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.
On 7 April 2009, the new National Kidney Foundation marked a major milestone when it celebrated its 40th anniversary. Since inception in 1969 barely after Singapore’s independence, NKF has grown dramatically in terms of quality of healthcare, its reach in providing affordable renal care for Singaporeans, as an employer who cares, and as a trusted partner to its many generous donors.

The theme for the celebration was “Reaffirming our Roots” as the new NKF affirmed the original objectives for which NKF set out to do when it was inaugurated on 7 April 1969 (World Health Day), by the then Minister for Health, Mr Chua Sian Chin. Essentially, it is to give life and hope to needy kidney patients with the community’s support. Gracing the occasion as our Guest-of-Honour was Minister for Health, Mr Khaw Boon Wan. Dr Khoo Oon Teik, founder of NKF, was honoured during the occasion for his contributions to medicine and society.

Despite recent challenges, we can proudly say that we have re-established our roots and that the vision of our founder, Dr Khoo Oon Teik, has been achieved and will continue to grow. The key aspects of the vision are:

1) to save the lives of kidney failure patients by rendering all possible services to persons who are suffering from kidney failure,
2) encourage and promote research in all aspects of kidney diseases and,
3) to carry out public education programmes on kidney diseases.

NKF has come a long way since inception. In the 1960s, about 200 kidney patients were dying every year because they could not afford the only treatment that could save their lives – dialysis – which was costly. With strong community support, it came up with a financially sustainable dialysis programme in the late 1980s by building dialysis centres at the void deck of HDB blocks. Today, it is a major charity and part of the social fabric of Singapore, with 24 dialysis centres island-wide providing affordable, subsidised dialysis treatment and rehabilitative care to needy kidney patients. Patients now have the hope of living a normal life with quality and dignity.
NKF has always been supportive of kidney transplantation and has been supporting legislation of, and promoting awareness on, kidney donation since the early 1970s. Continuing with its efforts to encourage kidney donation, NKF set up a new Fund, “Kidney Live Donor Support Fund”. The initial funding of $10 million will come from the existing NKF surplus fund. The Fund will be used to provide financial assistance to needy live donors and will be limited to kidney-related medical welfare and insurance. 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).

While striving to deliver affordable, cost-effective and professional medical services to kidney dialysis patients, the new NKF has continued to work hard to enhance corporate governance, accountability and transparency to ensure that donated money is put to good use to help needy patients.

You will be pleased to know that NKF has complied with the Code of Governance for charities and Institutions of a Public Character (IPCs). NKF’s Governance Evaluation Checklist for financial year 1 April 2008 to 31 March 2009 can be viewed at the Charity Portal www.charities.gov.sg.

NKF also introduced a Reserve Policy on 1 July 2008 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.

As the current reserve level of approximately 7 years is above the Foundation’s target of 5 years, in line with the Code of Governance, the Foundation will not engage in active fundraising activities which shall be limited to targeted donations/sponsorships to fund new capital expenditure e.g. for the building of new dialysis centres and some operating costs of these centres.

For the financial year, NKF accepted 357 new patients to its haemodialysis programme. As at 30 June 2009, we had 2,297 patients. We are happy to inform you that 56% of our haemodialysis patients pay $50 or less a month, which is less than $4 per session, out of their own pockets.

With the growing kidney patient population, NKF disbursed subsidies for dialysis, medication and auxiliary services to its needy kidney patients and beneficiaries amounting to $23 million for the financial year, 12% higher compared to $21 million the financial year before.

You will be proud to know that we officially opened our 24th dialysis centre at Hougang Avenue 8 on 16 August 2009. To meet the increase in demand for dialysis places at NKF, I am also pleased to inform you that our 25th dialysis centre is in the pipeline in Jurong East, thanks to Kwan Im Thong Hood Cho Temple which is sponsoring the cost of setting up the centre as well as its annual recurrent running costs.

NKF’s dialysis programme exists not only to provide subsidised dialysis treatment, but also to provide holistic care to help improve patients’ overall quality of life. We encourage patients to make an effort to lead a fruitful life for themselves, their family and our community. We have a range of rehabilitation programmes such as counselling, job placement as well as nutrition, exercise and social and recreational activities as part of our holistic care.

Today, the new NKF stands at the threshold of an exciting and promising future by reaffirming the core values and objectives instilled by its founders 40 years ago – to give life and hope to needy patients. It will continue to strive to achieve its vision and mission in a cost-effective, accountable and transparent manner.

The work of NKF would not be possible without the support of a caring community. I would like to once again thank all our donors, supporters and volunteers for their faith and belief in our cause.
From my behalf, I would like to thank our donors, volunteers and partners for your contributions to help us serve our patients.

With your help, we have continued to offer affordable dialysis and care for our patients’ psycho-social, physical and nutritional needs, which are critical for their total rehabilitation.

I am pleased to inform you that as part of our Patient Welfare and Benefit Programme, we continued to help needy patients by giving them each a $30 food voucher every month as part of our efforts to lessen their financial burden as well as improve their quality of life.

NKF launched its “Public Transport Subsidy Programme” on 7 April 2009 for needy patients where these patients received $30 per month to help support their bus/train expenses to and from the dialysis centres. Needy patients, such as amputees requiring special transportation to and from the dialysis centre and who cannot afford the additional costs, are given subsidies for their taxi and ambulance expenses for their 3 dialysis sessions every week.

Nearly 60% of NKF’s new patients requiring dialysis have diabetes mellitus. I am happy to inform you that NKF is providing blood sugar monitoring kits to diabetic kidney patients at no cost. This will encourage patients to monitor their blood sugar level regularly, thereby reducing complications in the long term.

In clinical management and care, you will be proud to know that a nursing team from NKF won a Merit Award and the Most Popular Poster Award for their project “Garnering Patients Toward Self Management In Fluid Control” at the 6th National
Clinical Quality Improvement (CQI) Poster Competition 2009 organised by the Ministry of Health in September 2009. Based on the project, patients were able to reduce fluid overload by 50% and consequently, reduced hospitalisation attributable to fluid overload. Following this successful evidence-based clinical study, the strategies can now be adopted across all NKF dialysis centres, with plans for visual educational tools in multi languages to be developed for the patients to drive the message home.

As part of our volunteer programme Circle of Hearts, more volunteers joined our Adoption Programme to help needy patients. 185 volunteers have adopted 128 of our neediest patients by assisting them in buying basic food provisions using the $30 food vouchers provided by NKF. They also provided these patients emotional and mental support through friendship during their monthly home visits. Through this programme, volunteers are also able to spend time and bond with the patients during outdoor activities.

In line with conducting our regular school Learning Journey programme for school students at a dialysis centre, as well as dialysis centre tours for donors, sponsors, volunteers, community groups, patients, caregivers and the general public, I am happy to announce that NKF plans to establish the Kidney Discovery Centre (KDC) at the NKF Centre. Through KDC, NKF aims to raise awareness and educate the community on kidney-related diseases and treatment. The Centre seeks to provide a permanent and highly interactive exhibition centre along with interactive exhibits, tours, talks and activities designed to enhance the message of renal healthcare.

As a patient-centric healthcare institution, there is a need to continue providing dialysis service to patients during a crisis. To deal with the H1N1 outbreak, NKF formed a H1N1 Taskforce in April 2009, and executed a pandemic plan immediately to cope with the outbreak. The team continues to work closely with the Ministry of Health (MOH) and follows the MOH guidelines to ensure the safety of our patients, who are classified as a high risk group. We are also prepared when required, as directed by MOH, to provide dialysis treatment for patients who contracted H1N1, in our dialysis centres’ isolation stations. Should the number of cases grow, there are also plans in place to isolate all H1N1 infected patients to receive dialysis treatment at a designated Isolation Dialysis Centre.

While ensuring our patients’ safety, we have continued to ensure that all our other programmes remain uninterrupted and our communications with donors continue.

Once again, I would like to thank all our supporters for giving life and hope to needy kidney patients. As we continue to help each one of them lead fulfilling and meaningful lives, we look forward to your continued support.
A major highlight was NKF celebrating its 40th Anniversary on 7 April 2009. The theme for the celebration was “Reaffirming our Roots” as the new NKF affirmed the original objectives for which NKF set out to do when it was inaugurated on 7 April 1969 (World Health Day).

**Clinical**

**Financial**
- Established the Kidney Live Donor Support Fund, with initial funding of $10 million to provide financial assistance to needy live donors
- 56% of haemodialysis patients pay out-of-pocket $50 or less a month
- Introduced Public Transport Subsidy Programme by providing $30 per month to the indigent poor to help support their bus/train expenses to and from dialysis centres
- Provided Home Glucose Monitoring Kit to patients with diabetes to help ensure blood sugar control

**Clinical**
- Quality Assurance (QA) Committee developed a QA plan to enhance clinical and operations outcomes in Clinical Services
- Won the Merit Award and the Most Popular Poster Award for its poster submission “Garnering Patients Toward Self Management In Fluid Control” at the 6th National Clinical Quality Improvement (CQI) Poster Competition 2009 organised by the Ministry of Health
- Collaborated with hospital nephrologists and family medicine doctors to help integrate patient care in the long term
- 21 grants awarded through Research Fund to medical researchers for the advancement of treatment and prevention of kidney diseases

**Patient Well-being**
- Improving patients’ physical fitness, emotional and psycho-social needs
- Dietitians screened patients’ nutritional status by analysing their bi-monthly blood results for early detection of malnutrition
- Conducted workshops, events and activities for patients and their caregivers to help patients better understand and manage their medical condition

**Human Resource**
- Continued to refine the organisation structure, focusing on our mission of providing dialysis services as well as health awareness of kidney and its related diseases
- Aligned the Balanced Scorecard with Performance Management System as part of efforts to become a strategy-focused organisation
- Improved the Balanced Scorecard through strategic learning sessions to continually reinforce a Culture of Discipline, Accountability and Performance Management in NKF
**Finance & Administration**

**Governance**
- Complied with Code of Governance for charities and Institutions of a Public Character (IPCs) established by Charity Council
- Introduced 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

**Encouraging Volunteerism**
- Honoured individual and corporate volunteers for their time and effort to help needy kidney patients in conjunction with International Volunteer Day
- Engaged over 300 volunteers in various volunteer activities to benefit patients
- Provided 57 volunteers with training to equip them with professional volunteer skills

**Educating the Community**
- As part of World Kidney Day, organised 2 symposiums for Primary Care Physicians and Nurses to improve their knowledge and skills in the field of renal care
- Established plans to set up the Kidney Discovery Centre to provide a permanent and highly interactive exhibition centre to create awareness on kidney-related diseases, kidney dialysis and steps towards prevention of kidney failure
- Organised regular health screenings for the community for the early detection of kidney and other related diseases

**Implementing New IT Systems and Infrastructure**
- Continued to develop new systems focusing on the Clinical and Patient Accounting area to enhance integration and cost-effectiveness

**Operations**
- Officially opened our 24th dialysis centre in Hougang
- Established plans to set up our 25th dialysis centre in Jurong East
- Created additional capacity by adding 9 new dialysis stations in 8 dialysis centres which can accommodate 54 additional patients
- Ensured full occupancy by securing tenants for excess office space at NKF headquarters to generate additional income
- Set up a H1N1 Taskforce that established and implemented a pandemic plan to cope with the outbreak and ensure patient and staff safety
- Established a Workplace Safety and Health Committee to ensure a healthy and safe environment for patients, staff and visitors in all our 24 dialysis centres island-wide and in NKF headquarters
Operationally, the NKF’s organisation is streamlined under 4 pillars with a focus of giving life and hope to kidney patients.
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 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 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 has 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. As at end of the financial year, the Board had 11 members.

The Board met six times during the financial year on the following dates:
**NKF BOARD MEETINGS HELD:**
July 8, 2008
September 24, 2008
November 11, 2008 (AGM & BOARD MEETING)
January 13, 2009
March 3, 2009
May 26, 2009

**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 financial year 1 April 2008 to 31 March 2009 can be viewed at the Charity Portal www.charities.gov.sg.

NKF also introduced a Reserve Policy on 1 July 2008 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 2009:

<table>
<thead>
<tr>
<th>in S$’000</th>
<th>Current Year (30 Jun 2009)</th>
<th>Previous Year (30 Jun 2008)</th>
<th>% incr / (decr)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted Funds (Reserves)</td>
<td>247,260</td>
<td>247,146</td>
<td>0%</td>
</tr>
<tr>
<td>Restricted / Designated Funds</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Endowment Fund</td>
<td>4,013</td>
<td>4,084</td>
<td>-2%</td>
</tr>
<tr>
<td>Elderly Patient Fund</td>
<td>876</td>
<td>924</td>
<td>-5%</td>
</tr>
<tr>
<td>Children Dialysis Fund</td>
<td>17,562</td>
<td>18,069</td>
<td>-3%</td>
</tr>
<tr>
<td>World Kidney Fund</td>
<td>299</td>
<td>358</td>
<td>-16%</td>
</tr>
<tr>
<td>Research Fund</td>
<td>7,651</td>
<td>7,925</td>
<td>-3%</td>
</tr>
<tr>
<td>Subtotal</td>
<td>30,401</td>
<td>31,360</td>
<td>-3%</td>
</tr>
<tr>
<td>Total Funds</td>
<td>277,661</td>
<td>278,506</td>
<td>0%</td>
</tr>
<tr>
<td>Ratio of Reserves to Annual Operating Expenditure</td>
<td>4.0</td>
<td>4.3</td>
<td>-6%</td>
</tr>
</tbody>
</table>
The current level of reserves at $247 million as at 30 June 2009 is adequate to fund 4 years of annual operating expenditure. However, the reserves include the fixed assets of NKF which are required for the continued operations of the NKF. Adjusting for such fixed assets, the reserves ratio, on a cash basis, is 3.6 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 increase as follows:

- addition of one new DC every 2 years to cater for increase in patient load
- inflation of 5% for manpower costs and 2% for all other expenses annually

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 7 years.

As the current reserve level of approximately 7 years is above the Foundation’s target of 5 years, in line with the Code of Governance, the Foundation will not engage in active fund-raising activities which shall be limited to targeted donations/sponsorships to fund new capital expenditure e.g. for the building of new dialysis centres and some operating costs of these 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 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 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 Fund-raising Practices”. It will review and approve all fund-raising 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 Fund-raisers if the need arises.

**COMMITTEE MEETING HELD:**

- **February 17, 2009**

**Chairman**

Mr Steven Chong Teck Sin
Company Director

**Members**

Mr Chew Hai Chwee
Chief Executive Officer, Surecanlah

Mr Lai Kwok Kin
Managing Director, WeR1 Consultants Pte Ltd

Mr William Yeoh Oon Siew

**COMMITTEE MEETINGS HELD:**

- July 29, 2008
- September 24, 2008
- April 16, 2009

**Chairman**

Mr Ng Boon Yew
Chairman, Raffles Campus Pte Ltd

**Members**

Mr Chay Yee Meng
Chairman & CEO, InfoWave Pte Ltd

Assoc. Prof Mak Yuen Teen
Director, Corporate Governance & Financial Reporting Centre
National University of Singapore Business School

**COMMITTEE MEETING HELD:**

- February 17, 2009
**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.

**COMMITTEE MEETINGS HELD:**
- July 18, 2008
- October 17, 2008
- January 22, 2009
- May 12, 2009

**Chairman**  
Mr Gan Seow Ann  
Senior Executive Vice-President and Head, Markets, Singapore Exchange Ltd

**Members**  
Ms Goh Mui Hong  
President & CEO, ST Asset Management Ltd

Mr Tan Keng Hock  
CEO, Asia Pacific Land Japan Trust

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

Mr Kim Teo  
CEO, Boardroom Limited

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

**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 28, 2008
- November 6, 2008
- February 5, 2009
- May 7, 2009

**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
An independent Medical Review Panel was set up in July 2008. The panel, comprising nephrologists from the Restructured Hospital, will review patients who fail their medical review for admission into NKF’s haemodialysis programme and wish to appeal against the rejection due to medical ground.

**THE MEMBERS OF THE MRP ARE:-**

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

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

Dr Rajat Tagore  
Consultant  
Dept of Renal Medicine, National University Hospital

**NKF-RH (RESTRUCTURED HOSPITALS) LIAISON CHANNEL**  
NKF-RH Liaison Channel was established between NKF and RH to ensure a single point of contact. The liaison person serves to link up any information which NKF or RH may need in cases when patients were admitted or discharged from the hospital. A hotline was set up and circulated to RH and all dialysis centres.

**COMMITTEE MEETINGS HELD:**

- September 24, 2008
- April 23, 2009
- July 14, 2008
- September 22, 2008
- January 19, 2009
- May 18, 2009
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 40 patient cases.

COMMITTEE MEETINGS HELD:
- August 12, 2008
- October 7, 2008
- December 9, 2008
- February 10, 2009
- April 14, 2009

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

Assoc. Prof Wang Kok Seng
(till 31 October 2008)
Senior Consultant, Dept of Renal Medicine,
Singapore General Hospital
COMMITTEE MEETINGS HELD:
- November 21, 2008
- February 27, 2009
- June 11, 2009

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

(Mr Ernest Wong stepped down on 11 November 2008)

Members
Assoc. Prof Chew Suok Kai
Deputy Director of Medical Services,
Epidemiology & Disease Control, Ministry of Health

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

Ms Crystal Lim
Senior Principal Medical Social Worker,
Singapore General Hospital

Ms Jane Straaten
Senior Nurse Manager, Renal Services,
Changi General 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

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 on the project. During the financial year, the committee continued to maintain 2 grant calls for application to the NKF Research Fund in July 2008 and January 2009. The grant calls which were opened to principal investigators and scientists in the Restructured Hospitals continue to attract application from Restructured Hospitals, National Centres and National University of Singapore.

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.

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

Members

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

Ms Crystal Lim
Senior Principal Medical Social Worker,
Singapore General Hospital

Ms Jane Straaten
Senior Nurse Manager, Renal Services,
Changi General 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
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 medical consumables, building of a new dialysis centre at Upper Boon Keng Road, laboratory services, cleaning services and pharmaceutical drugs. The total amount awarded was $14,707,846.

COMMITTEE MEETINGS HELD:

- October 22, 2008
- April 21, 2009

COMMITTEE MEETINGS HELD:

- September 29, 2008
- November 5, 2008
- November 19, 2008
- March 11, 2009
- May 15, 2009

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

Assoc. Prof Martin Lee
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
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.
The 7th of April 2009 was a very special day for NKF as it celebrated its 40th Anniversary at the NKF Centre in Kim Keat.

The theme for the celebration was “Reaffirming our Roots” as the new NKF affirmed the original objectives for which NKF set out to do when it was inaugurated on 7 April 1969 (World Health Day), by the then Minister for Health, Mr Chua Sian Chin. This, in essence, is to give life and hope to needy kidney patients with the community’s support.

Gracing this milestone celebration as our Guest-of-Honour was Minister for Health, Mr Khaw Boon Wan. Among the 300 guests at this simple gathering were our dialysis centre sponsors, donors, volunteers, healthcare and business partners, Children’s Kidney Centre beneficiaries, patients, NKF Board of Directors and members of the NKF’s sub-committees past and present, and NKF staff.
NKF, at 40, has played a pivotal role in the care of patients with kidney failure, across the full spectrum from prevention to dialysis to promotion of transplantation… It is with the help of the community, that NKF has helped thousands of renal failure patients over the years. The facilities and treatment in NKF are amongst the best in the world. – Health Minister Khaw Boon Wan

One special guest who was honoured during the occasion for his contributions to medicine and society was Dr Khoo Oon Teik, founder of NKF. It was because of his vision and perseverance that NKF exists today.

During the celebration, Dendrobium “NKF Singapore” was unveiled. This unique orchid hybrid – created by a local and renowned orchid breeder – was a gift from NKF staff to the Foundation to express their faith and confidence in the new NKF. The staff purchased the naming rights to this orchid.

Dendrobium “NKF Singapore” is a cross between the hybrid Dendrobium Andree Miller, and species Dendrobium macrophyllum. This species is a delicate yet vigorous, hardy plant with strong roots that symbolises life and hope. Its elegance and prominence reflects the hopes and aspirations of the founders of NKF. Forty years on, its original roots remain firm.

Today, a new, spirited, energetic and forward-looking Foundation is at the threshold of a new era as it reaffirms its roots of giving life and hope to needy kidney patients with the support of a caring community.

We would like to thank all our donors, volunteers and supporters for your continued contributions and support in the new NKF’s journey in attaining its goals.
NKF helps kidney patients through the following four main programmes:

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

Total kidney patient and beneficiary population grew by 7% and amount of subsidies for dialysis and medication amounting to $22 million for the financial year was 10% higher compared to $20 million the financial year before.

<table>
<thead>
<tr>
<th>Total Subsidies to Patients and Beneficiaries</th>
<th>Total Number of Patients and Beneficiaries</th>
<th>Amount of Subsidies ($’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patients: Haemodialysis</td>
<td>2,161</td>
<td>2,297</td>
</tr>
<tr>
<td>Beneficiaries: Peritoneal Dialysis</td>
<td>211</td>
<td>213</td>
</tr>
<tr>
<td>Children Dialysis Subsidy</td>
<td>20</td>
<td>23</td>
</tr>
<tr>
<td>Portable Subsidy</td>
<td>6</td>
<td>41</td>
</tr>
<tr>
<td>Total</td>
<td>237</td>
<td>277</td>
</tr>
<tr>
<td>Total Patients and Beneficiaries</td>
<td>2,398</td>
<td>2,574</td>
</tr>
</tbody>
</table>
56% of Haemodialysis Patients Pay $50 or Less a Month

NKF’s subsidised haemodialysis programme is to help its needy patients. 96% 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 current financial year, 56% of our haemodialysis patients paid $50 or less per month; an increase of 6 percentage points compared to the 50% in the last financial year. While the total number of patients increased by 136, the number paying $50 or less increased by 201, reflecting the impact of the economic crisis which led to job losses and pay cuts.

<table>
<thead>
<tr>
<th>Patients’ Co-payment Per month (incl. GST)</th>
<th>Jun 2009</th>
<th>Jun 2008</th>
<th>Increase/ (Decrease) 2009 VS 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$50 and less</strong></td>
<td>No. of Patients</td>
<td>% of Patients</td>
<td>No. of Patients</td>
</tr>
<tr>
<td></td>
<td>1,286</td>
<td>56%</td>
<td>1,085</td>
</tr>
<tr>
<td><strong>$51 -$200</strong></td>
<td>377</td>
<td>16%</td>
<td>418</td>
</tr>
<tr>
<td><strong>$201 - $400</strong></td>
<td>254</td>
<td>11%</td>
<td>275</td>
</tr>
<tr>
<td><strong>$401 &amp; above</strong></td>
<td>290</td>
<td>13%</td>
<td>279</td>
</tr>
<tr>
<td><strong>Total No. of Subsidised Patients</strong></td>
<td>2,207</td>
<td>96%</td>
<td>2,057</td>
</tr>
<tr>
<td><strong>No. of full-paying patients</strong></td>
<td>90</td>
<td>4%</td>
<td>104</td>
</tr>
<tr>
<td><strong>Total No. of Patients</strong></td>
<td>2,297</td>
<td>100%</td>
<td>2,161</td>
</tr>
</tbody>
</table>

* There are full-paying patients who receive sponsorships mainly from government organisations

Helping Beneficiaries on Peritoneal Dialysis

In the area of Peritoneal Dialysis, the number of beneficiaries remained relatively stable at 213. However, the amount of subsidies increased, reflecting the impact of more costly packages to improve patient outcome.

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 23 child beneficiaries amounted to $687,000.

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 cannot be admitted to NKF haemodialysis programme because they suffer from other medical complications are provided subsidies to receive treatment at private dialysis centres in a hospital setting where emergency medical services are readily available. At the end of June 2009, 41 needy beneficiaries were on the programme compared to 6 at the end of June 2008. In total, $231,000 in the form of subsidies was paid.
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.

### Dialysis Centres

<table>
<thead>
<tr>
<th>Location</th>
<th>Sponsor</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Aljunied</strong></td>
<td><strong>Hong Leong</strong> – NKF Dialysis Centre</td>
</tr>
<tr>
<td></td>
<td>Blk 102, Aljunied Crescent, #01-265,</td>
</tr>
<tr>
<td></td>
<td>Singapore 380102</td>
</tr>
<tr>
<td><strong>Ang Mo Kio 1</strong></td>
<td><strong>Japan Airlines</strong> – NKF Dialysis Centre</td>
</tr>
<tr>
<td></td>
<td>Blk 17, Ang Mo Kio Ave 9, #03-01,</td>
</tr>
<tr>
<td></td>
<td>Singapore 569766</td>
</tr>
<tr>
<td><strong>Ang Mo Kio 2</strong></td>
<td><strong>Western Digital</strong> – NKF Dialysis Centre</td>
</tr>
<tr>
<td></td>
<td>Blk 633, Ang Mo Kio Ave 6, #01-5155,</td>
</tr>
<tr>
<td></td>
<td>Singapore 560633</td>
</tr>
<tr>
<td><strong>Ang Mo Kio 3</strong></td>
<td><strong>Pei Hwa Foundation</strong> – NKF Dialysis Centre</td>
</tr>
<tr>
<td></td>
<td>Blk 565, Ang Mo Kio Ave 3, #01-3401,</td>
</tr>
<tr>
<td></td>
<td>Singapore 560565</td>
</tr>
<tr>
<td><strong>Bedok</strong></td>
<td><strong>Singapore Pools</strong> – NKF Dialysis Centre</td>
</tr>
<tr>
<td></td>
<td>Blk 27, New Upper Changi Road, #01-694,</td>
</tr>
<tr>
<td></td>
<td>Singapore 462027</td>
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<tr>
<td><strong>Bukit Batok</strong></td>
<td><strong>NTUC Income</strong> – NKF Dialysis Centre</td>
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<tr>
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<td>Blk 103, Bukit Batok Central, #01-237,</td>
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<tr>
<td></td>
<td>Singapore 650103</td>
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<tr>
<td><strong>Bukit Panjang</strong></td>
<td><strong>Singapore Contractors Association Limited</strong></td>
</tr>
<tr>
<td></td>
<td>(SCAL) – NKF Dialysis Centre</td>
</tr>
<tr>
<td></td>
<td>Blk 96, Henderson Road, #01-62,</td>
</tr>
<tr>
<td></td>
<td>Singapore 150096</td>
</tr>
<tr>
<td><strong>Clementi</strong></td>
<td><strong>New Creation Church</strong> – NKF Dialysis Centre</td>
</tr>
<tr>
<td></td>
<td>Blk 274, Bangkit Road, #01-54,</td>
</tr>
<tr>
<td></td>
<td>Singapore 670274</td>
</tr>
<tr>
<td><strong>Hong Kah</strong></td>
<td><strong>Singapore Armed Forces</strong> – NKF Dialysis Centre</td>
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<tr>
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</tr>
<tr>
<td></td>
<td>Singapore 120326</td>
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<tr>
<td><strong>Hougang 1</strong></td>
<td><strong>Singapore Buddhist Welfare Services</strong> – NKF</td>
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<td></td>
<td>Dialysis Centre</td>
</tr>
<tr>
<td></td>
<td>Blk 114, Hougang Ave 1, #01-1298,</td>
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<tr>
<td></td>
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<tr>
<td><strong>Hougang 2</strong></td>
<td><strong>NKH Hougang – Punggol Dialysis Centre</strong></td>
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<td></td>
<td>Blk 628, Hougang Ave 8, #01-108,</td>
</tr>
<tr>
<td></td>
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<tr>
<td><strong>Jurong West</strong></td>
<td><strong>Sheng Hong Temple</strong> – NKF Dialysis Centre</td>
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</tr>
<tr>
<td></td>
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<tr>
<td><strong>Kim Keat</strong></td>
<td><strong>Tay Choon Hye</strong> – NKF Dialysis Centre</td>
</tr>
<tr>
<td></td>
<td>81 Kim Keat Road, Singapore 328836</td>
</tr>
<tr>
<td><strong>Pasir Ris</strong></td>
<td><strong>Tampines Chinese Temple</strong> – NKF Dialysis Centre</td>
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<tr>
<td></td>
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</tr>
<tr>
<td></td>
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<tr>
<td><strong>Upper Boon Keng</strong></td>
<td><strong>Sakyadhita</strong> – NKF Dialysis Centre</td>
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<tr>
<td></td>
<td>Singapore 380019</td>
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<tr>
<td><strong>Simei</strong></td>
<td><strong>Kwan Im Thong Hood Cho Temple</strong> – NKF Dialysis Centre</td>
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<tr>
<td></td>
<td>Blk 101, Simei St 1, #01-892,</td>
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<tr>
<td></td>
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<tr>
<td><strong>Serangoon</strong></td>
<td><strong>Insurance and Financial Practitioners</strong></td>
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<td>Association of Singapore (IFPAS) – NKF Dialysis Centre</td>
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<tr>
<td></td>
<td>Blk 201, Serangoon Central, #01-30,</td>
</tr>
<tr>
<td></td>
<td>Singapore 550201</td>
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<tr>
<td><strong>Tampines</strong></td>
<td><strong>National Trade Union Congress / Singapore</strong></td>
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<tr>
<td></td>
<td>Pools – NKF Dialysis Centre</td>
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<td></td>
<td>Blk 935, Tampines St 91, #01-333,</td>
</tr>
<tr>
<td></td>
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<tr>
<td><strong>Toa Payoh</strong></td>
<td><strong>Singapore Airlines</strong> – NKF Dialysis Centre</td>
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<tr>
<td></td>
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<tr>
<td></td>
<td>Singapore 310225</td>
</tr>
<tr>
<td><strong>Teck Whye</strong></td>
<td><strong>Leong Hwa Chan Si Temple</strong> – NKF Dialysis Centre</td>
</tr>
<tr>
<td></td>
<td>Blk 113, Teck Whye Lane, #01-666,</td>
</tr>
<tr>
<td></td>
<td>Singapore 680113</td>
</tr>
<tr>
<td><strong>Woodlands 1</strong></td>
<td><strong>Thong Teck Sian Tong Lian Sin Sia</strong> – NKF Dialysis Centre</td>
</tr>
<tr>
<td></td>
<td>Blk 825, Woodlands St 81, #01-30,</td>
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<tr>
<td></td>
<td>Singapore 730825</td>
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<tr>
<td><strong>Woodlands 2</strong></td>
<td><strong>NKH Dialysis Centre</strong></td>
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<tr>
<td></td>
<td>Blk 365, Woodlands Ave 5, #01-490,</td>
</tr>
<tr>
<td></td>
<td>Singapore 730365</td>
</tr>
<tr>
<td><strong>Yishun</strong></td>
<td><strong>Toa Payoh Seu Teck Sean Tong</strong> – NKF Dialysis Centre</td>
</tr>
<tr>
<td></td>
<td>Blk 203, Yishun St 21, #01-239,</td>
</tr>
<tr>
<td></td>
<td>Singapore 760203</td>
</tr>
</tbody>
</table>
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 $726,000 during the financial year, up from $261,000 in the last fiscal year.

Helping the Poorest through Patient Welfare and Benefit Programme

$30 Food Vouchers

As part of its Patient Welfare and Benefit Programme, NKF continued to help needy patients by giving them 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 nutritionist at designated supermarkets.

Public Transport Subsidy Programme

As part of its Patient Welfare and Benefit Programme, NKF launched its “Public Transport Subsidy Programme” on 7 April 2009, thanks to a generous donation of $50,000 from The Singapore Buddhist Lodge together with the Taoist Federation, Jamiyah Singapore and the Hindu Endowments Board. These patients received $30 per month to help support their bus/train expenses to and from dialysis centres.

Since November 2007, the new NKF has been providing transport subsidies to needy patients under its 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, are given subsidies for their taxi and ambulance expenses for their 3 dialysis sessions every week. In total, NKF disbursed $204,000 for patients’ welfare.

Providing Home Glucose Monitoring Kit to Patients

Nearly 60% of NKF’s patients requiring dialysis 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 has 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.

Providing Foot Care Services for Patients

Diabetic patients are at higher risk of developing foot ulcer resulting in peripheral vascular disease and diabetic neuropathy. If left untreated, it could lead to gangrene and amputation. The NKF collaborated with the Singapore Footcare Centre to provide patients with cheaper footcare services. All diabetic patients are encouraged 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.

**Improving Patients’ Physical Fitness**

A healthy and active lifestyle is crucial for patients’ overall well-being. Several new initiatives were introduced to encourage patients to keep themselves physically fit. NKF set up a gymnasium called the NKF Wellness Centre at its HQ where group exercise classes for patients were held. The Centre also provides a platform for patients to make new friends from other dialysis centres. A total of 36 sessions were conducted with 218 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 include Jurong Lake, Botanical Gardens, Toa Payoh Park, East Coast Park, Goat Farm, Zheng Hua Park, Sun Plaza Park, Hort Park, Telok Blangah Park, and Marina Barrage.

On 30 November 2008, Patients’ Active Day was held in conjunction with International Volunteers Day. It was a meaningful event as NKF honoured its volunteers. Volunteers also shared their joy and experiences from befriending NKF patients. The patients enjoyed a day of good food, physical activities and free haircuts.

On 29 March 2009, Patients’ Active Day at Marina Barrage saw a huge turnout of 628 patients, family members, volunteers and staff for a day of walking, Taichi lessons as well as quizzes.

**Looking After Patients’ Psycho-Social Needs**

NKF continued its efforts to care for the emotional and psycho-social needs of the patients as it is an important part of patients’ rehabilitation. 17 group sessions were held for 2 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 such as New Year celebration, birthday celebration, movie screening, glass painting workshop, culinary classes and Qigong sessions. One support group performed a line dance during International Volunteer Day on 30 November 2008. They spent their weekly Sundays over a period of 6 weeks to choreograph and learn the dance.

- Educating Patients on Their Diet
NKF’s Dietetics Department defined a clear and user-friendly reference system for nurses to facilitate the refer process so that more patients with nutritional risk could be referred for dietary counselling by a qualified Dietitian. Dietitians actively screen patients’ nutritional status, by analysing their bi-monthly blood results for early detection of malnutrition. They also provided nutrition supplements to needy patients. Working hand-in-hand with the nursing department, nutrition information was disseminated to patients through an internal nutrition workshop. A nutrition leaflet for patients with special needs was developed to educate them on proper food intake. The dietitians were actively involved in the holistic care of patients by working closely with the doctors, nurses and medical social workers.

- Helping Patients Manage their Condition through Patient Education Programme

Through NKF’s Patient Education Programme, regular workshops, events and activities were conducted for patients and their caregivers to help patients better understand and manage their medical condition.

On 6 July 2009, NKF conducted a Health Bonanza, which included a workshop where a professional nutritionist taught patients on the right eating habits. More than 90 patients attended the session. To enhance the learning experience, 5 health activity booths were also set up by volunteers and managed by the nursing staff.

On 24 August 2008, A Blooming Lifestyle – A way to Healthy Living was held. The programme was aimed at introducing the art of gardening and cultivating their own garden as a hobby for patients. Engaging in such activities is therapeutic for patients and helps them enhance their quality of life.
Patients also got to buy a starter “Do-it-Yourself” kit on orchid planting.

A Bead Craft Workshop was also organised on 22 February 2009, where a group of volunteers taught about 50 patients how to start a hobby using beads.

A programme called Staying Fit in Kidney Disease was also held on 5 April 2009 which was aimed at helping patients cope with some of the complications during dialysis such as cramps, fluid overload and low blood pressure after dialysis. This is to help them optimise their dialysis treatment to achieve a better treatment outcome.

**Patients Benefit from Weekly Placement Orientation Programme**

New patients continued to benefit from the Patient Orientation Programme aimed at inspiring newly admitted patients towards better self-care through sharing of positive patient testimonies and personal experiences. It also provided an overview of NKF’s value-adding services and rehabilitation programmes. As rehabilitation is an important part of NKF’s dialysis programme, new patients were also introduced to the Exercise Specialists and Dietitians and to the services they provide.
Since the early 1970s, NKF has been promoting kidney transplantation as it realised then 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 1996, 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.

Establishing the “Kidney Live Donor Support Fund”

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 will be used to provide financial assistance to needy live donors and will be limited to kidney-related medical welfare and insurance. Only Singapore Citizens and Permanent Residents referred by the Restructured Hospitals will be eligible to participate in this Fund and must meet the NKF 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 is to allow for reimbursements for expenses or loss of income that may be reasonably incurred as a result of organ donation.

The funding coverage includes:

1) 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.
Quality Assurance

The Quality Assurance (QA) Committee, established in June 2009, met monthly during the initial set up of the framework to establish QA workplans needed.

The QA Plan, developed in 2009, focused on 2 outcomes for clinical and operations which are supported by the 5 supporting workgroups - Clinical Quality Team, Infection Control Team, Patient Management Team, Medical Records Team and Pharmacy Management Team.

![Quality Assurance Plan Diagram]

Clinical Outcomes

Clinical Quality

Clinical Quality Team

Nursing Services continued to build its basic infrastructure by reviewing its processes to improve its operational performance.

The Nursing Quality Improvement Committee (NQIC) was formed in the last quarter of 2008. The objective included the standardisation of nursing practices for safe delivery of care.
Quarterly audits were concurrently carried out in all dialysis centres to monitor staff compliance. A total of 4 audits were done within a year which resulted in over 90% compliance scores. The finalised version of the audit was then completed and shared with all staff in the dialysis centres.

The methodology for audits was fine-tuned and improved with each round of audit.

The Nursing Policies and Procedures (NPP) Committee was responsible for the preparation of its policies and procedures which served as guidelines for daily operations to ensure that provision of care is consistent, safe and effective for all NKF patients.

**Evidence-based Nursing Practices to Improve Quality of Care Delivery**

As a preliminary effort to inculcate quality improvement efforts in nursing practices, the Infection Control Committee embarked on 2 studies to highlight the importance of evidence-based practices (EBN) in dialysis practices. Two posters were submitted and one was subsequently accepted for poster presentation at the Clinical Quality Improvement (CQI) Conference 2008 organised by the Ministry of Health (MOH).

To continue creating this awareness for EBN in dialysis practices, staff from 24 dialysis centres were taught the CQI and Work Improvement Teams (WITS) tools, then encouraged to participate in CQI projects. Their presentations were so enthusiastic that two were subsequently submitted to the 6th National Clinical Quality Improvement (CQI) Poster Competition 2009 organised by MOH, of which one, “Garnering Patients Toward Self Management In Fluid Control”, was accepted for a poster and oral presentation. The submission won a Merit Award and the Most Popular Poster Award.

Based on the project, patients were able to reduce fluid overload by 50% and consequently reduced hospitalisation attributable to fluid overload. Following this successful study, the strategies can now be adopted across all NKF dialysis centres, with plans for visual educational tools in multi languages to be developed for the patients to drive the message home.
Control measures to be undertaken for all delivery of dialysis care. All new nursing staff underwent a formalised Infection Control training programme to ensure awareness, understanding and compliance. Continuous updates were also conducted for current staff with accompanying audits performed quarterly throughout the year.

Three Infection Control Audits had since been conducted in all dialysis centres and improvement plans adopted based on the findings. These included statistical information on Epidemiological Organisms and Healthcare-associated Infection collated and compiled by the Infection Control Committee.

Operations Outcomes

Patient Management
The application process was reviewed, fine-tuned and communicated to the renal co-ordinators of the Restructured Hospitals (RHs). The team will continue to work with the RHs to expedite the provision of medical reports so that eligible patients can be accepted and placed into our dialysis programme at the earliest possible time.

Clinical Outcome Indicators
Routine laboratory tests showed that approximately 50% of patients are malnourished with nPCR less than 1.0, and 50% anaemic with Haemoglobin level less than 11gms.

The Clinical Quality Team, chaired by Assoc. Prof Evan Lee, proposed for a workgroup to look into the feasibility of improving these outcomes. The workgroup, comprising of a doctor, dietitians and nurse managers of the dialysis centres, was formed. To kick start, patients with 2 consecutive low readings in 2 dialysis centres, namely Ang Mo Kio 2 and Woodlands I, were monitored. Patients were counselled and appropriate interventions for patients with low Hb were initiated with review of the dosage of Eprex Injection. Monitoring of these 2 clinical indicators will continue and the dietetic department will relook at the definition for malnutrition and identify 2 or more reliable markers to define and monitor patients with malnutrition.

Infection Control

The development of Infection Control Policies and Procedures commenced in 2007 to standardise Infection Control measures to be undertaken for all delivery of dialysis care. All new nursing staff underwent a formalised Infection Control training programme to ensure awareness, understanding and compliance. Continuous updates were also conducted for current staff with accompanying audits performed quarterly throughout the year.

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Three Infection Control Audits had since been conducted in all dialysis centres and improvement plans adopted based on the findings. These included statistical information on Epidemiological Organisms and Healthcare-associated Infection collated and compiled by the Infection Control Committee.

Operations Outcomes

Patient Management
The application process was reviewed, fine-tuned and communicated to the renal co-ordinators of the Restructured Hospitals (RHs). The team will continue to work with the RHs to expedite the provision of medical reports so that eligible patients can be accepted and placed into our dialysis programme at the earliest possible time.
Medical Records

The team, comprising of staff from Medical Records and Nursing Services, conducted Casenote Audits regularly. Two dialysis centres (DCs) were audited each month and 10% of the patient’s casenotes were reviewed. Observations and comments were feedback to the respective nurse managers for follow-up action and re-audited where necessary.

Pharmacy Management

The team reviewed and standardised the composition of the Emergency Trolley in all 24 DCs. The procedures for checking and security were looked into and formalised. With the consultant services from NUH Pharmacist, the team streamlined processes on drug usage and storage. The consultant provided advice on alternative available medications and mode of administration of certain drugs, and helped to fine-tune our policy on drug disposal, medical store, etc.

Continuous Nursing Training and Development

Continuous Nursing Education programmes to enhance nurses’ core competencies and to improve patient safety were regularly conducted. These included:

- Fundamentals of Renal Nursing
- Advanced Learning in Renal Nursing
- Basic Cardiac Life Support Certification/re-certification
- ECG Technique Workshop
- Intravenous Medication Course

Other training programmes were also conducted for anticipated nursing role enhancements. These included:

- Research Methodology
- Self Management Workshop
- Problem-solving, Decision-making
- Diabetic Nurse Educator Course
- Root Cause Analysis Workshop
- Healthcare Quality Improvement Conference and Workshop

Healthcare Assistants and Enrolled Nurses (ENs) were encouraged and supported to upgrade themselves and successfully sat for Singapore Nursing Board Licensure Examinations. They were then re-designated to Enrolled Nurses (ENs) and/or Registered Nurses (RNs).

6 NKF RNs were sponsored for Advanced Diploma in Nursing (Nephro-Urology) at Nanyang Polytechnic. The graduands have since been actively contributing to improve care in their areas of work.

Ms Kaldip Kaur, Senior Nurse Clinician, was awarded the MOH Nurses’ Day Merit Award 2009.
Collaborating with Hospital Nephrologists and Family Medicine Doctors

To complement nephrologists at NKF, it sought the services of nephrologists from Restructured Hospitals and the private sector. Currently, NKF has 9 visiting nephrologists doing routine clinics in our dialysis centres. It is also utilising the services of 2 part-time family physicians to review our dialysis patients regularly. It is also working with Restructured Hospitals to rotate their trainee nephrologists to work at NKF as part of their training programme after getting formal approval from the relevant authorities. This will help integrate patient care in the long term.

Sharing Knowledge with Renal Professionals in the Region

Committed to the advancement of renal practice for better patient care services not only in Singapore but in the region, NKF regularly hosts various healthcare institutions in the region to share with them the clinical operations of NKF’s satellite dialysis centres. At the same time, it gives NKF an opportunity to gain valuable insights into the various aspects of renal care from renal professionals in the region.

On 20 January 2009, a delegation from the Red Crescent Dialysis Centre from Sarawak, Malaysia, visited one of NKF’s dialysis centres to learn more about running a dialysis centre in a cost-effective way.

NKF’s Nursing Training, Education & Research hosted 2 World Health Organisation (WHO) initiated training programmes:

1) Clinical and Education Course for 18 Senior Renal Nurse Managers from Peoples’ Republic of China
2) WHO Nursing Attachment in Renal Dialysis for 2 Nurses from Samoa
The Venerable Yen Pei-NKF Research Fund supports kidney-related research in both basic and clinical science. NKF undertook 2 cycles of grant calls – the 3rd and 4th grant calls – during the financial year. Grant calls are initiated twice yearly and are extended to all Restructured Hospitals and National Centres in Singapore.

<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>3rd Grant Call</td>
<td>Jul 2008</td>
<td>17</td>
<td>15</td>
<td>$1,020,000</td>
</tr>
<tr>
<td>4th Grant Call</td>
<td>Jan 2009</td>
<td>14</td>
<td>6</td>
<td>$355,000</td>
</tr>
</tbody>
</table>

There have been a total of 4 Grant Calls since the formation of the NKF Research Committee with a total of 39 projects (amounting to $3,475,280) awarded. Two projects were completed in June 2009 and 37 projects are on-going.

**Involvement of NKF Staff in Research**

NKF’s staff, doctors and nurses are also involved in some of the projects. One example is the project from the 3rd Grant Call on, “The effective of self-management interventions to improve outcomes in established and incident Haemodialysis patients”. In this project, the principle investigator, Dr Konstadina Griva, an Assistant Professor in the Department of Psychology of National University of Singapore, collaborated with the NKF Medical, Nursing Services and Care & Counselling Department to target the necessary behavior changes important in dialysis patients through self management interventions.

The purpose of the project is to develop, implement and evaluate the effectiveness of 2 self-management randomised controlled intervention trials to improve physical, psychosocial and behavioural outcomes for kidney patients on haemodialysis.
## Approved Projects for FY2008

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Recipient</th>
<th>Expected Date of Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposal for the Study of Office Blood Pressure in Singapore Children</td>
<td>Dr Quek Chaey Moon</td>
<td>Dec-2009</td>
</tr>
<tr>
<td>Investigating the role of DEC1 and its underlying molecular mechanisms in the pathogenesis of minimal change nephrotic syndrome</td>
<td>Dr Yeo Wee Song</td>
<td>Dec-2011</td>
</tr>
<tr>
<td>Urinary Biomarkers in Systemic Lupus Erythematosus Patients with Active and Inactive Nephritis</td>
<td>Professor Fong Kok Yong</td>
<td>Dec-2011</td>
</tr>
<tr>
<td>Phenotypic and functional analysis of CD39+ regulatory T cells (Tregs) in kidney transplant patients, and their correlation with clinical outcomes</td>
<td>Dr Salcido-Ochoa Francisco</td>
<td>Dec-2011</td>
</tr>
<tr>
<td>Novel molecular targeted therapeutic development and preclinical drug testing for renal cell carcinoma (RCC) using a murine RCC-derived xenograft model</td>
<td>Dr Yuen John</td>
<td>Dec-2011</td>
</tr>
<tr>
<td>The effectiveness of self-management interventions to improve outcomes in established and incident haemodialysis patients</td>
<td>Assoc. Prof Konstadina Griva</td>
<td>Dec-2011</td>
</tr>
<tr>
<td>Prospective observational cohort study of body water changes in end-stage kidney disease patients on haemodialysis by multi-frequency bioimpedance analysis (ESKD BIA 1)</td>
<td>Dr Chua Horng Ruey</td>
<td>Dec-2010</td>
</tr>
<tr>
<td>Knowledge, Attitudes and Behaviour regarding Kidney Disease and Kidney Transplant - A Survey of the Public and Kidney Failure Patients</td>
<td>Dr Terence Kee</td>
<td>Dec-2009</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</td>
<td>Dr Lim Swee Han</td>
<td>Dec-2010</td>
</tr>
<tr>
<td>Early Events in the hepatic cholesterol regulation in an IL-13 overexpression rat model of minimal change-like nephrotic syndrome (MCNS)</td>
<td>Professor Yap Hui Kim</td>
<td>Dec-2011</td>
</tr>
<tr>
<td>Title</td>
<td>Author(s)</td>
<td>Date</td>
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<tr>
<td>Longitudinal study on chlorhexidine and mupirocin resistance among Staphylococcus spp. isolates obtained from haemodialysis-dependent patients given mupirocin ointment and chlorhexidine bodywash as prophylaxis against catheter-related infections</td>
<td>Assoc. Prof Hsu Li Yang</td>
<td>Dec-2010</td>
</tr>
<tr>
<td>Effect of Blood Pressure Control using Ambulatory Blood Pressure Monitoring on Left Ventricular Hypertrophy and Markers of Early Arteriopathy in Children and Young Adults</td>
<td>Assoc. Prof Ng Kar Hui</td>
<td>Dec-2011</td>
</tr>
<tr>
<td>Renin-angiotensin Gene Polymorphisms in the Development and Progression of Lupus Nephritis</td>
<td>Dr Law Weng Giap</td>
<td>Dec-2011</td>
</tr>
<tr>
<td>Metabolic profile of patients with urolithiasis at risk of recurrent stone formation</td>
<td>Dr Png Keng Siang</td>
<td>Dec-2010</td>
</tr>
<tr>
<td>MR MICTURATING CYSTOURETROGRAPHY: Feasibility study using dynamic T1-weighted gradient echo gadolinium detection pulse sequence for diagnosis of vesicoureteral reflux</td>
<td>Dr Teh Hui Seong</td>
<td>Dec-2011</td>
</tr>
<tr>
<td>Use of the Cylex Immuknow assay to assess adequacy of immunosuppression in paediatric renal transplant recipients</td>
<td>Dr Lau Yew Weng Perry</td>
<td>Jun-2012</td>
</tr>
<tr>
<td>Ambulatory blood pressure changes in children, adolescents and young adults with diabetes mellitus and its correlations with albuminuria</td>
<td>Professor Loke Kah Yin</td>
<td>Jun-2012</td>
</tr>
<tr>
<td>Hydrogen sulfide: a novel agent to protect kidney against hypertensive renal injury</td>
<td>Dr Bian Jinsong</td>
<td>Jun-2012</td>
</tr>
<tr>
<td>Segmental Renal Gene Expression and Functional Characterization of Renal Drug Transporters in a Rat Model of Type II Diabetes with Progressive Nephropathy</td>
<td>Professor Edmund Jon Deoon Lee</td>
<td>Jun-2011</td>
</tr>
<tr>
<td>The impact of RAS polymorphisms and RAS-cytokine pathways on the progression of chronic nephropathies</td>
<td>Assoc. Prof Chan Choong Meng</td>
<td>Jun-2011</td>
</tr>
<tr>
<td>Prospective monitoring of volume and nutritional status using bioimpedance spectroscopy in incident peritoneal dialysis patients and prospective monitoring of fluid status during episodes of volume overload in prevalent patients</td>
<td>Dr Marjorie Foo</td>
<td>Jun-2011</td>
</tr>
</tbody>
</table>
ENCOURAGING VOLUNTEERISM

NKF Circle of Hearts – Engaging Volunteers in Various Activities 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. By including various volunteering activities as part of the patients’ healing process, NKF hopes to help them cope better with their long-term illness. The number of volunteers at NKF has grown to over 300 individuals providing friendship, care and emotional support to its patients. More organisations have also come forward to do voluntary work at NKF.

Twelve organisations – NETS, Singapore Buddhist Welfare Mission, Janssen-Cilag, B. Braun, Art of Living, Church Of Our Saviour, Westside Anglican Church, Simei CCC Alumni, Boscome Life Centre, Smartlab Educational Centre, Hwa Chong Junior College Musical Group and Ci Yuan CCC – are helping our patients and their family members in different ways. Some organisations have adopted dialysis centres, providing friendship to patients while others like Smartlab provide our needy patients’ children with free tuition to help them cope with their studies.

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 grown with more than 100 volunteers befriending patients at the dialysis centres.

Adoption Programme – Befriending Needy Patients

More volunteers have also joined NKF’s Circle of Hearts Adoption Programme to help more needy patients. For the financial year, 185 volunteers adopted 128 of our neediest patients by assisting them in buying $30 worth of basic food provisions using vouchers provided by NKF as well as providing emotional and mental support through friendship during their monthly home visits, compared to 84 volunteers assisting 42 patients last year. Many of the 185 volunteers adopted more than one patient due to the increase in the number of needy patients requiring volunteer assistance. As such, NKF needs more volunteers to come forward to help in this programme.

Enrichment Programme – Imparting New Skills

This programme, conducted by volunteers, helps patients acquire new skills and pass their time more meaningfully. Cooking classes were organised by volunteers at five NKF dialysis centres located in Hougang, Ang Mo Kio, Clementi, Pasir Ris and Yishun to benefit patients.

Honouring its Volunteers on International Volunteer Day

NKF honoured 12 individual and 9 corporate volunteers at a carnival it organised on 30 November 2008 in conjunction
with International Volunteer Day. These individuals received the “Outstanding Service Award” while the organisations received the “Corporate Volunteer Award” for their passion and commitment in volunteering their time and effort to help needy kidney patients.

Over 130 volunteers, together with NKF staff, set up 25 stalls at the carnival that sold a variety of food and second hand items. Proceeds from the sales went directly to fund the year-end parties for patients at the dialysis centres. There were also performances by volunteers from Singapore Buddhist Youth Mission and Monochrome band as well as staff and patients, making the celebrations lively and memorable. Students from the ITE College East, Hair Design Fashion Centre, also provided free hair cuts to patients during the carnival.

NKF would like to thank all the volunteers who have been bringing joy and friendship to patients. Below are the recipients of the volunteer Awards:

**Individuals:**

Guan Weijiang, IT Consultant
Khoo Han What, Businessman
Low Siam Luan, Homemaker
Anita Mui, Freelance Cooking Instructor
Simon Neo Teck Koon, Part-time Lecturer
Noorhayati Bte Abdul Rahman, Homemaker
Rose Ong Mui Kui, Homemaker
Tan Jui Ming, Purchasing Officer
Siti Zainab, School Family Education Coordinator
Kelvin Sing, Safety office
Yap Lay Khim, Accounts Officer
Zainudin Bin Ali, Sales Manager

**Organisations:**

The Art of Living Foundation
B Braun Singapore Pte Ltd
Church Of Our Saviour
Janssen-Cilag
Network for Electronic Transfers (Singapore) Pte Ltd
Changi Simei A.C.E. Alumni
School of Human Development & Social Services, SIM University
Singapore Buddhist Youth Mission
Westside Anglican Church

**Providing Training for our Volunteers**

NKF continued to provide and equip its volunteers with professional training in collaboration with UniSIM. Training sessions on “How to be a better helper” were held on 1 November 2008, 8 November 2008, 28 February 2009, and 7 March 2009 while training sessions on “Volunteers Who Wish to Become Para-counsellors using the Egan’s Model” were conducted on 6 September 2008, 20 September 2008, 4 October 2008 and 18 October 2008. A total of 57 volunteers benefited from these sessions.
Educating the Community

World Kidney Day Symposium

In conjunction with World Kidney Day on 12 March 2009, the new NKF co-organised a World Kidney Day Symposium with the Singapore Society of Nephrology for primary care physicians and nurses.

On 14 March 2009, the symposium was held for primary care physicians with topics such as Perils and Utilities of Testing Urine in Primary Care; Nephropathy in Hypertensive Patient: Essential Management Strategy; and Nephropathy in Diabetic Patient: Essential Management Strategy. The event saw 98 participants.

The symposium for nurses was held on 15 March 2009 which saw 209 participants from various hospitals and private clinics. Topics covered were The Kidneys in Health and Disease; Kidney Disease in Singapore – Statistics from the Singapore Renal Registry; Diabetes and the Kidney – The Importance of Microalbuminuria; Hypertension and the Kidney – How Low Should We Go?; Optimizing Control of Diabetes and Hypertension – The Nurse’s Role; Who, How & When Do We Screen for Kidney Disease?; Dietary Advice for Chronic Kidney Disease – What Can I Eat?; Dialysis or Transplant – Therapeutic Options in Kidney Failure; and Dealing with Dialysis – The Patient’s Perspective.

Learning Journey for Schools

In order to help increase the awareness of renal failure, NKF conducted its Learning Journey programme for various Primary Schools, Secondary Schools, and Junior Colleges. By visiting a dialysis centre, students learnt about the plight of kidney patients, their physical constraints and the emotional traumas they have to face in coping with kidney failure. Through this experiential learning programme, students learnt to value and take care of their health as well as how to lead a healthy lifestyle. It also imbued 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 have learnt. About 800 students from various schools participated in our Learning Journey programme.

Plans to Set Up the Kidney Discovery Centre

In line with conducting its regular school Learning Journey programme for school students at dialysis centres, as well
as dialysis centre tours for donors, sponsors, volunteers, community groups, patients, caregivers and the general public, the NKF plans to establish the Kidney Discovery Centre at the NKF Centre in Kim Keat. This centre seeks to provide a permanent and highly interactive exhibition centre, with tours, talks, videos and activities to enhance the NKF’s existing Community Education programme, designed to raise awareness and educate the community on kidney-related diseases, kidney dialysis and steps towards prevention of kidney failure.

**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 on renal disease. One of its key strategies was opening the doors of NKF’s dialysis centres in the heartlands to the public for the community to experience first hand the plight of a kidney patient as well as providing free health screening to the public. For the financial year, NKF organised 3 Dialysis Centre Open House Events at its dialysis centres in Bedok, Woodlands and Teck Whye. A total of 353 members of the public were screened. There were also numerous companies that engaged NKF to conduct health talks and health screening at their company premises for their employees.

**Conducting Health Screening for Companies at Minimal Cost**

NKF also continued providing health screening services at the doorsteps of companies. For a minimal charge, employees of companies have the convenience and flexibility of having their health checked without disrupting their work. There were 12 companies which engaged our health screening services and a total of 1,261 people were screened.

**Health Screening Vouchers Worth $35 Each for the Indigent Poor**

Generously sponsored by Kwan Im Thong Hood Cho Temple, NKF gave out health screening vouchers worth $35 each to 44 participating Voluntary Welfare Organisations to distribute to their beneficiaries over a period of one year. This was to encourage the needy to go for health screening so as to detect any early signs of kidney and other related diseases. A total of 319 beneficiaries utilised these vouchers at the various Polyclinics.
The IT Master Plan started in 2007, to upgrade NKF’s 10-year-old systems and infrastructure to a fully integrated Healthcare Enterprise System, continued to progress well during the financial year 2008-09.

Focus was on developing the Clinical and Patient Accounting Systems, which were successfully implemented in October 2009. Upon implementation, the workflow from the time the patient is registered to the time he gets his first dialysis will be streamlined and the patient’s information will be immediately accessible to the relevant nursing and medical staff. The system will be able to provide up-to-date utilisation status of dialysis stations at all dialysis centres. This will ensure optimal use of dialysis stations and provide timely placements of patients at dialysis centres close to their homes or workplaces.

The integration of the Clinical, Patient Accounting and Financial Systems will ensure better inventory management as drug consumption will be updated promptly.

Furthermore, the means-testing routines will be rule-based and fully automated. This will ensure greater transparency in determining the subsidy quantum to be accorded to each patient.

As part of NKF’s efforts to support the “Go Green” movement, it is also implementing initiatives to reduce paper usage and energy consumption. The completion of the customisation of an Analytics Software for the Financial System will generate monthly reports online for all Heads of Departments to access and analyse their financial performance. In the past, all financial reports were printed monthly and distributed to them.

In addition, implementation of “virtualisation” of some servers is ongoing whereby consolidation of these physical servers and running them as virtual servers in one single physical server saves energy consumption and reduces carbon footprint.

Since the implementation of the IT Master Plan began in phases in 2007, the Financial, Purchasing & Inventory Control, HR & Payroll, Email and Clinical & Patient Accounting Systems have been completed.
NKF Hougang-Punggol Dialysis Centre Officially Opened

Seeing the need for a dialysis centre in the Aljunied GRC, various religious and community groups, led by grassroots leaders in this GRC, decided to join hands to help build NKF’s 24th dialysis centre – the NKF Hougang-Punggol Dialysis Centre.

Officially opened on 16 August 2009 in Hougang Avenue 8, this is the first time people from all walks of life, from different religious and ethnic backgrounds, have come together to help raise funds to set up an NKF dialysis centre. All the other sponsored NKF dialysis centres are funded by a single individual or an organisation.

Gracing the occasion was Guest-of-Honour, Mr George Yeo, Minister for Foreign Affairs. About 700 guests attended the event.

In 2006, NKF and Aljunied GRC saw a need to build another centre in the Hougang area because the existing Singapore Buddhist Welfare Services-NKF Dialysis Centre located at Hougang Avenue 1 had no vacancies. There were more than 100 NKF patients living in Hougang, Sengkang, and Punggol areas who were dialysing at other NKF dialysis centres due to the lack of capacity at Hougang Avenue 1 dialysis centre. With the opening of this new Centre, patients who live in these areas can now receive dialysis treatment there. As a result, they need not spend more time, money or energy travelling long distances to and from their homes or workplaces for treatment.

Costing $1.4 million to build, the Centre has a capacity to accommodate 16 dialysis stations which can serve up to 96 dialysis patients.

Continuing with this “many helping hands” spirit, the residents of Aljunied GRC came forth to build an organic garden next to the dialysis centre so that patients can enjoy pesticide-free vegetables. This initiative is another chapter for the new NKF and Aljunied GRC as we see the continuing of this ‘kampung’ spirit of coming together to lend a helping hand.

The vegetables that are planted in this garden include what we all commonly know in local names as kangkong, sweet potato leaves and other local favourite herbs.
NKF’s 25th Dialysis Centre in the Pipeline

The Kwan Im Thong Hood Cho Temple is generously sponsoring the cost of building and equipping NKF’s 25th dialysis centre in the Western part of Singapore. The total cost is estimated at $2 million. The new centre, the largest in the Western region, will be equipped with 26 dialysis stations. The Temple will also sponsor the net annual operating expenditure of the Centre of approximately $800,000.

This is the second time the Temple is sponsoring the building and annual operating cost of an NKF dialysis centre. In 1998, the Kwan Im Thong Hood Cho Temple contributed towards the establishment of a dialysis centre in Simei and has been sponsoring its operations since then.

The new centre will meet the projected increase in demand for dialysis places at NKF. Based on past experience, the net increase is estimated at 150 patients per year. In addition, it will also provide us the opportunity to ‘right-site’ some of our existing patients by placing them at centres closest to their homes or work places. 53 patients dialysing at other NKF centres will immediately benefit from this new Centre in Jurong East, which will be able to accommodate 156 patients.

Adding 9 New Dialysis Stations

NKF looked into the layout and structure of the existing facilities in our 24 dialysis centres and explored the feasibility to maximise the existing space available. In so doing, the team, comprising Operations (Facilities & Bio-Medical Engineering), Nursing and Clinical Affairs, reviewed all 24 dialysis centres and managed to add 9 dialysis stations in 8 dialysis centres. The additional capacity will be able to accommodate 54 additional patients.

Relocating Sakyadhita-NKF Dialysis Centre

With the Housing and Development Board’s 2010 plans to redevelop the site at Sims Drive, NKF began the search for new premises to relocate the Sakyadhita-NKF Dialysis Centre at Blk 60 Sims Drive, which was set up in 1997. Taking into account effective use of floor space, as well as accessibility and convenience to patients, the void deck of Block 19, Upper Boon Keng Road was chosen as the new site, close to the Kallang MRT station. Construction work began in November 2008 and the new centre started serving patients from the Sims Drive dialysis centre on 6 April 2009. All the medical equipment, dialysis chairs and office furniture from Sims Drive dialysis centre were relocated to the new premises. The new centre is able to accommodate 108 patients compared to 90 patients in the Sims Drive dialysis centre.

The Need to Upgrade and Replace our Equipment and Facilities at our Centres

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 2009, NKF incurred $687,056 in the upgrading and replacement of equipment. The maintenance, refurbishment and upgrading of dialysis centres are an ongoing process.

Optimising Office Space

Working together with the Ministry of Health (MOH), NKF successfully secured full-occupancy for its 5 floors of excess office space in its HQ, which will generate an annual rental income of $975,000. This amount will be used to defray NKF’s operating expenses. During the year, $440,000 was realised.

The Academy of Medicine together with the Joint Committee on Specialist Training took up the 11th and 12th floors in November 2008. This was followed by the Singapore Medical Council in December 2008 on the 10th floor. The Singapore Pharmacy Council, Singapore Dental Council and the Traditional Chinese Medicine Practitioners Board moved into the 9th floor in February 2009. From May 2009, the 8th floor is being occupied by the Singapore Nursing Board and MOH.

Developed a Business Continuity Plan to Deal with a Crisis

NKF is developing a Business Continuity Plan (BCP) to ensure that we are still able to provide dialysis service to our patients during a crisis. As part of the plan, we conducted 2 Call Tree Exercises on 9 September 2008 and 5 December 2008, involving every staff in the Foundation. A BCP Roadshow was held on 7 October 2008 by guest speaker Dr Goh Moh Heng of Business Continuity Management (BCM) Institute to share about Crisis Management. On 9 January 2009, a Desktop Exercise was conducted involving a few key frontline departments.

In order to further enhance the skills required to develop, implement and maintain the BCP, every Head of Department and their deputies were trained through a Business Continuity Management Fundamentals Course, conducted by BCM Institute on 16 & 30 January and 13 & 27 February, 2009.

Being Operationally Ready for H1N1 Flu Outbreak

As a patient-centric healthcare institution, there is a need to continue providing dialysis service to patients during a pandemic. On 28 April 2009, the NKF set up a H1N1 Taskforce that came up with a pandemic plan to cope with the outbreak.

The Taskforce met regularly to discuss Ministry of Health (MOH) updates, dialysis centre updates, stockpile of equipment & medication updates, and other relevant issues to deal with the outbreak. An Operations Centre with a dedicated phone, fax and email address as a single point of contact was established. Notices were put up at all dialysis centres and updated regularly to update patients and staff on relevant information related to the Flu and precautionary measures they need to take.
Temperature-taking of patients, staff and visitors were carried out outside NKF HQ entrance and outside each dialysis centre’s main entrance. All staff were required to take their temperature 3 times a day – before coming to work, before lunch and before going home (including weekends and public holidays). An on-line Temperature Monitoring System to capture the temperature was implemented on 4 May 2009.

To ensure patients’ safety, NKF also implemented procedures to avoid mixing patients at the dialysis centres. Cohorting of HQ Staff into 2 teams (Team A & Team B) took effect from 1 July to 31 August 2009. Staff from different teams did not meet with one another as far as possible so as to minimise the likelihood of cross-infection. Visitor and meeting restrictions were also imposed at NKF. NKF audit of Infection Control Measures for HQ and its dialysis centres commenced on 5 May 2009.

NKF also made arrangements with Restructured Hospitals for the management of haemodialysis patients who had Influenza-like Illness or diagnosed as having H1N1 Influenza according to the Ministry of Health guidelines. NKF also designated isolation stations at 6 dialysis centres for patients confirmed to have Influenza-like Illness or H1N1 virus. A dialysis centre was also designated as the NKF Isolation Centre should the number of infected cases increase beyond the number of available isolation stations at the 6 dialysis centres.

Cohorting of patients and temperature-taking outside the dialysis centres will continue until 31 December 2009 before being reviewed again.

Ensuring Workplace Safety and Health

In line with the government’s endeavour to create a safer workplace, NKF, through joint employer-employee efforts, have embarked on a continuous journey to ensure a healthy and safe environment for our patients, staff, vendors and visitors in all our 24 dialysis centres island-wide and in our HQ at Kim Keat Road.

Through the risk assessments conducted by NKF Workplace Safety and Health Committee, additional engineering control measures were put in place. For example, a 2nd earth leakage wire was installed on the electrically-powered Sodium Bicarbonate Mixer which operates in a ‘wet environment’ and an internal door access to the electrical switch room was created at Hougang Dialysis Centre. Previously, access into the switch room was through an external door which was hazardous to personnel during inclement weather conditions.
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 continuously aims to provide a conducive work environment for staff by conducting an Organisation Climate Survey and forming Focus Groups to propose new suggestions and implementing them successfully.

As at 30 June 2009, the total number of employees in NKF was 576, of which 481 were in the clinical departments.

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

- Executive Development for Managers
- Service Culture Change through 5Cs (Commitment, Communication, Compassion, Collaboration and Consistency)
- Improving effective communication through Dynamic Writing
- Enhancing personal effectiveness through Passion@work

Aligning the Balanced Scorecard with Performance Management System
After formalising the first version of the Balanced Scorecard (BSC) in August 2008, the Key Performance Indicators (KPIs) formalised in the BSC were incorporated into the Performance Management for the financial year, linking the BSC to employee performance. The Performance Management system consists of two sections – Quantitative and Qualitative. The Quantitative section is further categorised into Corporate, Department and Individual KPIs. The Corporate KPIs comprise goals determined by the CEO and KPIs set in the NKF Enterprise BSC. Clinic sessions aimed to identify and formalise the department KPIs were conducted by BSC Consultants from BAllianz for every Head of Department.

Improving the Balanced Scorecard through Strategic Learning Sessions
Eight strategic learning sessions were conducted between August 2008 to August 2009 to discuss and analyse the Enterprise BSC that was developed since April 2007. These strategic learning sessions served as a platform for engaging in strategy-related discussions and decision-making. During the sessions, departments had the opportunities to discuss not only performance, but also whether the strategies implemented were suitable and feasible, and to allow for strategy fine-tuning. The outcome of the BSC Strategic Learning is putting in place a process to continually reinforce a Culture of Discipline, Accountability and Performance Management in NKF to achieve its strategic goals to serve its stakeholders better.
DIRECTORS’ REPORT AND FINANCIAL STATEMENTS
1 JULY 2008 TO 30 JUNE 2009

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Overview of Financial Results for the Year Ended 30 June 2009

<table>
<thead>
<tr>
<th>Service/Activity</th>
<th>FY 2008/09 Income</th>
<th>FY 2008/09 Expenses</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dialysis and Prevention Services</td>
<td>25,279 (40,904)</td>
<td>(15,625)</td>
<td>628 (1,273)</td>
</tr>
<tr>
<td>Donations and Grants</td>
<td>22,555 (752)</td>
<td>21,803</td>
<td>5,531 (5,401)</td>
</tr>
<tr>
<td>Investment Management</td>
<td>801 (721)</td>
<td>80</td>
<td>2,899 (3,131)</td>
</tr>
<tr>
<td>Sundry Income</td>
<td>211</td>
<td>1,034</td>
<td>(823)</td>
</tr>
<tr>
<td>Miscellaneous Services</td>
<td>462</td>
<td>-</td>
<td>461</td>
</tr>
<tr>
<td>Administrative Costs</td>
<td>(7,776)</td>
<td>(8,003)</td>
<td>227</td>
</tr>
<tr>
<td>Surplus / (deficit) for the financial year</td>
<td>(845)</td>
<td>9,043</td>
<td>(9,888)</td>
</tr>
</tbody>
</table>

Financial performance for FY 08/09 resulted in a net deficit of $0.9m, a drop of $9.9m as compared to FY 07/08 net surplus of $9m. The decrease was mainly attributed to the significant reduction in donations ($5.4m, 20%) and investment income ($3.1m).

COMMENTS ON THE STATEMENT OF FINANCIAL ACTIVITIES

DIALYSIS & PREVENTION SERVICES

- Compared to last financial year, Dialysis and Preventive Services reported additional losses of $1.3m (from $14.3m to $15.6m). This was attributable to the increase in dialysis expenses of $1.9m associated with increase in number of patients by 6% (136), from 2161 (June 2008) to 2297 (June 2009) and the full year impact of free blood tests of $0.54m compared to 3 months of free blood test in FY 07/08 of $0.14m.

- Despite number of patients increasing by 6%, net dialysis income increased by only 2% from $24.6m to $25.3m, due to higher subsidies from $18.4m to $20.0m. The increase of $1.6m in patient subsidies was due to more needy patients and higher subsidy given per patient. 44% of the patients’ bill was subsidised by NKF during the financial year as compared to 43% in FY 2007/8.
Research projects which were granted funding in the FY 07/08 commenced their activities in the FY 08/09, hence increased the overall expenses by $0.35m

DONATIONS & GRANTS
- Total donations dropped by 26% for FY 08/09 (down from $25.0m to $18.5m), contributed by reduction in LifeDrops donations of $0.7m from $16.6m to $15.9m and one time donations of $5.8m, from $8.4m to $2.6m.

- The reduction in donations was slightly offset by an increase in government grant of $1m. Of the $1m, jobs credit grant accounted for $0.67m whilst government subvention for patients accounted for the balance due to revision in MOH means testing guideline from October 2008, resulting in more patients qualifying for the subvention.

INVESTMENT INCOME
- During the last financial year, NKF engaged two fund managers to manage two guaranteed mandate portfolios of $100mil each. Due to the financial crisis, the capital guaranteed mandates placed with external fund managers were below cost at the end of both financial years. In accordance with accounting standards, since the mandates are capital guaranteed, the investments continued to be recorded at original cost.

- Investment income consisted mainly of interest and dividend income on the internally managed cash & deposits. Income of $801k was lower than last year by $2.9mil due to lower internally managed cash & deposits after placement of the $200mil mandates as well as lower interest rates received on deposits.

- Investment management expense of $721k for the year represents the fund management and custodian fees payable on the $200mil capital guaranteed mandates managed by external fund managers. Compared to last financial year, the amount was higher by $232k reflecting the full year impact of the fees payable – the 2 mandates commenced in October 2007 and January 2008.

SUNDARY INCOME
- The reduction was attributed to a cessation of services provided to a project in SAMOA.

MISCELLANEOUS INCOME
- Rental income from leasing of office space at the NKF Headquarters and a donated shop-house at Toa Payoh accounted for the increase of $0.45m.

ADMINISTRATIVE COSTS
- Administrative costs of $7.8m in the last financial year were lower by $0.2m as compared to previous year due to lower legal fees. NKF was able to maintain its administrative costs due to a concerted effort by staff in cost control and work improvement despite increases in patient numbers and work volume.
The National Kidney Foundation
Annual Report
1 July 2008 to 30 June 2009

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