The National Kidney Foundation • Annual Report 2011/12

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.

Vision

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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.

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Chairman’s message

Thank you for your support towards kidney patients.

You may have heard the sad news of the passing of NKF’s Founder, Professor Khoo Oon Teik on 5 March 2012. Prof Khoo devoted much of his life in doing humanitarian work, especially his commitment to save the lives of kidney patients. His persistent efforts led the way to the establishment of NKF as he touched the hearts and minds of Singaporeans to support the cause of kidney patients in Singapore.

As you turn the pages of this Report, you will be able to read our tribute to this remarkable man, whose vital leadership has helped the NKF grow to meet the needs of kidney patients. Today, we continue his good work in giving life and hope to them.

For the financial year, NKF’s total kidney patient and beneficiary population grew by 7% to 3,033. NKF disbursed subsidies for dialysis, medication and auxiliary services to its needy kidney patients and beneficiaries amounting to $27.7 million, which is 7% higher compared to $26.0 million the financial year before.

We are also pleased to announce that the Wong Sui Ho Emna – NKF Dialysis Centre started operations on 2 May 2012. This dialysis centre is made possible, thanks to a legacy gift of $4.75 million from the late Madam Wong Sui Ho Emna. This is the NKF’s second dialysis centre in Tampines to meet the increasing demand for dialysis places in the eastern part of Singapore.

Another significant development is the completion of upgrading works to add four new dialysis stations at the Singapore Pools – NKF Dialysis Centre at New Upper Changi Road. This is to cater to the increase in demand for dialysis places in the Bedok and Chai Chee neighbourhoods. The increase in patient capacity will benefit 114 patients compared to 90 patients previously.

We continued to extend our support to Peritoneal Dialysis (PD) patients and promote this home-based treatment as a friendly and effective renal replacement therapy. As part of our Peritoneal Dialysis Community Support Programme in collaboration with the Restructured Hospitals, NKF PD nurses conducted 804 home visits to 260 patients to ensure proper self-management of PD treatment at home.

However, providing dialysis treatment to patients is not enough. Taking care of their holistic needs is just as important. As such, we have a wide spectrum of welfare support programmes to help meet their physical, psychosocial, nutritional and emotional needs. This will help them cope better with their condition and lead an overall better quality of life.

There is also a great need to push on with our health education and screening programmes to curb the incidence of kidney diseases in the community and thus, the need to establish more dialysis centres which are very costly to run.

We are happy to inform you that we officially opened our very own Kidney Discovery Centre at the NKF headquarters on 3 April 2012 as part of our 43rd anniversary celebrations. The Centre has hands-on and interactive exhibits to create awareness among the public, especially the young, on the prevention and early detection of kidney diseases. This $1.1 million Centre, fully sponsored by various organisations and generous individuals, is the first-of-its-kind in Southeast Asia.

Thank you again for your strong commitment in our mission to save lives. As we continue to strive to meet the needs of kidney patients as well as the community, we look forward to your continued support.

Yours sincerely

Gerard Ee
Chairman
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CEO’s message

Thank you for giving life and hope to kidney patients under our care. Your support has made a tremendous difference in their lives.

When the NKF began to provide community-based haemodialysis in 1987, patients then were relatively young – most were aged 50 and below. They had very few related diseases like diabetes and were physically fit and able to work.

Since then, the patient profile has evolved. Over 70% of kidney failure cases in Singapore are due to diabetes, ageing, hypertension and chronic inflammation of the kidneys. Statistics show that around one in five Singaporeans aged 18 to 69 has hypertension and one out of nine people aged 18 to 69 has diabetes. Diabetes is the fifth most common medical condition diagnosed and one of the top six killer diseases in the country.

About 50% of today’s NKF patients are 60 years old and above. These older patients are likely to have other medical conditions and be physically dependent. Consequently, they are also likely to have more varying psychosocial needs.

Through its patient welfare programmes, NKF provided subsidies totalling $1.52 million during the financial year, up from $1.18 million in the last fiscal year. More funds are needed to better meet patients’ evolving needs and provide greater psychosocial support to them.

We are pleased to inform you that NKF is collaborating with various social agencies to provide free dental services to needy patients with dental problems as well as chest X-ray screenings to patients at minimal or no charge so that any onset of cardiac condition can be detected for early intervention.

Through its patient welfare programmes, NKF provided subsidies totalling $1.52 million during the financial year, up from $1.18 million in the last fiscal year. More funds are needed to better meet patients’ evolving needs and provide greater psychosocial support to them.

NKF needs about $60 million a year to support its various subsidised dialysis programmes. To ensure that our dialysis programmes continue to operate for the long term, especially during difficult economic times, we must ensure that we have sufficient funds.

As such, the NKF launched “Be an A.K. Giver” year-long campaign at the Ang Mo Kio – Hougang constituency’s Chinese New Year celebrations in January 2012. The campaign, which includes road shows, is part of NKF’s public education cum fundraising initiative that aims to raise public awareness on the importance of a dialyser or Artificial Kidney (A.K.) in dialysis treatments to prolong the lives of kidney patients and the need for more funds to sustain its dialysis programme.

Each artificial kidney costs $30 and can be used for approximately one month of treatment. With over 2,400 haemodialysis patients currently receiving treatment at NKF’s 25 dialysis centres, we will need over $1 million to fund artificial kidneys annually.

To enlighten the public on how NKF can help ease the financial and emotional burden of kidney patients and their families and also to appeal for donations, NKF developed a mobile application to reach out to smartphone users.

NKF also launched its Facebook page “NKF Singapore” to engage the community and provide them with information on key events and kidney health as well as reach out to volunteers for support.

There are many more challenges ahead of us as we strive to cater to the increasing patient population as well as their evolving needs. With your support, we will continue to do our best to improve their lives and promote healthy living to the community.

Once again, thank you for your unwavering support towards our cause.

Yours sincerely

Eunice Tay (Mrs)
Chief Executive Officer
His Legacy Will Live On

A Tribute to NKF’s Founder, the late Professor Khoo Oon Teik (1921 – 2012)

The legacy of Professor Khoo Oon Teik’s humanitarian work, Founder of the National Kidney Foundation (NKF), will certainly live on after he passed away on 5 March 2012 due to a long illness.

Professor Khoo Oon Teik was Professor of Medicine in the Faculty of Medicine, University of Singapore. He inspired many doctors and developed many initiatives, but one illness held his abiding interest through all these years – chronic renal failure. He is widely considered the “Father of nephrology in Singapore”. Nephrology is the study of the kidney and its diseases.

In the mid 1950s, the death of his brother from chronic renal failure made him determined to help similarly afflicted patients. At that time, about 200 Singaporeans died from kidney failure each year.

When dialysis treatment became possible, he worked very hard and made this available in Singapore in 1961. The first dialysis facility in Singapore consisted of only one machine and two beds in Ward 21 of the old Singapore General Hospital (known then as Outram Road General Hospital). It could only accept acute cases of kidney failure.

As dialysis was a costly treatment, Prof Khoo realised that the resources of the community had to be mobilised to help kidney failure patients.

He rallied a group of like-minded colleagues and doctors and formed the NKF in 1968. The NKF was then formally inaugurated on 7 April 1969.

Despite initial difficulties, he persevered and provided critical leadership as NKF developed and grew to provide dialysis care to renal failure patients in need of help.

Prof Khoo knew that kidney transplantation provided the best quality of life as dialysis was only an alternative treatment. He spearheaded the NKF kidney donation campaign in 1973 to dispel some of the fears and misconceptions of people about organ donation.

Through his initiative, NKF rallied the support of Singaporeans for the passage of the Human Organ Transplant Act (HOTA) in 1987, making Singapore the first Commonwealth country to adopt such legislation.

Prof Khoo inspired many with his vision, passion and commitment as he went about working for the sick. But it is his humanity that has been most remembered.

As the NKF continues its mission started by Prof Khoo 43 years ago, we are reminded of his steadfastness of vision and the values he set for helping the patients with kidney failure.

On behalf of the many who have suffered the anguish of kidney failure, the many who have cared for them and the many who have walked with and supported them on their courageous journeys, the NKF would like to pay tribute to a truly remarkable human being.

“NKF was born from the dream of one man. Prof Khoo pioneered the dialysis centre. His leadership and steadfast belief in his vision and passion to save lives has enabled his dream to blossom. From a humble tiny dialysis facility, NKF today serves over 3,000 patients. Prof Khoo will always be remembered for this great humanitarian work.”

- Mr Gerard Ee, Chairman of NKF
Advancing Clinical Care

Financial
• With the increasing number of kidney patients, the amount of subsidies disbursed for dialysis, medication and auxiliary services to needy kidney patients and beneficiaries amounted to $27.7 million, 7% higher compared to $26.0 million the financial year before
• 54% of subsidised patients paid $50 or less a month out-of-pocket

Clinical
• NKF Peritoneal Dialysis (PD) nurses conducted 804 home visits to 260 patients at planned intervals to ensure proper self-management of PD treatment at home
• 14 grants were awarded through Research Fund to medical researchers for the advancement of treatment and prevention of kidney diseases

Patient Well-being
• Collaborated with Tzu Chi Foundation to provide free dental services to needy patients with dental problems
• Collaborated with SATA CommHealth to offer patients chest X-ray screenings at minimal or no charge so that any onset of cardiac condition can be detected for early intervention

Reaching Out to the Community

Encouraging Volunteerism
• New volunteers comprising 55 individuals, five corporations and more than 150 students volunteered their services to serve needy patients
• Over 400 volunteers helped to deliver food provisions and food vouchers bi-monthly to 377 of our neediest patients

Raising Funds through Community Support
• Launched “Be an A.K. Giver” campaign to create awareness on the importance of a dialyser or artificial kidney (A.K.) and to raise funds to purchase them to benefit patients

Educating the Community
• Officially opened the $1.1 million Kidney Discovery Centre (KDC), the first-of-its-kind in Southeast Asia which showcases exciting and interactive hands-on exhibits to create public awareness on the early detection and prevention of kidney diseases
• Developed mobile application to reach out to smartphone users to enlighten them on the plight of kidney patients and to appeal for support
• Launched Facebook page “NKF Singapore” to communicate with the public and stakeholders on key events, provide information on kidney health and reach out to volunteers for support

Strengthening Operational Efficiency

• Officially opened a new dialysis centre in Ghim Moh
• New dialysis centre in Tampines operational
• Added four new dialysis stations at dialysis centre in Bedok, thus able to accommodate 114 patients compared to 90 previously, an increase of 24 in terms of patient capacity
• Collaborated with the Restructured Hospitals via the National Healthcare Group and SingHealth clusters to have access to NKF patients’ medical records, thus reducing time taken to obtain discharge summaries and medical reports
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Board of Directors

MR GERARD EE
Chairman (till 29 October 2012)

MR JOHNNY HENG
Member (from 1 July 2011)

MR KOH POH TIONG
Member (from 22 May 2012)
Chairman (from 29 October 2012)

MR NG SOON YEW
Member

MR CHAY YEE MENG
Member

MR PHILIP TAN
Member

MR CHRISTOPHER CHUAH
Member (from 1 July 2011)

MS NG LAI YEE
Member

PROF TAY SOON KENG
Member

MR GAN SEOW ANN
Member

MS WONG SU YEN
Member

MR YATIMAN YUSOF
Member

Dr CHONG YOKE SIN
Member (from 15 June 2012)

PROF WOO KENG THYE
Member (till 10 July 2012)

Appointed as Members after FY ended 30 June 2012:
Prof A. Vathsala (from 10 July 2012)
Mr Bennett Neo (from 11 September 2012)
Governance

Roles and Responsibilities of Board of Directors

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

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

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

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

Composition of our Board of Directors

The Board strives to ensure that Board members as a group have core competencies in areas such as accounting and finance, management, law, medicine, strategic planning and technology and that it incorporates a degree of diversity. All Board members must be independent. Independence refers to not having any family, employment, business and other relationships 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 14 members.

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

- 12 July 2011
- 13 September 2011
- 8 November 2011
- 10 January 2012
- 13 March 2012
- 12 April 2012
- 22 May 2012

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 IPCs. NKF’s Governance Evaluation Checklist for the period 1 July 2011 to 30 June 2012 can be viewed at the Charity Portal www.charities.gov.sg.

NKF also has a Reserve Policy to provide clarity in the Foundation’s management of its reserves and to provide stakeholders with the assurance that the Foundation is well managed and that it has, where appropriate, a strategy for building up reserves. The policy applies to that part of the Foundation’s reserves 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 resolved that the Foundation should maintain adequate reserves to cover at least five 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 2012:

| Note: reclassified from “Unrestricted Funds” |

<table>
<thead>
<tr>
<th>in S$’000</th>
<th>Current Year (as at 30 Jun 2012)</th>
<th>Previous Year (as at 30 Jun 2011)</th>
<th>% incr / (decr)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted Funds (Reserves)</td>
<td>250,789</td>
<td>255,222</td>
<td>-2%</td>
</tr>
<tr>
<td>Restricted / Designated Funds</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Endowment Fund</td>
<td>3,203</td>
<td>3,586</td>
<td>-11%</td>
</tr>
<tr>
<td>Elderly Patient Fund</td>
<td>205</td>
<td>545</td>
<td>-62%</td>
</tr>
<tr>
<td>Children’s Dialysis Fund</td>
<td>16,141</td>
<td>17,317</td>
<td>-7%</td>
</tr>
<tr>
<td>World Kidney Fund</td>
<td>282</td>
<td>264</td>
<td>7%</td>
</tr>
<tr>
<td>Research Fund</td>
<td>4,979</td>
<td>5,767</td>
<td>-14%</td>
</tr>
<tr>
<td>Kwan Im Thong Fund (see note)</td>
<td>7,095</td>
<td>7,301</td>
<td>-3%</td>
</tr>
<tr>
<td>Subtotal</td>
<td>31,905</td>
<td>34,780</td>
<td>-8%</td>
</tr>
<tr>
<td>Total Funds</td>
<td>282,694</td>
<td>290,002</td>
<td>-3%</td>
</tr>
<tr>
<td>No. of years Reserves Coverage of Annual Operating Expenditure</td>
<td>3.5</td>
<td>3.5</td>
<td>-</td>
</tr>
</tbody>
</table>

Note: reclassified from “Unrestricted Funds”
Corporate Governance

Building of new dialysis centres.

Current year reserve decreased by $4.4 million to $250.8 million and is adequate to fund 3.5 years of projected annual operating expenditure, essentially same as last year.

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

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

As the current reserve level of approximately six years is above the Foundation’s target of five years, in line with the Code of Governance, fundraising shall be limited to targeted donations/ sponsorships to fund new projects e.g. for the building of new dialysis centres.

11 Committees to Cover Key Areas of Management

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

Audit Committee

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

The role of the Committee is to review the efficiency and 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 the extent of 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 ascertain the extent of 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 the Audited Financial Statements and recommended them to the Board for approval.

NKF has a Whistle Blowing Policy 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.

COMMITTEE MEETINGS HELD:
9 September 2011
13 February 2012
16 May 2012

Chairman
Mr Philip Tan Yuen Fah
Company Director

Members
Mr Lim Joo Boon (till 2 April 2012)
Company Director
Mr Alfred Shee
Certified Public Accountant
Alfred PF Shee & Co
Mr Keith Ng Peng Khian (from 9 April 2012)
Chairman & CEO
Sogan Investment Group

Donor Relations Committee

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

COMMITTEE MEETINGS HELD:
25 August 2011
10 November 2011
2 March 2012
9 May 2012

Chairman
Mr Chay Yee Meng
Chairman
Autoscan Technology Pte Ltd

Members
Er. Chong Chin Hin, PMP
Vice President
SIPM Consultants Pte Ltd
Ms Mo Shuyi
Vice- President
Business Development
Infinite Frameworks Pte Ltd
Mr Teo Chin Seng
Executive Director, iCity Lab
Singapore Management University
School of Information Systems
Mr Johnny Heng (from 1 December 2011)
Managing Director
Coutts & Company
Finance Committee
The Finance Committee reviews the financial performance of NKF on a quarterly basis for reporting to the Board. Its functions include annual review of operating and capital expenditure budget and recommends to the Board for approval; review of quarterly financial performance against budget, and review and approval of Finance Policies and Procedures of NKF. It also reviews and approves all extra-budgetary expenditure beyond the delegated management authority and recommends to the Board for approval in respect of those cases that are beyond the delegated authority of the Finance Committee. The Committee also oversees the Tender Committee.

**COMMITTEE MEETINGS HELD:**
- 4 August 2011
- 2 November 2011
- 8 February 2012
- 9 May 2012

Chairman
Mr Ng Boon Yew
Chairman
Raffles Campus Pte Ltd

Members
Mr Chay Yee Meng
Chairman
Autoscan Technology Pte Ltd

Assoc. Prof Mak Yuen Teen
Assoc. Prof, NUS Business School, National University of Singapore
Director and Head of Research, KPMG Services Pte Ltd

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 conflicts 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 a total of seven tenders for medical consumables, cleaning services, ambulance services as well as construction of a new dialysis centre. The total amount awarded was $7,397,906.

**COMMITTEE MEETINGS HELD:**
- 26 September 2011
- 19 October 2011
- 4 January 2012
- 26 March 2012
- 21 May 2012

Chairman
Assoc. Prof Mak Yuen Teen
Assoc. Prof, NUS Business School, National University of Singapore
Director and Head of Research, KPMG Services Pte Ltd

Members
Dr Stephen Chew
Consultant Nephrologist and Physician
Stephen Chew Centre For Kidney Disease and Hypertension Pte Ltd
Mount Elizabeth Medical Centre

Mr Lee Ho Wah
Partner
Rodyk & Davidson LLP

Ms Phua Chiew Pheng

Mr Tag Sin Siew
Senior Vice President
Singbridge International Singapore Pte Ltd

Dr Tan Seng Hoe
Senior Consultant Nephrologist & Physician
S H Tan Kidney and Medical Clinic
Gleneagles Medical Centre

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:**
- 28 July 2011
- 2 November 2011
- 31 January 2012
- 27 April 2012

Chairman
Mr Gan Seow Ann
Advisor
Singapore Exchange Ltd

Members
Mr Lee Tiong Seng
Partner and Head Asia
Stone Harbor Investment Partners Singapore

Mr Tan Keng Hock

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

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

Mr Kim Teo
CEO, Boardroom Limited

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

Medical Review Panel (MRP)

The Medical Review Panel comprising nephrologists from the Restructured Hospitals will review patients who fail the medical review for admission into NKF’s haemodialysis programme and wish to appeal against the rejection due to medical grounds. The term ended on 30 June 2012 and the Panel was re-appointed for a further two years from 1 July 2012 to 30 June 2014.

The members of the MRP are:

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

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

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

**Chairman**

**Assoc. Prof Evan Lee**
Senior Director
Clinical Division, National Kidney Foundation
Senior Consultant, Dept of Medicine
Nephrology, National University Hospital

**Members**

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

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

**Dr Tan Seng Hoe**
Senior Consultant Nephrologist & Physician
SM Tann Kidney and Medical Clinic
Gleneagles Medical Centre

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

Medical Advisory Committee

The Medical Advisory Committee continued its advisory role to the CEO and Medical Services in the clinical areas and served as a link between the Restructured Hospitals and NKF.

**Advisor**

**Professor Woo Keng Thye** (till 10 July 2012)
Emeritus Consultant
Dept of Renal Medicine, Singapore General Hospital

**Professor A. Vathsala**
(from 10 July 2012, also member from 1 July 2011 to 9 July 2012)
Head & Senior Consultant
Dept of Medicine, Nephrology
National University Hospital

**Chairman**

**Assoc. Prof Evan Lee**
Senior Director
Clinical Division, National Kidney Foundation
Senior Consultant, Dept of Medicine
Nephrology, National University Hospital

**Members**

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

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

**Dr Tan Seng Hoe**
Senior Consultant Nephrologist & Physician
SM Tann Kidney and Medical Clinic
Gleneagles Medical Centre

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

**COMMITTEE MEETINGS HELD:**

- 3 October 2011
- 16 January 2012
- 30 April 2012

IT Committee

The IT Committee’s functions are to oversee major IT project implementation, review the annual IT budget and ensure budget compliance.

**COMMITTEE MEETINGS HELD:**

- 9 September 2011
- 9 November 2011
- 7 March 2012

**Chairman**

**Mr Chay Yee Meng** (till 11 September 2012)
Chairman
Autoscan Technology Pte Ltd

**Dr Chong Yoke Sin** (from 11 September 2012)
CEO, Integrated Health Information Systems (IHIS)

**Members**

**Ms Ng Lai Yee**
Partner, Accenture Singapore

**Mr Teo Chin Seng**
Executive Director, iCity Lab
Singapore Management University
School of Information Systems
Corporate Governance

Chairman
Dr Ling Sing Lin [till 11 December 2011]  
Former Senior Director  
Community Partnership Development Division  
Ministry of Health

Dr Shanta Emmanuel [from 12 December 2011]  
Head  
Chronic Disease Management Office, SingHealth

Vice-Chairman
Ms Esther Lim Li Ping [from 12 December 2011]  
Head of Department  
Medical Social Services, Singapore General Hospital

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

Ms Leow Sok Fen [from 6 February 2012]  
Senior Medical Social Worker  
Department of Care & Counselling, Tan Tock Seng Hospital

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

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

Mr Yeo Say Ann  
NKF dialysis patient

Ms Yin Tong [from 12 December 2011]  
Deputy Director  
Health Services Group, Ministry of Health

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 include performance incentive plans recommended by NKF management.

Chairman
Mr Gerard Ee [Acting]  
Chairman  
Council for Third Age

Members
Assoc. Prof Chan Choong Meng  
Senior Director  
Clinical Division, National Kidney Foundation

Ms Wong Su Yen  
Senior Partner, Managing Director  
Mercer, ASEAN

Research Committee
The Committee reviews and selects basic and clinical science research projects in the area of renal and renal-related diseases and ensures good stewardship and accountability for the way the fund is disbursed.

COMMITTEE MEETINGS HELD:
3 November 2011
25 April 2012

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

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

Members
Ms Yi Chuan Xian  
Senior Consultant, Dept of Medicine, 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 Admissions and Care & Counselling departments. The Committee provides unbiased assessments of such appeals and provides impartial recommendations to the CEO. In addition, it 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 21 patient cases.

COMMITTEE MEETINGS HELD:
19 July 2011  
20 December 2011  
6 March 2012  
24 April 2012  
12 June 2012

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

Dr Martin Lee  
Assoc. Consultant  
Dept of Medicine, Nephrology  
National University Hospital

Dr Mooppil Nandakumar  
Director of Medical Services  
National Kidney Foundation

Assoc. Prof Tan Han Khim  
Senior Consultant  
Dept of Renal Medicine, Singapore General Hospital

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

Professor Yap Hui Kim  
Head & Senior Consultant  
Division of Paediatric Nephrology, Immunology and Urology  
The Children’s Medical Institute  
National University 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 also helps to advocate and find opportunities for the NKF volunteer team to promote programmes to corporations and institutions. The Committee’s focus for the financial year continued to be on volunteer recruitment and programme development.

Chairman

Mr Yatiman Yusof
Singapore High Commissioner to the Republic of Kenya

Members

Mr Johnny Heng
(from 13 March 2012)
Managing Director
Coutts & Company

Mr Simon Neo Teck Koon
Psychotherapist
The Psychotherapy Clinic

Ms Siti Zainab Bujal
(till 29 January 2012)
Manager
Esbibi Wedding Services

Dr Mabel Thng
Executive Volunteer Committee
Asia Refuge Projects

Ms Shirley Wong Swee Ping
Managing Director
BT Frontline Pte Ltd

COMMITTEE MEETINGS HELD:
10 November 2011
9 February 2012
12 June 2012

Clinical Care

- Dialysis Treatment & Care
- Our Dialysis Centre Sponsors
- Holistic Rehabilitative Care
- Clinical Management & Nursing Care
- Collaborating with Other Organisations to Enhance Healthcare Management
- Supporting Research in Kidney Diseases
NKF helps kidney patients through the following four main programmes:

1. NKF’s haemodialysis programme at its 25 dialysis centres
2. Helping beneficiaries on peritoneal dialysis at home
3. Helping beneficiaries dialyse at private dialysis centres through portable funding
4. Helping children with kidney failure through Children’s Kidney Centre

In addition, NKF provides financial assistance to needy live donors through its Kidney Live Donor Support Fund.

The total kidney patient and beneficiary population at 3,033 represented a 7% increase and the amount of subsidies for dialysis, medication and auxiliary services totalling $27.7 million for the financial year was 7% higher compared to $26.0 million the financial year before.

---

**Haemodialysis Programme**

54% of Haemodialysis Patients Pay $50 or Less a Month

NKF’s subsidised haemodialysis programme is to help its needy patients. 98% of our patients receive NKF subsidies and other forms of subsidies while the remaining are full-paying patients, which is capped at 10% of NKF’s haemodialysis patient population. During the financial year, 54% of our haemodialysis patients paid $50 or less per month.

---

### Patients’ Co-payment Per Month (incl. GST)

<table>
<thead>
<tr>
<th></th>
<th>As at 30 Jun 2012</th>
<th>As at 30 Jun 2011</th>
<th>Increase / (Decrease) 2012 VS 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No. of Patients</td>
<td>No. of Patients</td>
<td>No. of Patients % Change</td>
</tr>
<tr>
<td>$50 and less</td>
<td>1,337</td>
<td>1,309</td>
<td>28</td>
</tr>
<tr>
<td>$51 - $200</td>
<td>396</td>
<td>384</td>
<td>12</td>
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<tr>
<td>$201 - $400</td>
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<tr>
<td>$401 &amp; above</td>
<td>464</td>
<td>380</td>
<td>84</td>
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<tr>
<td>Total No. of Subsidised Patients</td>
<td>2,444</td>
<td>2,332</td>
<td>112</td>
</tr>
<tr>
<td>No. of full-paying patients*</td>
<td>53</td>
<td>66</td>
<td>-13</td>
</tr>
<tr>
<td>Total No. of Patients</td>
<td>2,497</td>
<td>2,398</td>
<td>99</td>
</tr>
</tbody>
</table>

*There are full-paying patients who receive sponsorships mainly from government organisations.
Dialysis Treatment and Care

**Haemodialysis Programme**

- **RISING TREND OF HAEMODIALYSIS PATIENTS**
  - **26% increase**
  - Patients:
    - Jun-06: 1,976
    - Jun-07: 2,037
    - Jun-08: 2,161
    - Jun-09: 2,297
    - Jun-10: 2,330
    - Jun-11: 2,398
    - Jun-12: 2,497

**Peritoneal Dialysis Programme**

- **Helping Beneficiaries on Peritoneal Dialysis**
  - In the area of Peritoneal Dialysis, the number of beneficiaries increased to 317 compared to 284 the financial year before, which is an increase of 12%. In total, $2.03 million in the form of subsidies were given out for the financial year ended 30 June 2012.

- **PROFILE OF BENEFICIARIES ON PERITONEAL DIALYSIS**
  - **RISING TREND OF BENEFICIARIES ON PERITONEAL DIALYSIS**
  - **230% increase**
  - Patients:
    - Jun-06: 96
    - Jun-07: 198
    - Jun-08: 211
    - Jun-09: 210
    - Jun-10: 261
    - Jun-11: 284
    - Jun-12: 317

- **PROFILE OF BENEFICIARIES ON PERITONEAL DIALYSIS**
  - **AGE**
    - ≥ 61: 50%
    - ≤ 60: 50%
  - **GENDER**
    - Female: 53%
    - Male: 47%
  - **RACE**
    - Chinese: 60%
    - Malay: 31%
    - Indian: 6%
    - Other Races: 3%
Portable Subsidy Programme

Portable Subsidy Programme Helps Kidney Patients with Other Medical Complications

To ensure that no needy patient is deprived of dialysis treatment, NKF stepped up its Portable Subsidy Programme. Needy patients, who pass the means test but cannot be admitted to NKF’s haemodialysis programme because they suffer from other medical complications, are provided with subsidies to receive treatment at private dialysis centres. At the end of June 2012, 187 needy beneficiaries were on the programme compared to 119 at the end of June 2011. In total, $2.51 million in the form of subsidies were paid for the financial year ended 30 June 2012.

RISING TREND OF BENEFICIARIES ON PORTABLE SUBSIDY PROGRAMME

Children’s Dialysis Programme

Assisting Young Kidney Patients through Children’s Dialysis Fund

NKF has a Children’s Dialysis Fund to subsidise the treatment costs for children 20 years old and below 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 17 child beneficiaries amounted to $911,000.
Our Dialysis Centre

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

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

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

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

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

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

Bukit Batok
NTUC Income – NKF Dialysis Centre
Blk 27, Bukit Batok Central, #01-237, Singapore 650103

Bukit Panjang
New Creation Church – NKF Dialysis Centre
Blk 274, Bangkit Road, #01-34, Singapore 670274

Claymore
NKF Clementi Dialysis Centre
Blk 326, Clementi Ave 5, #01-175, Singapore 120236

Ghim Moh
Woh Hup – NKF Dialysis Centre
Blk 1, Ghim Moh Road, #01-358, Singapore 270001

Hong Kah
NKF Hong Kah Dialysis Centre
Blk 36, Jurong West St 52, #01-497, Singapore 640536

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

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

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

Kim Keat
Toa Payoh
Thong Teck Sian Tong Lian Sin Sia – NKF Dialysis Centre
Blk 19, Upper Boon Keng Road, #01-1220, Singapore 380019

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

Marina South
Upper Boon Keng

NKF’s needy patients are able to receive free dental services, thanks to a joint collaboration between NKF and Tzu Chi Foundation in early 2012.

At present, about half of NKF’s patients aged 60 and above suffer some degree of malnutrition due to insufficient protein intake. In fact, a kidney patient should be eating more proteins than a normal person as some proteins are lost during dialysis. However, due to dental problems such as lack of teeth, which hamper chewing, patients are unable to enjoy their food and lose their appetite and eventually become malnourished.

Available at Tzu Chi Free Health Screening & Medical Clinic, the free dental services comprise comprehensive consultations, fillings, extractions, scaling and denture-making services. As many as 16 patients have benefited from this service as of end June 2012.

With this free service, patients will be able to enjoy eating and be happier. In this way, their psychosocial, nutritional and emotional needs are met and they can cope better with their condition and lead an overall better quality of life.
Transport Subsidies for Patients

Under NKF’s Patient Welfare and Benefit Programme, needy patients such as amputees who require special transportation to and from dialysis centres but cannot afford the additional costs, were given subsidies for taxi and ambulance expenses for their three dialysis sessions every week. Other needy patients received $30 a month to top up their EZ Link cards for their bus and train expenses to and from dialysis centres. For the financial year, a total of 486 patients received subsidies amounting to $674,128 for these expenses, of which $60,000 were donated by the Singapore Buddhist Lodge towards needy patients’ bus and train expenses.

Providing Home Glucose Monitoring Kit to Patients

Nearly half of NKF’s patients have diabetes mellitus. These diabetic patients require good blood sugar control, even after starting dialysis, to reduce and slow down further complications. In order to achieve blood sugar control, regular monitoring of glucose is required. Cost is a major factor for non-compliance in monitoring glucose. To address this issue, NKF provided free blood glucose monitoring kits to dialysis patients. Currently, about 467 patients are doing regular home glucose monitoring. These patients are more aware of their diabetic control status and are taking proactive measures for better diabetic control.

Providing Eye and Foot Screenings to Patients

Vision problems such as diabetic retinopathy (damage to the retina), cataracts and glaucoma are amongst the common complications of diabetes. Early detection of damage is vital in attaining best prognosis and prevention of further damage. Late detection can result in loss of vision. Diabetic eye damage can be present for a long while before a noticeable change in eyesight appears. By this time, the damage is usually quite bad. Therefore, regular diabetic eye screening is crucial.

Diabetics are also at high risk of developing foot ulcers resulting in peripheral vascular disease and diabetic neuropathy. If left untreated, it could lead to gangrene and amputation. Despite the reality of exposure to possible serious complications, many patients default regular eye and foot screenings due to many reasons. To improve the situation, NKF is collaborating with the Diabetic Society of Singapore (DSS) to provide subsidised eye and foot screenings to patients. This service is further enhanced with convenient facilitation through the provision of ‘right at the door step’ mobile service by DSS at the dialysis centres.

With better control of eye and foot care, the quality of life for kidney patients can be protected and deterioration prevented.
Helping Patients with Their Psychosocial Needs

The Care & Counselling department continued to provide support and maximise the psychosocial functioning and adjustment of patients to the haemodialysis programme. Medical Social Workers (MSWs) continued to attend to patients at the onset of their dialysis by identifying the high risk patients who might have difficulty in coping with the dialysis treatment and empowering them with coping strategies. If practical assistance is required to ease their social situation in the form of dialysis fees, transport subsidies, volunteer support or other social services, the MSWs will assess and provide the necessary assistance. 54% of new patients were assessed to be at high risk of having difficulty in coping with their dialysis treatment.

Besides individual counselling, the MSWs facilitate the Patient Support Group Programme to provide a platform for patients to share their experiences and get mutual support in a group setting. The Programme has workshops and activities that provide an avenue for patients to realise their potential. A total of 25 sessions were facilitated by MSWs from self management, jewellery-making, origami lotus craft work, baking and social outings. Patients look forward to these sessions as they foster a common bond to share, grow and develop together.

Providing Education and Support to Caregivers

The caregiver support group programme was launched on the understanding that caregivers of kidney patients have to struggle with the profound lifestyle changes of patients. This is a lifelong commitment and they need support in their caregiving role to sustain them and to prevent burnout. Four sessions were conducted to equip caregivers with knowledge and information on stress management, diet management and social and health services that are available in the community. This programme acknowledges the important role the caregivers play in patients’ treatment and rehabilitation. A total of 476 participants attended these workshops.

Encouraging Patients to Lead an Active Lifestyle

The Exercise & Fitness department plays a pivotal role in providing both physical and psychological rehabilitation to the patients’ overall well-being. Therefore, exercise programmes and events such as group exercise regimes and Patients’ Active Day are constantly reviewed to ensure continuity in participation. On 27 November 2011, the Patients’ Active Day was held in conjunction with the International Volunteer Day at the NKF headquarters. Patients actively took part in activities such as aerobics and had a fulfilling and enjoyable time together.

Group exercises were also conducted regularly for patients at our Wellness Centre at NKF’s headquarters during weekdays. These exercise regimes are customised to fit the different functional fitness levels of patients.
Clinical Management & Nursing Care

Quality Assurance

Quality Assurance activities continued to focus on two outcomes – clinical and operations, which were supported by the workgroups in the Quality Assurance Plan. In addition, the committee initiated the formation of Information Management Team to collate information from all departments and develop a database for sharing of vital knowledge.

Quality Assurance Plan

Clinical Quality

Nursing Services continued to improve its operational performance in nursing practices for safe delivery of care.

Quarterly Cross Audits

Quarterly cross audits on infection control, clinical and operational procedures were conducted to ascertain consistency in practices and patient safety.

Clinical Outcomes

Evidence-based Nursing Practices to Improve Quality of Care Delivery

The Infection Control Unit presented a poster entitled “Developing and Testing of Vascular Access Infection Bundle in NKF, Singapore Ambulatory Dialysis settings: A Singapore Experience” in the 5th International Congress of the Asia Pacific Society of Infection Control on 8 November 2011 in Melbourne, Australia.
Clinical Management & Nursing Care

At the Dialysis Centres
The dietitians screened the routine bi-monthly blood results and provided the necessary diet intervention in addition to attending to referral by doctors, nurses and social workers via a real time e-referral system. The malnourished patients were supplemented with high energy and high protein oral nutrition supplements during each dialysis session at the centres and patients with chewing difficulties were referred to our Patient Support Management Team for the Tzu Chi Foundation free dental services.

Infection Control
Effort towards optimising Infection Control (IC) standards continued with active runs of programmes throughout the year, enhancing the continuity of both staff and patient awareness on their importance.

Nutritional Outcomes
Malnutrition is evident and common in many NKF patients. It is therefore important to identify and manage these patients closely. In view of this, the Dietetic department embarked on the following programmes:

1) Nutrition Screening
At the Placement Clinic
In the last financial year, 317 patients were screened, of which about 65% of them had some degree of malnutrition and 31% had chewing difficulties. This group of patients were followed up once their placements were confirmed at NKF Dialysis Centre.

2) Counselling
Counselling for patients was done either one-to-one or in groups. Group sessions were useful because the patients were opened to sharing and were able to relate their problems with other patients better. There were two group sessions conducted.

3) Education
Nutrition-related talks were conducted to patients and caregivers at the dialysis centre open house and patient support group events. The dietitians also conducted nutrition-related talks to nurses. Six nutrition workshops and monthly in-service nutrition-related topics at the dialysis centres were carried out. Other than talks, the dietitians developed patient education leaflets like “Carbohydrate” and “Holiday Eating Tips for You”.

4) Continuous Improvement and Collaboration
With about 65% of patients admitted to NKF having informal to primary education, NKF collaborated with Temasek Polytechnic to produce more pictorial education materials for one-to-one counselling and displayed them at the Placement Clinic bulletin board. Dietitians worked with volunteers in cooking demonstrations for patients at the dialysis centre and with Temasek Polytechnic in compiling recipes and developed the first online version of renal-friendly recipes for patients and caregivers.

Infection Control
The quarterly IC audits continued to reflect progressive improvements in hand hygiene standards with an average achievement rate of 98% compliance. Our commitment to the third year of the World Health Organization’s (WHO) Patient Safety Challenge cum ‘Saves Lives: Clean Your Hands’ Global Annual Campaign was marked via several activities namely:

i) Hand hygiene audit across 24 dialysis centres

ii) Hand hygiene compliance reinforcement via a video presentation for Healthcare Workers in the dialysis centres

iii) Hand hygiene assessment using “Glow Germ Powder” and the UV light to assess the effectiveness of hand hygiene techniques

iv) A musical on hand hygiene techniques to create awareness on hand hygiene compliance

Infection Control and Quality Week
In conjunction with the IC Week on 19 October 2011, NKF organised the fourth Infection Control workshop with the focus on Multi-Drug Resistant Organisms (MDROs) to create awareness and adapt lessons learnt from other institutions. The programme topics included management and precautions on patient care with MDROs. The theme emphasised on the importance of hand hygiene and contact precautions. External speaker, Prof Helen Oh, Infectious Diseases Consultant, Changi General Hospital gave a talk on “Combating Pathogens: C Difficile, MRSA, VRE”. Approximately 250 participants attended this workshop. There were also exhibition booths and skits on the importance of infection prevention and control as well as a competition for the “Best Design for an Infection Control Logo”.

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Infection Control
Effort towards optimising Infection Control (IC) standards continued with active runs of programmes throughout the year, enhancing the continuity of both staff and patient awareness on their importance.
Operations Outcomes

Providing Patients with Appropriate Support at the Placement Clinic

Patients who passed the means test were assessed at the Placement Clinic by NKF doctors for their suitability to be accepted into NKF’s haemodialysis programme. To help identify individual patient’s needs so as to provide the appropriate support in their rehabilitation, all patients who were seen at the Placement Clinic underwent medical, nursing, nutritional and psychosocial assessments. During the financial year, 459 patients were reviewed at the Placement Clinic and 370 patients were accepted into the programme. Those who were not suitable for community dialysis were referred back to the Restructured Hospitals. The hospital would assess the patient and recommend an alternative dialysis treatment plan.

Streamlining Patients at Admission Unit

The Admission Unit monitors the capacity status at the dialysis centres and the utilisation of the dialysis places available for allocation, so that it can better plan for the long-term needs of kidney patients. With the exception of the new dialysis centre at Tampines, which started operations on 2 May 2012, all dialysis centres were at near full capacity with most of the centres operating at more than 97% utilisation throughout the year. The overall capacity in the 25 dialysis centres was 459 chairs. This equated to 2,754 places, of which 24 were isolation facilities, six rehabilitation places and 50 emergency places.

Collaborating with Other Organisations to Enhance Healthcare Management

Involvement with Hospital Nephrologists and Family Medicine Doctors

The Department of Medical Services continued to engage the services of nephrologists and family physicians from Restructured Hospitals (RHs) and private centres to provide medical coverage for its patients. At the end of the financial year, there were 11 visiting consultants from the RHs and private dialysis centres and three family medicine doctors who helped review the patients regularly.

Joint Committee on Specialist Training (JCST) Accreditation

Through the Advanced Specialist Training (AST) programme, AST trainees from the RHs can opt to be attached with NKF on a part-time (six months) or full-time (three months) basis to get exposure and experience in outpatient satellite haemodialysis. The training is recognised as part of the AST programme for Nephrology.

Medical Student Attachment

During the financial year, the Agency for Integrated Care arranged a visit to NKF for three third year medical students from the Yong Loo Lin School of Medicine, National University of Singapore, to give them some insights into the operations of Intermediate and Long-Term Care (ILTC) services and to appreciate the important roles played by ILTC providers in Singapore’s healthcare landscape.

Collaborative Patient Care

Patients receiving dialysis treatment at NKF dialysis centres in the community are also taken care of by the hospital nephrologists when they require hospitalisation.

Discussions were initiated to collaborate with the restructured hospitals to provide medical leadership and coverage as well as streamline care.
In view of the increasing incidence and prevalence of end stage renal disease (ESRD) patients requiring dialysis, NKF believes there is a need to promote Peritoneal Dialysis (PD), a home-based therapy. The continuing support beyond the hospital, i.e. within the home, is essential to boost the confidence of these patients in self-management of PD.

NKF collaborated with the Restructured Hospitals (RHs) from 1 June 2011 and launched the Peritoneal Dialysis Community Support Programme, providing Home Visit Services to PD patients.

As of 30 June 2012, the team of NKF PD nurses conducted 804 home visits to 260 patients at planned intervals. The nurses conducted clinical and PD proficiency assessments to ensure proper self-management of PD treatment at home and provided advice, care and support.

The regular home visits facilitated early identification of PD-related problems. Based on an established communication protocol and regular meetings with the RH’s PD team, the NKF’s PD nurses worked closely with the hospitals, so that patients with such problems received timely intervention to prevent further complications to reduce the need for hospitalisation.

During the home visits, the PD nurses also assessed patients’ psychosocial needs. NKF volunteers provided additional support to the patients when there was a need.

A survey was conducted between February and May 2012 on patients’ experience with the NKF PD Home Visit Service. Out of the 180 PD beneficiaries surveyed, 82% said that the Service would help them do better on PD, while 94% of them were satisfied with the Service.

With the extended support given to PD patients at home and integration with the hospital PD management, NKF will continue to strengthen its support system for PD patients, whilst promoting PD as a friendly and effective renal replacement therapy.

Since the launch of NKF’s “Kidney Live Donor Support Fund” in 2009, 15 applicants have received funding (as at 30 June 2012) approved by the Transplant Ethics Committee and NKF management. An initial amount of $10 million from the existing NKF surplus fund had been set aside for this Fund. The Fund is used to provide financial assistance to needy live donors.

“I no longer need to go through 10 hours of dialysis daily. With my new lease of life, I can focus on my studies, plan for a career and family and spend more quality time with my family and friends.”

— Mr Joseph Asogan, 23, who is studying Hospitality and Tourism Management with aspirations to work in the hotel industry.

“Joseph has been given a second chance at life. I’m sure any parent would give a kidney for his or her child.”

— Mr Loganathan Asogan, 61, who gave his kidney to his youngest son, Joseph on 1 October 2011. Mr Asogan is a recipient of NKF’s “Kidney Live Donor Support Fund”

Promoting Kidney Transplantation
Supporting Research in Kidney Diseases

The Venerable Yen Pei – NKF Research Fund continues to support the work of basic and clinical renal research. The funded research projects have been insightful and of good quality. There were 10 Grant Calls since 2007 with 88 projects funded. As at 30 June 2012, 30 projects were completed.

NKF 1st Scientific Meeting

The NKF 1st Scientific Meeting, jointly organised by the National Kidney Foundation, Singapore Society of Nephrology and the Chapter of Renal Physicians, was held on 4 February 2012. The theme of this meeting was “Advancing Care through Research”. About 200 participated attended the meeting. Guest-of-Honour was Professor Tan Chorh Chuan, President of the National University of Singapore. The meeting included lectures by distinguished speakers that covered topics on NKF’s Community and Peritoneal Dialysis programmes as well as Peritoneal Dialysis-Based Automated Wearable Artificial Kidney.

The meeting also showcased research projects funded by the Venerable Yen Pei – NKF Research Fund. There were 10 oral presentations and 30 poster presentations on display, with three winners for the oral presentation and one winner for the poster presentation. The meeting was well received by researchers and healthcare professionals from the Nephrology community and it was yet another indication of NKF’s commitment to the care of patients with kidney diseases through research.

Details of Grant Calls Awarded in FY11-12

<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>9th Grant Call</td>
<td>Jul 2011</td>
<td>19</td>
<td>7</td>
<td>$430,000</td>
</tr>
<tr>
<td>10th Grant Call</td>
<td>Jan 2012</td>
<td>14</td>
<td>7</td>
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</tbody>
</table>

Approved Projects for FY 2011/12

9th Grant Call

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Recipient</th>
<th>Expected Date of Completion</th>
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</thead>
<tbody>
<tr>
<td>Pharmacogenetics Study of New-Onset Diabetes after Transplantation in Singapore Asian Renal Transplant Patients Receiving Calcineurin Inhibitor-Based Immunosuppression</td>
<td>Dr Yau Wai Ping</td>
<td>Dec-14</td>
</tr>
<tr>
<td>Establishing troponin levels in a multi-ethnic Asian population of chronic kidney disease patients</td>
<td>Dr Teo Boon Wee</td>
<td>Dec-14</td>
</tr>
<tr>
<td>Incidence, treatment and outcomes of critically ill patients with severe Acute Kidney Injury - a prospective observational study</td>
<td>Dr Lim Ciwei Cynthia</td>
<td>Apr-13</td>
</tr>
<tr>
<td>Pharmacokinetic characterisation study on pre- and post-dialysis administration of aminoglycosides (AG) in haemodialysis patients</td>
<td>A/Prof Wong Kok Seng</td>
<td>Dec-14</td>
</tr>
<tr>
<td>Catheter based renal sympathetic nerve ablation for treatment resistant hypertension in patients with chronic kidney disease</td>
<td>Dr Tan Chieh Suai</td>
<td>Dec-14</td>
</tr>
<tr>
<td>Reducing Frequent Attendance by Chronic Kidney Disease Patients at the Emergency Department</td>
<td>A/Prof Marcus Ong</td>
<td>Dec-14</td>
</tr>
<tr>
<td>Assessment of autophagy in renal cells under diabetic conditions</td>
<td>Dr Li Guodong</td>
<td>Dec-14</td>
</tr>
</tbody>
</table>
### 10th Grant Call

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Recipient</th>
<th>Expected Date of Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety and feasibility of thermal angioplasty using the VesOpen Radiofrequency probe for prevention of post-angioplasty restenosis</td>
<td>Dr Apoorva Gogna</td>
<td>Jun-14</td>
</tr>
<tr>
<td>The Predictive Value of Immune and Genetic Markers in Lupus Nephritis</td>
<td>Dr Lian Tsui Yee</td>
<td>Jun-15</td>
</tr>
<tr>
<td>Using telemedicine to improve adherence in post-renal transplant patients</td>
<td>Dr Ng Kar Hui</td>
<td>Jun-15</td>
</tr>
<tr>
<td>Potential of manipulating the dialysate temperature for prevention of intra-dialytic hypertensive episodes in maintenance haemodialysis patients</td>
<td>Prof Gade Pandu Rangaiah</td>
<td>Jun-13</td>
</tr>
<tr>
<td>Heparin-grafted membrane for continuous renal replacement therapy in critically ill patients with bleeding risk - a randomised cross-over study</td>
<td>Dr Chua Horng Ruey</td>
<td>Jun-14</td>
</tr>
<tr>
<td>Calcijek® Supplementation in End Stage Renal Disease &amp; Vitamin Status in Mediating Susceptibility to Infections</td>
<td>Dr Louis Chai</td>
<td>Dec-14</td>
</tr>
<tr>
<td>Singapore Vascular Access Outcomes Study: a prospective longitudinal study</td>
<td>A/Prof Peter Robless</td>
<td>Jun-15</td>
</tr>
</tbody>
</table>

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**REACHING OUT TO THE COMMUNITY**

- Encouraging Volunteerism
- Raising Funds through Community Support
- Educating the Community
NKF Circle of Hearts – Engaging Volunteers to Help Patients

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

For the financial year, new volunteers comprising 55 individuals, five corporations and more than 150 students volunteered their services to serve needy patients. The new organisations and groups included Apac Healthcare Pte Ltd, Credit Suisse AG, DBS Bank, Masjid Hajjah Rahimabi Kebun Limau and The Northern Trust Company (Singapore Branch) as well as groups of students from Singapore Institute of Management, Singapore Management University, Ngee Ann Polytechnic, Singapore Polytechnic, Pioneer Junior College, Yishun Junior College, Dunearn Secondary School and Montfort Secondary School.

Overall, over 560 individuals and 36 organisations volunteered at NKF for the benefit of patients.

Encouraging Volunteerism

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. Activities include bringing patients for outings, celebrating special occasions and engaging with patients through different activities.

Patient Escort Services

Volunteers also continued to provide patient escort services to patients for hospital visits or assist in bringing them to and from the dialysis centres when their caregivers are not available. For the financial year, 18 individuals as well as 19 members from four organisations made more than 500 trips through this service.

Enrichment Programme

Enrichment activities such as a trip to Bollywood Veggies Farm, chess, sewing, line dancing and cooking classes were conducted by volunteers, so that our patients could pass their time more meaningfully. Volunteers also provided free haircuts to our patients, benefiting many needy patients since this service started in April 2010.

To help meet patients’ social needs, student volunteers played games at various dialysis centres. These students volunteer as part of their school’s Service Learning programme in which they not only serve the community, but also learn to identify the needs of the community and to reflect on their own experience in working with the community, so that they have a better understanding and appreciation of what it involves. Students also interacted with NKF patients through craft sessions, providing fun and bonding time.
Brightening Up Lives through House Cleaning and Painting

To create a clean home environment for needy patients without caregiver support, especially those on Peritoneal Dialysis (PD), a home-based treatment, volunteers provided house cleaning and painting services to them. A clean environment helps in infection control and thus, reduces the need for hospitalisation. Since this project started in March 2012, 14 patients have benefited. The volunteer groups that helped out were from Singapore Polytechnic, Singapore Buddhist Youth Mission, Credit Suisse AG, Masjid Hajjah Rahimabi Kebun Limau as well as individual volunteers who came together to form their own groups.

Providing Training for our Volunteers

NKF continued to provide and equip its volunteers with professional training. It continued to collaborate with UniSIM to organise training sessions for its volunteers. Training sessions on “How to be a Better Helper” and “Volunteers Who Wish to Become Para-counsellors using the Egan’s Model” were conducted. Other training courses volunteers attended were “Understanding Psychosocial Aspects of Chronic Haemodialysis” and “Understanding Kidney Failure”. Overall, 64 volunteers attended a total of seven training sessions.

NKF’s Annual Volunteer Appreciation Celebration

NKF’s annual volunteer appreciation celebration cum Patients’ Active Day on 27 November 2011 was held in conjunction with International Volunteer Day to recognise and commemorate the efforts and contributions of volunteers.

This carnival-like event at NKF’s headquarters also created an opportunity for NKF patients to participate actively in games and activities and what better way to achieve this than for volunteers, who have played a vital part in helping NKF patients all along, to join in the fun by adopting and running 19 stalls. Hence, the theme of the event was “Hand in Hand”, symbolising the spirit of volunteerism in helping patients improve their quality of life. A total of 527 patients, caregivers and volunteers participated in this event. Mr Yatiman Yusof, Chairman of the Volunteer Committee, presented awards to volunteers who went the extra mile for serving kidney patients.

Recipients of the Outstanding Service Awards:

Individuals
William Chionh Puay Kiat
Tiruchelvam S.A. Durai
Guo Wei Jiang
Danny Kuan Sai Hoe
Anita Mui Yuen Wah
Wendy Tan Ger Hwee
Tan Jui Ming

Organisations and Schools
Anglo-Chinese School (Independent)
Baker Tilly Consultancy (Singapore) Pte Ltd
Bethel Community Services
Boascombe Life Centre (second consecutive year)
Bedok Methodist Church
Chapel of the Resurrection
Church of Our Saviour
Civic Ambulance Services
Cl Yuan CC YEC
Crodas Singapore Pte Ltd
Curtin Singapore
Dunman Secondary School
Kiwanis Club of Singapore (Delta Chapter)
Lembaga Pentadbir Masjid Sultan
The Northern Trust Company
Paya Lebar Methodist Girls’ School (Sec)
Raffles Institution
SmartLab
Singapore Buddhist Youth Mission
School of Human Development and Social Services, SIM University
YMCA of Singapore

Recipients of Patient Escort Services Award:

Ang Lay Eng
Eber Christian Charles
Fong Kok Liang
May Lee Lye Gek
Angie Lim Kean Hui
Low Siam Luan
Jermaine Quek Chin Ping
Ron Ng Chiong Long
Rick Seah Chin Foo
Seow Hui Huang
Kelvin Sing Loong Kuan
Jesse Paul Singh
Soh Geck Chong
Jackson Tseh Kim Teo
Roger Wong Leng Hoe
Wong Siew Cheong

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Seow Hui Huang
Kelvin Sing Loong Kuan
Jesse Paul Singh
Soh Geck Chong
Jackson Tseh Kim Teo
Roger Wong Leng Hoe
Wong Siew Cheong
Raising Funds through Community Support

Launched “Be an A.K. Giver” Campaign

NKF launched its fundraising campaign “Be an A.K. Giver” with the help of 300 Ang Mo Kio – Hougang grassroots leaders as well as MP for Ang Mo Kio GRC and Adviser to AMK – Hougang Grassroots Organisations, Mr Yeo Guat Kwang. Championing this event, Mr Yeo matched dollar-for-dollar the donations made by the grassroots leaders.

The A.K. Giver campaign was launched at the Ang Mo Kio – Hougang Constituency’s Chinese New Year celebrations held on 7 January 2012. The campaign is part of NKF’s public education cum fundraising initiative that aims to raise awareness among the public on the importance of a dialyser or Artificial Kidney (A.K.) in dialysis treatments to prolong the lives of kidney patients and the need for more funds to sustain its dialysis programme.

An artificial kidney, shaped like a tube, plays an important role in removing waste products and cleansing the patient’s blood during treatment. For every dialysis treatment, a patient will need an artificial kidney, which costs $30 and can only be used for approximately one month of treatment. With over 2,400 patients currently receiving treatment at NKF’s 25 dialysis centres, we will need over $1 million to fund artificial kidneys annually.

The public can sponsor the cost of an artificial kidney for the patients.

During the year-long campaign, NKF will appeal to other communities and residents to emulate Ang Mo Kio – Hougang constituency to adopt an A.K. through one-time or monthly donations to give ‘life’ to kidney patients who may be their friends or neighbours.
Educating the Community

First-of-its-kind Kidney Discovery Centre in Southeast Asia

Occupying about 300 sq m at NKF’s headquarters in Kim Keat, the $1.1 million Kidney Discovery Centre (KDC) which was built in consultation with the Singapore Science Centre, is the first-of-its-kind in Southeast Asia. The centre was officially opened by Guest-of-Honour, Dr Amy Khor, Minister of State for Health on 3 April 2012 and is part of NKF’s 43rd anniversary celebrations. The Centre is fully sponsored by various organisations and generous individuals.

The KDC showcases exciting and interactive hands-on exhibits, where visitors can learn about the kidneys, the plight of kidney patients, their physical and dietary constraints and the emotional traumas they have to face in coping with kidney failure.

NKF strongly believes that early education on the functions of the kidneys, kidney diseases and the treatment of renal failure should be instituted for the young people of Singapore, so that the myths and mysteries of these conditions can be clarified at a young age and outside the immediate ambit of a major illness.

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

Since the KDC started operations on 18 January 2011 till the end of the financial year, over 7,000 upper primary, secondary and tertiary students and teachers as well as staff from 19 organisations have visited the centre.

Launched Young/Little Champs Programme

The Young/Little Champs programme aims to strengthen the abilities of young leaders and inspire them to make a difference to their community and the lives of kidney patients. Students will be presented with the ‘3Es’ challenges taking them beyond the usual classroom learning and at the same time, refine and build upon their leadership skills.

Since its pilot run in February 2012, four secondary schools (Fu Chua Secondary School, Bendemeer Secondary School, Raffles Institution and Paya Lebar Methodist Girls Secondary School) and two primary schools (Nanyang Primary School and Pasir Ris Primary School) have participated in the programme.
Collaborating with Ministry of Education for Leadership Development Programme

In 2012, the Gifted Education Branch of the Ministry of Education collaborated with NKF for the Leadership Development programme (LDP) that aims at developing the leadership qualities of gifted students in secondary schools. This programme provides youths with opportunities to learn concepts, attitudes and skills necessary for them to become effective and responsible leaders in adult life.

The programme spanned about six months from March to August 2012. There were two teams of six students from Anglo-Chinese School (Independent), Hwa Chong Institution, Nanyang Girls’ High School, NUS High School, Raffles Girls’ School and Raffles Institution. They were attached to NKF for the LDP where they participated in our Learning Journey, before they embarked on their respective projects of creating awareness on NKF amongst the youths through social media and raising funds for our “Be an A.K. Giver” campaign, which will go towards the purchase of dialysers or artificial kidneys (A.K.) needed for patients’ dialysis treatments.

Providing Health Screenings and Education to the Community

NKF continued providing health screening services to companies at their premises. For a minimal charge, employees of companies have the convenience and flexibility of having their health checked without disrupting their work. NKF also provided free health screening services to the public through its education and outreach programmes.

NKF also provided public education services such as health talks to raise community awareness on renal disease. One of its key strategies was opening the doors of NKF’s dialysis centres in the heartlands to the community to understand the plight of a kidney patient as well as providing free health screenings to the public.

Launched Facebook Page

With the increasing use of social media for organisations to connect with the community, NKF launched its Facebook page “NKF Singapore” to communicate with the public and stakeholders on key events, provide information on kidney health and reach out to volunteers to provide support to patients.

Developed Mobile Application

A mobile application was developed as a pilot project to reach out to smartphone users to enlighten them on how NKF can help ease the financial and emotional burden of kidney patients and their families and also to appeal for donations and support. It features a simple story of the “tough choices” a family member has to make to care for a parent stricken with kidney sickness.

STRENGTHENING OPERATIONAL EFFICIENCY

- Increasing Dialysis Capacity
- Leveraging IT to Enhance Communication & Productivity
- Enhancing Organisational Capabilities
**Increasing Dialysis Capacity**

**New Dialysis Centre in Ghim Moh Officially Opened**

The NKF marked another significant milestone when it celebrated the official opening of the Woh Hup – NKF Dialysis Centre on 26 February 2012 with its donors and supporters.

Dr Vivian Balakrishnan, Minister for the Environment and Water Resources and MP for Holland – Bukit Timah GRC was the Guest-of-Honour at the event.

This new centre is special in its own way because it is the first dialysis centre where the main contractor, Woh Hup (Private) Limited and its sub-contractors, built and fully sponsored the construction costs of $625,900.

To make way for the Housing and Development Board’s en bloc redevelopment plans in Bukit Merah, the Singapore Contractors Association Limited (SCAL) – NKF Dialysis Centre at Henderson Road ceased operations and patients moved to this new centre in July 2011.

This new centre has 20 dialysis stations compared to 14 stations at Bukit Merah. Thus, it can accommodate 120 patients on three shifts, compared to 84 dialysis patients at Bukit Merah, an increase of 36 in terms of patient capacity.

However, it is not just about providing a roof where patients can go for their dialysis treatment. Apart from the people who administer the treatment and provide that human touch, it is important that the centre is equipped with the necessary medical equipment, so that patients can receive quality treatment on their road to recovery.

The NKF is indeed grateful to a compassionate donor, the late Ms Tan Hwee Keow, who left a legacy of $500,000 to purchase new medical equipment for this centre. The memory of the late Ms Tan will live on through the lives of the many who will benefit from this centre.

With such strong commitment from valued partners such as Woh Hup, the late Ms Tan and 11 individual donors who donated dialysis machines, NKF can progress confidently to provide high quality and cost-effective dialysis treatment and care to needy patients at affordable, subsidised rates.
New Dialysis Centre in Tampines Operational

The Wong Sui Ha Edna – NKF Dialysis Centre started operations on 2 May 2012. This dialysis centre is made possible, thanks to a legacy gift of $4.75 million from the late Madam Wong Sui Ha Edna. Around $1.84 million went towards building and equipping the centre with the rest going towards the recurrent operating costs. The centre is equipped with 22 dialysis stations, which can benefit 132 kidney patients. This is the NKF’s second dialysis centre in Tampines to meet the increasing demand for dialysis places in the eastern part of Singapore.

Adding Four Dialysis Stations to Singapore Pools – NKF Dialysis Centre

One of NKF’s pioneering dialysis centres, the Singapore Pools – NKF Dialysis Centre at New Upper Changi Road, has undergone upgrading works to add four new dialysis stations. This is to cater to the increase in demand for dialysis treatment from an aging populace living mostly in the Bedok and Chai Chee neighbourhoods. Each new station costs about $30,000. The Centre was built in 1989 to serve 90 renal patients. The increase in capacity will benefit 114 patients, an increase of 24 patients.

24 New Dialysis Machines Thanks to Caring Donors

During the financial year, 16 supporters donated 24 new dialysis machines. One machine can benefit six patients. Therefore, 24 machines can benefit a total of 144 patients. Each dialysis machine costs around $20,000. NKF carried out plate-mounting ceremonies at various dialysis centres to recognise dialysis machine donors.

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 25 dialysis centres. For example, NKF’s haemodialysis machines are considered for replacement when they reach 30,000 hours or eight years of service, whichever comes first. In the financial period ended 30 June 2012, NKF incurred $1.64 million in the upgrading and replacement of equipment. The maintenance, refurbishment and upgrading of dialysis centres is an ongoing process.

In 2012, the IT Department focused on enhancing communication and improving productivity and efficiency.

Enhancing Communication

Implementation of Unified Communication Solution was carried out between NKF’s headquarters and 25 dialysis centres.

With the installation of webcams, online meetings can be conducted, reducing the need to commute to attend meetings, thus saving travel time and expenses. This will also facilitate IT Helpdesk staff in troubleshooting system issues with the ability to view the users’ desktops to understand the problems encountered accurately.

Improving Productivity & Efficiency

Easier Access to Patient Medical Records

In order for our clinical and medical staff to be more proactive in patient care delivery, NKF successfully collaborated with the Restructured Hospitals via the National Healthcare Group and SingHealth clusters to have access to NKF patients’ medical records. With this facility, NKF is able to reduce time taken to obtain discharge summaries and medical reports.
Enhancing Organisational Capabilities

Continuing to Improve Operational Effectiveness and Efficiency

NKF continued to fine tune its organisational structure, focusing on its mission of providing quality dialysis services as well as health awareness of kidneys and related diseases. It continued to provide training opportunities as well as education and engagement programmes for staff, ensuring a conducive and progressive work environment.

As at 30 June 2012, the total number of employees in NKF was 624, of which 523 were in the clinical departments.

Enhancing Nurses’ Skills through Training and Development

Besides core training and development programmes, nurses are encouraged to inculcate continuous learning traits through the provision of varied forms of training opportunities and the incorporation of training hours into individual key performance indices.

Monthly journal sessions, regular clinical and root-cause analysis sharings, topic-specific workshops (including diabetic care, nutrition, exercise for patients, cannulation, dialyser reprocessing and physical assessment), infection control and quality conventions, in-service trainings in the dialysis centres and hands-on demonstration sessions are some of the regular trainings provided.

Twelve and three NKF Registered Nurses (RNs) were sponsored for the Advanced Diploma in Nursing (Nephro-Urology) and Advanced Diploma in Nursing (Management) respectively at Nanyang Polytechnic. With the knowledge gained, they will be able to contribute new ideas and approaches towards continuous best practices engagement.

A comprehensive communication skill training programme for all nurses was conducted with the objective of enhancing patient and nursing staff rapport. The whole year programme facilitated by Goshen Rehabilitation and Consultancy Services includes a pre and post patient survey on service satisfaction level, role-play, focus group discussion and theoretical and practical guidance. We look forward to improved communication effectiveness and elevated happiness index for both patients and staff in the dialysis centres.

In conjunction with World Diabetes Day (WDD) on 14 November 2011, the NKF Diabetic Task Group organised the 2nd WDD Seminar, themed “Check Yearly, See Clearly”. Invited guest speakers shared on the concerns of vision complication risks and the importance of regular eye screenings for diabetic patients. Approximately 250 NKF nurses attended the seminar.

Providing Continuous Education Programme for Staff

NKF continued to build up the staff capabilities, so as to support the Foundation in its operational efficiency with quality leaders. During the year, NKF launched soft skills and technical skills training to bridge the skills gaps of our employees and provide them with the competency skills to deliver higher level of patient service as well as groom mid-management staff for career growth.

These programmes included:

- Re-ignite the Empathy Engine - Patient-Centred Service to provide employees with the skills and knowledge to enhance patient service standards
- The Six Thinking Hats® to enable employees to think and work together for effective results
- Grievance Handling, Disciplinary Action and Cessation of Service to help managers resolve grievances and use disciplinary procedures effectively
- Minutes Writing to help employees report meetings more accurately and clearly
- Effective Managerial Skills Training to help managers motivate and engage their staff for better work performance as well as better understand the internal processes and systems

Internship Programme for Students from Higher Learning Institutions

NKF provided internship opportunities ranging from two to nine weeks for students from higher learning institutions to help them gain valuable work experience in their relevant field of study. These students were provided with hands-on experiences in Dietetics, Finance, Bio-medical Engineering, Human Resource, Medical Services and Care & Counselling.
Enhancing Organisational Capabilities

Increasing Employee Engagement through 5Cs (Commitment, Communication, Compassion, Collaboration and Consistency)

NKF continued its efforts in employee engagement through 5Cs to internalise desired behaviours, promote and demonstrate the right beliefs and attitudes, deliver quality care through quality service skills and behaviours and improve the interaction with patients and customers.

In October 2011, the Organisation Climate Survey was conducted to gather staff feedback. This helped NKF identify areas of opportunity as well as prioritise efforts to enhance employee engagement and maximise productivity. In June 2012, NKF’s Employee Suggestion Scheme went online to make it easier for staff to give feedback and as part of NKF’s “Go Green” efforts.

As part of employee recognition, awards were given in 2012 to the “Most Gracious” and “Most Helpful” for 2011.

Ensuring Operational Readiness to Deal with a Crisis

As part of NKF’s Business Continuity Planning/Management, we conducted a table-top exercise on 9 March 2012. The scenario was that of a financial crisis where NKF suffered a huge decline in donation income and increased expenditure for two years. The team was tasked to propose implementable cost containment ideas that could bring down the projected loss by $2 million. Call Tree Exercises involving every staff in NKF were also conducted on 24 October 2011 and 26 June 2012 to ensure that staff was familiar with the Call Tree procedures and that everyone would be contactable in times of crisis. A Mass SMS Broadcast system was deployed for the activation of the Call Tree in the June exercise.

Balanced Scorecard to Help Achieve NKF’s Goals

As part of NKF’s continuing efforts to develop a culture of discipline, accountability and performance management to achieve its vision and mission, two strategic learning sessions were conducted on 12 August 2011 and 17 February 2012 to ensure that the organisation kept tabs on the Key Performance Indicators (KPIs). In addition, a yearly review of the Enterprise Scorecard was held on 29 June 2012, where KPI Owners proposed new KPIs for FY 12/13, in alignment with goals for the same period. A few Departments have fine-tuned their Department Scorecards to align them to the new goals.

Organised Retreats for Strategic Planning

In order to ensure that NKF stays ahead with the changes in its environment such as changes in patient profile and therefore different needs, limitation in resources due to decrease in donation income as well as competing forces for its employees, NKF held two retreats on 16 September 2011 and 29 June 2012. The team underwent scenario planning exercises and proposed changes to existing plans, aligned with the new goals.
OVERVIEW OF FINANCIAL RESULTS FOR THE YEAR ENDED 30 JUNE 2012

<table>
<thead>
<tr>
<th>FY 2011/12</th>
<th>FY 2010/11</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>S$'000</td>
<td>S$'000</td>
</tr>
<tr>
<td>Dialysis and Prevention Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income</td>
<td>26,777</td>
<td>26,651</td>
</tr>
<tr>
<td>Expenses</td>
<td>(50,523)</td>
<td>(48,804)</td>
</tr>
<tr>
<td>Results</td>
<td>(23,746)</td>
<td>(22,153)</td>
</tr>
<tr>
<td>Donations and Grants (Operations)</td>
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<td></td>
</tr>
<tr>
<td>Income</td>
<td>24,712</td>
<td>26,829</td>
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<tr>
<td>Expenses</td>
<td>(1,699)</td>
<td>(1,567)</td>
</tr>
<tr>
<td>Results</td>
<td>23,013</td>
<td>25,262</td>
</tr>
<tr>
<td>Administrative Costs</td>
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<tr>
<td>Expenses</td>
<td>(7,269)</td>
<td>(6,896)</td>
</tr>
<tr>
<td>Rental</td>
<td>934</td>
<td>944</td>
</tr>
<tr>
<td>Sundry</td>
<td>1,957</td>
<td>161</td>
</tr>
<tr>
<td>Surplus / (Deficit) from Operations</td>
<td>(5,111)</td>
<td>(2,682)</td>
</tr>
<tr>
<td>Investment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income</td>
<td>(1,962)</td>
<td>5,909</td>
</tr>
<tr>
<td>Expenses</td>
<td>(1,009)</td>
<td>(896)</td>
</tr>
<tr>
<td>Results</td>
<td>(2,971)</td>
<td>5,013</td>
</tr>
<tr>
<td>Donations (Capital Items)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income</td>
<td>774</td>
<td>3,337</td>
</tr>
<tr>
<td>Total Surplus / Deficit for the financial year</td>
<td>(7,308)</td>
<td>5,668</td>
</tr>
</tbody>
</table>

Overall financial performance for FY 11/12 resulted in a net deficit of $7.3m, made up of a deficit from operations of $5.1m, net investment deficit of $3.0m and non recurring donations for capital items of $0.8m.

Deficit from Operations
NKF reported a net deficit of $5.1m which was $2.4m higher than previous year’s deficit of $2.7m. The following accounted for the increase in deficit:

- Reduced net donations of $3.5m which was offset by increase in government grants of $1.3m
- Higher dialysis expenses of $1.7m (+3.5%), from $48.8m to $50.5m resulting from:
  - Increase in number of haemodialysis patients of 99 patients (+4%)
  - Increase in subsidies to NKF beneficiaries (+$1.0m), reflecting impact of higher number of beneficiaries (+24%)
- Higher administrative cost of $0.4m mainly due to back payment of property tax
- Partially offsetting was a final settlement income of $1.9m received from NKF ex-directors

Investment Income
- Overall return from investment was a loss of $3m compared with the previous year income of $5m i.e. $8m worse, reflecting the impact of the volatility in the global economy caused by growing concerns in the European and Asian markets.

Donations (Capital Items)
- Non recurring donations of $0.8m were received for the replacement of dialysis machines.

Overall current year result was a net deficit of $7.3m compared to a net surplus of $5.7m in the last financial year i.e. result was $13m worse off than last year.