Giving

Life & Hope
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Vision & Mission

Vision

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

Mission

- 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.
- 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.
- For our staff, we will continually enhance their expertise through continuing professional education and improving the work environment.

Chairman’s Message

The NKF has continued its efforts to achieve high standards in corporate governance, accountability and operational cost-effectiveness.

You will be pleased to know that we have established a whistle-blowing policy in 2008 to provide a means through which employees can, in good faith, raise concerns with the assurance that they will be protected from reprisal or victimisation.

We have also set up an independent Medical Review Panel in 2008 under the NKF’s Medical Advisory Committee comprising renal doctors from the Restructured Hospitals to review appeal cases of patients for dialysis treatment at the NKF due to medical reasons.

The NKF also introduced a Portable Subsidy Programme for needy kidney patients who are unable to be admitted to our dialysis programme because they suffer from other medical complications. As the NKF is not licensed to handle such cases, it will give out subsidies to these patients referred to NKF by the Restructured Hospitals so that they can seek dialysis treatment at private centres where emergency medical services are accessible.

The Venerable Yen Pei-NKF Research Fund of $8 million, set up at the end of the last financial year, supports kidney-related research in basic and clinical science. This was done to fulfill the wishes of the sponsor, the Singapore Buddhist Welfare Services which donated this sum of money when the NKF headquarters building was established. To date, the Research Committee has given out 18 grants through the research fund amounting to $2.1 million.

At the end of June 2008, the NKF had surplus fund amounting to $247 million. Current annual capital and net operating expenditure is estimated at $25 million. After adjusting for inflation, the existing surplus fund is expected to last approximately seven years. In accordance with the Code of Governance, charities with sufficient reserves should not actively raise more donations unless there are concrete plans to expand their activities or services. As such, the NKF did not embark on any new fund-raising programmes during the financial period.

Based on our performance for the financial year, the NKF is able to keep its dialysis charge at $130 per session, one of the lowest rates in Singapore.

For the financial year, the NKF accepted 367 new patients into its haemodialysis programme. As at 30 June 2008, we had 2,161 patients. We are pleased to inform you that 53% of our subsidised haemodialysis patients pay $50 or less a month out of their own pockets. Overall, the NKF had given out subsidies for dialysis and auxiliary services amounting to $20 million to its needy kidney patients and beneficiaries.

To meet the increasing demand for dialysis at the NKF, we officially opened our 23rd dialysis centre in Ang Mo Kio on 17 August 2008. Our 24th dialysis centre at Hougang which commenced operations in March 2008 will be officially opened in 2009.

Apart from providing affordable, subsidised dialysis and medication to patients, we now provide free blood tests to all patients, which are an essential part of their dialysis.

We also provide holistic patient support to take care of patients’ psycho-social, emotional, physical and nutritional needs. This total care approach enables patients to reintegrate back into their families and society and enables those who can work to be gainfully employed.

We also continue to conduct health awareness programmes in the community such as health screenings and health education talks to encourage the people of Singapore to take care of their health.

All of the NKF’s programmes are only possible because of the support of a caring community. On behalf of our patients, I thank you for your belief in our cause. On our part, we will strive on to do our best to help as many needy kidney patients as possible so that they can lead meaningful and productive lives.

As we continue to maximise our resources and strengthen our organisational capabilities to meet the needs of our patients, we look forward to your continued support.

Yours sincerely

Gerard Ee
Chairman
24 September 2008
We, at the NKF, would like to thank our generous donors, volunteers and corporate partners for giving our needy kidney patients a new lease of life and hope for a brighter future.

Your efforts and contributions have enabled us to enhance our operational capabilities to ensure that the programmes we have put in place remain viable and effective over the long-term for the benefit of our needy patients.

During the financial year, we continued to refine our operations by creating a leaner management structure. Our organisation is streamlined under four pillars – Clinical, Finance & Administration, Operations and Human Resource – with a focus on giving life and hope to kidney patients.

Driving our actions are our core values – Teamwork, Integrity and Competence. Embracing and practicing these values will help create a culture in the NKF that will ultimately translate into a dynamic healthcare institution for the benefit of needy kidney patients.

In the area of clinical management and care, we established a Quality Assurance Committee this year to look into clinical quality improvements, patient safety and patient satisfaction.

We have also implemented infection control measures to provide a cleaner and more hygienic environment at our dialysis centres.

To engage the community, we continue to organise dialysis centre open house events where our donors, volunteers and the public are able to tour the dialysis centres, see how dialysis is done and understand the importance of leading a healthy lifestyle.

As part of our volunteer programme, Circle of Hearts, we introduced the Adoption Programme this year where volunteers are matched to our neediest patients. On a monthly basis, these volunteers help to buy $25 worth of basic food provisions and deliver them to the homes of the patients.

We are also happy to inform you that the NKF’s comprehensive IT development project to deliver a reliable, user-friendly, integrated and cost-effective system is progressing according to plan. The new Finance, Purchasing, Logistics, HR/Payroll and E-mail systems were implemented this year.

We introduced a Re-employment Policy, providing re-employment opportunities to retiring staff who are medically fit to continue working.

All our achievements would not have been possible without the support of our compassionate donors and supporters.

We will continue to communicate and interact with all of you regularly to update you on the latest developments and progress of the NKF so that you know how your contributions are being used effectively in making a positive difference in the lives of our patients.

As we continue to work hand in hand with the community and other healthcare institutions in Singapore to benefit the people of Singapore, we look forward to your fervent support.

Yours sincerely

Eunice Tay (Mrs)
Chief Executive Officer
24 September 2008
Highlights of Key Achievements

### Human Resource
- Enhanced the organisation structure for greater operational effectiveness and efficiency
- Introduced a Re-employment Policy to benefit matured staff
- Applied Balanced Scorecard to determine Key Performance Indicators (KPIs) for staff in our efforts to become a strategy-focused organisation

### Clinical

#### Financial
- 53% of subsidised patients pay out-of-pocket $50 or less a month
- Established the Patient Welfare Fund, providing food vouchers worth $25 per month, transport subsidies as well as medical equipment subsidies to the indigent poor
- Launched the Portable Subsidy Programme to subsidise needy patients with co-morbidities at private dialysis centres
- Provided free blood tests to all patients, which are an essential part of their dialysis treatment
- Provided access to cheaper foot care services for patients

#### Clinical
- Implemented infection control measures to benefit patients
- Initiated Clinical Audits to enhance healthcare delivery
- Established a Quality Assurance Committee to improve Clinical Services
- Established a Research Fund in which 18 grants were awarded to medical researchers for the advancement of treatment and prevention of kidney diseases

#### Patient Well-being
- Improving patients’ physical, emotional and psycho-social needs
- Published a Cook Book of healthy recipes contributed by patients, for patients and the public

### Financial

#### Clinical
- 53% of subsidised patients pay out-of-pocket $50 or less a month
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#### Clinical
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- Initiated Clinical Audits to enhance healthcare delivery
- Established a Quality Assurance Committee to improve Clinical Services
- Established a Research Fund in which 18 grants were awarded to medical researchers for the advancement of treatment and prevention of kidney diseases

#### Patient Well-being
- Improving patients’ physical, emotional and psycho-social needs
- Published a Cook Book of healthy recipes contributed by patients, for patients and the public
Finance & Administration

Operations

• Officially opened our 23rd dialysis centre at Ang Mo Kio
• Started operations of our 24th dialysis centre at Hougang
• Initiated Business Continuity Management Programme:
  - Established Call Tree Notification Procedure
  - Enhanced Flu Pandemic Plan
• Securing tenants for excess office space at NKF headquarters to generate additional income

Governance

• Complied with the requirements in Financial Reporting Standards (FRS) and Recommended Accounting Practices for Charities (RAP6)
• Complied with Code of Governance for charities and Institution of a Public Character (IPC) established by Charity Council
• Established a whistle-blowing policy to provide a means through which employees can, in good faith, raise concerns with the assurance that they will be protected from reprisals or victimisation

Encouraging Volunteerism

• Launched the Adoption Programme under the NKF’s volunteer programme, Circle of Hearts, in which volunteers help to purchase daily necessities for needy patients
• Engaged more than 200 volunteers in various NKF volunteer activities to benefit patients

Educating the Community

• Organised regular health screenings for the community so that they can take early precautionary measures against kidney and other related diseases
• Organised regular health talks, reaching out to the community to create awareness of kidney diseases
• Conducted regular Dialysis Centre Open House events for the public as part of our “Open Door” policy

Implementing New IT Systems and Infrastructure

• Implemented several new systems to enhance integration and cost-effectiveness
Board of Directors

MR GERARD EE
Chairman

MR ERNEST WONG
Deputy Chairman

MR CHAY YEE MENG
Member

MR GAN SEOW ANN
Member

MR PHILIP JEYARETNAM
Member

A/P MAK YUEN TEEN
Member

MR NG BOON YEW
Member

MS POH MUI HOON
Member
till 31 July 2008

MR PHILIP TAN
Member
from 26 October 2007

PROF WOO KENG THYE
Member

Note:
Mr James Koh Cher Siang, Deputy Chairman, resigned on 26 October 2007
Mr Peter Seah, Member, resigned on 26 October 2007
Corporate Governance

Roles and Responsibilities of Board of Directors

The Board acts in the best interest of the 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 the NKF and that such resources are effectively and efficiently managed; that there are processes in place to ensure that the NKF complies with all applicable laws, rules and regulations; and that there is an appropriate code of conduct which upholds the core values of the NKF and processes to ensure compliance with the code.

Day-to-day management of the NKF is delegated by the Board to management 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 the NKF may enter into, or have vested interest in other organisations that NKF have 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 the NKF is in compliance with the requirements in Financial Reporting Standards (FRS), 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 the 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 with a view to the best interests of the 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. As at end of the financial year, the Board had 10 members.

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

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<td>July 10, 2007</td>
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<td>November 13, 2007</td>
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<td>January 8, 2008</td>
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<td>March 10, 2008</td>
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<td>May 13, 2008</td>
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Key Corporate Governance Initiative

The 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, the NKF introduced a Whistle Blowing policy. This policy aims to provide a means through which employees could, in good faith, raise concerns with the assurance that they will be protected from reprisals or victimisation.

10 Committees to Cover Key Areas of Management

The NKF has in place 10 Committees to assist the Board in covering key areas of management and improve its oversight over 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 the NKF’s members and stakeholders as a whole, particularly in the areas of financial accountability and reporting.

The role of the Committee is to review the effectiveness of the Foundation’s 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 external and internal 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 and the Whistle Blowing Policy respectively. The Whistle Blowing Policy provides employees with accessible channels to the Chairman of the Board, the Chairman of the Audit Committee and the internal auditors (partner in charge) for reporting suspected fraud, corruption, dishonest practices or other similar matters.

Committee Meetings Held:

- September 11, 2007
- February 5, 2008
- May 13, 2008

Chairman

Mr Ng Boon Yew
Chairman, Raffles Campus Pte Ltd

Members

Mr Chay Yee Meng
Chairman & CEO, InfoWave Pte Ltd

Associate Professor Mak Yuen Teen
Regional Director, Research, Asia Pacific, Watson Wyatt Worldwide

Finance Committee
The Finance Committee reviews and reports the financial performances of the NKF on a quarterly basis 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 Procedure of the NKF. It also reviews and approves all extra-budgetary expenditure beyond management authority and recommends to the Board for approval those cases that are beyond the authority of the Finance Committee. The Committee also oversees the Tender Committee.

Committee Meetings Held:

August 29, 2007
December 18, 2007
February 20, 2008
May 9, 2008

Investment Committee
The Investment Committee formulates the investment policy; evaluates and selects external fund managers (FMs); monitors and assesses 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, under the Committee’s guidance, the two investment mandates started on 1 Oct 2007 and 2 Jan 2008 respectively. The Committee conducted regular reviews with the FMs and reported the investment performance to the Board.

Committee Meetings Held:

September 14, 2007
January 18, 2008
May 9, 2008

Chairman
Mr Philip Tan Yuen Fah
Company Director
- from 14 November 2007

Members
Ms Goh Mui Hong
President & CEO, ST Asset Management Ltd
Mr David Tan Wei-Son
CEO, Asia Pacific Land Japan Trust
Mr Lawrence Wong Liang Ying
Senior Vice President, Singapore Exchange Limited
Mr Tan Keng Hock
Ms Tan Min Lan
Managing Director, UBS Investment Research
Head of Singapore Research
UBS Securities Pte Ltd
Mr Kim Teo
Independent Director, Esmart Holdings Pte Ltd

IT Committee
The IT Committee was set up as a one-time task force for the purpose of providing guidance to the NKF in its development of an IT framework that would meet its immediate as well as its long term needs. During the financial year, three systems were implemented in accordance to the master plan. The remaining two systems (Clinical and Donor Management) will be completed before June 2009, the end of the next financial year.

Chairman
Mr Gan Seow Ann
Senior Executive Vice-President,
Singapore Exchange Ltd

Members
Ms Goh Mui Hong
President & CEO, ST Asset Management Ltd
Mr David Tan Wei-Son
CEO, Asia Pacific Land Japan Trust
Mr Lawrence Wong Liang Ying
Senior Vice President, Singapore Exchange Limited
Mr Tan Keng Hock
Ms Tan Min Lan
Managing Director, UBS Investment Research
Head of Singapore Research
UBS Securities Pte Ltd
Mr Kim Teo
Independent Director, Esmart Holdings Pte Ltd

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August 29, 2007
December 18, 2007
February 20, 2008
May 9, 2008

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Company Director
- from 14 November 2007

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Mr Tan Keng Hock
Ms Tan Min Lan
Managing Director, UBS Investment Research
Head of Singapore Research
UBS Securities Pte Ltd
Mr Kim Teo
Independent Director, Esmart Holdings Pte Ltd
Chairman
Mr Chay Yee Meng
Chairman and CEO, Infowave Pte Ltd

Members
Mr Lim Joo Boon
Mr Teo Chin Seng
Group CIO, Dubai World, Dubai UAE

Medical Advisory Committee
The Medical Advisory Committee advises 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, organisation of medical conferences and workshops, and any other medical matters assigned by the CEO. The Committee established an independent Medical Review Panel in 2008 to review patients who failed their medical review for admission into, or to remain in, the NKF’s haemodialysis programme.

Chairman
Associate Professor Evan Lee
Senior Consultant, Division of Medicine, Nephrology, National University Hospital

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

Members
Dr Tan Seng Hoe
Head & Senior Consultant, Dept of Renal Medicine, Tan Tock Seng Hospital

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

Associate Professor Wong Kok Seng
Senior Consultant, Dept of Renal Medicine, Singapore General Hospital

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

Medical Review Panel:
Associate Professor Wong Kok Seng
Senior Consultant, Dept of Renal Medicine, Singapore General Hospital

Dr Titus Lau Wai Leong
Consultant, Renal Unit, National University Hospital

Dr Rajat Tagore
Consultant, Renal Unit, 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 the NKF programme. These cases, which fall outside the NKF’s standard approval criteria are referred to the Committee by the 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 74 patient cases.

Committee Meetings Held:
July 30, 2007
March 25, 2008
April 21, 2008

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

Associate Professor Wong Kok Seng
Senior Consultant, Dept of Renal Medicine, Singapore General Hospital

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

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Committee Meetings Held:
August 7, 2007
September 17, 2007
February 5, 2008
April 8, 2008
June 3, 2008


\section*{Chairman}

Associate Professor Wong Kok Seng  
Senior Consultant, Dept of Renal Medicine,  
Singapore General Hospital

\section*{Vice-Chairman}

Dr Ling Sing Lin  
Former Senior Director, Community Partnership Development Division, Ministry of Health

\section*{Members}

Associate Professor Chew Suok Kai  
Deputy Director of Medical Services,  
Epidemiology & Disease Control, Ministry of Health - from 17 August 2007

Ms Hui Soh Heng  
Nurse Manager, Renal Unit,  
National University of Singapore

Ms Jane Straaten  
Manager, Renal Services, Tan Tock Seng Hospital

Ms Tay Poey Noy  
Honorary Secretary, Thong Teck Sian Tong Lian Sin Sia (NKF’s dialysis centre sponsor at Woodlands) & Thong Teck Home for Senior Citizens

Mr Yeo Say Ann  
NKF dialysis patient

\section*{Remuneration Committee}

The Remuneration Committee exercises policy oversight of the Human Resource function in the NKF. It ensures that the 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.

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\begin{tabular}{|c|}
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\textbf{Committee Meetings Held:} \\
\hline
November 16, 2007 \\
February 15, 2008 \\
May 09, 2008 \\
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\section*{Chairman}

Mr Ernest Wong  
Member, Temasek Advisory Panel

\section*{Members}

Mr Chua Hoe Sing  
Chief Human Resource Officer  
CITIC-Prudential Life Insurance Company Ltd

Mr Ronald Tan Hee Huan  
Executive Director, SIM

Mr Gerard Ee  
Chairman, Council for Third Age

\section*{Research Committee}

The Research Committee ensures good stewardship and accountability for the way the Venerable Yen Pei-NKF Research Fund is spent. 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, the committee initiated two grant calls and awarded 18 projects amounting to $2.1 million.

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\begin{tabular}{|c|}
\hline
\textbf{Committee Meetings Held:} \\
\hline
September 19, 2007 \\
April 29, 2008 \\
\hline
\end{tabular}
\end{table}

\section*{Chairman}

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

\section*{Members}

Dr Chan Choong Meng  
Head & Senior Consultant, Dept of Renal Medicine,  
Singapore General Hospital

Dr Ho Chee Khun  
Senior Consultant, Dept of Medicine, Nephrology,  
National University Hospital

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

Associate Professor Martin Lee  
Assistant Professor, Dept of Physiology,  
National University of Singapore

Dr Mooppil Nandakumar  
Head of Medical Services,  
National Kidney Foundation
Corporate Governance

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

Dr Tan Seng Hoe  
Head & Senior Consultant, Dept of Renal Medicine,  
Tan Tock Seng Hospital

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

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 tender process for each purchase in excess of $500,000. During the financial year, the Committee reviewed and awarded tenders for the construction of NKF Hougang-Punggol Dialysis Centre; supply, delivery, installation and commissioning of 80 units of Haemodialysis machines; and cleaning services for NKF.

Committee Meetings Held:
- July 9, 2007
- May 20, 2008

Chairman

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

Members

Dr Stephen Chew  
Consultant Nephrologist and Physician,  
Mount Elizabeth Hospital  
- from 2 July 2008

Mr Philip Foo  
Director, Meritus Hotel and Resort  
- from 1 January 2008 till 11 July 2008

Dr Tan Seng Hoe  
Head & Senior Consultant, Dept of Renal Medicine,  
Tan Tock Seng Hospital

Volunteer Committee

The Volunteer Committee reviews and provides advice and recommendations to the volunteer programmes’ policies and procedures, infrastructure and benefits for the 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 the NKF volunteer team to promote programmes to corporations and religious organisations. The Committee’s focus for the financial year was on volunteer recruitment and programme development.

Committee Meetings Held:
- July 30, 2007
- September 17, 2007
- January 10, 2008
- May 27, 2008

Chairman

Ms Poh Mui Hoon  
CEO, Network For Electronic Transfers (S) Pte Ltd

Members

Mr Chou Fang Soong  
Mr Joey Chang  
CEO, AXS Infocomm Pte Ltd  
- till 31 March 2008

Mr K C Lee  
CEO, SIM Private Limited

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

Ms Shirley Wong  
Managing Director, Frontline Solutions Pte Ltd
Operationally, the NKF’s organisation is streamlined under 4 pillars with a focus of giving life and hope to kidney patients.
Dialysis & Holistic Rehabilitative Care

53% of Subsidised Patients Pay $50 or Less a Month

The NKF’s subsidised dialysis programme is to help its needy patients. 95% of our patients receive NKF subsidies and other form of subsidies while the remaining are full-paying patients, which is capped at 10% of the NKF’s haemodialysis patient population. For the financial year 2007/2008, the NKF disbursed subsidies for dialysis and auxiliary services amounting to $20 million to its needy kidney patients and beneficiaries.

Established a Patient Welfare Fund

The NKF set up a Patient Welfare Fund to provide:

1) Food vouchers worth $25 per month

Eligible needy patients were each given a $25 food voucher per month as part of our 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 nutritionist at designated supermarket. There were 147 patients benefiting from this scheme as at 30 June 2008.

2) Transport subsidies as well as medical equipment subsidies to the indigent poor

Patients are required to go for dialysis thrice weekly to achieve the desired medical outcome. There are poor patients who cannot afford to pay for transport costs to travel to and from the dialysis centres about 13 times a month. There are others who cannot afford medical equipment such as wheelchairs. As such, under this scheme, needy patients who pass the means test will receive the relevant subsidies.

Launched a Portable Subsidy Programme

The NKF introduced a new scheme where it provides portable subsidy to needy patients who are unable to be admitted into its dialysis programme because they suffer from other medical complications. The NKF is not licensed to handle such cases. For example, the NKF cannot treat patients with heart conditions, as its dialysis centres are primarily managed by nurses. This scheme will help ensure that no needy patient is deprived of dialysis treatment. The NKF will disbursed subsidies to such patients so that they can seek dialysis treatment at private dialysis centres in a hospital setting, that is, high dependency dialysis, where emergency medical services are readily accessible. Collaborating with private dialysis centres will also free up space at its 24 dialysis centres island-wide and reduce the need to build new centres.

Patients’ Co-payment Per Month (Incl. GST)

<table>
<thead>
<tr>
<th>Patients’ Co-payment Per Month (Incl. GST)</th>
<th>Subsidised Patients’ Co-payment</th>
<th>Full Paying Patients’ Co-payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total patients with co-payment below $50</td>
<td>No. of Patients</td>
<td>% of Patients</td>
</tr>
<tr>
<td>Total patients with co-payment below $50</td>
<td>1,085</td>
<td>53%</td>
</tr>
<tr>
<td>$51–$200</td>
<td>418</td>
<td>20%</td>
</tr>
<tr>
<td>$201–$400</td>
<td>275</td>
<td>13%</td>
</tr>
<tr>
<td>&gt;$400</td>
<td>279</td>
<td>14%</td>
</tr>
<tr>
<td>Total Number of Patients (fee confirmed)</td>
<td>2,057</td>
<td>100%</td>
</tr>
</tbody>
</table>

Note:
- There are full-paying patients who receive sponsorship mainly from government organisations.
- All figures as at 30 June, 2008
To further help kidney patients cope with the rising costs of living, the NKF is now providing free blood tests for its patients, which are an essential part of their dialysis treatment. The provision of free blood tests took effect on 1 April 2008. Patients need to undergo regular blood tests throughout the year and the NKF will bear the total cost of approximately $584,000 per year.

The NKF collaborated with the Singapore Footcare Centre to provide patients with cheaper foot care services. About 800 of the NKF’s patient population are diabetic. Of these, 150 of them have had either above or below the knee, or toe amputations.

Regular checks on the feet are crucial for diabetics so that wounds can be treated before they get infected. Otherwise, amputation of toes, feet or even part of the leg would be necessary.

With the collaboration, the podiatrist will visit the patients at the respective dialysis centres for foot screening and necessary treatment, making the podiatry services more convenient and accessible. This one-stop service will also help patients save time and money on travelling.
Published a Cook Book on Healthy Recipes

A well-balanced diet is important for patients to stay fit. They have to eat the right kind and amount of food. It is essential for dialysis patients to have the right amount of protein, calories, fluids, vitamins and minerals each day. Therefore, the NKF embarked on a project to come up with a cook book with suitable, yet tasty recipes for patients. Eleven patients came forward to contribute their very own recipes. The cook book was published and officially launched on 16 March 2008. This Cook Book is not only available in major local book stores, but also in leading bookstores in the Asian region. It is also available on-line at Amazon.com, one of the biggest on-line bookstores world-wide.

Improving Patients’ Physical Fitness

To improve patients’ functional fitness, several fitness programmes have been introduced to help patients remain active and lead a normal life. To further enhance patients’ physical fitness, exercise programmes like Patients’ Active Day and Sunday Walks are conducted to promote a healthy and active lifestyle among patients through fun activities. This is also to educate patients on the importance and benefits of exercise and provide a platform for patients, staff, family members and volunteers to interact.

Improving Patients’ Physical Fitness

The first Patients’ Active Day was launched on 30 September 2007 at the NKF Centre in Kim Keat where 374 patients and staff attended the event. In conjunction with this event, the NKF launched the Stepillow to encourage patients to exercise more regularly as part of their rehabilitation. Patients can use it to exercise at home and during dialysis. The Stepillow, which was given free of charge to patients, mimics the movement of stepping in a seated position. It helps to improve lower body strength and blood circulation.

Taking Care of Patients’ Psycho-Social Needs

The second Patients’ Active Day was held at Singapore Discovery Centre on 30 December 2007, in conjunction with the New Year. The activities included a mass exercise and a discovery race with 384 participants. The third Patients’ Active Day was held at Hort Park in conjunction with World Kidney Day on 16 March 2008. The activities included a tour of Hort Park, grasshopper weaving with leaves and terrarium basic propagation workshops for patients. The event drew an attendance of 513 patients, staff and volunteers.

Taking care of the emotional and psycho-social needs of the patients is equally important in NKF’s dialysis programme. There were a total of 271 cases being referred to our NKF Medical Social Workers. Thirty-two group sessions were held by three patient support groups. The
The purpose of the support groups is to enhance patients’ rehabilitation efforts by providing relevant information on their lifestyle adjustments due to dialysis. It also serves as an opportunity for patients to interact and learn from one another. The support group members aim to build stronger relationships with other patients and nurses through organised social activities such as a fishing trip to Pasir Ris Fishing Pond, movie screenings, and festive celebrations.

Helping Patients to be Gainfully Employed

The NKF collaborates with various companies, employment agencies, and voluntary welfare organisations to help patients be gainfully employed. There have been 50 patients who have returned to the workforce through this programme. The companies that offered jobs to the NKF patients include KFC & Pizza Hut Management, Evtec Security, PICO Guards, ESW Shield Way Services and SMRT.

Patients’ Weekly Placement Orientation Programme

The Patient Orientation Programme is aimed at inspiring newly admitted patients towards better self-care through sharing of positive patient testimonies and personal experiences. It also provides an overview of the NKF’s value-adding services and rehabilitative programmes.

At this Placement Orientation Programme, new patients are issued with the Patient Handbook and invited to watch video presentations where they are introduced to the Care and Counselling staff who will be handling their cases. Since rehabilitation is an important factor in the NKF’s dialysis programme, new patients are also introduced to the Exercise Specialists and Dietitians and to the services they provide. The policies and regulations of the Dialysis Centres are also introduced to the new patients.

Since the launch of this programme, new patients have found it helpful as they get to receive first hand information on the NKF’s policies and programmes and also get to know and interact with the staff.
Thanks to our caring sponsors, the NKF has been able to build dialysis centres island-wide, providing easy access and convenience to kidney patients living or working in the heartlands.

### Dialysis Centres

**Aljunied**
- **Hong Leong** – NKF Dialysis Centre  
  Blk 102, Aljunied Crescent, #01-265, Singapore 380102

**Ang Mo Kio 1**
- **Japan Airlines** – NKF Dialysis Centre  
  Blk 17, Ang Mo Kio Ave 9, #03-01, Singapore 569766

**Ang Mo Kio 2**
- **Western Digital** – NKF Dialysis Centre  
  Blk 633, Ang Mo Kio Ave 6, #01-5155, Singapore 560633

**Ang Mo Kio 3**
- **Pei Hwa Foundation** – NKF Dialysis Centre  
  Blk 565, Ang Mo Kio Ave 3, #01-3401, Singapore 560565

**Bedok**
- **Singapore Pools** – NKF Dialysis Centre  
  Blk 27, New Upper Changi Road, #01-694, Singapore 462027

**Bukit Batok**
- **NTUC Income** – NKF Dialysis Centre  
  Blk103, Bukit Batok Central, #01-237, Singapore 650103

**Bukit Merah**
- **Singapore Contractors Association Limited (SCAL)** – NKF Dialysis Centre  
  Blk 96, Henderson Road, #01-62, Singapore 150096

**Bukit Panjang**
- **New Creation Church** – NKF Dialysis Centre  
  Blk 274, Bangkit Road, #01-54, Singapore 670274

**Clementi**
- **Singapore Armed Forces** – NKF Dialysis Centre  
  Blk 326, Clementi Ave 5, #01-175, Singapore 120326

**Hong Kah**
- **Singapore Armed Forces** – NKF Dialysis Centre  
  Blk 536, Jurong West St 52, #01-497, Singapore 640536

**Hougang 1**
- **Singapore Buddhist Welfare Services** – NKF Dialysis Centre  
  Blk 114, Hougang Ave 1, #01-1298, Singapore 530114

**Hougang 2**
- **NKF Hougang – Punggol Dialysis Centre**  
  Blk 628, Hougang Ave 8, #01-108, Singapore 530628

**Jurong West**
- **Sheng Hong Temple – NKF Dialysis Centre**  
  Blk 744, Jurong West St 73, #01-19, Singapore 640744

**Kim Keat**
- **Tay Choon Hye** – NKF Dialysis Centre  
  81 Kim Keat Road, Singapore 328836

**Pasir Ris**
- **Tampines Chinese Temple** – NKF Dialysis Centre  
  Blk 180, Pasir Ris St 11, #01-06, Singapore 510180

**Sims Drive**
- **Sakyadhita** – NKF Dialysis Centre  
  Blk 60, Sims Drive, #01-1285, Singapore 380606

**Simai**
- **Kwan Im Thong Hood Cho Temple** – NKF Dialysis Centre  
  Blk 101, Simai St 1, #01-892, Singapore 520101

**Serangoon**
- **Insurance and Financial Practitioners Association of Singapore (IFPAS)** – NKF Dialysis Centre  
  Blk 201, Serangoon Central, #01-30, Singapore 550201

**Tampines**
- **National Trade Union Congress / Singapore Pools** – NKF Dialysis Centre  
  Blk 935, Tampines St 91, #01-333, Singapore 520935

**Toa Payoh**
- **Singapore Airlines** – NKF Dialysis Centre  
  Blk 225, Toa Payoh Lor 8, #01-54, Singapore 310225

**Teck Whye**
- **Leong Hwa Chan Si Temple** – NKF Dialysis Centre  
  Blk 113, Teck Whye Lane, #01-666, Singapore 680113

**Woodlands 1**
- **Thong Teck Sian Tong Lian Sin Sia** – NKF Dialysis Centre  
  Blk 825, Woodlands St 81, #01-30, Singapore 730825

**Woodlands 2**
- **NKF Dialysis Centre**  
  Blk 365, Woodlands Ave 5, #01-490, Singapore 730365

**Yishun**
- **Toa Payoh Seu Teck Sean Tong** – NKF Dialysis Centre  
  Blk 203, Yishun St 21, #01-239, Singapore 760203
In line with the NKF’s focus on greater operating effectiveness and efficiency, the NKF created Nurse Clinician positions at the dialysis centres to support the Nurse Managers in the professional delivery of patient care with an emphasis on patient safety and acceptable nursing care practices.

The Nursing organisation was further restructured to provide nurses with clear career growth opportunities. Different coloured uniforms were introduced to identify various grades of nurses to imbue a sense of pride and achievement in their career development.

**Implemented Infection Control Measures to Benefit Patients**

An Infection Control Nurse was designated and the approved Infection Control Practices were reiterated to all staff regularly. Monthly audits were conducted to ensure consistency in safe practices. These included handwashing protocol and proper disposal of Biohazard Waste and Sharps. This ensured safer patient care delivery.

In order to provide a clean and hygienic environment for patients in line with our Infection Control guidelines, the NKF implemented two policies which took effect from 1 March 2008.

One policy requires patients and all accompanying visitors to change into slippers provided by the NKF before entering the dialysis treatment area. This will minimise tracking in dirt and therefore help create a cleaner environment for our patients in the dialysis treatment area.

The other policy ensures that no outside food is consumed within the dialysis treatment area to maintain hygiene and a clean environment. Patients are encouraged to have their meals before their dialysis and will be served a snack and beverage during dialysis if required.

**Enhancing Nurses’ Skills**

Staff Development and Training programmes were planned and implemented following the Training Needs Analysis. These included in-house professional development programmes such as Fundamentals of Dialysis Practices, Automated External Defibrillator Training and other Skills Workshops such as Intravenous Medication Administration, ECG Readings, Leadership and Motivational Programmes. Nursing staff were encouraged to participate actively in professional self-development programmes such as national conferences and poster presentations.
On-going Programmes (July 2007 - June 2008)

- Core Principles of Dialysis Practice
- Safe Practice in Dialysis
- Fundamentals of Renal Dialysis
- Advanced Learning in Renal Dialysis
- Influential Communication Skills for Nurses
- Nursing and the Law
- Managing Change
- Infection Control Updates
- Diabetes Education for Nurses
- ECG Techniques Workshop
- Basic Cardiac Life Support Certification/Re-certification

Carried Out Clinical Audits to Enhance Healthcare Delivery

A Clinical Audit was carried out in January 2008. It was led by A/Prof Evan Lee, Chairman, Medical Advisory Committee. The Audit team included volunteers from the National University Hospital and Tan Tock Seng Hospital. It comprised two doctors (both Consultant Nephrologists) and three nurses (one renal-trained and another experienced in clinical quality and quality improvement).

The audit was conducted over two days. It involved interviews of the senior management team at NKF headquarters and a visit to one dialysis centre.

The audit helped to identify areas of improvement in the NKF’s Clinical and Support Services. The process of fine-tuning has already begun and the NKF is reaping the benefits with progress being made in many areas of clinical care. This clinical audit will be an on-going process with the aim of ensuring continuous improvement in our delivery of quality healthcare for the benefit of our patients.

Established a Quality Assurance Committee to Improve Clinical Services

The NKF Quality Assurance Framework (QAC) was initiated by the CEO and was formally established in June 2008, approved by the Board of Directors. The framework is based on an integrated approach which incorporates clinical quality improvement, patient safety and patient satisfaction. It comprises three arms of quality, namely Clinical (Medical & Nursing), System and Service Quality.

It sets directions on quality journey framework and culture; serves as the decision-making and approval authority for the Foundation’s Quality and Patient Safety activities and programmes; assesses, reviews and approves policies and procedures as well as key quality initiatives; establishes and oversees an effective reporting and feedback mechanism through quality management systems and the NKF Balanced Scorecard; reviews and monitors trend of key quality outcomes and indicators, and allocates resources to support quality efforts; establishes and maintains reward and recognition schemes for employee involvement and positive contributions; oversees the conduct of Internal Review and other adverse events review activities in NKF in accordance with the PHMC Act; and serves to link the NKF to its external environment, namely, MOH Clinical Quality and MOH Licensing & Accreditation Unit.
The QAC is further supported by 5 main workgroups, namely:

### Patient Management Team

The Team comprises Care & Counselling, Compliance & Quality Management and Nursing Services. Its role is to review the application process and ensure clear overview of Dialysis Centre’s Census as real-time as possible.

### Clinical Quality Team

Led by Senior Director, Clinical Division, the team, which comprises Nursing Services and Clinical Affairs, will establish the standards for essential processes and conduct regular cross audits of dialysis centres to ensure compliance.

### Infection Control Team

With the Infection Control Consultant as the Advisor, the team develops structured plans to standardise infection control practices across all 24 dialysis centres. Formulated training on infection control is ongoing for nursing and housekeeping personnel. The team regularly performs audits on compliance with infection control standards.

### Pharmacy Management Team

The Pharmacy Management, chaired by Nursing Services, comprises senior nurse managers from Nursing Services, and staff from Medical Services, Facilities and Purchasing. The team reviews and standardises practices in areas of safety, procurement & storage, inventory, governance, accountability, usage and security.

### Medical Records Team

The Medical Records Team comprises members from Medical Records, Medical and Nursing Services. Its roles include culling of old notes of active and inactive patients, audit of medical records and documentation and backup storage of records.
The Venerable Yen Pei-NKF Research Fund supports kidney-related research in both basic and clinical science. The NKF had undertaken 2 cycles of grant calls. Grant calls are initiated twice yearly and are extended to all Restructured Hospitals and National Centres in Singapore. The 2nd Grant Call in January 2008 had an overwhelming response with 18 proposals received.

**Details of Grant Calls**

<table>
<thead>
<tr>
<th>Date</th>
<th>Proposals Received</th>
<th>Proposals Approved</th>
<th>Total Amount Approved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jul 2007</td>
<td>10</td>
<td>9</td>
<td>$1,086,280</td>
</tr>
<tr>
<td>Jan 2008</td>
<td>18</td>
<td>9</td>
<td>$1,014,000</td>
</tr>
</tbody>
</table>

One of the Principle Investigators, Dr Tan Min Han, received the Singapore Youth Award for his project, “Kidney Cancer – Birth & Death by Blood”, which was one of the projects funded from the Venerable Yen-Pei Research Fund in the 1st Grant Call.

### Approved Projects for 2007

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Recipient</th>
<th>Expected Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Molecular Epidemiology in Nephrology secondary to Type 2 Diabetes-A substudy using Urinary Proteomics Approach</td>
<td>Dr Lim Su Chi (AH)</td>
<td>June 2009</td>
</tr>
<tr>
<td>Nicotinamide as an adjunct treatment for hyperphosphatemia in dialysis patients. A Single Centre Cohort Study</td>
<td>A/P Wong Kok Seng (SGH)</td>
<td>June 2009</td>
</tr>
<tr>
<td>Mapping &amp; Validating pathophysiological pathways in Diabetic Nephropathy through integrated analysis of tissue transcriptomes &amp; immunohistochemistry of human renal tissues</td>
<td>Dr Kon Oi Lian (NCC)</td>
<td>June 2010</td>
</tr>
<tr>
<td>Evaluation of Serum Creatinine and Cystatin C based estimating GFR equation in local CKD population</td>
<td>Dr Chan Choong Meng (SGH)</td>
<td>June 2010</td>
</tr>
<tr>
<td>Isolation and Characterisation of side population in Clear Cell Renal Cell CA - Roles of Cancer Stem Cells in the Progression, Metastasis &amp; Drug Resistance</td>
<td>Dr Ong Choon Kiat (NCC)</td>
<td>June 2011</td>
</tr>
<tr>
<td>Kidney Cancer - Birth &amp; Death by Blood</td>
<td>Dr Tan Min Han (NCC)</td>
<td>June 2011</td>
</tr>
<tr>
<td>Polarised Innate Immune Response in an IL-13 over expression Experimental Model of Minimal Change Nephrotic Syndrome (MCNS)</td>
<td>Prof Yap Hui Kim (NUS)</td>
<td>June 2011</td>
</tr>
<tr>
<td>Singapore Kidney Function Study (Phase I)</td>
<td>Dr Teo Boon Wee (NUS)</td>
<td>June 2011</td>
</tr>
<tr>
<td>Genetics of Idiopathic Nephrotic Syndrome in Singapore</td>
<td>A/P Ng Kar Hui (NUS)</td>
<td>June 2011</td>
</tr>
</tbody>
</table>
Approved Projects for 2008

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Recipient</th>
<th>Expected Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prospective, Randomised Controlled Trial of Cutting Balloon Vs High Pressure Balloon Angioplasty in Dialysis Arterio-Venous Graft (AVG) and Arterio-Venous Fistula (AVF) Stenoses Resistant to Conventional Balloon Angioplasty</td>
<td>A/P Tay Kiang Hoing (SGH)</td>
<td>June 2010</td>
</tr>
<tr>
<td>Safety, Immunogenicity and Efficacy of the Live Attenuated Varicella Zoster Virus Vaccine in Adults with Chronic Renal Failure</td>
<td>Dr Leong Hoe Nam (SGH)</td>
<td>June 2010</td>
</tr>
<tr>
<td>Modulators of Renal Aquaporins</td>
<td>Prof K Jeyaseelan (NUS)</td>
<td>June 2010</td>
</tr>
<tr>
<td>Transcriptomal and Molecular Characterization of Tumor Associated Monocytes/Macrophages in Human Cancers</td>
<td>Dr Wong Seng Cheong Alvin (NUH)</td>
<td>June 2011</td>
</tr>
<tr>
<td>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</td>
<td>Dr Ong Eng Hock Marcus (SGH)</td>
<td>June 2011</td>
</tr>
<tr>
<td>Urine Biomarkers in Systemic Lupus Erythematosus and other Immune-Mediated Nephritides</td>
<td>Dr Howe Hwee Siew (TTSH)</td>
<td>June 2011</td>
</tr>
<tr>
<td>Microfluidic Renal Cell Supplement</td>
<td>Prof Sit Kim Ping (NUS)</td>
<td>June 2011</td>
</tr>
<tr>
<td>Renal Regulation of Glucose Homeostasis by the Nuclear Receptor HNF4A</td>
<td>A/P Martin Lee (NUS)</td>
<td>June 2011</td>
</tr>
<tr>
<td>Proximal Tubule Proliferation in Kidney Disease: Role of the Nuclear Receptor Transcription Factor HNF4A</td>
<td>A/P Martin Lee (NUS)</td>
<td>June 2011</td>
</tr>
</tbody>
</table>
Encouraging Volunteerism

NKF Circle of Hearts - Engaging Volunteers in Various Activities to Benefit Patients

The 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. By including various volunteering activities as part of the patients’ healing process, the NKF hopes to help them cope better with their long-term illness.

With more and more Singaporeans coming forward to volunteer their time and efforts to help the needy in their community, the number of volunteers at the NKF has grown to over 200 individual volunteers providing friendship, care and emotional support to its patients.

Eight organisations – NETS, Singapore Buddhist Welfare Mission, Janssen-Cilag, B Braun, Art of Living, Church Of Our Saviour, St Andrew’s Cathedral and Simei CCC Alumni, came forward to adopt dialysis centres and provide friendship to the patients.

Volunteers make a commitment for a minimum period of six months, helping at least once a month.

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 centre. This programme has grown with more than 130 volunteers befriending patients at the dialysis centres.

Adoption Programme – Benefiting Needy Patients

As part of Circle of Hearts, the NKF launched its Adoption Programme in January 2008. Each pair of volunteers was matched to a needy patient and assisted in buying $25 worth of basic food provisions as well as providing emotional and mental support through friendship during their monthly home visits. Through this programme, volunteers also get to spend time with the patients during outdoor activities such as trips to the zoo. 84 volunteers signed up with 42 patients adopted.
Enrichment Programme – Imparting New skills

This programme, conducted by volunteers, helps the patients to acquire new skills and pass their time more meaningfully. Activities include Cooking, Balloon Sculpting, Stain Glass Painting and Qi Gong. More than 80 patients benefited from these sessions.

Ad-Hoc Projects

Volunteers are roped in to assist at NKF events such as Patients’ Active Day, Dialysis Centre Open House and Grassroots Family Day. Volunteers come forward to escort our patients during hospital visits and also provide administrative support. More than 50 volunteers supported these ad-hoc projects.

Providing Training for our Volunteers

Part of our volunteer welfare is to provide and equip our volunteers with professional training. The NKF has been collaborating with UniSIM to organise training sessions for our volunteers on “How to be a better helper”. Training sessions were held on 22 September 2007, 29 September 2007, 10 May 2008 and 17 May 2008, with over 30 volunteers attending each session.
Bringing Health Screening to the Doorsteps of the Community

According to National Health Survey 2004, over 500,000 people suffer from hypertension and 300,000 from diabetes, which are the leading causes of kidney failure in Singapore. Moreover, 49.4% of those who had diabetes and 38.5% of those who had hypertension had not been previously diagnosed. The solution to reducing the incidence of kidney failure lies in early detection and intervention of kidney disease.

The NKF had been providing Basic Health Screenings (a primary health screening that required random sampling by finger pricking). However, the NKF aligned its direction in health screening to focus on Essential Health Screening (a primary health screening that required fasting blood sampling by venipuncture). As our secondary health screening participants depended on referrals from the basic health screenings, it was not operationally effective to run the NKF’s two Prevention Centres at Clementi and Sengkang after we terminated the Basic Health Screening Programme. Thus, the Centres ceased operations on 31 March 2008. The Centre at Clementi has been converted into a Chinese Medical Centre run by the Bukit Timah Seu Teck Sean Tong.

The NKF continues to provide health screening to the community through various avenues such as during its Dialysis Centre Open House events.

Health Screening Vouchers worth $35 for the indigent needy
To further encourage and subsidise the needy to go for health screening to detect leading causes of kidney failure (diabetes and hypertension) as part of the new NKF’s prevention programme, the NKF collaborated with various voluntary welfare organisations to distribute 10,000 vouchers to the needy so that they can go for health screening at any of the 18 Polyclinics near their homes.

“Open Door” Policy for Greater Community Involvement
In line with the “Open Door” Policy that the new NKF is promoting, it allows donors and the public to have a first-hand tour of the dialysis centre and see how dialysis is done. The NKF organised three Open House events. To help drive home the message of prevention, the NKF also organised health talks at these events.

Dialysis Centre Open House Events:
20 January 2008 – Tay Choon Hye-NKF Dialysis Centre
A health talk entitled “Kidney Failure – Early Detection and Prevention” was held and about 110 members of the public attended the talk.

16 March 2008 – Singapore Airlines-NKF Dialysis Centre
The NKF collaborated with Singapore Footcare Centre to organise a health talk for the public. The podiatrist shared with the public the common foot problems as well as how to take proper care of their feet. Free foot screenings were also provided to the public to detect severe foot problems and possible diabetic conditions.

8 June 2008 – Singapore Contractors’ Association-NKF Dialysis Centre
A health talk entitled “Understanding Kidney Disease” was held.

The NKF also organised talks on:
Sexual Disorders in Kidney Disease 22 September 2007
Kidney Transplants - Facts and Myths 27 October 2007
Implementing New IT Systems and Infrastructure

In July 2007, NKF’s Board approved an IT Master Plan to upgrade its 10-year-old systems and infrastructure as they had outgrown their operational capability and relevance in today’s state of information communications & technology. In addition, they were also getting more expensive to maintain. The Master Plan encompassed the implementation of a fully integrated Healthcare Enterprise System covering Financial, Logistics, Clinical and Donor Management, as well as enhancing its Communication Systems.

The NKF joined a consortium to develop its Healthcare system in which the Lien Foundation and IT solutions and Technology providers collaborated with 11 non-profit healthcare organisations to develop an integrated health care system. Being a member of the consortium will enable the implementation of a cost effective system and when fully operational will allow exchange of clinical information among the participating organisations.

In September 2007, a new Email System was implemented to replace its existing intranet-based system enabling employees to communicate both internally and externally using the same system. This was followed by the replacement of the analog PABX system with a digital telephone system yielding 85% savings in annual maintenance costs.

In March 2008, the new Financial System, together with the Purchasing and Inventory Control modules, was implemented where the number of accounts in the Chart of Accounts was reduced from thousands to less than three hundred. Coupled with the implementation of “Just-in-Time” delivery of drugs to the dialysis centres, the new system enabled the inventory reduction of about $1 million (down from $1.7 million in June 2007 to $0.7 million in June 2008).

In May 2008, the HR & Payroll System was replaced with one which provided enhanced features and yet at 30% of the original maintenance costs.

The remaining systems, Clinical and Donor Management Systems, are currently under development. The Clinical System would be designed to conform to medical informatics best practices to facilitate electronic medical records exchange in future.
Strengthening Operational Efficiency

Establishing the Pei Hwa Foundation-NKF Dialysis Centre

The NKF’s 23rd dialysis centre, the Pei Hwa Foundation-NKF Dialysis Centre in Ang Mo Kio Avenue 3, was officially opened by Dr Balaji Sadasivan on 17 August 2008. The Special Guest was MP for Ang Mo Kio GRC, Dr Lam Pin Min.

The centre was set up at a cost of about $1.5 million of which $1.25 million was donated by Pei Hwa Foundation. It is the NKF’s third centre in Ang Mo Kio, built to meet the demand for dialysis in the area. Its first two centres in Ang Mo Kio were established in 1994 and 1999.

Running on three shifts daily, the centre has 20 dialysis stations that can accommodate a total of 120 kidney patients living or working in Ang Mo Kio and its neighbouring constituencies.

During the opening ceremony, patients and guests joined in various mass exercises. Exercise is an important component in the NKF’s holistic approach to patient care and rehabilitation.

A health bazaar selling healthy food like organic products and fresh fruits was also held during the event to encourage patients and residents to eat healthily. This is part of the NKF’s education efforts to promote healthy living.

NKF Hougang-Punggol Dialysis Centre Starts Operations

The NKF’s 24th dialysis centre, the NKF Hougang-Punggol Dialysis Centre, started operations in March 2008. Located at Blk 628, the Centre has 16 dialysis stations which can serve 96 patients. The Centre was built to meet the demand for dialysis services in the Hougang, Sengkang and Punggol constituencies.

Optimising Office Space

After completing its right-sizing exercise and cost analysis on space optimisation of its 12-storey building during the last financial year, the management actively sought potential tenants to lease the five vacant floors. As of June 2008, the NKF was in the final stages of concluding the tenancy agreements with several local institutions from the healthcare sector. The rental of the vacant floors will generate income for the NKF that can be used to fund its operating expenses. As of the date of this report, The Academic of Medicine had moved into the 11th and 12th
Enhanced Organisation Structure for Greater Operational Effectiveness and Efficiency

The National Kidney Foundation continued to refine its organisation structure to ensure a higher level of operational autonomy, credence and recognition to staff and to ensure a greater level of compliance to the NKF’s policies and procedures. As at 30 June 2008, the NKF had 553 employees of which 433 were in the clinical departments. The structure continues to be centred around the NKF’s mission of providing dialysis services as well as health awareness of kidney and kidney-related diseases.

It has also started to enhance its Flu Pandemic Plan that it has in place so that it will be operationally ready to keep its dialysis programme going during a flu outbreak.

Being Operationally Ready for a Crisis

The NKF sees the need to continue the provision of dialysis service to patients during a crisis. As such, it has embarked on a Business Continuity Management Programme to ensure that critical services are uninterrupted.

As a first step, the NKF has developed a Call Tree Procedure to ensure that staff could be contacted in a structured manner in times of crisis. It has a single point of repository for contact numbers of every staff in the organisation. Thus far, the NKF has conducted two Call Tree Exercises, in August 2007 and in May 2008.

HUMAN RESOURCE

Enhancing Organisational Capabilities

Enhanced Organisation Structure for Greater Operational Effectiveness and Efficiency

As a people-centric organisation, the NKF introduced a Re-employment Policy in July 2008. This policy provides
re-employment opportunities to retiring staff who have met the re-employment criteria, that is, certified medically fit and satisfactory work performances. Currently, the statutory retirement age as per the Retirement Age Act of Singapore is 62 years. The NKF will provide pre-retirement planning for its retiring staff at the beginning of the year.

Staff who are eligible for re-employment with the NKF will be offered one of the following:
- Re-employment in the same job, or
- Modifications to the existing job, or
- Re-deployment to a different job, or
- Flexible work arrangement

The duration of re-employment will be year-by-year, for three years up to the point when the staff reaches the age of 65 years, subject to a review of the staff’s performance and fitness for the job at the end of every year.

Improving Staff Competencies

To further improve clinical and non-clinical staff competencies and performance, various courses covering functional, core and leadership development were conducted both in-house and through external training institutes.

Implementing the Balanced Scorecard to Become a Strategy-focused Organisation

The NKF is continuing the process of implementing the Balanced Scorecard (BSC) introduced in March 2007 – a tool and framework, tailored to meet the organisation’s vision and mission through effective strategy implementation. This tool helps to translate strategy into everyday operational objectives that drive both behaviour and performance to achieve the intended outcome. With the implementation of the BSC Strategic Management System, these strategies can be translated into functional work plans for each department and the individual employee. The outcome is also used to align the goals of each individual employee and department, to that of the Foundation’s. As at June 2008, the NKF has developed the strategy map and Scorecards at the Foundation and departmental levels. The Key Performance Indicators have also been incorporated into the Employee Performance Appraisal System.
## Contents

**DIRECTORS’ REPORT AND FINANCIAL STATEMENTS**  
1 July 2007 to 30 June 2008

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**THE NATIONAL KIDNEY FOUNDATION**  
(COMPANY REGISTRATION NO: 200104750M)
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<th>FY 2007/08 (12 months)</th>
<th>Financial Period 2006/07 (18 months)</th>
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<td>S$'000</td>
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<td>Results</td>
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<td>(17,483)</td>
<td>(11,655)</td>
<td>(2,697)</td>
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<td>Donations and Grants</td>
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<td>Sundry Income</td>
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<td>Miscellaneous Services</td>
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<td>Expenses</td>
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<tr>
<td>Results</td>
<td>(51)</td>
<td>(90)</td>
<td>(60)</td>
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<tr>
<td>Administrative Costs</td>
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<tr>
<td>Surplus for the financial year</td>
<td>9,043</td>
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<td>(10,047)</td>
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The financial year 07/08 ended with a surplus of $9m, down $10m compared to the annualised FY 06/07 results. This was mainly attributed to the significant reduction in investment income of $11.6m.

The net surplus of $9m was made up of net income from operations of $4.8m, investment income $3.2m and sundry income $1.0m.

**COMMENTS ON THE STATEMENT OF FINANCIAL ACTIVITIES**

**DIALYSIS & PREVENTION SERVICES**

- Compared with the last financial period, annualised results from dialysis and prevention services was a loss of $14.4m. This increase of $2.7m was driven by lower income of $1.3m coupled with higher expenses of $1.4m.

- During the financial period, NKF operated 24 dialysis centres (DC). The 24th DC at Hougang-Punggol (Hougang 2) started operations in March 2008. In addition, the NKF reviewed the Prevention Centre services and made a joint decision with the sponsors to terminate the prevention centre services which were no longer cost effective. Instead, the NKF outsourced this activity to external healthcare service providers.
Despite the 6% increase in number of patients (from 2,037 in June 2007 to 2,161 in June 2008), income from dialysis and prevention services decreased by $1.3m to $24.7m, reflecting the impact of reduced dialysis charge (from $140 per session to $130 per session), cessation of prevention centre services and the discontinuation of charging patients for blood tests effective from April 2008.

Higher operating expenses of $39m were driven mainly by the increase in number of patients as well as the addition of a new dialysis centre which commenced operations in March 2008.

DONATIONS & GRANTS

The main source of income came from donations and government grants which were used to support dialysis & prevention services.

Over 50% of NKF patients were eligible for government subvention and for the year, a total of $3m was received.

LifeDrops donations for the period totalled $16.6m versus $18.1m for the last financial period. Despite the reduction of $1.5m in LifeDrops donations, overall donations surpassed the previous year due to an increase in adhoc donations by $2.2m.

With the completion of the Hougang 2 DC, NKF did not embark on new fund-raising activities. Consequently, overall fund-raising expenses were reduced by $1.1m.

INVESTMENT MANAGEMENT

The sharp drop in investment income was due to the worldwide financial crisis. The positive result of $3.7m was primarily from interest income on bonds & fixed deposits and dividend income from securities.

The new NKF management continued to adopt a conservative investment strategy by engaging two fund managers with capital guaranteed mandates. According to accounting standards, financial assets are carried at the higher of fair value or cost. Although, the current fair value of the two mandates were below the original cost (guaranteed amount), in line with accounting standards, the investments were recorded at the guaranteed amount of $200m.

SUNDRY INCOME

The reduction of $2m in sundry income was due to the absence of extraordinary income. Included in the prior period was a one-time settlement income received from an ex-director.

ADMINISTRATIVE COSTS

Overall administrative costs of $8m was lower by $3.8m due to lower legal fees. Despite higher dialysis activities, overall administrative costs were maintained at last year’s levels (excluding the one time legal fees included in last financial period) reflecting the impact of cost control measures in place.
ANNUAL REPORT
1 July 2007 to 30 June 2008

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