidney Discovery Centre
Board of Directors

MR GERARD EE  
Chairman

ASSOC. PROF MAK YUEN TEEN  
Deputy Chairman

MR CHAY YEE MENG  
Member

MR STEVEN CHONG  
Member  
(till 31 July 2010)

MR GAN SEOW ANN  
Member

MR DAVID MA  
Member

MR NG BOON YEW  
Member

MR PHILIP TAN  
Member  
(from 10 May 2010)

PROF TAY BOON KENG  
Member

PROF WOO KENG THYE  
Member

MR YATIMAN YUSOF  
Member

Note:
Mr Philip Jeyaretnam, Member, resigned on 12 Nov 2009

Operationally, NKF’s organisation is streamlined under 4 pillars with a focus of giving life and hope to kidney patients.

Organisation Chart
Corporate Governance

Roles and Responsibilities of Board of Directors

The Board acts in the best interest of NKF with the aim of improving the quality of care for patients who are afflicted with kidney diseases. It also ensures that there are adequate resources for the operations and programmes of NKF and that such resources are effectively and efficiently managed; that there are processes in place to ensure that NKF complies with all applicable laws, rules and regulations; and there is an appropriate code of conduct which upholds the core values of NKF and processes to ensure compliance with the code.

Day-to-day management of NKF is delegated by the Board to the management team headed by the Chief Executive Officer (CEO). Initiation of new programmes and activities, review of viability of current programmes and significant transactions require the approval of the Board. The Board also reviews and approves the annual budget prepared by Management.

Board members are expected to avoid actual and perceived conflicts of interest. Where Board members have personal interest in business transactions or contracts that NKF may enter into, or have vested interest in other organisations that NKF has dealings with or is considering to enter into joint ventures with, they are expected to declare such interests to the Board as soon as possible and abstain from discussion and decision-making on the matter. Where such conflicts exist, the Board will evaluate whether any potential conflicts of interest will affect the continuing independence of Board members and whether it is appropriate for the Board member to continue to remain on the Board.

The Board has also ensured that NKF is in compliance with the requirements in Financial Reporting Standards (FRS) and the Recommended Accounting Practices for Charities (RAP6) and the Code of Governance for Charities and IPCs.

Composition of our Board of Directors

The Board strives to ensure that Board members as a group have core competencies in areas such as accounting and finance, management, law, medicine, strategic planning and technology and that it incorporates a degree of diversity. All Board members must be independent. Independence refers to not having any family, employment, business and other relationship with NKF, any related companies or their officers that could interfere, or be reasonably perceived to interfere, with the exercise of the Board member’s independent judgement made in the best interest of NKF. The CEO is an ex-officio non-voting member of the Board and attends all Board meetings unless otherwise directed by the Board. In addition, other members of management are invited from time to time to attend and make presentations at Board meetings.

The Board believes that to be effective, it should not be too large, whilst at the same time ensuring that there is a sufficient range and diversity of expertise and viewpoints. In light of regulations for charities and IPCs, the Board will need to have a minimum of 10 members. At the end of the financial year, the Board had 11 members.

The Board met 5 times during the financial year on the following dates:

- September 8, 2009 (AGM & Board Meeting)
- November 12, 2009
- January 12, 2010
- March 9, 2010
- May 25, 2010

Key Corporate Governance Initiatives

NKF is committed to lawful and ethical behaviour in all its activities and requires that its Board of Directors, employees, volunteers and consultants conduct themselves in a manner that complies with all applicable laws, regulations and internal policies.

In keeping with this commitment and NKF’s interest in promoting open communication, NKF has complied with the Code of Governance for Charities and Institutions of a Public Character (IPCs). NKF’s Governance Evaluation Checklist for the period 1 April 2010 to 31 March 2011 can be viewed at the Charity Portal www.charities.gov.sg.

NKF also has a Reserve Policy to provide clarity in the Foundation’s management of its reserves and to provide stakeholders with the assurance that the Foundation is well managed and that it has, where appropriate, a strategy for building up reserves. The policy applies to that part of the Foundation’s income that is freely available for its operating purposes. It excludes: Endowment Funds; Restricted/Designated Funds; and any part of unrestricted funds that is not readily available for use or already committed.

The Board has resolved that the Foundation should maintain adequate reserves to cover at least 5 years of annual operating expenditure in view of the long-term dependencies of NKF patients and beneficiaries. Below is the Reserve Policy Statement for the year ended 30 June 2010:

<table>
<thead>
<tr>
<th>in S$’000</th>
<th>Current Year (as at 30 Jun 2010)</th>
<th>Previous Year (as at 30 Jun 2009)</th>
<th>% incr / (decr)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted Funds (Reserves)</td>
<td>255,410</td>
<td>247,260</td>
<td>3%</td>
</tr>
<tr>
<td>Restricted / Designated Funds</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Endowment Fund</td>
<td>3,842</td>
<td>4,013</td>
<td>-4%</td>
</tr>
<tr>
<td>Elderly Patient Fund</td>
<td>767</td>
<td>876</td>
<td>-12%</td>
</tr>
<tr>
<td>Children Dialysis Fund</td>
<td>17,375</td>
<td>17,562</td>
<td>-1%</td>
</tr>
<tr>
<td>World Kidney Fund</td>
<td>274</td>
<td>299</td>
<td>-8%</td>
</tr>
<tr>
<td>Research Fund</td>
<td>6,566</td>
<td>7,651</td>
<td>-13%</td>
</tr>
<tr>
<td>Subtotal</td>
<td>28,924</td>
<td>30,401</td>
<td>-5%</td>
</tr>
<tr>
<td>Total Funds</td>
<td>284,334</td>
<td>277,661</td>
<td>2%</td>
</tr>
<tr>
<td>No. of years Reserves Coverage of Annual Operating Expenditure</td>
<td>3.7</td>
<td>4.0</td>
<td>-7%</td>
</tr>
</tbody>
</table>
Corporate Governance

Current year reserve increased by $8 million to $255 million. The current level of reserves at $255 million is adequate to fund 3.7 years of annual operating expenditure. However, the reserves include the fixed assets which are required for the continued operations of NKF. Adjusting for such fixed assets, the reserves ratio, on a cash basis, would be reduced to 3.5 years.

Annual operating expenditure, for the purpose of the Statement of Reserves, represents the total annual expenditure of the Foundation adjusted for inflation and projected capacity increases.

The above is based on the assumption that the Foundation does not receive any income from: (a) its dialysis activities (i.e. insurance claims, government grants, payments from patients) or (b) donations. However, since the Foundation is expected to continue to receive income from its dialysis activities, the ratio based on the net operating expenditure (i.e. gross operating expenditure minus dialysis income) will increase to approximately 6 years.

As the current reserve level of approximately 6 years is above the Foundation’s target of 5 years, in line with the Code of Governance, the Foundation will not engage in new fundraising activities. Fundraising shall be limited to targeted donations/sponsorships to fund new projects e.g. for the building of new dialysis centres.

11 Committees to Cover Key Areas of Management

NKF has in place 11 Committees to assist the Board in covering key areas of management and improve its oversight of management and its accountability to stakeholders. All committees have written terms of reference which are approved by the Board. Minutes of committee meetings are provided to the Board.

>> Audit Committee

The Audit Committee’s primary function is to assist the Board in fulfilling its oversight and fiduciary responsibilities to act in the interest of NKF’s members and stakeholders as a whole, in particular, in the areas of financial accountability and reporting.

The role of the Committee is to review the effectiveness of the Foundation’s material internal controls, including operational and compliance controls, risk management and evaluate adherence; ascertain the adequacy of the Foundation’s corporate governance, policy and procedures, and ensure adherence thereto; serve as an independent and objective party to review the integrity of the financial information presented by management to the members, regulators and the general public; provide communication between the Board and both the external and internal auditors; and review and ensure the independence of the external and internal auditors.

Annually, the Committee reviews and recommends the appointment of the external auditors. The Committee also meets with the external and internal auditors at least once a year without the presence of Management.

For the financial year, the Committee reviewed and approved the internal and external audit plans; reviewed the external and internal audit reports on the findings of their audits and reviews and their subsequent follow-up. The Committee also reviewed with the external auditors and the internal auditors and recommended to the Board for approval the Audited Financial Statements.

NKF has a Whistle Blowing Policy in place that provides employees with accessible channels to the Chairman of the Board, the Chairman and members of the Audit Committee and the internal auditors (partner in charge) for reporting suspected fraud, corruption, dishonest practices or other similar matters. During the financial year, there were no complaints reported by employees.

>> Donor Relations Committee

The Donor Relations Committee was established in January 2009. The main objectives of the Donor Relations Committee are to review and ensure that NKF has the appropriate policies and procedures to ensure compliance with the Code of Governance “Good Fundraising Practices”. It will review and approve all fundraising programmes on a yearly basis. As needed, it will raise community awareness on financial and other assistance needed by the Foundation. It will review and recommend to the Board, the use of Commercial Third-Party Fundraisers if the need arises.

11 Committees to Cover Key Areas of Management

NKF has in place 11 Committees to assist the Board in covering key areas of management and improve its oversight of management and its accountability to stakeholders. All committees have written terms of reference which are approved by the Board. Minutes of committee meetings are provided to the Board.

>> Audit Committee

The Audit Committee’s primary function is to assist the Board in fulfilling its oversight and fiduciary responsibilities to act in the interest of NKF’s members and stakeholders as a whole, in particular, in the areas of financial accountability and reporting.

The role of the Committee is to review the effectiveness of the Foundation’s material internal controls, including operational and compliance controls, risk management and evaluate adherence; ascertain the adequacy of the Foundation’s corporate governance, policy and procedures, and ensure adherence thereto; serve as an independent and objective party to review the integrity of the financial information presented by management to the members, regulators and the general public; provide communication between the Board and both the external and internal auditors; and review and ensure the independence of the external and internal auditors.

Annually, the Committee reviews and recommends the appointment of the external auditors. The Committee also meets with the external and internal auditors at least once a year without the presence of Management.

For the financial year, the Committee reviewed and approved the internal and external audit plans; reviewed the external and internal audit reports on the findings of their audits and reviews and their subsequent follow-up. The Committee also reviewed with the external auditors and the internal auditors and recommended to the Board for approval the Audited Financial Statements.

NKF has a Whistle Blowing Policy in place that provides employees with accessible channels to the Chairman of the Board, the Chairman and members of the Audit Committee and the internal auditors (partner in charge) for reporting suspected fraud, corruption, dishonest practices or other similar matters. During the financial year, there were no complaints reported by employees.

11 Committees to Cover Key Areas of Management

NKF has in place 11 Committees to assist the Board in covering key areas of management and improve its oversight of management and its accountability to stakeholders. All committees have written terms of reference which are approved by the Board. Minutes of committee meetings are provided to the Board.

>> Audit Committee

The Audit Committee’s primary function is to assist the Board in fulfilling its oversight and fiduciary responsibilities to act in the interest of NKF’s members and stakeholders as a whole, in particular, in the areas of financial accountability and reporting.

The role of the Committee is to review the effectiveness of the Foundation’s material internal controls, including operational and compliance controls, risk management and evaluate adherence; ascertain the adequacy of the Foundation’s corporate governance, policy and procedures, and ensure adherence thereto; serve as an independent and objective party to review the integrity of the financial information presented by management to the members, regulators and the general public; provide communication between the Board and both the external and internal auditors; and review and ensure the independence of the external and internal auditors.

Annually, the Committee reviews and recommends the appointment of the external auditors. The Committee also meets with the external and internal auditors at least once a year without the presence of Management.

For the financial year, the Committee reviewed and approved the internal and external audit plans; reviewed the external and internal audit reports on the findings of their audits and reviews and their subsequent follow-up. The Committee also reviewed with the external auditors and the internal auditors and recommended to the Board for approval the Audited Financial Statements.

NKF has a Whistle Blowing Policy in place that provides employees with accessible channels to the Chairman of the Board, the Chairman and members of the Audit Committee and the internal auditors (partner in charge) for reporting suspected fraud, corruption, dishonest practices or other similar matters. During the financial year, there were no complaints reported by employees.

11 Committees to Cover Key Areas of Management

NKF has in place 11 Committees to assist the Board in covering key areas of management and improve its oversight of management and its accountability to stakeholders. All committees have written terms of reference which are approved by the Board. Minutes of committee meetings are provided to the Board.

>> Audit Committee

The Audit Committee’s primary function is to assist the Board in fulfilling its oversight and fiduciary responsibilities to act in the interest of NKF’s members and stakeholders as a whole, in particular, in the areas of financial accountability and reporting.

The role of the Committee is to review the effectiveness of the Foundation’s material internal controls, including operational and compliance controls, risk management and evaluate adherence; ascertain the adequacy of the Foundation’s corporate governance, policy and procedures, and ensure adherence thereto; serve as an independent and objective party to review the integrity of the financial information presented by management to the members, regulators and the general public; provide communication between the Board and both the external and internal auditors; and review and ensure the independence of the external and internal auditors.

Annually, the Committee reviews and recommends the appointment of the external auditors. The Committee also meets with the external and internal auditors at least once a year without the presence of Management.

For the financial year, the Committee reviewed and approved the internal and external audit plans; reviewed the external and internal audit reports on the findings of their audits and reviews and their subsequent follow-up. The Committee also reviewed with the external auditors and the internal auditors and recommended to the Board for approval the Audited Financial Statements.

NKF has a Whistle Blowing Policy in place that provides employees with accessible channels to the Chairman of the Board, the Chairman and members of the Audit Committee and the internal auditors (partner in charge) for reporting suspected fraud, corruption, dishonest practices or other similar matters. During the financial year, there were no complaints reported by employees.

11 Committees to Cover Key Areas of Management

NKF has in place 11 Committees to assist the Board in covering key areas of management and improve its oversight of management and its accountability to stakeholders. All committees have written terms of reference which are approved by the Board. Minutes of committee meetings are provided to the Board.

>> Audit Committee

The Audit Committee’s primary function is to assist the Board in fulfilling its oversight and fiduciary responsibilities to act in the interest of NKF’s members and stakeholders as a whole, in particular, in the areas of financial accountability and reporting.

The role of the Committee is to review the effectiveness of the Foundation’s material internal controls, including operational and compliance controls, risk management and evaluate adherence; ascertain the adequacy of the Foundation’s corporate governance, policy and procedures, and ensure adherence thereto; serve as an independent and objective party to review the integrity of the financial information presented by management to the members, regulators and the general public; provide communication between the Board and both the external and internal auditors; and review and ensure the independence of the external and internal auditors.

Annually, the Committee reviews and recommends the appointment of the external auditors. The Committee also meets with the external and internal auditors at least once a year without the presence of Management.

For the financial year, the Committee reviewed and approved the internal and external audit plans; reviewed the external and internal audit reports on the findings of their audits and reviews and their subsequent follow-up. The Committee also reviewed with the external auditors and the internal auditors and recommended to the Board for approval the Audited Financial Statements.

NKF has a Whistle Blowing Policy in place that provides employees with accessible channels to the Chairman of the Board, the Chairman and members of the Audit Committee and the internal auditors (partner in charge) for reporting suspected fraud, corruption, dishonest practices or other similar matters. During the financial year, there were no complaints reported by employees.
Corporate Governance

>> Finance Committee

The Finance Committee reviews the financial performances of NKF on a quarterly basis for reporting to the Board. Its functions include annual review of operating & capital expenditure budget and recommends to the Board for approval; review of quarterly financial performance against budget, and review and approval of Finance Policy and Procedures of NKF. It also reviews and approves all extra-budgetary expenditure beyond management authority and recommends to the Board for approval in respect of those cases that are beyond the authority of the Finance Committee. The Committee also oversees the Tender Committee.

COMMITTEE MEETINGS HELD:
August 13, 2009
November 5, 2009
February 4, 2010
May 14, 2010

Chairman
Mr Philip Tan Yuen Fah
Company Director

Members
Mr Lim Joo Boon
Company Director
Mr Alfred Shee
Certified Public Accountant, Alfred PF Shee & Co

>> Investment Committee

The Investment Committee recommends, for approval by the Board, the investment policy to meet the investment objectives of NKF and suitably qualified external fund managers (FMs) to implement the investment policy. It also monitors and assesses the performance of the appointed external FMs, reports to the Board on the investment performance of funds under FMs’ management and advises on matters relating to investment administration. For the financial year, a new investment mandate started on 4 January 2010, adding to the existing mandates started on 1 October 2007 and 2 January 2008 respectively.

COMMITTEE MEETINGS HELD:
July 24, 2009
October 23, 2009
January 22, 2010
April 23, 2010

Chairman
Ms Tan Min Lan
Managing Director
Head of Equities/Head of Research, Singapore
UBS Securities Pte Ltd

Mr David Tan Wei-Son
Executive Director,
CIMB-TrustCapital Advisors Singapore

Mr Kim Teo
CEO, Boardroom Limited

Mr Lawrence Wong Liang Ying
Executive Vice President and Head, Listings,
Singapore Exchange Ltd

>> IT Committee

The IT Committee provided guidance to NKF in its development of an IT framework that would meet its immediate as well as its long term needs. With the completion of the new IT systems and infrastructure in December 2009, the Committee’s function is to oversee major project implementation, review the annual IT budget and ensure budget compliance.

COMMITTEE MEETINGS HELD:
September 28, 2009
December 14, 2009
March 22, 2010
June 21, 2010

Chairman
Mr Gan Seow Ann
President,
Singapore Exchange Ltd

Members
Ms Goh Mui Hong (till 22 April 2010)
President & CEO,
InfoWave Pte Ltd

Mr Lee Tiang Seng (from 1 April 2010)
Partner,
Portfolio Solutions Partners

Mr Tan Keng Hock

COMMITTEE MEETINGS HELD:
April 28, 2010

Chairman
Mr Chay Yee Meng
Chairman and CEO,
InfoWave Pte Ltd

Members
Mr Lim Joo Boon
Company Director
Mr Teo Chin Seng
Senior IT Consultant, Independent (Org)

>> Medical Advisory Committee

The Medical Advisory Committee was appointed in 2007. The members were re-appointed for a further 2 years from January 2010 to 31 December 2011. It continued to advise the CEO and Medical Services on medical matters, including: patient care and education, the enhancement of the NKF dialysis programme, the development of dialysis centres, training and education of medical and paramedical staff, organization of medical conferences and workshops, and any other medical matters assigned by the CEO.

COMMITTEE MEETINGS HELD:

Chairman
Professor Woo Keng Thye
Emeritus Consultant,
Dept of Renal Medicine, Singapore General Hospital

Members
Assoc. Prof Evan Lee
Senior Director,
Clinical Division, National Kidney Foundation

Mr Kim Teo
CEO, Boardroom Limited

Mr Lawrence Wong Liang Ying
Executive Vice President and Head, Listings,
Singapore Exchange Ltd

Ms Tan Min Lan
Managing Director
Head of Equities/Head of Research, Singapore
UBS Securities Pte Ltd

Mr David Tan Wei-Son
Executive Director,
CIMB-TrustCapital Advisors Singapore

Mr Kim Teo
CEO, Boardroom Limited

Mr Lawrence Wong Liang Ying
Executive Vice President and Head, Listings,
Singapore Exchange Ltd

COMMITTEE MEETINGS HELD:

Advisor

Mr Lim Joo Boon
Company Director

Mr Alfred Shee
Certified Public Accountant, Alfred PF Shee & Co

Mr Chay Yee Meng
Chairman and CEO,
InfoWave Pte Ltd

Mr Lim Joo Boon
Company Director

Mr Teo Chin Seng
Senior IT Consultant, Independent (Org)
Corporate Governance

Dr Adrian Liew Seng Teck
Head & Consultant,
Dept of Renal Medicine, Tan Tock Seng Hospital

Dr Tan Seng Hoe
Senior Consultant Nephrologist & Physician,
SH Tan Kidney and Medical Clinic,
Gleneagles Medical Centre

Professor A. Vathsala
Head & Senior Consultant,
Division of Medicine, Nephrology,
National University Hospital

Professor Yap Hui Kim
Head & Senior Consultant,
Division of Paediatric Nephrology, Immunology and Urology,
The Children’s Medical Institute, National University Hospital

>> Patient Appeal Committee

The Patient Appeal Committee assists in reviewing appeal cases of patients seeking financial and social assistance as well as for admission into NKF programme. These cases, which fall outside NKF’s standard approval criteria, are referred to the Committee by NKF’s Care and Counselling department. The Committee provides unbiased assessments of such appeals and provides impartial recommendations to the CEO. In addition, it also reviews and recommends action to be taken against recalcitrant or non-compliant patients. The Committee meets as and when the need arises to deliberate on all appeals, and recommends to the CEO to accept, reject or provide alternative solutions to the appellants. For the financial year, the Committee reviewed 46 patient cases.

COMMITTEE MEETINGS HELD:
July 2, 2009
August 1, 2009
October 6, 2009
January 5, 2010
February 9, 2010
April 29, 2010

>> Medical Review Panel (MRP)

An independent Medical Review Panel was set up in July 2008 and members were appointed for a term of 2 years, ending 30 June 2010. The members were re-appointed for a further 2 years. The panel, comprising nephrologists from the Restructured Hospitals, will review patients who fail the medical review for admission into NKF’s haemodialysis programme and wish to appeal against the rejection due to medical grounds.

The members of the MRP are:

Dr Titus Lau
Senior Consultant,
Dept of Renal Medicine, National University Hospital

Dr Rajat Tagore
Consultant,
Dept of Renal Medicine, Jurong General Hospital

Assoc. Prof Wong Kok Seng
Senior Consultant,
Dept of Renal Medicine, Singapore General Hospital

>> Remuneration Committee

The Remuneration Committee exercises policy oversight of the Human Resource function in NKF. It ensures that NKF has appropriate remuneration policies and decides on the remuneration of its Senior Executives. The Committee also reviews and approves employee compensation and benefit packages which includes performance incentive plans recommended by NKF management.

COMMITTEE MEETINGS HELD:
November 20, 2009
May 20, 2010

Chairman
Mr Gerard Ee (Acting)
Chairman,
Council for Third Age

Members
Mr Chua Hoe Sing
Managing Director,
HSC Glaston (Management Consultancy) Pte Ltd
Mr Ronald Tan Hwe Huan
Executive Director,
Singapore Institute of Management
Customer
Governance

>> Research Committee

The Research Committee continued into its 4th year and all members were re-appointed for another term of 3 years. The Committee continues to ensure good stewardship and accountability for the awards of the Venerable Yen Pei-NKF Research Fund. The Committee also decides on the type of renal research to be funded, the amount of funding for a project and duration of funding. They also review the progress and final reports of the project. During the financial year, there were 2 grant calls for applications for the Fund, 1 in July 2009 and another in January 2010. The grant calls which were opened to principal investigators and scientists in the Restructured Hospitals continue to attract applications from Restructured Hospitals, National Centres and National University of Singapore.


corporate governance

Chairman
Professor Woo Keng Thye
Emeritus Consultant, Dept of Renal Medicine, Singapore General Hospital

Members
Assoc. Prof Chan Choong Meng
Head & Senior Consultant, Dept of Renal Medicine, Singapore General Hospital

Dr Ho Chee Khun
Senior Consultant Nephrologist, Ku Kidney & Medical Centre, Mount Elizabeth Medical Centre

Dr Grace Lee Siew Luan
Senior Consultant, Grace Lee Renal & Medicine Clinic, Gleneagles Medical Centre

Asst. Prof Martin Lee
(till October 2009 and re-appointed in May 2010)
Assistant Professor, Dept of Physiology, National University of Singapore

Dr Mooppil Nandakumar
Head of Medical Services, National Kidney Foundation

Dr Tan Han Khim
Senior Consultant, Dept of Renal Medicine, Singapore General Hospital

Dr Tan Seng Hoe
Senior Consultant Nephrologist & Physician, SH Tan Kidney and Medical Clinic, Gleneagles Medical Centre

Professor Yap Hui Kim
Head & Senior Consultant, Division of Paediatrics, Nephrology, Immunology and Urology, The Children’s Medical Institute, National University Hospital

COMMITTEE MEETINGS HELD:

October 20, 2009
April 20, 2010

Chairman
Mr Alfred Shee
Certified Public Accountant, Alfred PF Shee & Co

Members
Dr Stephen Chew
Consultant Nephrologist and Physician, Mount Elizabeth Hospital

Mr Lee Ho Wah (from 1 April 2010)
Partner, Rodyk & Davidson LLP

Ms Phua Chiew Pheng (from 1 April 2010)

Mr Tag Sin Siew (till 28 October 2009)
Senior Vice President, SingBridge International Singapore Pte Ltd

Dr Tan Seng Hoe
Senior Consultant Nephrologist & Physician, SH Tan Kidney and Medical Clinic, Gleneagles Medical Centre

COMMITTEE MEETINGS HELD:

July 23, 2009
October 22, 2009
February 25, 2010
April 29, 2010
June 14, 2010

>> Tender Committee

The Tender Committee is a sub-Committee of the Finance Committee. The Committee supports and advises the Finance Committee on the procurement process to obtain optimum value and ensures that it is transparent and competitive. It reviews risk implications which may arise from the purchases and proposes measures to avoid or minimise such risks. The Committee also reviews conflict of interest, if any, during the procurement process. It independently evaluates the tenders submitted for each purchase in excess of $500,000. During the financial year, the Committee reviewed and awarded 7 tenders for haemodialysis machines, medical consumables, provision of laboratory services and cleaning services. The total amount awarded was $9,655,316.00.

Chairman
Mr Alfred Shee
Certified Public Accountant, Alfred PF Shee & Co

Members
Dr Stephen Chew
Consultant Nephrologist and Physician, Mount Elizabeth Hospital

Mr Lee Ho Wah (from 1 April 2010)
Partner, Rodyk & Davidson LLP

Ms Phua Chiew Pheng (from 1 April 2010)

Mr Tag Sin Siew (till 28 October 2009)
Senior Vice President, SingBridge International Singapore Pte Ltd

Dr Tan Seng Hoe
Senior Consultant Nephrologist & Physician, SH Tan Kidney and Medical Clinic, Gleneagles Medical Centre

COMMITTEE MEETINGS HELD:

July 23, 2009
October 22, 2009
February 25, 2010
April 29, 2010
June 14, 2010
>> Volunteer Committee

The Volunteer Committee reviews and provides advice and recommendations to NKF management on volunteer programmes’ policies and procedures, infrastructure and benefits for NKF volunteers. It also looks into the provision of insurance coverage for volunteers on the job as well as volunteer training to enhance their skills in their voluntary capacities.

The Committee encourages community ownership whereby residents and organisations adopt a dialysis centre and volunteer their time to befriend patients and conduct enrichment classes. The Committee also helps to advocate and find opportunities for NKF volunteer team to promote programmes to corporations and religious organisations. The Committee’s focus for the financial year continues to be on volunteer recruitment and programme development.

Chairman
Mr Yatiman Yusof
Singapore High Commissioner to the Republic of Kenya

Members
Mr Vincent Khoo Han Whatt (till 19 May 2010)
Director,
K-Vin Industries

Ms Christina Lim Poh Kheng
Deputy Director (Retail Marketing),
NTUC Fairprice

Mr Simon Neo Teck Koon
Trainer & Psychotherapist,
Purple Chapter

Ms Siti Zainab Bujal
School Family Education Coordinator,
Admiralty Secondary School

Ms Shirley Wong Swee Ping
Managing Director,
BT Frontline Pte Ltd

COMMITTEE MEETINGS HELD:
November 18, 2009
February 4, 2010
June 3, 2010
NKF helps kidney patients through the following 4 main programmes:

1. NKF’s haemodialysis programme at its 24 dialysis centres
2. Helping beneficiaries on peritoneal dialysis at home
3. Helping beneficiaries dialyse at Restructured Hospitals or private dialysis centres through portable funding
4. Helping children with kidney failure through Children’s Kidney Centre

Total kidney patient and beneficiary population grew by 6% and amount of subsidies for dialysis and medication amounting to $22.9 million for the financial year was 3% higher compared to $22.3 million the financial year before.

<table>
<thead>
<tr>
<th>As at 30 Jun 2010</th>
<th>As at 30 Jun 2009</th>
<th>Variance (%)</th>
<th>Year ended 30 Jun 2010</th>
<th>Year ended 30 Jun 2009</th>
<th>Variance (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patients:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Haemodialysis</td>
<td>2,330</td>
<td>2,297</td>
<td>1%</td>
<td>19,739</td>
<td>19,995</td>
</tr>
<tr>
<td>Total</td>
<td>2,716</td>
<td>2,574</td>
<td>6%</td>
<td>22,934</td>
<td>22,302</td>
</tr>
<tr>
<td>Beneficiaries:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Peritoneal Dialysis</td>
<td>261</td>
<td>213</td>
<td>23%</td>
<td>1,673</td>
<td>1,389</td>
</tr>
<tr>
<td>Portable Subsidy</td>
<td>105</td>
<td>41</td>
<td>156%</td>
<td>910</td>
<td>231</td>
</tr>
<tr>
<td>Children Dialysis Subsidy</td>
<td>20</td>
<td>23</td>
<td>-13%</td>
<td>612</td>
<td>687</td>
</tr>
<tr>
<td>Total</td>
<td>386</td>
<td>277</td>
<td>39%</td>
<td>3,195</td>
<td>2,307</td>
</tr>
<tr>
<td>Total Subsidies to Patients and Beneficiaries</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total No. of Patients and Beneficiaries</td>
<td>2,716</td>
<td>2,574</td>
<td>6%</td>
<td>22,934</td>
<td>22,302</td>
</tr>
</tbody>
</table>

52% of Haemodialysis Patients Pay $50 or Less a Month

NKF’s subsidised haemodialysis programme is to help its needy patients. 97% of our patients receive NKF subsidies and other form of subsidies while the remaining are full-paying patients, which is capped at 10% of NKF’s haemodialysis patient population. During the financial year, 52% of our haemodialysis patients paid $50 or less per month.

| As at 30 Jun 2010 Increase / (Decrease) 2010 VS 2009 As at 30 Jun 2009 |
|-------------------|-------------------|-------------------|-------------------|-------------------|
| Patients’ Co-payment Per month (incl. GST) | No. of Patients | % of Patients | No. of Patients | % of Patients | % Change |
| $50 and less      | 1,215             | 52%             | 1,286             | 56%             | -7%       |
| $51 - $200        | 380               | 16%             | 377               | 16%             | 3%        |
| $201 - $400       | 248               | 11%             | 254               | 11%             | -6%       |
| $401 & above      | 411               | 18%             | 290               | 13%             | 121%      |
| Total Subsidised Patients | 2,254             | 97%             | 2,207             | 96%             | 47%       |
| No. of full-paying patients* | 76                | 3%              | 90                | 4%              | -14%      |
| Total No. of Patients | 2,330             | 100%            | 2,297             | 100%            | 33%       |

*There are full-paying patients who receive sponsorships mainly from government organisations.
In the area of Peritoneal Dialysis, the number of beneficiaries increased to 261 compared to 213 the financial year before, which is a 23% increase. In total, $1.67 million in the form of subsidies was given out for the financial year ended 30 June 2010.
Portable Subsidy Programme Helps Kidney Patients with Other Medical Complications

To ensure that no needy patient is deprived of dialysis treatment, NKF stepped up its Portable Subsidy Programme. Needy patients who pass the means test but cannot be admitted to NKF’s haemodialysis programme because they suffer from other medical complications are provided subsidies to receive treatment at Restructured Hospitals or private dialysis centres near the Restructured Hospitals where emergency services are readily available. At the end of June 2010, 105 needy beneficiaries were on the programme compared to 41 at the end of June 2009. In total, $910,000 in the form of subsidies was paid for the financial year ended 30 June 2010.

Profile of Beneficiaries on Portable Subsidy Programme

Rising Trend of Beneficiaries on Portable Subsidy Programme

Children’s Dialysis Fund

Assisting Young Kidney Patient Beneficiaries through Children’s Dialysis Fund

NKF has a Children’s Dialysis Fund to subsidise the treatment costs for children suffering from kidney failure as well as to sponsor the running costs of the Children’s Kidney Centre at the National University Hospital. For the financial year, the total funding for the Centre and the 20 child beneficiaries amounted to $612,000.

Profile of Child Beneficiaries on Dialysis

Profile of Beneficiaries on Portable Subsidy Programme
In addition to providing subsidies for dialysis and medication, NKF, in its efforts to provide holistic care, also provided subsidies through social welfare and medical welfare programmes which are essential components in holistic treatment. In total, these subsidies totalled $953,000 during the financial year, up from $726,000 in the last fiscal year.

Thanks to our caring sponsors, NKF has been able to set up dialysis centres across Singapore, providing convenience and easy access to kidney patients living or working in the heartlands.

As part of its Patient Welfare and Benefit Programme, NKF continued to help needy patients by giving each a $30 food voucher every month as part of its efforts to lessen their financial burden as well as improve their quality of life. Patients have to utilise the food vouchers by purchasing food with nutritional value as recommended by our dietitians at designated supermarkets. For the financial year, 148 patients benefited from this programme.

Under the Public Transport Subsidy Programme, which is part of the Patient Welfare and Benefit Programme, needy patients such as amputees who require special transportation to and from dialysis centres and cannot afford the additional costs, were given subsidies for their taxi and ambulance expenses for their 3 dialysis sessions every week. For the financial year, a total of 88 patients received subsidies for these expenses. Another 143 needy patients received $30 a month to top-up their EZ Link cards for their bus/train expenses to and from dialysis centres. For the financial year, the Singapore Buddhist Lodge donated $50,000 to help patients with their bus/train expenses.
Providing Home Glucose Monitoring Kit to Patients

Nearly half of NKF’s haemodialysis patients have diabetes mellitus. These diabetic patients require good blood sugar control, even after starting dialysis, to reduce and slow down further complications. In order to achieve blood sugar control, regular monitoring of sugar is required. Cost is a major factor for non-compliance in monitoring sugar. To address this issue, NKF provided blood sugar monitoring kits to dialysis patients free of charge, with a commitment from the patients to monitor their blood sugar regularly and report the results to the dialysis centre monthly. This data will be used to educate patients and help them take measures to improve blood sugar control, thereby reducing complications in the long term. During the financial year, this programme made significant progress. Currently, over 500 patients are doing regular home glucose monitoring. These patients are more aware of their diabetic control status and are taking proactive measures for better diabetic control. This will have an impact on the long-term outcome of the patients.

Provided Foot Care Services for Patients

Diabetic patients are at higher risk of developing foot ulcers resulting in peripheral vascular disease and diabetic neuropathy. If left untreated, it could lead to gangrene and amputation. NKF collaborated with the Singapore Footcare Centre to provide patients with cheaper foot care services. NKF continued to encourage all diabetic patients to go to a foot care centre yearly for foot assessment to detect neuropathy and peripheral vascular disease so that they can be referred early for appropriate care to prevent complications.

Encouraging an Active Lifestyle for Patients

A healthy and active lifestyle is crucial for patients’ overall wellbeing. Group exercise classes for patients were held at the NKF Wellness Centre at its HQ. The Centre also provided a platform for patients to make new friends from other dialysis centres. A total of 47 sessions were conducted with 311 participants.

On-going programmes such as Patients’ Active Day and Sunday Walks were also held on a regular basis to expose patients to different venues for walks and provide a platform for patients, staff, family members and volunteers to interact in an informal and non-clinical setting. Some of the venues for these events included Henderson Waves Bridge, Pasir Ris Park, Mount Faber, Marina Barrage, Bottle Tree Park & Singapore Discovery Centre.

On 28 March 2010, the Patients’ Active Day at Yishun Bottle Tree Park had a turnout of 407 patients, family members, staff and volunteers. Activities included a telematch, a mass exercise and a mass walk.

Another Patients’ Active Day was held on 27 June 2010 at Singapore Discovery Centre. It had a turnout of 509 patients, family members, staff and volunteers. Activities included a telematch, a mass exercise and a mass walk.
Taking Care of Patients’ Psychosocial Needs

NKF continued its efforts to help meet the emotional and psychosocial needs of patients as these are an integral part of patients’ rehabilitation.

Seven group sessions were held for 4 patient support groups which were set up to enhance rehabilitation by providing relevant information on their lifestyle adjustments due to dialysis. It also served as an opportunity for patients to interact and learn from one another. The support group members built stronger relationships with other patients and nurses through organised social activities.

For the financial year, our patients shared their cooking skills through culinary workshops and learnt new art and craft methods that they can put to good use when decorating their homes during festivities. NKF’s Exercise and Fitness department provided knowledge on a good fitness programme for patients to incorporate into their lifestyle. NKF’s dietitian was also invited to give a talk cum question and answer session to further enhance patients’ knowledge on eating right and how to prepare healthy meals. Patients were also invited for karaoke sessions as part of the support programme.

The new activities which are being lined up for our patient support groups include flower arrangement, chess/board games, learning a new language, self management workshops, painting/calligraphy, karaoke, barbeque, movie cum dinner nights, sing-along sessions, Christmas gingerbread-making and tea party. Through these activities, patients can interact more while learning new knowledge and skills that will enhance their lifestyle as part of their rehabilitation process.

More Medical Social Workers for Better Patient Care

In view of the shift in our patients’ demography to more elderly beneficiaries, NKF increased the number of Medical Social Workers (MSW) from 3 to 8, with each MSW taking care of 3 dialysis centres. NKF’s patients usually come with other complications and issues which require special attention and more in-depth interventions. As such, with one MSW looking after 3 dialysis centres, it allows for a well established, quality professional relationship between the MSW and the patients, thus enhancing the interventions administered to improve quality of life for the patients. This will indirectly bring about positive changes to patients’ psychosocial well-being during their rehabilitation journey with us.

Launched NKF Caregivers Support Programme

In line with our holistic care approach to help patients lead meaningful and productive lives, one of NKF’s main thrusts now is broadening the scope of, and increasing the depth of psychosocial support provided to patients.

The main effort in this area will be to map out the needs and facilitate timely and responsive support to patients as well as their caregivers. This would mean increasing attention on the family and the caregivers of patients as it has been shown that the support from caregivers has a large influence on medical outcomes of the patients.

The caregiver is an extension of the healthcare team. Although the patient is the one who generally receives instructions about how to take care of himself, it is often the caregiver who makes sure the patient follows medication dosages, diet restrictions and the dialysis schedule. The caregiver experiences stress over the responsibilities associated with keeping the patient healthy.

To this end, NKF officially launched its Caregivers Support Programme during its 41st anniversary celebration on 5 April 2010 by setting up a Caregivers Support Group. Guest-of-Honour for the occasion was Professor Satkunanantham, Director of Medical Services, Ministry of Health.

For a start, 40 patients’ family members have joined the Caregivers Support Group. To kick-start the caregivers programme for this Group, NKF is collaborating with the Asian Women’s Welfare Association (AWWA), which has experience in the area of caregiving education and support, to provide training in caregiving for them.

The programme will provide insights into caregiving strategies and skills, as well as educate caregivers about the importance of taking care of themselves and where to turn to for help. The programme discusses effective caregiving plans and enhances greater exchange of information and resources which will help caregivers lead a balanced life during their caregiving journey.

The first caregiver support group meeting was held at NKF headquarters in collaboration with AWWA’s trainers on 22 May 2010. A second session was conducted on 26 June 2010 at NKF headquarters discussing skills involved in resolving family conflicts during caregiving. NKF would also be partnering with invited agencies to conduct support group training in English, Mandarin and Malay for the caregivers to acquire caregiving skills.
During the early 1970s, NKF has been promoting kidney transplantation as it realised that dialysis was only an alternative treatment for kidney failure. NKF was supportive of legislation supporting kidney transplantation—the new Medical Therapy, Education and Research Act, which was passed on 1 June 1972. With this Act, the wishes of those above the age of 18 who had pledged their organs could not be overridden by surviving relatives.

In 1986, NKF supported the setting up of a presumed consent or opting-out law on kidney donation initiated by the Ministry of Health. NKF rallied the support of Singaporeans for the passage of the Human Organ Transplant Act (HOTA). The Act presumes that non-Muslims, between the ages of 21 and 60, have pledged their kidneys upon accidental death, unless they have opted out. With public support, the Act was passed in 1987, making Singapore the first Commonwealth country to adopt such legislation.

Since the early 1970s, NKF has been promoting kidney transplantation as it realised that dialysis was only an alternative treatment for kidney failure. NKF was supportive of a legislation supporting kidney transplantation—the new Medical Therapy, Education and Research Act, which was passed on 1 June 1972. With this Act, the wishes of those above the age of 18 who had pledged their organs could not be overridden by surviving relatives.

In 1986, NKF supported the setting up of a presumed consent or opting-out law on kidney donation initiated by the Ministry of Health. NKF rallied the support of Singaporeans for the passage of the Human Organ Transplant Act (HOTA). The Act presumes that non-Muslims, between the ages of 21 and 60, have pledged their kidneys upon accidental death, unless they have opted out. With public support, the Act was passed in 1987, making Singapore the first Commonwealth country to adopt such legislation.

Continuing with its efforts to promote kidney donation, NKF set up a new Fund, “Kidney Live Donor Support Fund”, with the initial funding of $10 million coming from the existing NKF surplus fund. The Fund is used to provide financial assistance to needy live donors and is limited to kidney-related medical welfare and insurance. Only Singapore Citizens and Permanent Residents referred by the Restructured Hospitals are eligible to participate in this Fund and must meet NKF’s means test criteria.

The setting up of the Fund to support the “Kidney Live Donor Support Programme” was launched on 1 November 2009 in conjunction with the amendment to the Human Organ Transplant Act (HOTA). One of the amendments was to allow for reimbursements for expenses or loss of income that may be reasonably incurred as a result of organ donation.

Since the Fund was launched, NKF had 9 applicants, of which 7 have been approved to receive funding by the Transplant Ethics Committee and NKF management while 2 are awaiting approval.

The funding coverage includes:
1) Cost of annual health screening and medical follow-ups as directed by Restructured Hospital Physicians
2) One-time reimbursement for loss of income equivalent to actual loss of 2 months of a person’s income or $5,000, whichever is lower
3) Reimbursement of Hospitalisation & Surgical insurance premiums (capped at CPF Basic MediShield premiums)
4) Insurance coverage for Group Living Policy based on sum insured of $100,000

Mr. Teo Eng Hong, 52, is the first recipient of the Kidney Live Donor Support Fund. He gave his kidney to his wife Madam Liau Cheok Huey, 51.
Quality Assurance

The Quality Assurance (QA) Committee, formed in June 2008, set up the framework to establish QA workplans needed.

The QA Plan continued to focus on 2 outcomes for clinical and operations which were supported by workgroups. Two new workgroups were formed – Medical Equipment Team and Communications Team – to look into patient safety and communications respectively. The roles and needs of the existing 5 workgroups - Clinical Quality Team, Infection Control Team, Patient Management Team, Medical Records Team and Pharmacy Management Team – were identified and stabilised. They would be signed off and their outcomes continued to be monitored by the respective Division Directors.
Clinical Outcomes

Clinical Quality

Nutritional Outcomes

Malnutrition is evident and common in many NKF patients. It is therefore important to identify and manage these patients closely.

In view of this, the Dietetic Department embarked on the following programmes:

1) Nutrition Screening

At the Placement Clinic

As it is important to detect and prevent patients from reaching the state of malnutrition, nutrition screening was started at the Placement Clinic in December 2009.

At the Dialysis Centre

Besides referrals from the dialysis centres, the dietitians would screen patients who were deemed malnourished based on the 2 monthly routine blood tests. Advice to the patients was given to the nurses to help with the follow-up on patient's compliance. In addition, the dietitians would follow up with these patients regularly.

2) Counselling

Counselling for patients was done either one-on-one or in groups. Group sessions were useful for sharing concerns on dietary needs. The first group counselling session was held at Hougang 1 Dialysis Centre on 27 June 2010. A total number of 39 patients attended and the initial feedback and responses were encouraging. More group counselling sessions will be conducted in other dialysis centres in the coming year.

3) Education

A Nutrition Bulletin Board was introduced to create awareness and reinforce nutritional information. As a start, 5 issues on different nutritional information were developed. The 5 issues included information on phosphate, fluid control, protein, sodium and potassium. The bulletin board is displayed in the dialysis centres.

Other forms of educating the patients on nutrition were through:

- Brochures
- NKF Website

4) Continuous Improvement and Collaboration

An observation study was done to ascertain the use of supplements for severely malnourished patients. The study showed that supplements are useful in improving the nutritional status for dialysis patients.

As part of continuous improvement, a consultant from NUH provided weekly sharing sessions with the dietitians. In addition, the dietitians also networked and shared knowledge and practices with other healthcare institutions through workshop and seminars.

At the dialysis centres, the dietitians provided nutrition-related inputs for other Continuous Quality Improvement Projects.

Evidence-based Nursing Practices to Improve Quality of Care Delivery

A Research workshop held in January 2010 and Clinical Practice Improvement Project (CPIP) Workshops held in February and March 2010 assisted the development of dialysis centre nursing staff in utilising Clinical Quality Improvement (CQI) tools in their CQI presentations. This resulted in 6 teams presenting their projects in an in-house CQI finals competition on 16 June 2010. Four projects had been submitted for poster presentation at the Healthcare Quality Improvement Conference 2010 organised by the Ministry of Health on 6 & 7 October 2010 at Suntec International Convention and Exhibition Centre. One of our submissions was selected for oral and poster presentation.

Three clinical posters and 5 oral papers were submitted by NKF nurses and accepted for presentation at the 7th Asia Pacific Nurses Convention (ASPAN). The convention was organised by the Singapore Nurses Association and held at Meritus Mandarin Singapore from 30 June to 2 July 2010.

The Nurses Research Task Group started on-going research projects to apply evidence-based nursing practices (EBN) from theory to practice. A new approach by NKF’s Nursing Clinical team was taken to cascade this information through monthly “Clinical Sharing Sessions” for nurses.

Quarterly Cross Audits

To ensure consistency in practices and patient safety, 2 essential procedures were identified for cross audits each quarter by the senior nurse clinicians. Critical steps in these procedures were identified and cross audits conducted quarterly across all 24 dialysis centres by the senior nurse clinicians.
**Clinical Outcomes**

**Infection Control**

The Infection Control Team continued with its quarterly audits and embarked on several projects. The results of the quarterly audits for hand hygiene continued to be maintained between 92% to 99%. Training is on-going and mandatory for all new staff.

Ms Chua Chor Guek, Infection Control Senior Nurse Manager (SNM), represented NKF in the application of the 5 moments of Hand Hygiene poster presentation, “Improving Compliance And Standardising Hand Hygiene (HH) Practice In The Ambulatory Dialysis Setting in Singapore” at the Fifth Decennial International Conference on Healthcare-Associated Infections 2010 in Atlanta, Georgia, USA. World Health Organisation’s Professor Didier Pittet commended NKF as this was the first time he had come to know of such a practice in an “out of hospital” setting. The conference, held from 18 to 22 March 2010, was co-organised by The Society for Healthcare Epidemiology of America, Centres for Disease Control and Prevention, Association for Professionals in Infection Control and Epidemiology, Inc. and Infectious Diseases Society of America. 

As part of Nursing Services’ on-going Infection Control Awareness Programme, Infection Control SNM will be organising the Hand Hygiene Poster Competition on 13 November 2010 for all 24 dialysis centres.

A healthcare institution providing dialysis service to kidney patients, it is important that staff and patients are protected as much as possible against diseases such as a flu outbreak. A seasonal flu vaccination exercise was conducted in 2009 with 64% of patients, 33% of clinical staff and 59% of non-clinical staff vaccinated. A H1N1 flu vaccination exercise was also conducted in December 2009 with 54% of patients, 40% of clinical staff and 62% of non-clinical staff vaccinated.

**Patient Management**

The waiting time for admission of patients into NKF’s haemodialysis programme was constantly being monitored and its results were affected by the precautionary measures introduced in the light of H1N1.

**Enhancing the Role of Placement Clinic to Better Serve Patients**

Patients who passed the means test were assessed at the Placement Clinic by NKF doctors for their suitability to be accepted into NKF’s haemodialysis programme. To help identify individual patient’s needs so as to provide the appropriate support in their rehabilitation, all patients who were seen at the Placement Clinic effective January 2010 underwent medical, nursing, nutritional and psychosocial assessment. Patients were seen by doctors, nurses, dietitians and medical social workers. This one-stop assessment at the Placement Clinic will enable patients to receive the support needed that best suits their needs to help them achieve optimal rehabilitation. It will also help in enhancing our current rehabilitation programmes and developing new ones based on patients’ evolving needs.

During the financial year, 398 patients were seen at the Placement Clinic and 294 patients were accepted into NKF’s haemodialysis programme. The rest who did not meet our medical requirements were mostly placed in the portable subsidy programme or peritoneal dialysis programme.

**Formation of Admission Unit to Streamline Placement of Patients**

The Admission Unit was formed in May 2010 to streamline the placement of patients into the dialysis centres as well as transfer of patients between centres. The Admission Unit also monitored the census of the dialysis centres and occupancy of the dialysis slots. Occupancy was consistently above 93%. There were a total of 2,556 places across all 24 dialysis centres. The total capacity excludes 42 places for Isolation, 6 places for Rehabilitation and 48 places for Emergency. With the Admission Unit in place, NKF will be able to better plan for its long-term needs to serve needy kidney patients in Singapore.
Collaborating with Other Organisations to Improve Healthcare and Non-profit Management

Involvement with Hospital Nephrologists and Family Medicine Doctors

To ensure that all patients on NKF’s haemodialysis programme were being reviewed on a regular basis, nephrologists from various Restructured Hospitals and the private sector were roped in, in conjunction with NKF doctors. At the end of the financial year, there were 11 visiting nephrologists from Restructured Hospitals and private dialysis centres and 3 family medicine doctors who helped review the patients regularly.

Joint Committee on Specialist Training (JCST) Accreditation

An application was made to JCST for partial accreditation of the NKF Chronic Haemodialysis Programme in early 2010. The Site Visit Team made its visit on 14 May 2010. NKF was finally granted partial accreditation by JCST for a period of 5 years effective 1 July 2010.

With the accreditation, the training programmes (in haemodialysis) at NKF can be recognised as part of the Advanced Specialist Training (AST) programme for Nephrologists. AST trainees from the Restructured Hospitals can opt to be attached with NKF on a part-time or full-time basis to get exposure and experience in outpatient satellite haemodialysis.

Sharing Knowledge with Renal Professionals in the Region

In its efforts to enhance renal practice for improved patient care services not only in Singapore but in other countries, NKF regularly hosts various healthcare institutions worldwide to share with them the clinical operations of NKF’s satellite dialysis centres. It also gives NKF an opportunity to gain greater knowledge into the various aspects of renal care from renal professionals abroad.

NKF hosted Dr Agnes Chek, Scientist from Roche Metabolic and Vascular Disease R&D Group (Basel, Switzerland) on 16 September 2009; Prof Li Xue Wang and a group of doctors and nurses from Peking Union Medical College Hospital from Beijing on 9 October 2009; and a group of 20 doctors, nurses and administrators from Shanghai Municipal Health Bureau on 7 December 2009.

Supporting Professional Development in the Non-profit Sector

To support the professional development of non-profit leaders and senior executives in Singapore, NKF participated in iLEAP, a Professional Course for Non-profit Leaders organised by the Singapore Management University’s Lien Centre for Social Innovation. NKF prepared the case study “Sustaining the National Kidney Foundation’s Dialysis Programme – A Fundraising Perspective” for the course’s module “Ethics & Governance” which was held at NKF HQ on 29 January 2010. NKF’s CEO, Mrs Eunice Tay, presented the case study as one of the panel of speakers who led the discussion with 28 leaders from the non-profit sector. The knowledge gained from this experiential learning went a long way in helping these leaders to enhance the strategic leadership, governance and operational management capabilities of their non-profit organisations. Following its success, a second round of the module will be held at NKF HQ on 28 January 2011.

Supporting Research in Kidney Diseases

The Research Committee continued to maintain 2 cycles of grant calls per year. The criteria for application for the Venerable Yen-Pei NKF Research Fund are that the projects awarded must either be kidney-related research in both basic and clinical science or related to NKF patient care. Applications are extended to all Restructured Hospitals and National Centres in Singapore.

The 2 grant calls, namely the 5th and 6th, were opened to all Restructured Hospitals and National Centres in July 2009 and January 2010 respectively.

Details of Grant Calls Awarded

<table>
<thead>
<tr>
<th>Grant Call</th>
<th>Date</th>
<th>Proposals Received</th>
<th>Proposals Approved</th>
<th>Total Amount Approved</th>
</tr>
</thead>
<tbody>
<tr>
<td>5th Grant Call</td>
<td>Jul 2009</td>
<td>6</td>
<td>5</td>
<td>$ 420,000/-</td>
</tr>
<tr>
<td>6th Grant Call</td>
<td>Jan 2010</td>
<td>12</td>
<td>10</td>
<td>$ 512,500/-</td>
</tr>
</tbody>
</table>

There had been a total of 6 grant calls since 2007 with a total of 54 projects (amounting to $4,407,780) awarded. As at end June 2010, 5 projects were completed and 49 projects are on-going.

The committee deliberated in its last meeting and planned to hold a forum in the next FY for principal investigators (PIs) who had completed their projects to showcase the outcome and their achievements.

Involvement of NKF Staff in Research

2nd Grant Call

Improving the Quality of Cardio-Pulmonary Resuscitation and First Responder Defibrillation Using an Automated Defibrillator for Cardiac Arrests Occurring in National Kidney Foundation Dialysis Centres

The project was started in January 2008 and led by:

**Singapore General Hospital**
Dr Marcus Ong (Principal Investigator)
Professor Anantharaman Vathsala (Co-investigator currently in NUH)
Dr Jeremy Wee Choon Peng (Co-investigator)

**National Kidney Foundation**
Dr Mooppil Nandakumar (Co-investigator)
Ms Rowena Yeo (Co-investigator)

The aim of this project is to improve survival from out of hospital cardiac arrest (OHCA) in NKF dialysis centres by improving the quality of cardio-pulmonary resuscitation (QCPR) and introducing automated external defibrillators (AEDs). AEDs are intelligent defibrillators that have been designed to be simple enough for non-medical laypersons to operate.

All 24 NKF dialysis centres were upgraded with AEDs, allowing nursing staff to give life-saving defibrillation in the event of a cardiac arrest, even in the absence of a doctor. The team proposes that staff be equipped with handheld cardio-pulmonary (CPR) feedback devices. The intent is to measure the quality of CPR and cardiac arrest outcomes before and after introduction of these measures. This will be achieved by prospective case reporting by NKF staff who attends to cardiac arrests.

As part of this upgrading, NKF staff underwent AED training. During the training, the effect of introducing CPR feedback devices on measures of the quality of CPR, such as rate and depth of chest compression and compression quality were measured. These variables will be recorded before and after application of CPR feedback devices, during CPR performed by NKF staff using manikins. To date, the quality CPR data of 70 NKF staff were measured and collected.
3rd Grant Call

The Effectiveness of Self-management Interventions to Improve Outcomes in Established and Incident Haemodialysis Patients

Led by the principle investigator (PI) Dr Konstadina Griva, an Assistant Professor in the Department of Psychology of the National University of Singapore, the project aims to target the necessary behaviour changes important in dialysis patients through self-management interventions.

In this project, Dr Nandakumar, NKF’s Head of Medical Services, is the collaborator. Staff from various departments in NKF, namely the Medical Services, Nursing Services and Care & Counselling Department, were recruited and trained as intervention facilitators. The purpose of the project is to develop, implement and evaluate the effectiveness of two self-management randomised controlled intervention trials to improve physical, psychosocial and behavioural outcomes for kidney patients on haemodialysis.

The manual for the NKF self-management intervention was developed and distributed to intervention facilitators. The development of the manual was based on consultations with patient representatives and health care professionals from NKF. In addition, 4 interviews with prevalent NKF dialysis patients (patients who have been in the dialysis programme for more than 6 months) have been conducted as part of the pilot phase to inform the development of intervention manual. Analysis of this qualitative data provided useful insights that revealed areas of concern and difficulty to be targeted by the self-management programme.

Training for the Intervention Facilitators was conducted which included 2 days of training course and 1 booster observation sessions and briefing/debriefing by PI.

All 24 NKF dialysis centres were informed of the programme and invited to include their patients for participation. Cluster randomisation procedures were applied to ascertain which swith within each dialysis centre would be allocated to either control or intervention arms prior to individually contacted patients.

Recruitment of participants into pilot phase commenced in April 2009. 15 patients were recruited into the study. Baseline assessments and first 2 intervention sessions have been completed but due to preventative measures related to the H1N1 crisis and Ministry of Health guidelines, further sessions and research activities had been suspended until November/December 2009. Patient recruitment into the programme were re-instated in December/January 2010 with invitations to the preliminary pool of patients to complete the programme if they so wish.

As per June 2010, details of recruitment of patients were as follows:

- 128 patients have been approached to participate (Kim Keat DC, Bedok DC, AMK 1 and 2 DCS)
- 72 of those approached agreed to participate and gave consent (response rate)
- 12 of them have subsequently dropped out (death or lost interest) – remaining sample is 60 participants
- Final sample 60 patients (30 in control condition and 30 in intervention)
- 3 intervention groups (3 pilot groups that completed programme and 3 groups in progress)

All study participants had completed the baseline assessments and follow-up assessments are now in progress. The team is now currently working towards the first publication to register the Randomised controlled trial at the BioMed Central randomised controlled trial open access journal.

5th Grant Call

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Recipient</th>
<th>Expected Date of Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prevalence of Vitamin D Deficiency in Pre-Dialysis Chronic Kidney Disease Patients in Singapore</td>
<td>Dr Priscilla How</td>
<td>Dec-2012</td>
</tr>
<tr>
<td>Effects of S-propargyl-cysteine (SPRC) on animal models of acute kidney injury and chronic renal failure and its underlying mechanisms</td>
<td>Assoc. Prof Zhu Yi Zhun</td>
<td>Dec-2012</td>
</tr>
<tr>
<td>To investigate the role of transforming growth factor Beta-1, Epidermal growth factor, endothelin-1 and monocyte chemoattractant protein-1 in the urine for the diagnosis and follow-up of children with obstruction at the pelvi-ureteric junction of the kidney</td>
<td>Dr Vidyanath Mali</td>
<td>Dec-2011</td>
</tr>
<tr>
<td>Prospective, randomised controlled trial of self expanding drug eluting stent vs graft for the treatment of cephalic arch stenoses</td>
<td>Dr Manish Tneja</td>
<td>Dec-2012</td>
</tr>
<tr>
<td>Prospective, randomised controlled trial of stent graft placement in haemodialysis access salvage procedure: A randomised trial</td>
<td>Dr Yang Wen Shin</td>
<td>Dec-2011</td>
</tr>
</tbody>
</table>
## 6th Grant Call

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Recipient</th>
<th>Expected Date of Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urinary proteomics of progressive diabetic nephropathy - a substudy of Molecular Epidemiology of Nephropathy secondary to Type 2 diabetes</td>
<td>Dr Lim Su Chi</td>
<td>Jun-2013</td>
</tr>
<tr>
<td>Assessment of renal disease activity and response in lupus nephritis - comparison of agreement in rating by rheumatologists and renal physicians</td>
<td>Dr Faith Chia</td>
<td>Jun-2013</td>
</tr>
<tr>
<td>Determine whether Troponin T or Troponin I or CKMB is the superior cardiac marker and their optimal cut off value to predict 30 days and 6 months mortality or myocardial infarction (MI) in chronic renal failure patients presented to Emergency Department (ED) with chest pain or symptoms suggestive of angina</td>
<td>Assoc. Prof Lim Swee Han</td>
<td>Jun-2011</td>
</tr>
<tr>
<td>Real-time extracorporeal circuit blood flow measurements: Assessing correlation with circuit longevity during continuous renal replacement therapy (CRRT)</td>
<td>Dr Tan Han Khim</td>
<td>Dec-2012</td>
</tr>
<tr>
<td>Surface Modification of Catheters to Inhibit Infection and Omental Wrapping in Peritoneal Dialysis</td>
<td>Dr Neoh Koon Gee</td>
<td>Jun-2013</td>
</tr>
<tr>
<td>Minimising renal dysfunction in paediatric liver transplant recipients with closer monitoring of renal function and optimising immunosuppression using the CylexImmunoKnow assay</td>
<td>Dr Marion M Aw</td>
<td>Jun-2013</td>
</tr>
<tr>
<td>The Role of Immune Monitoring in Predicting Acute and Chronic Complications Among Renal Transplant Recipients</td>
<td>Professor Anantharaman Vathsala</td>
<td>Jun-2012</td>
</tr>
<tr>
<td>Prospective one year follow up of acute kidney injury in septic patients admitted to medical ICU</td>
<td>Dr Mukhopadhay Amartya</td>
<td>Jun-2013</td>
</tr>
<tr>
<td>Portable, non-invasive dry weight assessment and vascular access monitoring using modern bioimpedance analysis for optimal management of hemodialysis patients</td>
<td>Dr Victor Lee Tswen Wen</td>
<td>Jun-2013</td>
</tr>
<tr>
<td>Evaluation of the relationship of urinary-NGAL with AKI and RRT in critically ill ICU patients and patients post-cardiac surgery</td>
<td>Dr Manish Kaushik</td>
<td>Jun-2013</td>
</tr>
</tbody>
</table>
Encouraging Volunteerism

NKF Circle of Hearts – Engaging Volunteers to Help Patients

NKF’s volunteer programme, Circle of Hearts, seeks to inspire kidney patients to rise above their adversities so that they can lead a reasonable quality of life. NKF volunteers provide friendship, care and emotional support to its patients. By including various volunteering activities as part of the patients’ healing process, NKF hopes to help them cope better with their long-term illness.

Since its launch in June 2007, the number of volunteers at NKF has grown to over 400 individuals. More organisations have also come forward to do voluntary work at NKF.

During the financial year, 6 new organisations joined the programme – Curtin Singapore, Sultan Mosque, Paya Lebar Methodist Girl’s School (Secondary), YMCA, Bedok Methodist Church and Bethel Community Services – to help our patients and their family members in different ways. This brings the number of organisations in the programme to 18.

Befrienders Programme – Providing Friendship and Hope

Volunteers befriend patients by providing a listening ear and friendship to patients during their long hours of dialysis at the dialysis centres. This programme has over 143 volunteers befriending patients at the dialysis centres.

Adoption Programme – Assisting Needy Patients with Food Provisions

The NKF’s Circle of Hearts Adoption Programme continues to help more needy patients. Volunteers adopt a patient for a six-month period and each run is from January to June and July to December. For the financial year, 188 volunteers adopted 148 of our neediest patients by assisting them in buying $30 worth of basic food provisions monthly using vouchers provided by NKF. These volunteers also provide emotional and mental support through friendship during their monthly home visits. Many of the volunteers have been actively involved in more than 2 runs, that is, more than a year. Many of them adopted more than 1 patient due to the increase in the number of needy patients requiring volunteer assistance.
Enrichment Programme – Imparting New Skills

This programme, conducted by volunteers, continues to help patients acquire new skills and pass their time more meaningfully. Cooking and art & craft classes were organised by volunteers at various NKF dialysis centres to benefit patients. Many of NKF patients have children who need the necessary tuition to cope with their studies. However, these needy patients find it financially challenging to pay for their children’s tuition fees. Through a pilot project, tuition agency SmartLab® volunteered its services by providing 29 students from the levels of primary 4 to secondary with free tuition. Following the success of this pilot run from August to October 2009, a new intake for these tuition classes commenced in March 2010 and are on-going. With the support from SmartLab®, our patients can focus on their rehabilitation and lead productive lives knowing that their children’s academic needs are taken care of.

Other than tuition, volunteers provided free haircuts to our patients, which have benefited more than 27 patients since this service started in April 2010. Volunteers also continued to transport patients to or from the dialysis centres and their homes as well as for hospital visits.

To help meet patients’ social needs, volunteer students played music, sang and performed magic acts at the various dialysis centres. These students volunteered as part of their school’s Service Learning programme in which they not only serve the community, but also learn to identify the needs of the community and to reflect on their own experience in working with the community so that they have a better understanding and appreciation of what it involves. Volunteer students also interacted with NKF patients through craft sessions providing fun and bonding time.

Commemorating International Volunteer Day

The 5th of December every year has been designated as International Volunteer Day (IVD) by the United Nations since 1985. Its aim is to thank volunteers for their efforts and increase public awareness on their contributions to society.

NKF’s Volunteer Management team met up with their volunteers on a one-on-one or group basis. The volunteers were all given certificates of appreciation for their continuous commitment to NKF’s cause and the corporate volunteers were presented with plaques for their organisation’s commitment and support. Feedback from the volunteers were also gathered to continuously help improve NKF’s volunteer programme.

The following recipients of Outstanding Service Awards for 2009 were:

<table>
<thead>
<tr>
<th>Individuals:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Chong Kue Wah, Delivery Man</td>
</tr>
<tr>
<td>2. Alan Low, Engineer</td>
</tr>
<tr>
<td>3. Low Siam Luan, Homemaker</td>
</tr>
<tr>
<td>4. Meda Garcia Laureta, Helper</td>
</tr>
<tr>
<td>5. The late Jack Ng Lik Hong</td>
</tr>
<tr>
<td>6. Rose Ong Mai Kai, Homemaker (2nd consecutive year)</td>
</tr>
<tr>
<td>7. Tan Jui Ming, Purchasing Officer (2nd consecutive year)</td>
</tr>
<tr>
<td>8. Yap Lay Khim, Accounts Officer (2nd consecutive year)</td>
</tr>
<tr>
<td>9. Zainudin Bin Ali, Sales Manager (2nd consecutive year)</td>
</tr>
</tbody>
</table>
Chairman of NKF Volunteer Committee, Mr Yatiman Yusof presented the plaques to the following organisations for their efforts in making a difference in the lives of NKF patients:

Organisations:
1. Aljunied-Hougang CCC
2. B Braun Singapore Pte Ltd
3. Bedok Methodist Church
4. Boscombe Life Church
5. Changi Simei A.C.E. Alumni
6. Church of Our Saviour
7. Janssen-Cilag (a division of Johnson & Johnson Pte Ltd)
8. Network for Electronic Transfers (Singapore) Pte Ltd
9. School of Human Development and Social Services, SIM University
10. Singapore Buddhist Youth Mission
11. SmartLab’s Education Centre
12. The Art of Living Foundation
13. Westside Anglican Church

If you would like to volunteer in NKF’s Circle of Hearts programme, please call 6299 0200 or email us at contact_us@nkfs.org

Providing Training for our Volunteers

NKF continued to provide and equip its volunteers with professional training. It continued to collaborate with UniSIM to organise training sessions for its volunteers. Training sessions on “How to be a Better Helper” were held on 29 August 2009, 5 September 2009 and 10 & 17 April 2010; while training sessions on “Volunteers Who Wish to Become Para-counsellors using the Egan’s Model” were conducted on 24 & 31 October 2009 and 7 & 14 November 2009. A Mandarin training session held on 12 June 2010 provided training on how to be an effective volunteer, crisis management and self care.

For this financial year, NKF also sent volunteers to attend an external course run by Social Service Training Institute (SSTI) on 19 & 26 June 2010 to identify the needs and provide the right assistance to NKF patients. Overall, a total of 85 volunteers benefited from all the training sessions.

Co-organised World Kidney Day Symposium

Ever since World Kidney Day was launched worldwide in 2006, it has not stopped its campaign in educating the public on preventing kidney diseases. A joint initiative of the International Society of Nephrology (ISN) and the International Federation of Kidney Foundations (IFKF), the campaign is essentially to raise greater awareness among the global community on kidney diseases as well as to reduce the frequency and impact of these growing diseases.

Early detection is always the key to better treatment results as well as reducing the growing number of kidney diseases, both globally and in Singapore. In 2007, there were 3,953 kidney patients in Singapore (Statistics: Health Promotion Board) and this trend continues to grow at an alarming rate. One of the solutions in tackling this problem is to educate the public as well as the primary care medical staff on the causes and prevention of renal diseases. This would include the primary care physicians, nurses and the general public. Thus, the NKF co-organises symposiums on kidney diseases and the management of it so that healthcare providers can detect and better manage the condition of their patients.

As part of World Kidney Day 2010, NKF, Singapore Society of Nephrology and Singapore Nurses Association co-organised symposiums on the topic, Diabetes and Your Kidneys. Held on 13 March 2010, the symposium for primary care physicians focused on topics such as Strategies for Lowering Glycated Hemoglobin in Patients with Diabetic Kidney Disease; Achieving Treatment Targets for Retarding Diabetic Kidney Disease; and Can You Prevent Kidney Disease in Diabetic Patients? Another symposium organised specially for non-renal nurses was held on 14 March 2010 covering topics such as Diabetes & the Kidney – How Big is the Problem?; Pathophysiology of Diabetes; What’s New in Diabetic Medications?; Management of Diabetic Nephropathy; Role of Diabetes Nurse Educator; Renal Replacement Therapy in Diabetes; Eating Right with Diabetes; and A Better Means to an End-advance Care Planning.
Learning Journey for Schools

To help increase the awareness of renal failure, NKF continued to conduct its Learning Journey programme for various Primary Schools, Secondary Schools and Junior Colleges. Learning stations were set up at NKF HQ and students were brought from station to station where they learnt about the kidneys; the plight of kidney patients; their physical and dietary constraints; and the emotional traumas they face in coping with kidney failure. Through this experiential learning programme, students learnt to value their health and how to lead a healthy lifestyle. They can also relay their knowledge to their family members in taking care of their health. It also inculcated in them the importance of social responsibility and community service. At the end of the learning journey, students participated in quizzes to test their knowledge on what they had learnt.

On-going Development of the Kidney Discovery Centre

The diagnosis of end-stage renal disease and its treatment is a major turning point in a patient’s life. At this stage, the decision to start dialysis is often accompanied by feelings of fear, ignorance and confusion, not only in patients but also their families. At this time, education of the disease and its treatment is often not easily understood. As a result, there is very often denial and a consequent delay in dialysis treatment. The medical complications are frequent when dialysis is eventually started.

NKF therefore believes that early education of the functions of the kidney, kidney diseases, and the treatment of renal failure should be instituted for the young people of Singapore, so that the myths and mysteries of these conditions can be clarified at a young age and outside the immediate ambience of a major illness. It will also create awareness among adults on the early detection and prevention of kidney diseases.

In the long-term, it is hoped that the general public as well as potential patients and their families would be better informed of kidney diseases and their treatments so that they can help in preventing kidney failure as well as understand and support those who unfortunately do develop kidney failure.

The Kidney Discovery Centre (KDC) is planned to address these concerns and will enable, particularly for schoolchildren between 10 and 16 years of age, to learn and appreciate the kidneys as well as kidney diseases and their treatments through guided visits.

The KDC will be housed at level 2 of the NKF HQ and will have 4 main sections with interactive displays.

- Human Body & Function of Kidneys
- Kidney Failure & Prevention of Kidney Diseases
- Future Development of Treatment of Kidney Diseases
- History of Dialysis in Singapore (NKF Milestones)

The KDC is scheduled to be completed by the end of 2010.

Providing Health Screening and Education to the Community

Besides providing dialysis treatment to kidney patients, NKF continued to provide health screening services for the early detection of kidney and other related diseases, and public education services such as Health Talks to raise the community’s awareness of renal diseases. One of its key strategies was opening the doors of NKF’s dialysis centres in the heartlands for the community to experience first-hand the plight of a kidney patient as well as provide free health screening to the public. There were also numerous companies, community centres, religious organisations and government institutions that engaged NKF to conduct health talks and health screenings at their premises.

Conducting Health Screening for Companies at Minimal Cost

NKF also continued providing health screening services to companies at their premises. For a minimal charge, employees of companies have the convenience and flexibility of having their health checked without disrupting their work. There were 13 companies which engaged our health screening services and a total of 1,368 people were screened.
Raising Awareness on the Importance of Prevention through NKF Kidney Health Week

The new NKF’s inaugural public awareness event, NKF Kidney Health Week, was held from 5 to 11 July 2010 at Bishan Junction 8 Atrium to help raise awareness of kidney diseases in the community and encourage a healthier lifestyle. The event provided experiential learning for the whole family through various fun and exciting activities.

The highlight of this educational event was the Sheng Siong-NKF 4-Hour Seat Challenge on 11 July 2010, where 40 participants sat on chairs without any breaks to experience what kidney patients have to endure and, at the same time, do different exciting challenges. Kidney patients have to sit on the dialysis chair, on average 4 to 5 hours, three times a week.

There was also a children’s colouring contest, live band performances, a special appearance by NKF’s very own mascot, K-Buddy and a lucky draw on that day.

During the week-long event, the public showed their support in the “Love Your Kidneys” Charity Drive by donating $5 for a free kidney-shaped stress ball. The more they donated, the more stress balls they were able to pass on to their friends, colleagues and family to raise awareness of kidney diseases and prevention. All donations collected will be used to fund more kidney diseases awareness and prevention programmes for the community.

Donors also wrote their well-wishers to kidney patients on coloured plastic balls and placed them into the Pillar of Hope, signifying their support towards NKF’s mission in giving “Life and Hope” to kidney patients.

Kidney-related educational exhibits were also on display and free health screenings were conducted throughout the event.
NKF crossed a major milestone in its effort to streamline and automate its workflow processes with the completion of its IT Master Plan at the end of 2009. This Plan was approved by the Board in July 2007 to replace all the legacy systems as they were more than 10 years old and no longer efficient or capable enough to cope with the demands of current operations. Many of the processes were manual.

The final phase of the IT Plan was the implementation of the Donor Management System in December 2009. The other systems that were completed were the Financial, Purchasing & Inventory Control, HR & Payroll, Email and Clinical & Patient Accounting.

With the completion of the Plan, NKF has phased out all its legacy systems and replaced them with the new systems which are more user-friendly, tightly integrated with single-point of data entry and web-based for easier and greater accessibility.

The new systems and infrastructure platform have brought significant productivity improvements, ready information access and easier communication with all staff within the Foundation. New features which were not available and possible before due to the older technology have been leveraged to provide greater efficiency such as:

- Email alerts for patient transfers between dialysis centres, approvals for purchase orders, expense claims, leave applications, incident reporting, etc
- Data export to Excel formats for reporting and analysis
- Drill-down capabilities for data analysis
- Calendaring function for resource booking and meeting scheduling
- Workflow capability for systems requiring multi-level approvals ensuring greater accountability and control

With this in place, NKF is positioned to interface with other Healthcare Institutions’ systems when they are ready for information-sharing with the objective of enhancing patient care.
As the medical equipment and instruments have a limited lifespan, NKF needs to constantly upgrade and replace equipment at its 24 dialysis centres.

For example, NKF’s haemodialysis machines are considered for replacement when they reach 30,000 hours or 8 years of service, whichever comes first. In the financial period ended 30 June 2010, NKF incurred $1.48 million in the upgrading and replacement of equipment. The maintenance, refurbishment and upgrading of dialysis centres is an on-going process.

16 New Dialysis Machines Thanks to Caring Donors

During the financial year, 13 supporters donated 16 new dialysis machines. One machine can benefit 6 patients. Therefore, 16 machines can benefit a total of 96 patients. Each dialysis machine costs around $20,000. Traditionally, the plate-mounting ceremony to recognise each dialysis machine donor is done at the various dialysis centres. This time, a mass plate-mounting ceremony was held during NKF’s 41st anniversary celebration on 5 April 2010 at NKF HQ. Nine dialysis machine donors were present for the mass plate-mounting ceremony during the anniversary celebration.

Established a Business Continuity Plan (BCP) to Deal with a Crisis

In order to ensure that patients continue to receive dialysis treatment even during a crisis, NKF embarked on its Business Continuity Planning journey. It has since trained 75 staff (every Department Head and his/her BCP representative) at a Business Continuity Management Fundamentals Course, equipping them with the knowledge and skills needed to develop and execute a Business Continuity Plan. Since the last training in February 2009, each Department has a written Business Continuity Plan, detailing the roles and responsibilities of staff during a crisis. A table-top exercise was held in December 2009, where various scenarios were injected and Department Heads were tested on their responses, in accordance to their plans. Following that, Department Heads reviewed and improved on their plans. In June 2010, a Call Tree Exercise was conducted involving every staff in NKF.

>> Enhancing Organisational Capabilities
Enhancing Organisational Capabilities

Continuing to Improve Operational Effectiveness and Efficiency

NKF continued to refine its organisation structure, focusing on its mission of providing quality dialysis services as well as health awareness of kidney and its related diseases.

It continued to provide training opportunities for clinical and non-clinical staff as well as providing a conducive and progressive work environment for staff through dialogue sessions, an employee engagement programme and an employee suggestion programme.

As at 30 June 2010, the total number of employees in NKF was 580, of which 483 were in the clinical departments.

Enhancing Nurses’ Skills through Training and Development

Newly recruited nursing staff were put through the in-house training programme - Fundamentals of Renal Nursing - immediately upon commencement of employment. Existing nursing staff were also encouraged to participate actively in professional self-development conferences and programmes internationally and locally to enhance their core competencies and improve patient care.

Regular specific clinical trainings conducted included:

- Advanced Learning in Renal Nursing
- Basic Cardiac Life Support Certification/Re-certification

Almost half of NKF’s haemodialysis patients are diabetic. To improve diabetic care for these patients, the Diabetic Nurses Focus Group organised a foot care poster competition where all 24 dialysis centres participated. Judging will be conducted around World Diabetic Day on 14 November 2010.

Three NKF Registered Nurses (RNs) were sponsored for the Advanced Diploma in Nursing (Nephro-Urology) at Nanyang Polytechnic and are actively contributing towards delivery of quality patient care.

With the automated external defibrillator (AED) machines replacing the current defibrillator machines in the dialysis centres, AED Certification for all NKF RNs and Enrolled Nurses (ENs) as well as awareness training for NKF Healthcare Assistants were conducted. The AED certification is renewed every 2 years together with the Basic Cardiac Life Support certification.

In conjunction with the International Council of Nurses and Singapore Nurses Association, 5 NKF RNs graduated in the 3G – Leadership for Change (LFC) programme organised by the Singapore Nurses Association. With the knowledge gained, they will be able to contribute new ideas and approaches in healthcare through effective leadership. This in turn will translate into better lives for nurses and patients entrusted to nurses’ care. The RNs were awarded the LFC badge during the 7th Asia Pacific Nurses Convention (ASPAN) held at Meritus Mandarin Singapore from 30 June to 2 July 2010.

Acting Senior Nurse Clinician Ms Wong Wai Mei was one of the recipients of the Ministry of Health’s Merit Award 2010 for her exemplary contributions to the nursing profession. She was presented the award during the ministry’s Nurses Day Dinner and Dance on 24 July 2010 at the Meritus Mandarin Singapore.

Providing Continuous Education Programme for Staff

The Human Resource Department provided continuous education programme for its employees in the following areas:

- Enhancing knowledge on local labour regulations through Employment Act and its provisions
- Improving effective communication through Email Etiquette Workshops
- Increasing employee engagement through promoting and embracing the 5Cs – Commitment, Communication, Compassion, Collaboration and Consistency
- Building a network of support groups through its Employee Assistance Programme to provide emotional support to affected colleagues during critical incidents relating to work or personal matters
- Understanding the Work Injury Compensation Act and the legal obligations from employee and employer perspective
- Performance Appraisal System Implementation Workshops outlining the importance and objective of setting goals and standards in NKF
Increasing Employee Engagement through 5Cs (Commitment, Communication, Compassion, Collaboration and Consistency)

NKF’s 5Cs was launched on 11 November 2009 as part of its effort to:
- Internalise desired behaviours;
- Promote and demonstrate the right beliefs and attitudes;
- Deliver quality care through quality service skills and behaviours;
- Improve the interaction with patients and customers

During the launch, two 5Cs songs and a poster were unveiled and the “Pass it On” campaign commenced to create a positive culture of encouragement. 5Cs note pads were provided to employees to write words of encouragement to someone who made their day or demonstrated the qualities of the 5Cs. These were placed on the “Pass it On” boards located at various floors at NKF HQ and its 24 dialysis centres.

To encourage employees to provide suggestions or feedback for quality improvement or cost savings for the Foundation, the Employee Suggestion Scheme was launched in December 2009.

As part of collaborated efforts amongst departments, “NKF Goes Green” project was organised. The various items made from recycled products by staff were presented to our guests during our 41st Anniversary celebration on 5 April 2010.

Enhancing the Balanced Scorecard (BSC) to Help Achieve NKF’s Strategic Goals

During the period July 2009 to February 2010, BSC Consultants from BAllianz conducted 3 strategic learning sessions at the Enterprise level to guide the Management Team in refining strategic objectives, measures and initiatives. Thereafter, monthly Strategic Learning sessions were led by NKF’s CEO to continue the process of putting in place a culture of discipline, accountability and performance management in NKF to achieve its vision and mission.

At the Department level, Clinic sessions were held to assist Department Heads in developing their Department Scorecards. The cascading of the Balanced Scorecard from the Enterprise level to the Department level ensures the alignment of Department goals to that of NKF’s strategic goals.

In addition to the cascading of Scorecard to the Department level, NKF is in the process of automating the Balanced Scorecard KPI collation and presentation process using an internet-based software application. Upon implementation of the software, the massive data collation process will be streamlined tremendously.

Enhancing Organisational Capabilities
The National Kidney Foundation
Annual Report 2009/2010

DIALYSIS & PREVENTION SERVICES

- Compared to last financial year, the dialysis and preventive services resulted in additional deficit of $1.5m (from $15.6m to $17.1m). This was attributable to the increase in dialysis expenses of $2.6m associated mainly with:
  >> Increase in costs of treatment of $0.2m reflecting impact of increase in number of patients.
  For the reporting year, the net increase in patient number (33), as compared to previous years, was marginal as more patients were referred to the portable dialysis programme since they do not meet NKF’s medical requirements due to their multiple co-morbidities. Such patients were referred for dialysis treatment at the restructured hospitals or private dialysis centres near the restructured hospitals where emergency services are readily available. Such patients are eligible for our portable subsidy as long as they pass the means test.

Financial performance for FY 09/10 resulted in a net surplus of $6.7m, an increase of $7.5m as compared to FY 08/09 which was a net deficit of $0.8m. The increase was mainly attributed to the significant improvement in net donations and grants ($2m, 9%) and net investment income ($5.6m) partially offset by a drop in net dialysis income of $1.2m.

COMMENTS ON THE STATEMENT OF FINANCIAL ACTIVITIES

DIALYSIS & PREVENTION SERVICES

- Compared to last financial year, the dialysis and preventive services resulted in additional deficit of $1.5m (from $15.6m to $17.1m). This was attributable to the increase in dialysis expenses of $2.6m associated mainly with:
  >> Increase in costs of treatment of $0.2m reflecting impact of increase in number of patients.

DONATIONS & GRANTS

- Net donations and grants rose by $2.1m or 9% for FY 09/10, from $21.8m to $23.9m, contributed by:
  >> One-time donations of $0.35m for the building of the Kidney Discovery Centre, $0.35m for funding of peritoneal beneficiaries and a donated property valued at $1.1m.
  >> Increase in government subvention for patients of $0.5m was due to revision in MOH means testing guideline from February 2010, resulting in more patients qualifying for the subvention.
  >> Increase in other government grants such as job credit grant, training grant from National Council of Social Service, Singapore Workforce Development Agency and others accounted for $0.4m.
  >> The above increases were offset by an increase of $0.6m in expenses due to reclassification of disallowed input tax from administrative costs.

INVESTMENT INCOME

- The financial market made a recovery in the reporting year. As a result, investment income rose $5.7m and after deducting cost, the net gain was $5.6m.

MISCELLANEOUS INCOME

- Rental income from leasing of office space at the NKF Headquarters was higher as it was accounted for the full reporting year whilst in the previous FY 08/09 it was accounted from November 2008.

ADMINISTRATIVE COSTS

- Compared to previous year, administrative costs were lower by $0.9m, of which $0.6m was due to reclassification of disallowed input tax which is accounted under Donations and Grants. Other savings were in the professional fees and maintenance costs. Otherwise, total administrative costs were maintained for FY 09/10.