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OUR VISION

Giving Life & Hope through affordable, sustainable & quality renal care and education & prevention of kidney disease in partnership with the community
I am most grateful for your care, compassion and support for our needy kidney patients.

As you may be aware, I assumed the chairmanship of NKF on 29 October 2012 from my good friend, Mr Gerard Ee. I would like to express my deepest appreciation to Gerard for his sterling leadership and tireless work in rebuilding NKF. His efforts in fortifying corporate governance and refocusing NKF on our original mission have laid the ground work for us to move on and progress further.

Upon taking up the position, I was surprised and concerned to learn that every day, three people lose the use of their kidneys in Singapore. What is more worrying is that this figure has increased to four people every day. Having a kidney transplant is the best treatment option. However, there is a shortage of kidney donors. Dialysis is thus the next treatment option for patients whose kidneys have failed.

Most needy patients will turn to NKF for help. For the financial year, NKF’s total kidney patient and beneficiary population grew by 2% to 3,091. We currently serve over 60% of all dialysis patients in Singapore. NKF disbursed subsidies for dialysis, medication and auxiliary services to our needy kidney patients and beneficiaries amounting to $26.4 million.

Even with our 25 dialysis centres, we are barely coping with the numbers - our centres are running at a near full capacity, with an average utilisation rate of more than 90%. With an expected increase of kidney patients of about 4% per year, we will have to cater for some 1,000 new patients by 2020.

This means NKF will have to add capacity by building another eight dialysis centres, in addition to extending our existing facilities to the best of our abilities. Each new dialysis centre will cost about $2 million to build with an annual operating cost of about $1.5 to $2 million per centre. This works out to almost $32 million for the establishment and operations of the eight new dialysis centres by 2020!

As such, there is a pressing need for us to position ourselves to cope with the anticipated increase in the kidney patient population. I am happy to inform you that on 7 April 2013, we celebrated a significant milestone – the official opening of the Wong Sui Ha Edna – NKF Dialysis Centre. The Centre was made possible by a legacy gift of $4.75 million from our donor, the late Madam Wong Sui Ha Edna. Her generosity is an inspiration to us in NKF as we press on to be of service to kidney patients in Singapore.

At NKF, we believe in a three-pronged approach. As I mentioned earlier, we will build more dialysis centres and expand existing ones and will do so through our on-going fundraising efforts. However, we recognise that the continual establishment of new dialysis centres will be unsustainable in the long run. Besides the high cost of building and operating new centres, it is becoming increasingly difficult to find suitable sites. As such, NKF is promoting home-based peritoneal dialysis (PD), which can also be carried out at work and on trips.

PD provides better time flexibility as patients are not restricted to dialysis centre schedules. They can fit PD into their work schedules. There is also better quality of life as patients can enjoy more independence. NKF will commit resources in developing a pool of medical professionals who can assist patients with PD and help them take charge of their treatment.

While building capabilities to treat kidney patients will always be a cornerstone of NKF’s work, the last thrust of our strategy is, in my opinion, the most important and, that is, to work on prevention via education. We will continue to go on public road shows, especially in schools, to help raise awareness of healthy diets, which can prevent the development of kidney disease later in life.

As NKF continues to work closely with other healthcare providers and with the support of a caring community, we will do our best to provide quality, highly affordable dialysis and care to help improve patients’ quality of life. We will also continue to promote kidney transplantation which provides a better clinical outcome for kidney failure patients. In addition, we hope to build resilience in the Singapore population against kidney disease through education.

Once again, and on behalf of all of us in NKF and our patients, I thank you for your benevolence and generosity towards our patients.

Yours sincerely

Koh Poh Tiong
Chairman
On behalf of our kidney patients, I would like to thank you for supporting our patients to overcome their situation.

Many of us are fortunate as life has been kind to us, but to the patients who come to us for help, life has been a chronicle of intense pain, challenges and dashed hopes.

To be struck down with kidney failure is devastating – emotionally, psychologically and financially. Many are breadwinners with young children who find themselves simply unable to take care of their families and pay hefty dialysis costs. Many others are elderly parents dependent on their children for their living expenses. Their children find it extremely difficult to give them the financial support they need because of their own financial pressures. Many of our poor and needy patients have very little spirit left in them when they come to us for help.

With your support, we have been able to help these unfortunate patients turn their lives around by providing them with quality and highly subsidised dialysis and holistic care, so that they can rebuild their lives, cope with their illness, have a better quality of life and gain peace of mind.

Through our patient welfare programmes, we provided subsidies totalling $1.54 million during the financial year, up from $1.52 million in the last fiscal year. We constantly strive to help meet our patients’ psychosocial, nutritional and emotional needs through a wide range of rehabilitation programmes. These include free blood tests and the provision of basic food necessities through our Grains of Hope programme. Where needed, NKF also provides patients with house painting and befriending services by volunteers as well as access to NKF’s exercise and fitness programme.

Our peritoneal dialysis (PD) beneficiaries continued to receive help through our PD Community Support Programme where our trained PD nurses made regular home visits to facilitate early identification of PD-related problems, so that they receive timely intervention. I am happy to share that since the home visits started in June 2011, 400 patients have benefited from this support service with more than 1,400 visits conducted (as at June 2013).

I am also pleased to announce that we recently established a Patient Advocacy Department to look deeper into the psychosocial needs of our patients as well as identify model patients to be advocates who will motivate their peers towards rehabilitation. These advocates manifest attributes of being Committed, Appreciative, Resilient and Enthusiastic (C.A.R.E.).

It is projected that we need about $71 million a year to support more than 3,000 patients and beneficiaries. It is vital that we continue to raise funds to ensure that our dialysis programme is sustainable in the long term.

A mega fundraising event held was our inaugural carnival “Lighting Up Lives” at Marina Barrage on 16 September 2012, attracting over 20,000 corporate sponsors, volunteers and members of the public. It was part of NKF’s year-long “Be an A.K. Giver” campaign to raise funds towards the purchase of artificial kidneys (A.K.s) crucial in patients’ life-long dialysis.

We also organised our first ever Sit-A-Thon at Ngee Ann City Civic Plaza on 28 July 2013 to create awareness of kidney disease. More than 1,200 people, young and old, joined us in this meaningful event. Participants sat on stools for four hours while engaging in different challenges with one arm immobilised to represent the four hours of dialysis that kidney patients need to undergo thrice weekly. Participants then had a glimpse of what kidney patients have to face daily and hopefully, were encouraged to take proactive steps to maintain a healthy lifestyle.

All our achievements bear testament to your compassion and commitment in helping every needy Singaporean who falls victim to kidney failure. There is much more to be done. We want to continue building a sturdy and dependable programme that will serve generations of needy patients. We can only do so with your continuous support.

Once again, thank you for all that you have done to give life and hope to our patients.

Yours sincerely

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

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 $26.4 million
- 57% of haemodialysis patients paid $50 or less a month out-of-pocket

Clinical
- NKF’s peritoneal dialysis (PD) nurses conducted more than 1,400 home visits to 400 patients at planned intervals to ensure proper self-management of PD treatment at home since the programme started
- Six grants were awarded through the Research Fund to medical researchers for the advancement of treatment and prevention of kidney disease

Patient Well-being
- Established Patient Advocacy Department to form a bridge between NKF and the patients, ensuring programmes meet the needs of patients and that none will fall through the cracks

Reaching Out to the Community

Encouraging Volunteerism
- 175 new individuals and nine new corporations volunteered their services to our patients
- 359 volunteers helped to deliver food provisions and vouchers bi-monthly to 282 of our neediest patients

Educating the Community
- More than 1,200 people joined our Sit-A-Thon, which helped create awareness of kidney disease
- Over 13,000 upper primary, secondary and tertiary students and teachers from 69 institutions as well as staff from 30 organisations came for our Learning Journey programme at our Kidney Discovery Centre since January 2011

Raising Funds through Community Support
- Held our first ever carnival “Lighting Up Lives” as part of NKF’s “Be an A.K. Giver” campaign to raise funds towards the purchase of artificial kidneys (A.K.s) crucial in patients’ life-long dialysis

Strengthening Operational Efficiency
- Officially opened a second dialysis centre in Tampines
- 16 supporters donated 22 new dialysis machines
Board of Directors

MR KOH POH TIONG
Chairman

MR NG BOON YEW
Member

MS NG LAI YEE
Member

MR SOON HONG TECK
Member (from 15 May 2013)

DR CHONG YOKE SIN
Member

MR KENNETH CHOO
Member (from 1 May 2013)

MR PHILIP TAN
Member

PROF TAY BOON KENG
Member

PROF A. VATHSALA
Member

MR CHRISTOPHER CHUAH
Member

MR JOHNNY HENG
Member

MR BENNETT NEO
Member

DR WILLIAM WAN
Member (from 1 May 2013)

MR LAWRENCE WONG
Member (from 29 October 2012)

MS WONG SU YEN
Member
Corporate Governance

Roles and Responsibilities of Board of Directors
The Board acts in the best interest of NKF with the aim of improving the quality of care for patients who are afflicted with kidney diseases. It also ensures 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 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 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 judgment 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 needs to have a minimum of 10 members. As at end of the financial year, the Board had 15 members.

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

<table>
<thead>
<tr>
<th>NKF BOARD MEETINGS HELD:</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
</tr>
<tr>
<td>10 July</td>
</tr>
<tr>
<td>11 September</td>
</tr>
<tr>
<td>29 October</td>
</tr>
</tbody>
</table>

Key Corporate Governance Initiatives
NKF is committed to lawful and ethical behaviour in all our activities and requires that our 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 2012 to 30 June 2013 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 our reserves and assure stakeholders that the Foundation is well managed and we have, where appropriate, a strategy for building up reserves. The policy applies to that part of the Foundation’s reserves that is freely available for our 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 2013:

<table>
<thead>
<tr>
<th>in S$’000</th>
<th>Current Year (as at 30 Jun 2013)</th>
<th>Previous Year (as at 30 Jun 2012)</th>
<th>% incr/(decr)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted Funds (Reserves)</td>
<td>259,717</td>
<td>250,789</td>
<td>+4%</td>
</tr>
<tr>
<td>Restricted/Designated Funds</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Endowment Fund</td>
<td>2,710</td>
<td>3,203</td>
<td>-15%</td>
</tr>
<tr>
<td>Elderly Patient Fund</td>
<td>0</td>
<td>205</td>
<td>-100%</td>
</tr>
<tr>
<td>Children’s Dialysis Fund</td>
<td>15,523</td>
<td>16,141</td>
<td>-4%</td>
</tr>
<tr>
<td>World Kidney Fund</td>
<td>275</td>
<td>282</td>
<td>-2%</td>
</tr>
<tr>
<td>Research Fund</td>
<td>4,116</td>
<td>4,979</td>
<td>-17%</td>
</tr>
<tr>
<td>Kwan Im Thong Fund</td>
<td>6,964</td>
<td>7,095</td>
<td>-2%</td>
</tr>
<tr>
<td>Subtotal</td>
<td>29,588</td>
<td>31,905</td>
<td>-7%</td>
</tr>
<tr>
<td>Total Funds</td>
<td>289,305</td>
<td>282,694</td>
<td>+2%</td>
</tr>
<tr>
<td>No. of years Reserves Coverage of Annual Operating Expenditure</td>
<td>3.4</td>
<td>3.5</td>
<td>-3%</td>
</tr>
</tbody>
</table>
11 Committees to Cover Key Areas of Management

NKF has 11 Committees to assist the Board in covering key areas of management and improve our oversight of management and 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 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 audit findings 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.
CORPORATE GOVERNANCE

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.

Chairman
Mr Lawrence Wong
Executive Vice-President and Head Listings
Singapore Exchange 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 Corporate Pte Ltd

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

COMMITTEE MEETINGS HELD:

2012 2013
23 July 28 January
26 November 25 March
20 May

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 help ensure value-for-money and 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. 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 nine tenders for medical consumables, pharmaceutical drugs and ambulance services. The total amount awarded was $15,498,175.50.

Chairman
Mr Ng Boon Yew
Chairman
Raffles Campus Pte Ltd

Members
Mr Chay Yee Meng
Chairman
Autoscan Technology Pte Ltd

Dr Mak Yuen Teen
Assoc. Prof of Accounting
NUS Business School
National University of Singapore

COMMITTEE MEETINGS HELD:

2012 2013
8 August 8 February
7 November 8 May

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; quarterly review of 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.

Chairman
Mr Peter Michael Heng
(from 1 March 2013)
Senior Vice-President and Chief Investment Officer
NTUC Income Insurance Co-operative Limited

Mr Lee Tiong Seng
Partner
Stone Harbor Investment Partners Singapore

Mr Tan Keng Hock

Ms Tan Min Lan
Managing Director
Global Head of Macro Strategy Research
UBS AG

COMMITTEE MEETINGS HELD:

2012 2013
19 July 18 October
18 April

COMMITTEE MEETINGS HELD:

2012 2013
18 August 8 February
7 November 8 May

COMMITTEE MEETINGS HELD:

2012 2013
18 August 8 February
7 November 8 May
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 A. Vathsala
Head & Senior Consultant
Division of Nephrology, Department of Medicine
National University Hospital

Chairman

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

Members

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

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

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

Professor Yap Hui Kim
Senior Consultant
Head, Division of Paediatric Nephrology
Dialysis & Renal Transplantation
Department of Paediatrics
Khoo Teck Puat-National University Children’s Medical Institute
National University Hospital

Medical Review Panel (MRP)

The Medical Review Panel comprising nephrologists from the Restructured Hospitals reviews patients who fail the medical review for admission into NKF’s haemodialysis programme and wish to appeal against the rejection due to medical grounds.

The members of the MRP are:

Dr Titus Lau
Senior Consultant
Division of Nephrology, Department of Medicine
National University Hospital

Dr Rajat Tagore
Director
Renal Service & Senior Consultant
Jurong General Hospital

Dr Chionh Chang Yin
(from 1 January 2013)
Head & Consultant
Department of Renal Medicine
Changi General Hospital

IT Committee

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

Chairman

Dr Chong Yoke Sin
CEO
Integrated Health Information Systems (IHiS)

Members

Ms Ng Lai Yee
Partner
Accenture Singapore

Mr Teo Chin Seng
CIO, National Healthcare Group

Mr Linus Tham
Chief Corporate Development Officer
National Healthcare Group
COO, Institute of Mental Health

Assoc. Prof James Yip
CMIO & Head of Cardiology
National University Health System

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National University Hospital

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Renal Service & Senior Consultant
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(from 1 January 2013)
Head & Consultant
Department of Renal Medicine
Changi General Hospital

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Members

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Accenture Singapore

Mr Teo Chin Seng
CIO, National Healthcare Group

Mr Linus Tham
Chief Corporate Development Officer
National Healthcare Group
COO, Institute of Mental Health

Assoc. Prof James Yip
CMIO & Head of Cardiology
National University Health System
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’s dialysis programme. These cases fall outside NKF’s approval criteria for assistance and are referred to the Committee by NKF’s Admissions and Care & Counselling departments. The Committee deliberates on these appeal cases and after careful consideration, makes recommendations to the CEO to accept, reject or provide alternative assistance to the applicants. In addition, the Committee reviews and recommends appropriate action to be taken against recalcitrant or non-compliant patients. For the financial year, the Committee reviewed 27 patient cases.

Chairman
Dr Shanta Emmanuel
(till 15 March 2013)
Former Head
Chronic Disease Management
Office, SingHealth

Ms Esther Lim Li Ping
(formerly 1 April 2013, also Vice-Chairman till 30 March 2013)
Head of Department
Medical Social Services
Singapore General Hospital

Vice Chairman
Dr Wong Loong Mun
(formerly 1 April 2013)
Chief Care Transition Officer
Agency for Integrated Care (AIC)

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

Ms Leow Sok Fen
Senior Medical Social Worker
Department of Care & Counselling
Tan Tock Seng Hospital

Ms Jane Straaten
Senior Nurse Manager
Renal Services
Changi General Hospital

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

Mr Yeo Say Ann
NKF dialysis patient

Ms Yin Tong
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’s management.

Chairman
Mr Koh Poh Tiong
Chairman and Senior Advisor
Ezra Holdings Ltd

Members
Mr Chua Hoe Sing
Managing Director
HSC Glaston (Management Consultancy) Pte Ltd

Mr Ronald Tan Hee Huan
Senior Consultant Nephrologist
The Kidney Clinic Pte Ltd
Mount Elizabeth Medical Centre

Ms Wong Su Yen
Senior Partner
Managing Director
Mercer, ASEAN

Research Committee

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

Chairman
Professor A. Vathsala
Head & Senior Consultant
Department of Medicine
National University Hospital

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

Dr Ho Chee Khun
Senior Consultant Nephrologist
The Kidney Clinic Pte Ltd
Mount Elizabeth Medical Centre

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

Assoc. Prof Tan Han Khim
Senior Consultant Nephrologist
Department of Medicine
National University Hospital

Assoc. Prof Han Tin Cheong
Senior Consultant
Department of Paediatrics
Tan Tock Seng Hospital

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

Dr Martin Lee
Assoc. Consultant
Division of Nephrology
Department of Medicine
National University Hospital

Dr Mooppil Nandakumar
Director of Medical Services
National Kidney Foundation

Dr Tan Chieh Suai
Senior Consultant
Department of Renal Medicine
Singapore General Hospital

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Senior Consultant Nephrologist & Physician
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National University Hospital

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Department of Renal Medicine
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<tr>
<th>2012</th>
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<tbody>
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<td>16 October</td>
<td>15 January</td>
</tr>
<tr>
<td>27 November</td>
<td>12 March</td>
</tr>
<tr>
<td>12 July</td>
<td>15 April</td>
</tr>
<tr>
<td>31 August</td>
<td>12 June</td>
</tr>
<tr>
<td>14 June</td>
<td>17 MAY</td>
</tr>
</tbody>
</table>
**Volunteer Committee**

The Volunteer Committee reviews and provides advice and recommendations to NKF’s management on the 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 NKF’s volunteer team to promote programmes to corporations and institutions. The Committee’s focus for the financial year continues to be on volunteer recruitment and programme development.

**Chairman**

Mr Johnny Heng  
Managing Director  
Coutts & Company

**Vice Chairman**

Ms Shirley Wong Swee Ping  
Managing Director  
TNF Ventures Pte Ltd

**Members**

Mr Simon Neo Teck Koon  
Psychotherapist  
The Psychotherapy Clinic

Mr Adrian Tan Hwee Leng  
(from 1 February 2013)  
Constituency Director  
People’s Association

Dr Mabel Thng  
Executive Volunteer Committee  
Asia Refuge Projects

**COMMITTEE MEETINGS HELD:**

<table>
<thead>
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<th>2012</th>
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<tr>
<td>8 November</td>
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</tr>
</tbody>
</table>
In addition, NKF provides financial assistance to needy live donors through our Kidney Live Donor Support Fund. The total kidney patient and beneficiary population at 3,091 represented a 2% increase and the amount of subsidies for dialysis, medication and auxiliary services given out was $26.4 million for the financial year.

<table>
<thead>
<tr>
<th>Programmes</th>
<th>As at 30 Jun 2013</th>
<th>As at 30 Jun 2012</th>
<th>Variance (%)</th>
<th>Year ended 30 Jun 2013</th>
<th>Year ended 30 Jun 2012</th>
<th>Variance (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Haemodialysis</td>
<td>2,518</td>
<td>2,497</td>
<td>1%</td>
<td>19,316</td>
<td>20,712</td>
<td>-7%</td>
</tr>
<tr>
<td>Peritoneal Dialysis</td>
<td>304</td>
<td>317</td>
<td>-4%</td>
<td>1,542</td>
<td>2,031</td>
<td>-24%</td>
</tr>
<tr>
<td>Portable Subsidy</td>
<td>236</td>
<td>187</td>
<td>26%</td>
<td>3,085</td>
<td>2,514</td>
<td>23%</td>
</tr>
<tr>
<td>Children’s Dialysis (Including funding to Children’s Kidney Centre)</td>
<td>17</td>
<td>17</td>
<td>0%</td>
<td>937</td>
<td>911</td>
<td>3%</td>
</tr>
<tr>
<td>Kidney Live Donor</td>
<td>16</td>
<td>15</td>
<td>7%</td>
<td>24</td>
<td>16</td>
<td>50%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,091</strong></td>
<td><strong>3,033</strong></td>
<td><strong>2%</strong></td>
<td><strong>26,442</strong></td>
<td><strong>27,703</strong></td>
<td><strong>-5%</strong></td>
</tr>
</tbody>
</table>

RISING TREND OF NKF’S KIDNEY PATIENT AND BENEFICIARY POPULATION

- **Patients**
  - Jun-06: 2,093
  - Jun-07: 2,256
  - Jun-08: 2,398
  - Jun-09: 2,574
  - Jun-10: 2,722
  - Jun-11: 2,832
  - Jun-12: 3,033
  - Jun-13: 3,091

- **Increase:** 48%
Haemodialysis Programme

57% of Haemodialysis Patients Pay $50 or Less a Month

NKF’s subsidised haemodialysis programme is to help our 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, 57% of our haemodialysis patients paid $50 or less per month.

<table>
<thead>
<tr>
<th>Patients’ Co-payment Per Month (incl. GST)</th>
<th>As at 30 Jun 2013</th>
<th>As at 30 Jun 2012</th>
<th>Increase/(Decrease) 2013 VS 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No. of Patients</td>
<td>% of Patients</td>
<td>No. of Patients</td>
</tr>
<tr>
<td>$50 &amp; less</td>
<td>1,444</td>
<td>57%</td>
<td>1,337</td>
</tr>
<tr>
<td>$51 - $200</td>
<td>396</td>
<td>16%</td>
<td>396</td>
</tr>
<tr>
<td>$201 - $400</td>
<td>258</td>
<td>10%</td>
<td>247</td>
</tr>
<tr>
<td>$401 &amp; above</td>
<td>375</td>
<td>15%</td>
<td>464</td>
</tr>
<tr>
<td>Total No. of Subsidised Patients*</td>
<td>2,473</td>
<td>98%</td>
<td>2,444</td>
</tr>
<tr>
<td>No. of Full-paying Patients*</td>
<td>45</td>
<td>2%</td>
<td>53</td>
</tr>
<tr>
<td>Total No. of Patients</td>
<td>2,518</td>
<td>100%</td>
<td>2,497</td>
</tr>
</tbody>
</table>

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

Rising Trend of Haemodialysis Patients

27% increase

Profile of Haemodialysis Patients

- ≥ 61: 52%
- 48%

Age

- Male: 56%
- Female: 44%

Race

- Chinese: 64%
- Malay: 28%
- Other Races: 12%
- Indian: 7%

As at 30 Jun 2013 Increase/(Decrease) 2013 VS 2012

<table>
<thead>
<tr>
<th>Patients’ Co-payment Per Month (incl. GST)</th>
<th>As at 30 Jun 2013</th>
<th>As at 30 Jun 2012</th>
<th>Increase/(Decrease) 2013 VS 2012</th>
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<td>Total No. of Patients</td>
<td>2,518</td>
<td>100%</td>
<td>2,497</td>
</tr>
</tbody>
</table>
Peritoneal Dialysis Programme

Helping Beneficiaries on Peritoneal Dialysis

In the area of peritoneal dialysis, the number of beneficiaries was 304 for the financial year. In total, $1.54 million in the form of subsidies were given out for the financial year ended 30 June 2013.

Portable Subsidy Programme

Our Portable Subsidy Programme Helps Kidney Patients with Other Medical Complications

To ensure that no needy patient is deprived of dialysis, NKF continued to support patients through our 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 2013, 236 needy beneficiaries were on the programme, compared to 187 at the end of June 2012. In total, $3.09 million in the form of subsidies were paid for the financial year ended 30 June 2013.
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 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 $937,000.

PROFILE OF CHILD BENEFICIARIES ON DIALYSIS

- **Female**: 65%
- **Male**: 35%
- **AGE**
  - ≤ 10: 24%
  - ≥ 11: 76%
- **RACE**
  - Malay: 35%
  - Indian: 6%
  - Chinese: 59%

Holistic Rehabilitative Care

In addition to providing dialysis and medication subsidies, NKF, in our efforts to provide holistic care, provided subsidies through our patient welfare programmes. These subsidies totalled $1,538,000 during the financial year, up from $1,519,000 in the last fiscal year.

Free Dental Services for Needy Patients

NKF’s needy patients have been receiving free dental services through a joint collaboration between NKF and Tzu Chi Foundation since 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. During the financial year, 38 patients benefited from this service.

With this free service, patients are 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.

Patients Benefit from Subsidised Chest X-Ray Screenings

As many kidney patients also have heart diseases, it is critical that all our patients undergo an X-ray screenings once every two years, so that our doctors can detect any onset of cardiac condition for early intervention. NKF has been collaborating with SATA CommHealth to offer NKF patients chest X-ray screenings at minimal or no charge with the cost heavily subsidised by SATA CommHealth.

During the financial year, 244 patients benefited from the screenings carried out at the four SATA CommHealth Medical Centres.
Neediest Patients Benefit from Grains of Hope Programme

NKF, with the support of the Singapore Buddhist Lodge, extended more help to our neediest kidney patients by providing basic food necessities through NKF’s Grains of Hope programme. As at 30 June 2013, 224 NKF haemodialysis patients and 58 peritoneal dialysis beneficiaries each received a $60 food voucher, five kg of rice, three kg of bee hoon and two litres of cooking oil once in two months. Sixty haemodialysis patients and nine peritoneal dialysis beneficiaries, who do not cook at home, received the $60 food voucher once in two months. Of these, 282 patients, or about 80% of them, have monthly gross household per capita income of less than or equal to $360 and 134 of them are 60 years old and above. NKF mobilised 359 volunteers to help distribute the bulky food items to the patients’ homes. At the same time, it is also an opportunity for these volunteers to build friendships with patients and their families and bring hope and encouragement to them.

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, ambulance and van assistance 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. The subsidies granted amounted to $835,860 for the financial year, of which $60,000 were donated by the Singapore Buddhist Lodge towards needy patients’ bus and train expenses.

Providing Free Home Glucose Monitoring Kits

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 glucose monitoring is required. Cost is a major factor for non-compliance in monitoring glucose. NKF continued to provide free blood glucose monitoring kits to dialysis patients. Currently, more than 400 patients carry out regular home glucose monitoring. These patients are more aware of their diabetic control status and take proactive measures for better diabetic control.

Introduced Staged Diabetes Empowerment Programme

NKF also embarked on the Staged Diabetes Empowerment Programme, where 11 patients attended eight sessions to learn how to manage their blood sugar level in relation to their diet intake and exercise and make changes to their lifestyle.

Providing Eye and Foot Screenings to Diabetic 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 preventing 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 has been 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. DSS screened 270 patients with diabetes at 22 dialysis centres. Fifty-nine patients were found to have abnormal Diabetic Retina Photography, 86 patients were found to be at moderate risk and 36 patients had high risk of foot ulcers. These patients were then referred to eye clinics and podiatrists for follow-ups.

With better control of eye and foot care, the quality of life for kidney patients can be protected and deterioration prevented.

Improving Patients’ Well-being through Physical Exercises and Activities

NKF provides a platform for our renal patients to keep fit through a wide range of exercise programmes. Weekly group exercise sessions and functional fitness assessments were conducted at our Wellness Centre at NKF’s headquarters. The functional fitness assessments enabled patients to understand their fitness levels and helped us to prescribe appropriate exercises for them. We also organised our Patients’ Active Day (now known as NKF Health for Life Day) at Jurong Central Park (Event Lawn) on 15 July 2012, Bishan – Ang Mo Kio Park (River Plains) on 25 November 2012 and East Coast Park (Casuarina Grove) on 24 March 2013. During each event, about 500 patients, their family members, staff and volunteers participated in mass exercise workouts, sports and games. These events helped foster the spirit of teamwork and camaraderie.
ADVANCING CLINICAL CARE

Singapore Olympic Paddlers Inspired Kidney Patients

Every year, the Singapore Table Tennis Association (STTA) makes arrangements for their National Team paddlers to do outreach programmes as well as community service for the less fortunate. On 2 May 2013, the National Team paddlers, accompanied by Er Dr Lee Bee Wah, Member of Parliament for Nee Soon GRC and President of STTA, took time off their busy schedules to visit NKF’s patients at our Kim Keat dialysis centre before they set off for two major competitions, the Commonwealth Table Tennis Championships and the World Table Tennis Championships. During the visit, NKF patients witnessed a spectacular ‘live’ exhibition match performance by Singapore’s Olympic stars including Feng Tianwei and Gao Ning and also had playing sessions with them. At NKF, we believe in helping our patients develop a positive mindset and improve their physical and psychological well-being. The visit from these stars indeed raised our patients’ spirits and inspired them to lead an active and healthy lifestyle. It was truly a memorable and enjoyable time for them.

Helping Patients with their Psychosocial Needs

The Care & Counselling department continued to provide support and maximise the psychosocial functioning and adjustment of patients to our haemodialysis programme. Medical Social Workers (MSWs) attended to patients at the onset of their dialysis by identifying the high risk patients who might have difficulty in coping with dialysis and empowering them with coping strategies. MSWs also assessed and provided assistance to patients in the form of dialysis fees, transport subsidies, volunteer support and other social services to help ease their social situation where necessary. 56.6% of new patients were assessed to be at high risk of having difficulty in coping with their dialysis.

Besides individual counselling, the MSWs facilitated the Patient Support Group Programme to provide patients with a platform to share their experiences and get mutual support in a group setting. The programme had workshops and activities that provided an avenue for patients to realise their potential. Forty 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.

Patient Gatherings to Encourage Interaction

On 19 May 2013, a patient gathering was organised at NKF, attracting 195 patients, caregivers and volunteers, where a Chinese Opera Matinee themed “Entertainment” was shown. There were exciting performances such as Shanghainese, Hokkien and Cantonese operas and Chinese songs. On 23 June 2013, a Parents’ Day Celebration, in conjunction with Jack Neo’s movie screening of “We Not Naughty”, was organised at NKF, where 262 patients, caregivers, donors and volunteers attended. Patients socialise and spend their time more meaningfully through these interactive events, which they would otherwise not have the means to attend and enjoy themselves.

Introduced a Patient Kit

A Patient Kit was introduced to aid staff and volunteers to engage patients better and educate them in nutrition, exercise and fitness as well as management of their medical condition. There is also a progress chart to monitor patients’ participation and growth.

Providing Education and Support to Caregivers

It is a lifelong commitment for caregivers to care for kidney patients as they need to cope with the profound lifestyle changes of patients. NKF’s Caregiver Support Group programme provides caregivers support to sustain them and prevent burnout. This programme acknowledges the important role the caregivers play in patients’ treatment and rehabilitation. Three activities were conducted to support the caregivers – a talk by a psychologist on depression, a visit to the S.E.A. Aquarium and an art & craft session. A total of 57 caregivers attended these activities.
Clinical Management & Nursing Care

Quality Assurance

The Clinical Division continued to ensure that Quality Assurance activities remain paramount in achieving good clinical outcomes, while continuously improving to ensure that our processes are effective and efficient.

Quality Assurance Plan

Clinical Outcomes

Evidence-based Nursing Practices to Improve Quality of Care Delivery

The Infection Control Unit presented the following posters:

i) “Testing of Vascular Access Infection Bundle in NKF, Singapore Ambulatory Dialysis settings: A Singapore Experience” at the 5th International Congress of the Asia Pacific Society of Infection Control from 8 to 11 November 2012 in Melbourne, Australia.

ii) “Developing, Implementing and Progress of an Infection Prevention and Control Program in the Ambulatory Dialysis Care Setting: The NKF Experience” at the 6th International Congress of the Asia Pacific Society of Infection Control from 10 to 13 April 2013 in Shanghai, China.

Two educational tours were conducted for the Nursing Infection Control Task Group and Infection Control Link Nurses at:

i) A factory of a hygiene products provider on 16 November 2012 to better understand the sterilisation process of alcohol wipes currently used by the dialysis centres, gain insight of the packaging system and understand the Quality Control Programme.

ii) A Biohazard Plant on 29 November 2012 to better understand the importance of proper waste disposal, processes of incineration and landfilling of the biohazard waste, handling of spillage of the biohazard waste and contingency plan for any pandemic outbreak.

Clinical Quality Improvement projects (CQIs) were carried out in the dialysis centres to ascertain nursing services delivered are monitored for quality and appropriateness of care, establish monitoring and feedback mechanisms for evaluation and continuous improvement to service delivery and promote evidence-based dialysis nursing practices.

An annual workshop was conducted to train staff on CQI projects. Six CQI projects were submitted and one was shortlisted for Intermediate Long-Term Care (ILTC) Quality Festival Poster Competition 2012.
ADVANCING CLINICAL CARE

Clinical Management & Nursing Care

The National Kidney Foundation • Annual Report 2012/13

Nutritional Outcomes

Malnutrition is highly prevalent in chronic kidney disease patients and predictive of mortality. It is evident and common in many NKF patients. It is therefore important to detect early and identify the patients so close monitoring can be provided for this vulnerable group of patients. In view of this, the Dietetics Department embarked on the following programmes:

1) Nutrition Screening
   At the Placement Clinic
   Initial screening was provided at the Placement Clinic prior to being admitted to NKF’s dialysis programme. For the financial year, we screened 412 patients, of which 234 patients or 57% of them had some degree of malnutrition. Of these 234 patients, 79 of them or 34% had chewing difficulties. We followed up on this group of patients once their placements were confirmed at NKF’s dialysis centres.

   At the Dialysis Centres
   Our dietitians screened routine bi-monthly blood results and provided the necessary medical nutrition intervention in addition to attending to referrals by doctors, nurses and social workers via a real time e-referral system. A total of 158 malnourished patients were given high energy and protein oral nutritional 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’s free dental services.

2) Counselling
   Counselling for patients was done either one-to-one or in groups. Group sessions, in collaboration with social workers, were useful because the patients were more open to sharing and related their problems with other patients better.

3) Education/Prevention
   Nutritional talks were conducted to patients and caregivers at the Dialysis Centre Open House and patient support group events. Our dietitians also conducted such talks to nurses and non-clinical staff as part of NKF’s workplace health promotion efforts. They also continued to develop patient education tools like interactive games for our volunteers’ patient kit when they visit patients at the dialysis centres.

4) Continuous Improvement and Collaboration
   Our dietetics team collaborated with Temasek and Nanyang Polytechnics in developing more educational resources for our prevention and healthy lifestyle awareness events. By collaborating with the IT Department, Dietetics shortened the referral time, allowing for better communication among the clinical team in patient care.

Infection Control

Our efforts towards optimising Infection Control (IC) standards continued with active runs of programmes throughout the year, enhancing the continuity of both staff and patient awareness of their importance. Hand Hygiene and Personal Protective Equipment theory and practicum were conducted for all new nursing staff as well as IC education workshops.

Hand Hygiene

The quarterly IC audits continued to reflect progressive improvements in hand hygiene standards with an average achievement rate of 97% compliance. Our commitment to the 4th World Health Organization’s (WHO’s) Patient Safety Challenge cum ‘Saves Lives: Clean Your Hands’ Global Annual Campaign was marked via several participations namely:

i) Hand hygiene audits across 25 dialysis centres.
ii) Reinforced hand hygiene compliance via a video presentation for healthcare workers in the dialysis centres.
iii) Conducted hand hygiene technique activities during Dialysis Centre Open House events, where patients and the public had their hands assessed for effective hand hygiene using “Glow Germ™ powder” and UV light.

Infection Control (IC) and Quality Week

In conjunction with the IC Week on 19 October 2012, the 5th Infection Control workshop was organised. The focus and theme was “Care of the Environment”, to create awareness and adopt lessons learnt from other institutions. The programme topics included management of the environment. The theme emphasised on the importance of hand hygiene and effective environment cleaning. External speaker, Dr Ling Moy Lin, Director of Infection Control, Singapore General Hospital, gave a talk on “Environment Management”. This workshop was attended by 250 nursing participants. There were also exhibition booths and skits on the importance of infection prevention and control.

Ensuring High Standards in Reprocessing Practices

Dialyser reprocessing is a multi-stepped process that renders a contaminated dialyser safe for reuse. To minimise the risk of disease transmission and healthcare-associated infections via dialyser reuse, the IC unit oversaw the Reprocessing Task Group, which included a structured Reprocessing Training Programme. This helped ensure high standards in reprocessing procedures and practices across our 25 dialysis centres.
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’s doctors for their suitability to be accepted into our 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, 406 patients were reviewed at the Placement Clinic and 305 patients were accepted into the programme. Those who were not suitable for community dialysis were referred back to the Restructured Hospitals, which would then assess the patient and recommend an alternative dialysis plan.

Streamlining Patients at the 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. The overall capacity in the 25 dialysis centres was 463 chairs. This equated to 2,778 places, of which 24 were isolation facilities, six rehabilitation places and 50 emergency places. With the exception of our 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 94% utilisation throughout the year.

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 our patients. At the end of the financial year, there were 14 visiting consultants from the RHs and private dialysis centres and three family medicine doctors who helped review the patients regularly.

Collaborations with Hospitals on Integrated Patient Care

Patients undergoing haemodialysis at NKF dialysis centres in the community are cared for by:

1) NKF’s medical team when they are in the community.
2) Hospital nephrologists when they require hospitalisation.

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.

With the increasing complexities of the ageing dialysis patients, there is a need for integrated care. In the light of continual integrated care, NKF worked with National University Health System (NUHS) to provide medical leadership and coverage. Since October 2012, the Division of Nephrology of NUHS adopted NKF Clementi Dialysis Centre, providing professional leadership, medical and calls coverage to all patients dialysing at the centre.

In January 2013, the medical team from the Department of Renal Medicine, Changi General Hospital, also started providing medical and call coverages for their patients dialysing at the Kwan Im Thong Hood Cho Temple – NKF Dialysis Centre in Simei.
About 22% of NKF’s newly admitted patients chose peritoneal dialysis (PD), which is carried out at home as an alternative to haemodialysis where patients have to travel to a dialysis centre.

To improve the confidence of patients and their families, NKF launched the PD Community Support Programme, where trained and experienced PD nurses from NKF work closely with the hospitals to support PD patients and their caregivers by conducting regular home visits to ensure good PD self-management and provide advice and care.

With effect from 1 May 2013, NKF extended social and medical welfare benefits for PD patients, which included free PD-related blood tests, the provision of basic food necessities through our Grains of Hope programme, house painting and befriending services by volunteers, access to our exercise and fitness programme and simple renovations to improve hygiene conditions where necessary.

NKF’s PD Home Visit Service aims to facilitate confidence and early identification of PD-related problems, so that patients receive timely intervention.

Since the home visits started in June 2011, 400 patients have benefited from this support service with more than 1,400 visits conducted (as at June 2013).

With the extended support given to PD patients, NKF will continue to strengthen our support system for PD patients, so that it will be a viable and attractive option for effective renal therapy.

Mobile IT Application to Support PD Home Visits
To support PD nurses in their care delivery, NKF’s IT department developed a mobile application to enable nurses to download patients’ case notes to tablet PCs, so that they can have quick access to their history details and update information during their visits. The updates are then easily uploaded to our Clinical System when the nurses return from their visits. This eliminates the need to carry the bulky laptop computers to patients’ homes as they already have to carry other medical equipment.

Since the launch of NKF’s “Kidney Live Donor Support Fund” in 2009, 16 applicants have received funding (as at 30 June 2013) approved by the Transplant Ethics Committee and NKF’s management. An initial amount of $10 million from the existing NKF surplus fund had been set aside for this Fund, which is used to provide financial assistance to needy live donors.

“I wanted to donate my kidney to my sister because she is family and I want her to have a better life.”

- Mr Yow Kok Kheong, 35, who gave his kidney to his sister on 23 January 2013. Mr Yow is a recipient of NKF’s “Kidney Live Donor Support Fund”.

“I’m very grateful to my brother for giving me his kidney. It has improved my quality of life as I do not need to be at a dialysis centre undergoing painful and exhausting dialysis. I’ve more time to do the things I want to, especially with my family.”

- Ms Yow Sok Fun, 38, a school teacher married with two children.
Supporting Research in Kidney Disease

The Venerable Yen Pei – NKF Research Fund continued to support renal research, focusing on clinical and translational research. In view of the limited funds, the Research Committee decided on only one grant call for the financial year.

The 11th Grant Call in January 2013 attracted 23 proposals with six proposals being approved. There were 11 Grant Calls since 2007 with 87 projects funded. As at end of June 2013, 43 projects were on-going and 44 projects were completed.

Approved Projects for FY 2012/13

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Recipient</th>
<th>Expected Date of Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Usefulness of Ngal as a biochemical marker for acute kidney injury in patients with sepsis and cardiac failure</td>
<td>Dr Wee Choon Peng Jeremy</td>
<td>Jun-14</td>
</tr>
<tr>
<td>Role of angiomotin in the pathogenesis of membranous nephropathy</td>
<td>Dr Isaac Liu Desheng</td>
<td>Jun-16</td>
</tr>
<tr>
<td>‘Two-Hit’ Hypothesis in The Pathogenesis of Minimal Change Nephrotic Syndrome: Delineating the Accessory Pathway</td>
<td>Dr Yeo Wee Song</td>
<td>Jun-16</td>
</tr>
<tr>
<td>The effectiveness of self-efficacy psychoeducational programme to enhance outcomes of patients with end stage renal diseases: A randomised controlled trial</td>
<td>Dr He Hong Gu</td>
<td>Jun-15</td>
</tr>
<tr>
<td>Identification of endogenous regulators of kidney aquaporins</td>
<td>Dr Sugunavathi d/o Sepramaniam</td>
<td>Jun-15</td>
</tr>
<tr>
<td>Improving outcomes in patients with coexisting multimorbid conditions - the development and evaluation of the combined diabetes and renal control trial (C-DIRECT)</td>
<td>Dr Konstadina Griva</td>
<td>Jun-15</td>
</tr>
</tbody>
</table>

Details of Grant Calls Awarded in FY 2012/13

<table>
<thead>
<tr>
<th>Grant Call</th>
<th>Date</th>
<th>Proposals Received</th>
<th>Proposals Approved</th>
<th>Total Amount Approved</th>
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<tbody>
<tr>
<td>11th Grant Call</td>
<td>Jan 2013</td>
<td>23</td>
<td>6</td>
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REACHING OUT TO THE COMMUNITY

- Encouraging Volunteerism
- Raising Funds through Community Support
- Educating the Community
REACHING OUT TO THE COMMUNITY

Encouraging Volunteerism

NKF Circle of Hearts – Engaging Volunteers to Help Patients

Since its inception in 2007, NKF’s Circle of Hearts volunteer programme has been providing friendship, care and emotional support to our patients through various meaningful activities to facilitate their healing process and help them cope better with their long-term illness.

During this financial year, 175 new individuals and nine new corporations volunteered their services to our patients. The new organisations were DTZ Debenham Tie Leung (SEA) Pte Ltd, Nitto Denko Asia Trading P/L, LAL General Trading, SATS Ltd, Korea Exchange Bank, OOCL (Singapore) Pte Ltd, Singapore Kindness Movement, Tan Chin Tuan Foundation and Bethesda Church. New groups who volunteered were students from Nanyang Technological University, Nanyang Polytechnic’s School of Information Technology and Singapore Polytechnic.

Overall, over 450 individuals and 36 organisations volunteered their services for the benefit of patients.

Befrienders Programme – Providing Friendship and Hope

Volunteers continued to befriend patients by providing them with a listening ear and empathising with them during their long hours of dialysis at the dialysis centres. They also provided social support by interacting with patients at various NKF’s events, activities and special occasions as well as taking them on outings.

Enrichment Programme

To provide patients with more avenues to pass their time more meaningfully, activities such as art & craft, Ikebana, line dancing and cooking classes were conducted by volunteers during the financial year. Our volunteers also provided free haircuts to the patients in several dialysis centres, part of an initiative which started in April 2010.

During the financial year, there were a total of 78 enrichment sessions. These sessions allowed patients to learn new skills, develop existing interests and interact with other patients in a fun and relaxed environment. The volunteers also benefited greatly from this programme by having a better understanding and appreciation of the needs of the less fortunate in society. Many volunteers also shared their experiences through our Circle of Hearts bi-monthly newsletter “BUZZ” to inspire others to come forth and serve the community as volunteers.

Patient Escort Services

Volunteers continued to provide patient escort services for hospital visits or to and from the dialysis centres when their caregivers were not available. During the financial year, 44 volunteers made more than 500 trips through this service.

NKF Volunteers Reached Out to the Needy in Celebration of International Volunteer Day

Share your heart, give your time – this was what 250 NKF volunteers did on 2 December 2012 to celebrate International Volunteer Day at NKF’s headquarters.

It was meant to be a day to celebrate and recognise the efforts of volunteers throughout the year such as befriending patients, delivering groceries to their homes and escorting them to and from the dialysis centres. But true to their spirit of volunteerism, they went about distributing goodie bags containing dry goods to some 500 needy patients and the elderly in the community at their homes immediately after the celebration. This was the first time NKF volunteers extended a helping hand to those who were not NKF patients – the lonely elderly living in rental flats in Whampoa and Taman Jurong.

Patient volunteers also joined in to do their part for the lonely elderly by delivering groceries to them. NKF patients are given a new lease of life because of the support of a caring community. Thus, this is one way for them to give back to the community by helping other needy people.
Providing Mind Stimulation Activities

Mind Stimulation Activities (MSA) were introduced in 2013. Volunteers went through an intensive four-hour MSA practitioner course to understand the Art and Science behind MSA and helped provide regular clinical therapeutic sessions to patients. Three tertiary institutions, one secondary school and 43 individual volunteers have been involved in this programme so far, which has benefited about 200 patients.

Patient Volunteers Reached Out to the Community

It is often perceived that volunteers are healthy and independent individuals who contribute to society through their act of kindness, while patients are deemed as the ones needing help from them. However, despite their chronic condition, psychological and life stresses, some of our patients came forward to volunteer their services to help other needy people in society through our Community Outreach Programme, where they reached out to the senior citizens of NTUC’s Eldercare SilverACE drop-in centres at Redhill, Whampoa and Taman Jurong on various Sundays to befriend them and facilitate meaningful activities such as mind stimulation. Since its launch on 13 October 2012, a strong core of 65 patient volunteers conducted 11 sessions and reached out to 620 elders. The sessions gave the elders a sense of fulfilment and our patients a positive psychological outlook, increased confidence and a sense of achievement.

Brightening Up Lives through House Cleaning and Painting

Through NKF’s House Cleaning and Painting programme, volunteers assist patients without caregiver support over a six-month period to maintain a clean home environment. This helps to lower the risk of infection and other health issues, reducing the frequency of hospitalisations. During the financial year, 18 patients benefited from this programme.

Providing Training for our Volunteers

NKF continued to provide and equip our volunteers with professional training. In 2013, NKF extended our partnership with UniSIM to provide quality workshops and courses to volunteers and consultancy on programmes such as Mind Stimulation Activities (MSA). UniSIM conducted two workshops on “How to be a Better Helper” this year. In addition, NKF conducted courses on MSA, “Understanding Psychosocial Aspects of Chronic Haemodialysis” and “Safe Transfer Techniques” for volunteers. During the financial year, over 220 volunteers benefited from 11 training workshops.

Recipients of NKF Volunteer Awards:

- **5-Year Award for Individuals:**
  - Ms Noorul Huda Binte A. Manaff
  - Ms Winnie Lee Poh Keng
  - Mr Nirmal Singh Dhillon

  The above three volunteers also received the National Council of Social Service’s 5-Year Long Service Award for Volunteers

- **5-Year Award for Organisations:**
  - School of Human Development & Social Services,
  - Singapore Institute of Management University
  - Singapore Buddhist Youth Mission

Special Award for Individuals:

- Mr Sim Heng Lai (Patient Escort Services)
- Ms Doris Chia (Haircut Services)
- Ms Wendy Tan (Haircut Services)

We would like to recognise the following partners:

- Andy World Club (Singapore)
- Apac Healthcare Pte Ltd
- Art of Living Foundation Ltd
- Baker Tilly Consultancy (Singapore) Pte Ltd
- Bedok Methodist Church
- Bethel Community Services
- Bocosme Life Centre
- Buddhist Compassion Relief Tzu Chi Foundation Singapore
- Canberra Secondary School
- Chapel of the Resurrection
- Church of Our Saviour
- Ci Yuan CC YEC
- Credit Suisse AG
- Croda Singapore Pte Ltd
- Curtin Singapore
- DTZ Debenham Tie Leung (SEA) Pte Ltd
- International Student Centre, Nanyang Technological University
- Jody Marshall Dance Company
- Lambaga Pentadbir Masjid Sultan
- Masjid Hajjah Rahimabi Kebun Limau
- Ngee Ann Polytechnic
- Novo Winds
- Pinnacle Outsourcing Services Pte Ltd
- Raffles Institution
- School of Information Technology, Nanyang Polytechnic
- Singapore Institute of Management
- Singapore Management University
- Singapore Polytechnic
- SmartLab® (Bishan)
- The Northern Trust Company (Singapore Branch)
- YMCA of Singapore
Raising Funds through Community Support

Largest Donation to NKF by Living Individual Since 1999

Mr Kasmadi Melati, 68, donated $1 million in aid of kidney failure patients.

In 1999, chairman of the SUTL Group, Mr Tay Choon Hye, who has since passed on, donated $5 million to NKF to set up a dialysis centre.

Over the years, NKF has also received large donations of over $1 million from individuals, as well as legacy gifts from people who have bequeathed their money and assets.

Celebrating his birthday in October last year, Mr Kasmadi felt it timely to contribute back to the needy in society. Mr Kasmadi believes that when one is successful, one must not forget the needy in society. Mr Kasmadi felt it timely to contribute back to the needy in society. Mr Kasmadi believes that when one is successful, one must not forget the needy in society. Mr Kasmadi felt it timely to contribute back to the needy in society. Mr Kasmadi believes that when one is successful, one must not forget the needy in society. Mr Kasmadi felt it timely to contribute back to the needy in society. Mr Kasmadi believes that when one is successful, one must not forget the needy in society. Mr Kasmadi felt it timely to contribute back to the needy in society. Mr Kasmadi believes that when one is successful, one must not forget the needy in society. Mr Kasmadi felt it timely to contribute back to the needy in society. Mr Kasmadi believes that when one is successful, one must not forget the needy in society. Mr Kasmadi felt it timely to contribute back to the needy in society. Mr Kasmadi believes that when one is successful, one must not forget the needy in society. Mr Kasmadi felt it timely to contribute back to the needy in society. Mr Kasmadi believes that when one is successful, one must not forget the needy in society. Mr Kasmadi felt it timely to contribute back to the needy in society. Mr Kasmadi believes that when one is successful, one must not forget the needy in society.

Asia Pacific Breweries’ Generous Donation

NKF received a donation of $1 million from Asia Pacific Breweries (APB) Singapore on 6 December 2012. This donation followed two weeks after HEINEKEN successfully completed the acquisition of APB Limited, of which APB Singapore is a 100% owned subsidiary.

During a visit programme to Singapore, HEINEKEN’s Chairman and CEO, Mr Jean-François van Boxmeer, met with Mr Koh Poh Tiong, NKF Chairman and presented him with a symbolic cheque. APB Singapore has, over the years, engaged in many projects that have reached out to the needy in the community.

Helping to provide support to patients who are suffering from kidney failure and are in need of costly dialysis is an important part of their belief and commitment of giving back to society. This $1 million donation will help to provide about 7,800 haemodialysis sessions to 50 kidney patients a year.

Charity Screening of “Ah Boys to Men”

Supporters of NKF were treated to local film director Jack Neo’s latest movie “Ah Boys to Men”, which was shown in two parts on 7 November 2012 and 2 February 2013 respectively at Golden Village (Great World City). Part two of the movie was a charity screening in which over $37,500 was raised, which provided about 1,250 artificial kidneys to benefit kidney patients. For this sequel, the movie rights were sponsored by APB Singapore, which donated $5 million to NKF to set up a dialysis centre.

NKF would like to thank the following sponsors for making this carnival possible:

SO 1st Legion (Singapore Garrison)  
Afternoon Tea  
Aik Yon Contractor Pte Ltd  
Amjudah Buddhist Society (Singapore)  
AWG Insurance Brokers Pte Ltd  
Baxter Healthcare (Asia) Pte Ltd  
B. Braun Singapore Pte Ltd  
Buddhist Life Mission  
Colgate-Palmolive (Eastern) Pte Ltd  
Fresenius Medical Care Singapore Pte Ltd  
Golden Building LLP  
Hilltop Contractor Pte Ltd  
Huang Kee Building Maintenance Pte Ltd  
Koh Pia Keng Temple Association  
Kuan Yin San Temple  
Kuang Chee Tin Buddhist Association  
Kwan Yin Vegetarian Food  
Larong Koo Cey Pri Sheng Hong Temple  
Layang Tua Pei Kong  
Mahakaruna Buddhist Society  
Mr Jimmy Yong Li Vien  
Ms Lim Guanghua  
Ms Yao Xuan  
New & Novel Engineering Pte Ltd  
New Toys International Co Pte Ltd  
OES Construction Pte Ltd  
Omnis-Med Marketing Pte Ltd  
Pinnacle Outsourcing Pte Ltd  
Rama’s Deli  
San Qing Gong Management Pte Ltd  
Sheng Hong Temple  
Sheng Siong Supermarket Pte Ltd  
Shi Fang Jie Yuan  
Singapore Buddhist Lodge  
Tote Board and Singapore Turf Club  
SCH Holdings F&B Pte Ltd (Chili Boy)  
Super Bean International Pte Ltd  
Swiss Huat Heng Engineering Pte Ltd  
Tampines Chinese Temple  
Tenderkids Child Care & Development Centre  
The Northern Trust Company (Singapore Branch)  
Thang Toan San Tong Lian Sin Sia  
Toa Payoh Sau Teck Swan Tong  

“Lighting Up Lives” at Marina Barrage

NKF held our first ever carnival “Lighting Up Lives” at Marina Barrage on 16 September 2012. The carnival attracted over 20,000 corporate sponsors, volunteers and members of the public. It was part of NKF’s year-long “Be an A.K. Giver” campaign to raise funds towards the purchase of artificial kidneys (A.K.s) crucial in patients’ life-long dialysis treatments. Guest-of-Honour was Mr Sam Tan Chin Siong, Senior Parliamentary Secretary for Ministry of Community Development, Youth and Sports and Mayor for Central Singapore District.

The event brought Singaporeans back into the bygone era of the 1960s and 70s, where different generations of all races came together to bond, reminisce the good old days, participate in games and savour local food. One of the event highlights was a birthday celebration for patients who were 80 years old and above. It was an opportunity for them to show their gratitude by celebrating life with the very people who gave them a second chance at life – the caring community. The carnival indeed lit up the lives of needy patients with $400,000 raised in aid of them.  

In October 2012, NKF received our largest donation from a living individual donor – $1 million from Asia Pacific Breweries (APB) Singapore on 6 December 2012. This donation followed two weeks after HEINEKEN successfully completed the acquisition of APB Limited, of which APB Singapore is a 100% owned subsidiary.

NKF is grateful to all those who supported the charity event in aid of needy patients.

NKF would like to thank the following sponsors for making this carnival possible:

SO 1st Legion (Singapore Garrison)  
Afternoon Tea  
Aik Yon Contractor Pte Ltd  
Amjudah Buddhist Society (Singapore)  
AWG Insurance Brokers Pte Ltd  
Baxter Healthcare (Asia) Pte Ltd  
B. Braun Singapore Pte Ltd  
Buddhist Life Mission  
Colgate-Palmolive (Eastern) Pte Ltd  
Fresenius Medical Care Singapore Pte Ltd  
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Kuan Yin San Temple  
Kuang Chee Tin Buddhist Association  
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Larong Koo Cey Pri Sheng Hong Temple  
Layang Tua Pei Kong  
Mahakaruna Buddhist Society  
Mr Jimmy Yong Li Vien  
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New Toys International Co Pte Ltd  
OES Construction Pte Ltd  
Omnis-Med Marketing Pte Ltd  
Pinnacle Outsourcing Pte Ltd  
Rama’s Deli  
San Qing Gong Management Pte Ltd  
Sheng Hong Temple  
Sheng Siong Supermarket Pte Ltd  
Shi Fang Jie Yuan  
Singapore Buddhist Lodge  
Tote Board and Singapore Turf Club  
SCH Holdings F&B Pte Ltd (Chili Boy)  
Super Bean International Pte Ltd  
Swiss Huat Heng Engineering Pte Ltd  
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Educating the Community

Sit-A-Thon Raised Awareness of Kidney Disease

More than 1,200 people of all ages and from all walks of life joined our first ever Sit-A-Thon at Ngee Ann City Civic Plaza on 28 July 2013. The event was organised to create public awareness of kidney disease in light of the rapid rise in kidney failure cases in Singapore. Participants sat on stools for four hours, while engaging in different challenges with one arm immobilised to represent the four hours of dialysis that kidney patients need to undergo thrice weekly. They then had a glimpse of the plight faced by kidney patients and hopefully, were encouraged to take proactive steps to maintain a healthy lifestyle.

Guest-of-Honour Mr Chan Chun Sing, Acting Minister for Social and Family Development (now full minister), NKF Chairman, Mr Koh Poh Tiong and NKF Chief Executive Officer, Mrs Eunice Tay launched the event by activating three dialysis machines simultaneously to emphasise the fact that every day, three people lose the use of their kidneys in Singapore.

Sit-A-Thon participants, including Minister Chan and NKF staff, were each given a shaker – prepared together by Mayflower Primary School, NKF staff and volunteers using 500ml plastic water bottles – to do a three-minute mass percussion. The 500ml represents the daily water intake that patients are restricted to as their kidneys are no longer functioning. This health message is part of NKF’s public education. Guided by Temasek Polytechnic’s Fusion Percussion, participants shook their way into the Singapore Book of Records for the “Largest Shaker Ensemble”.

The event included special performances by the cast of Jack Neo’s movie, “Ah Boys to Men” – Maxi Lim, Noah Yap, Wang Weiliang and Tosh Zhang. There were also song and dance performances, exercises and cooking demonstrations as well as health educational skits and booths. To create a carnival atmosphere, there were food and game stalls and handmade handicrafts by kidney patients with all proceeds going in aid of patients.
Learning Journey at NKF’s Kidney Discovery Centre

The Kidney Discovery Centre (KDC) at NKF’s headquarters continued to attract learning institutions and organisations. Since the Centre started operations on 18 January 2011 till the end of the financial year, over 13,000 upper primary, secondary and tertiary students and teachers from 69 institutions as well as staff from 30 organisations came for our Learning Journey programme.

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 disease 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 disease and treatment methods, so that they can help in preventing kidney failure as well as understand and support those who unfortunately develop the condition.

Bringing Health Education to Schools

NKF conducted health talks during assembly sessions or class lessons and set up a health booth with a mock dialysis station at 18 schools, benefiting over 14,000 students to increase their awareness of kidney failure and kidney disease prevention.

Developing Leadership Skills through Young/ Little Champs Programme

A total of 112 secondary students and 514 upper primary school students participated in our Young Champs and Little Champs programmes respectively, which aim to strengthen the abilities of young leaders and inspire them to make a difference in the community and the lives of kidney patients. Students were presented with the ‘3Es’ challenge, i.e. Education, Empathy and Enterprise, taking them beyond the usual classroom learning and at the same time, refine and build upon their leadership skills.

Collaborating with Ministry of Education for Leadership Development Programme

Two teams of nine secondary students from Anglo-Chinese School (Independent), Raffles Girls’ School (Secondary), Dunman High School and NUS High School were attached to NKF as part of the Ministry of Education’s Leadership Development Programme (LDP) to develop 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.

One team produced a kidney patient’s story on social media, while the other team developed an educational game to create awareness of kidney disease.

Reaching Out to the Community through Facebook

Since the launch of our fan page “NKF Singapore” in January 2012, we have garnered over 2,800 likes. With the increasing use of social media to connect with the community, our page has indeed helped us 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. We will continue posting more interesting and useful articles and tips to promote a healthy lifestyle.
REACHING OUT TO THE COMMUNITY

Organising Dialysis Centre Open House Events to Encourage Healthy Living

Since 2006, NKF has been organising Dialysis Centre Open House events regularly, where members of the public can see first-hand the set up of a dialysis centre and learn more about kidney failure and kidney disease prevention. On 18 November 2012, NKF organised Open House events at the NKF Woodlands Dialysis Centre and Kwan Im Thong Hood Cho Temple – NKF Dialysis Centre in Simei. On 5 May 2013, we organised Open House events at the Singapore Buddhist Welfare Services – NKF Dialysis Centre in Hougang and NKF Hong Kah Dialysis Centre in Jurong West.

Highlights of the Open House events included dialysis centre tours, free health screenings and health talks on the leading causes of kidney failure. There were also fun activities for children like kite-painting, colouring and health quizzes. Dietitians were also on hand to provide tips on how to make informed healthier food choices. As part of International Hand Hygiene Day, which falls on 5 May every year, there were also booths to educate staff and the community about the importance of infection prevention through hand hygiene.

The events were well attended by residents living in the vicinity of these dialysis centres, creating awareness of kidney disease prevention and encouraging people of all ages to take care of their health.

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 our education and outreach programmes. In addition, we conducted free health talks to organisations.

STRENGTHENING OPERATIONAL EFFICIENCY

- Increasing Dialysis Capacity
- Enhancing Organisational Capabilities
Increasing Dialysis Capacity

A Second Dialysis Centre of Life and Hope at Tampines

The Wong Sui Ha Edna – NKF Dialysis Centre at Tampines was officially opened on 7 April 2013 (44 years to the day NKF was established) to give life and hope to kidney patients.

This is NKF’s 25th dialysis centre, made possible with a legacy gift of $4.75 million by 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. Located at Blk 271, Tampines Street 21, it has 22 dialysis stations, which can serve 132 needy patients. It is NKF’s second dialysis centre in Tampines to meet the increasing demand of dialysis places in the eastern part of Singapore.

Guest-of-Honour at the event was Mr Heng Swee Keat, Minister for Education and special guest was Mr Mah Bow Tan, MP for Tampines GRC and Adviser to Tampines Grassroots Organisations.

The late Madam Wong was a compassionate and humble person, always generous to others, especially the needy in society. The youngest of eight children, she witnessed one of her brothers grapple with kidney failure and donated regularly towards the cause of kidney patients.

It is caring people like the late Madam Wong who make a positive difference in the lives of those who are sick and financially burdened. This dialysis centre is a manifestation of Madam Wong’s selfless giving to humanity.

Plans to Add 15 Dialysis Stations at 11 Dialysis Centres

Work is currently underway to re-configure the layout of 11 dialysis centres to add 15 dialysis stations. This is to cater for the increasing demand for dialysis from an ageing population. The project is expected to be completed by May 2014. The increase in capacity will benefit an additional 90 patients.

22 New Dialysis Machines Thanks to Benevolent Donors

During the financial year, 16 supporters donated 22 new dialysis machines. One machine can benefit six patients. Therefore, 22 machines can benefit a total of 132 patients. NKF carried out plate-mounting ceremonies at various dialysis centres to recognise dialysis machine donors.

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

As the medical equipment and instruments have a limited lifespan, NKF needs to constantly upgrade and replace equipment at our 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 2013, NKF incurred $1.04 million in the upgrading and replacement of medical instruments and equipment. The maintenance, refurbishment and upgrading of dialysis centres are ongoing.
Enhancing Organisational Capabilities

Continuing to Enhance Operational Effectiveness and Efficiency

NKF continued to enhance our organisational structure, focusing on providing quality renal care and creating awareness of kidney disease through health education.

Two new departments were introduced - Operations & Strategic Planning and Patient Advocacy (PA). With the additional support, nurses can concentrate on providing quality renal care and work towards achieving nurse-led dialysis centres.

The Operations & Strategic Planning department handles daily ground issues and focuses on productivity and work process improvements. PA, on the other hand, forms the bridge between NKF and the patients, ensuring programmes meet the needs of patients and that none will fall through the cracks. PA also nurtures patients such that they appreciate the efforts of the Foundation in caring for them. Moreover, patients are encouraged and groomed to be advocates to motivate their peers towards rehabilitation. Patient advocates manifest attributes of being Committed, Appreciative, Resilient and Enthusiastic (C.A.R.E.).

Departments were also re-grouped such as Volunteer Management with Community Partnerships, Admissions with Care & Counselling and Exercise & Fitness with Clinical Services, so as to streamline functions for better accountability and workflow.

We also provided training opportunities as well as education and engagement programmes for staff, ensuring a caring, conducive and progressive work environment.

As at 30 June 2013, there were 647 employees in NKF, of which 520 were in the clinical departments.

Developing Nurses’ Skills through Training and Education

NKF’s nurses are encouraged to continuously enhance their skills by taking up various training courses. Regular clinical and root-cause analysis sharings, topic-specific workshops, in-service trainings in the dialysis centres and hands-on demonstrations are some of the regular trainings provided. Partnerships and collaborations with other learning institutions also help raise the standard of training and education for our nurses and empower them with new knowledge and skills.

Seventy-five nurses underwent the Introduction to Renal Dialysis (IRD) course, 115 Registered Nurses participated in the Intravenous Medication (IVM) course, 173 nurses attended the Cannulation workshop and 146 nurses went for the Buttonhole Cannulation workshop. Another 95 nurses participated in the Interpretation of Blood Tests workshop, 121 attended the Physical Assessment workshop and 157 nurses took part in the Exercise workshop.

NKF’s Nursing Services achieved another milestone by collaborating with ITE and Nanyang Polytechnic to send a representative to sit in a committee panel to review the curriculum of the Polytechnic’s Advanced Diploma in Nephrology/Urology.

Providing Continuous Education Programmes for Staff

NKF continued to build up staff capabilities, so as to support the Foundation in our operational efficiency with quality leaders. During the year, NKF launched soft and technical skill trainings to bridge the skill gaps of our employees and provide them with the competency skills to deliver a 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.

- Communicate & Relate Effectively at the Workplace
  - to equip employees with effective communications techniques to communicate and relate effectively with others at the workplace and also with customers/patients.

- to interpret, clarify, analyse and respond to information received, taking into consideration the social and cultural differences in a diversified environment.

- Leadership Programmes
  - to enhance leadership skills and develop potential managers.

- Living SCs (Commitment, Communication, Compassion, Collaboration and Consistency) Employee Engagement programme
  - 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.

Providing Nursing Sponsorships

As part of our recruitment strategy to attract local talent, the NKF Sponsorship Programme was launched to sponsor nursing students from Polytechnics and Institutes of Technical Education. We partnered with these institutions to conduct career cum sponsorship talks as well as participated in career fairs and open house events at the various institutions and local universities.

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, Care & Counselling and Volunteer Management.
Encouraging Employees to “Go the Extra Mile”

To encourage employees who are willing to go beyond their job duties, take personal accountability and be a force for positive change to help transform our organisation, NKF recognised our employees with our “Going the Extra Mile” Award, which aims to boost individual and team spirit and build employee engagement. This helps increase job satisfaction, provide positive reinforcement of excellent behaviour and team performance as well as create and sustain a high-performance culture that inspires a deeper commitment to our organisation and vision.

Motivating Staff through “A Sunflower Smile” Programme

Staff who received compliments from patients, business associates or government agencies got a Sunflower postcard, personally signed by our CEO to convey our appreciation and recognition for their contributions. The postcards were displayed at the work desks of staff or on the department/dialysis centre notice boards. This encourages staff to practise good customer service, enhance service delivery and compliment fellow colleagues who do good.

Achieved the Singapore HEALTH Award 2012

In our efforts to promote workplace health and wellness, NKF attained Silver in the Singapore HEALTH Award 2012 from the Health Promotion Board. The Award is given to caring employers who value their employees’ health and well-being and strive to keep their employees fit and healthy.

Introduced 3 Pillars of Health

NKF introduced the 3 Pillars of Health – Staying Happy, Maintaining Hygiene and Eating Right & Staying Fit – as part of our Work Health Programme for staff, which encompasses health screenings, promoting healthier food choices, sports activities as well as health and wellness talks.

Ensuring Operational Readiness to Deal with a Crisis

As part of NKF’s Business Continuity Planning/Management, we conducted a Call Tree Exercise on 19 April 2013, so as to ensure staff were familiar with the Call Tree procedures and that everyone would be contactable in times of a crisis. Efforts are now underway to improve on the use of the Mass SMS Broadcast system to incorporate a report function, so that the whole process can be expedited. A Haze Business Contingency Plan was also drawn up in preparation for a worsened haze situation.

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 our vision, each department’s Key Performance Indicators (KPIs) was reviewed on a monthly basis at the Management Committee Meeting.

Organised Retreats for Strategic Planning

With Mr Koh Poh Tiong on board as Chairman in October 2012, a Board Retreat was held on 5 January 2013, where NKF’s vision and mission statements were revisited. A poll was also conducted before the Retreat, where the staff’s views on the vision statements were considered. Following the Board Retreat, a Management Retreat was conducted on 14 January 2013 to formulate plans based on the directions set by the Board, changes in the environment such as changes in patient profile and therefore, different needs, limitations in resources due to decrease in donation income as well as competing forces for our employees.
OVERVIEW OF FINANCIAL RESULTS FOR THE YEAR ENDED 30 JUNE 2013

<table>
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<tr>
<td>Income</td>
<td>33,421</td>
<td>31,235</td>
<td>2,186</td>
</tr>
<tr>
<td>Expenses</td>
<td>(51,422)</td>
<td>(49,824)</td>
<td>(1,598)</td>
</tr>
<tr>
<td><strong>Results</strong></td>
<td>(18,001)</td>
<td>(18,589)</td>
<td>588</td>
</tr>
<tr>
<td><strong>Donations and Grants (Operations)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income</td>
<td>27,843</td>
<td>20,254</td>
<td>7,589</td>
</tr>
<tr>
<td>Expenses</td>
<td>(1,915)</td>
<td>(1,699)</td>
<td>(216)</td>
</tr>
<tr>
<td><strong>Results</strong></td>
<td>25,928</td>
<td>18,555</td>
<td>7,373</td>
</tr>
<tr>
<td><strong>Administrative Costs</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenses</td>
<td>(8,791)</td>
<td>(7,968)</td>
<td>(823)</td>
</tr>
<tr>
<td><strong>Surplus/(Deficit) from Operations</strong></td>
<td>174</td>
<td>(5,111)</td>
<td>5,285</td>
</tr>
<tr>
<td><strong>Investment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income</td>
<td>7,040</td>
<td>(1,962)</td>
<td>9,002</td>
</tr>
<tr>
<td>Expenses</td>
<td>(1,048)</td>
<td>(1,009)</td>
<td>(39)</td>
</tr>
<tr>
<td><strong>Results</strong></td>
<td>5,992</td>
<td>(2,971)</td>
<td>8,963</td>
</tr>
<tr>
<td><strong>Donations (Capital Items)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income</td>
<td>445</td>
<td>774</td>
<td>(329)</td>
</tr>
<tr>
<td><strong>Total Surplus/(Deficit) for the year</strong></td>
<td>6,611</td>
<td>(7,308)</td>
<td>13,919</td>
</tr>
</tbody>
</table>

Overall, the financial performance for FY 12/13 resulted in a net surplus of $6.6m, made up of a $0.2m surplus from operations, $6.0m from net investment income and $0.4m from non-recurring donations for capital items.

Compared to last year, the results were $13.9m better due to a surplus from operations (+$5.3m) and higher investment income (+$8.9m), offset by donations for capital items, which was $0.3m lower.

**Surplus from Operations versus Last Year**

NKF reported a net operating surplus of $0.2m, which was $5.3m higher than previous year’s deficit of $5.1m. The following accounted for the better performance:

- Increase in donations of $7.4m made up of government grants of $4.4m and net donations of $3.0m.
- Increase in income from dialysis services of $0.6m, mainly from increase in MOH subvention partially offset by:
  - Increase in administrative costs of $0.8m, mainly attributed to increase in manpower cost due to Salary Adjustment Exercise for the Intermediate and Long Term Care Sector.
  - Decrease in other income due to non-recurrence of $1.9m legal settlement income in the previous year.

**Investment Income**

- Net return from investment improved significantly over the previous year by $9.0m.

**Donations (Capital Items)**

- Non-recurring donations of $0.4m received for replacement of dialysis machines for the current year was $0.3m lower than the previous year.

**Surplus/(Deficit) for the year**

- The overall results for the year amounted to $6.6m surplus, compared to a deficit of $7.3m for the last financial year.
Our Dialysis Centre Sponsors

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 369766

Ang Mo Kio 2
Western Digital – NKF Dialysis Centre
Blk 633, Ang Mo Kio Ave 6, #01-5155, Singapore 360633

Ang Mo Kio 3
Pai Hwa Foundation – NKF Dialysis Centre
Blk 565, Ang Mo Kio Ave 3, #01-3401, Singapore 360565

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

Bukit Batok
NTUC Income – NKF Dialysis Centre
Blk 103, Bukit Batok Central, #01-237, Singapore 650103

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

Clementi
NKF Clementi Dialysis Centre
Blk 326, Clementi Ave 5, #01-175, Singapore 120326

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

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

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

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

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

Kim Keat
Toy Chaon Hye – NKF Dialysis Centre
Blk 3, Kim Keat Road, Singapore 328836

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

Punggol
Insurance and Financial Practitioners Association of Singapore (IFPAS) – NKF Dialysis Centre
Blk 201, Serangoon Central, #01-30, Singapore 530201

Simei
Kwan Im Thong Hood Cho Temple – NKF Dialysis Centre
Blk 101, Simei St 1, #01-892, Singapore 320101

Tampines 1
National Trade Union Congress / Singapore Pools – NKF Dialysis Centre
Blk 935, Tampines St 91, #01-333, Singapore 520935

Tampines 2
Wong Sui Ho Edna – NKF Dialysis Centre
Blk 271, Tampines St 21, #01-99, Singapore 520271

Teck Whye
Leong Hwa Chan Si Temple – NKF Dialysis Centre
Blk 113, Teck Whye Lane, #01-666, Singapore 620013

Too Payh
Singapore Airlines – NKF Dialysis Centre
Blk 225, Too Payh Lor 8, #01-54, Singapore 510025

Upper Boon Keng
Sakyadhita – NKF Dialysis Centre
Blk 19, Upper Boon Keng Road, #01-1250, Singapore 380019

Woodlands 1
Thong Teck Sian Tong Lian Sin Sia – NKF Dialysis Centre
Blk 825, Woodlands St 81, #01-30, Singapore 380025

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

Yishun
Too Payh Sau Teck Suan Tong – NKF Dialysis Centre
Blk 203, Yishun St 21, #01-239, Singapore 760203