Achieve your vision with passion and an enduring work ethic

## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our Vision &amp; Mission</td>
<td>3</td>
</tr>
<tr>
<td>Our Core Values</td>
<td>4</td>
</tr>
<tr>
<td>Chairman’s Message</td>
<td>6</td>
</tr>
<tr>
<td>CEO’s Message</td>
<td>8</td>
</tr>
<tr>
<td>Highlights of Key Achievements</td>
<td>8</td>
</tr>
<tr>
<td>Caring More for Patients</td>
<td>12</td>
</tr>
<tr>
<td>Quality Patient Care</td>
<td>14</td>
</tr>
<tr>
<td>Kidney Transplant</td>
<td>16</td>
</tr>
<tr>
<td>Peritoneal Dialysis</td>
<td>20</td>
</tr>
<tr>
<td>Haemodialysis</td>
<td>26</td>
</tr>
<tr>
<td>Portable Funding</td>
<td>28</td>
</tr>
<tr>
<td>Children’s Dialysis</td>
<td>30</td>
</tr>
<tr>
<td>Holistic Journey</td>
<td>36</td>
</tr>
<tr>
<td>Medical and Nursing Care</td>
<td>38</td>
</tr>
<tr>
<td>Supporting Research in Kidney Disease</td>
<td>38</td>
</tr>
<tr>
<td>Engaging and Empowering Our People</td>
<td>39</td>
</tr>
<tr>
<td>Enhancing Organisational Capabilities</td>
<td>39</td>
</tr>
<tr>
<td>Bringing More to the Public</td>
<td>42</td>
</tr>
<tr>
<td>Education &amp; Prevention</td>
<td>42</td>
</tr>
<tr>
<td>Partnering with the Community</td>
<td>48</td>
</tr>
<tr>
<td>Encouraging Volunteerism</td>
<td>48</td>
</tr>
<tr>
<td>Raising Funds to Help Patients</td>
<td>50</td>
</tr>
<tr>
<td>Corporate Governance</td>
<td>54</td>
</tr>
<tr>
<td>Financial Statements</td>
<td>64</td>
</tr>
<tr>
<td>Our Valued Supporters</td>
<td>66</td>
</tr>
<tr>
<td>Our Compassionate Donors</td>
<td>66</td>
</tr>
<tr>
<td>Our Dedicated Volunteers</td>
<td>69</td>
</tr>
<tr>
<td>Our Caring Dialysis Centre Sponsors</td>
<td>71</td>
</tr>
</tbody>
</table>

## Our Vision & Mission

Giving Life & Hope

through

affordable, sustainable & quality renal care

and

education & prevention of kidney disease

in

partnership with the community

## Our Core Values

Nurturing  Integrity  Compassion  Excellence  Respect
I would like to express my gratitude to you for your care and compassion for our kidney patients. Our work would not be possible without your steadfast support.

2017/18 has been a year with milestone celebrations as we opened five new dialysis centres - NKF Queenstown Dialysis Centre (formerly People’s Dialysis Centre run by Khoo Teck Puat Foundation), The Hour Glass-NKF Dialysis Centre (West Coast), Jo & Gerry Essery-NKF Dialysis Centre (Marsiling), Foo Hai-NKF Dialysis Centre (Ubi) and phase 1 and 2 of the NKF Integrated Renal Centre (IRC) supported by The Sirivadhanabhakdi Foundation (Corporation Road). With NKF Hong Kah Dialysis Centre closed and patients there relocated to the IRC, this brings the total to 36 dialysis centres islandwide. Hence, our patient capacity has increased by 828 or about 22%, helping greatly to meet the increasing demand for dialysis.

To tackle the growing challenges, we are taking a multi-pronged approach. For patients who prefer the home-based peritoneal dialysis (PD) treatment, we continue to enhance our services to support and enable them to do well at home. More than 3,000 home visits have been made in the last FY, of which, 2,650 were by our PD nurses, 316 by our medical social workers and 159 by allied health professionals.

With your support, we will continue our journey together to achieve our critical mission of providing holistic treatment and care for the well-being of our kidney patients and benefit the community through kidney health education.

The total operating expenditure for this financial year amounted to $108 million, of which $94 million or 86% was spent on patient dialysis treatment and care, and the remaining 14% was in relation to education and prevention, administrative and other expenses.

With insurance claims, government support and public donations, 99% of our patients received subsidies with 50% of them paying zero a month despite a monthly patient dialysis fee of $2,100.

While we provide dialysis treatment and holistic care to help kidney failure patients cope with their debilitating illness, it is vital that we continue to promote kidney transplant as it offers a kidney patient the best long-term solution and quality of life. In this regard, we are happy to share that NKF has made enhancements to our Kidney Live Donor Support Fund, removing the first barrier and any financial concern a potential kidney donor may have. NKF will now reimburse up to two pre-transplant screening and evaluation costs per kidney recipient. Only the recipient is required to pass the means test instead of both recipient and donor. We have also revised the one-time reimbursement for loss of two months actual income or $8,500 whichever is lower, from $5,000 previously.

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Once again, thank you for your strong support, benevolence and generosity towards our cause.

Yours sincerely

Koh Poh Tiong
Chairman
We are grateful for your unyielding support which continues to give our kidney patients the courage and strength for a better future.

Last year has been a year with many challenges and excitement as we strove to step up more care integration and transformation efforts to ensure the total well-being of the people we serve.

The green leaf featured in the cover design symbolises the hope, renewal and revival that NKF wishes to imbue in each patient. The radial gradient blue circle represents the ripple effect of positivity. Positivity is infectious and advantageous, hence, spreading hope creates an inspiring and influential impact on patients and everyone around them. It aptly represents the essence of NKF’s mission - Giving Life & Hope.

When patients are first diagnosed with kidney failure, they feel lost. Their world is suddenly thrust into turmoil such as costly treatment, stress, denial of the need to go for lifetime dialysis, loss of confidence, unstable home environment and marital discord. Kidney failure, loneliness and lack of caregiver support isolate patients from society which is a growing challenge we see in our patient population. Due to their medical condition, the majority of our patients are unable to work and homebound due to disability, failing health and mobility issues.

As a renal care integrator in partnership with the community, we have a role to play in providing holistic care to patients to help them achieve not only clinical outcomes, but to find purpose and meaning in their lives. We strive to reintegrate them into the society so that they continue to live well in the community. To do this, we need to walk with patients in their holistic journey, right from the beginning even when the patient is first diagnosed with chronic kidney disease.

I am happy to share that we have stepped up on many care integration programmes and one new programme is “Know Right, Start Right” in partnership with Khoo Teck Puat Hospital. Through this early intervention programme, we hope to provide pre-dialysis patients the proper advice and support so that they can make the right decision on their treatment choice. We work closely with the Ministry of Health, restructured hospitals, nursing homes, social agencies and community partners to ensure that patients are well-supported.

It is also not an easy journey caring for someone who is chronically ill and it is important that caregivers receive support and do not feel alone. In this regard, we have also started a new Caregiver Support Programme, providing caregivers psychological support and relevant knowledge and skills to deal with their own anxiety and burden of caregiving. Ultimately, improving patients’ quality of life, allowing them to live normally, and even fulfil their dreams and aspirations are what we are committed to.

More than this, we empower and partner the community, working hand-in-hand towards the prevention of kidney disease to help every Singaporean to be more aware of their kidney health, not take it for granted and take proactive steps to care for their kidneys. You will be pleased to know that 216,000 people learned about kidney health education through our programmes.

As we turn 50 in 2019, our underlying mission of giving Life & Hope remains deeply entrenched since our founding, and it will continue to be the focal point in all that we do for the next 50 years. Thank you again for your strong support and we look forward to partnering you in our journey.

Yours sincerely

Tim Oei
Chief Executive Officer
Highlights of Key Achievements

4,370 serving more needy patients

$94 million cost of providing dialysis, medication and auxiliary services for kidney patients

3,125 home visits by medical professionals to provide homecare support for peritoneal dialysis patients

1,776 more patients received full subsidies and they are paying $0 for their dialysis treatment

94% patient survival rate in the first year

36 dialysis centres islandwide with 5 new ones

98% patients are happy with our care and services

“With this job that NKF helped me find, I feel useful again. It helps me to look forward to each new day.”

Madam Chia Wai Mun, a patient who benefitted from the Enhanced Patient Employment Rehabilitation Programme

“I had gone through this before. I can put myself in their shoes and offer time, comfort and support for new patients.”

Mr Anthony Boey, a patient volunteer who has provided comfort and emotional support to new patients for more than 2 years

“Through NKF’s eye screening, I was informed that my right eye is affected by diabetes. I’m glad to find this out early so I can follow up with my hospital eye specialist for early intervention.”

Mr Teo Tin Teck, a patient who benefitted from the eye screening services

“By choosing to do peritoneal dialysis (PD) at home, I only need to make small changes to my lifestyle. I spend the whole day doing meaningful things and do my dialysis at night while I sleep.”

Mr Ang Mong Lee, who is doing well on PD
Bringing More to the Public

216,000 people learned about kidney health and were imbued with a greater awareness of kidney disease prevention

145,000 people participated in our kidney screenings, kidney talks and roadshows

8,500 visitors discovered the wonders of the kidneys through the Kidney Discovery Centre tour and overall, 43,000 visitors since 2011

46,000 students and educators benefitted from kidney health education activities

25,000 people engaged through weekly digital and social media communications

12,800 people learned more about kidney functions and the leading causes of kidney failure at our Kidney Health Education Bus and overall, 36,000 people since 2014

Engaging and Empowering our People

Happy and Healthy Staff = Vibrant Workplace = Better Patient Outcomes

Alone, we can do so little; together we can do much more.
Quality Patient Care

The total kidney patient and beneficiary population at 4,370 represented 141, or a 3% increase and the costs for dialysis, medication and auxiliary services amounted to $94 million.

NKF helps kidney patients through:

- Kidney Live Donor Support Programme
- Peritoneal dialysis at home
- Haemodialysis at our 36 dialysis centres
- Portable funding for patients who dialyse at private dialysis centres
- Children with kidney failure through the Children’s Kidney Centre

$94 million cost of providing dialysis, medication and auxiliary services for 4,370 kidney patients

Rising Trend of NKF’s Kidney Patient and Beneficiary Population

2 in 3 kidney failure cases are due to diabetes.
More assistance to promote live kidney transplant

NKF will reimburse pre-transplant screening and evaluation costs for up to two potential donors per kidney recipient to boost the uptake of live kidney donation. All potential kidney donors are required to undergo a series of thorough matching tests as prescribed by the restructured hospitals - around $2,000 to $3,500 during the evaluation process to ascertain if she or he is a suitable kidney donor. The reimbursement of the screening and evaluation costs aims to remove the first barrier and any financial concern a potential kidney donor may have.

Only the recipient is now required to pass the means test instead of both recipient and donor. NKF will also cover one-time reimbursement for loss of two months actual income or $8,500 whichever is lower, from $5,000 previously. The enhancements took effect from 1 November 2018.

We are also intensifying our initiatives to encourage more conversation and discussion amongst patients and family members, whilst at the same time to clarify any doubts and misconceptions patients and caregivers may have about kidney transplant.

About Kidney Live Donor Support Fund

The Fund covers the costs of annual health screenings and medical follow-ups; reimbursement of hospitalisation and surgical insurance premiums; and insurance coverage for the Group Living Policy, for which NKF has doubled the sum insured to $200,000. Thus far, 39 beneficiaries have received support from the Fund.

We can help dispel your fears and anxieties.

1800-KIDNEYS (5436397)
contact_us@nkfs.org
www.nkfs.org

Kidneys are the most hardworking organs. Treasure them!
Comprehensive PD Community Support Programme
NKF’s PD Community Support Programme continues to provide home-based holistic support to help PD patients manage their treatment well at home. Nurses make frequent home visits to help patients prepare and adapt to PD, ensure a PD-safe environment as well as provide continuous support whenever they have issues coping with PD at home. Allied health professionals such as medical social workers, dietitians and exercise specialists also make home visits to ensure all-round care for them.

Peritoneal Dialysis

3,125 total home visits
2,650 by PD nurses
96 by dietitians
316 by medical social workers
63 by exercise specialists

Helping Beneficiaries on Peritoneal Dialysis
The number of beneficiaries was 546. We spent $1.88 million to support peritoneal dialysis patients in their treatment and rehabilitation.

PD Care Group
Two sessions are held monthly for PD patients to come together twice monthly to discuss challenges and caregiver burdens as well as support and encourage one another. It also gives us the opportunity to understand their needs and serve them better. Recreational outings are also organised for social bonding and integration.

Partnering with NUH for Home Adapted PD
NKF partners NUH in the Home Adapted PD (HAPD) Project funded by TOTE Board and MOH to encourage PD uptake by providing home PD support for the new PD patients in NUH for the first 6 months. In this project, a training framework was also co-developed by NUH and NKF to build PD capability for the community nurses. Since the start of the project in February 2018, NKF has received 42 HAPD referrals and provided Home PD Support training for 6 Home Nursing Foundation nurses.

$1.88 million provided for home care and subsidies
546 total number of beneficiaries
80 patients benefitted from the PD care group
When Madam Chia Hwee Ngoh, 53, started dialysis in 2009, she had not wanted to go on haemodialysis as she did not want the hassle of regular visits to a dialysis centre thrice weekly during the day as it would disrupt her working life.

Opted for PD for a flexible lifestyle
She opted for peritoneal dialysis (PD) and has been doing well on this home-based treatment for the past 10 years. She is able to work as a part-time cleaner six days a week which gives her a flexible and less stressful lifestyle. She is also able to spend more quality time with her family like going shopping and having meals with her sister’s and brother’s families, which she finds therapeutic. At night, she is able to do the setup of her daily dialysis procedure on her own for the 10 hours of treatment while she sleeps.

Happy and contented
Madam Chia watches her diet and eating habits. A PD nurse visits her regularly to check on her condition, give advice and ensure she is coping well. Madam Chia said, “I’m glad I chose PD and feel happy with my freer lifestyle.”
Haemodialysis

Caring for Haemodialysis Patients

We provide affordable quality in-centre dialysis to kidney patients at our 36 purpose-built dialysis centres located islandwide. Our patients undergo dialysis treatment three times a week, with each session lasting about four hours. They are cared for by 822 dedicated medical and allied health professionals, and support staff who provide them with quality treatment and care. We have spent $83 million on their treatment and all-round care for the financial year.

$83 million cost of providing haemodialysis and all-round care to 3,572 patients

Rising Trend of Haemodialysis Patients

Profile of Haemodialysis Patients

- Age:
  - ≥ 61 years: 56%
  - ≤ 60 years: 40%

- Gender:
  - Male: 44%
  - Female: 56%

- Race:
  - Chinese: 59%
  - Malay: 32%
  - Indian: 7%
  - Others: 2%
36 Dialysis Centres with More in the Pipeline

Our new dialysis centres

NKF Queenstown Dialysis Centre
(formerly People’s Dialysis Centre run by Khoo Teck Puat Foundation)
- Started operations in December 2017
- $1 million donation from Khoo Teck Puat Foundation (KTPF)
- 20 dialysis stations serving 120 patients
  (with plans to expand to 30 dialysis stations)

The Hour Glass-NKF Dialysis Centre (West Coast)
- Started operations in February 2018
- $2 million to establish, sponsored by The Hour Glass Limited with a matching government grant
- 19 dialysis stations serving 114 patients

Jo & Gerry Essery-NKF Dialysis Centre (Marsiling)
- Started operations in May 2018
- $2 million to establish, legacy gift from Jo & Gerry Essery
- 22 dialysis stations serving 132 patients

Foo Hai-NKF Dialysis Centre (Ubi)
- Started operations in August 2018
- $2 million to establish, sponsored by Foo Hai Ch’an Monastery with a matching government grant
- 14 dialysis stations serving 84 patients

NKF Integrated Renal Centre (IRC) Supported by
The Sirivadhanabhakdi Foundation (Corporation Road)
- Started operations in May 2018
- 80 dialysis stations serving 480 patients with phase 1 and 2 completed

Note: NKF Hong Kah Dialysis Centre closed and patients relocated to IRC

755
total number
of dialysis stations

4,602*
patient capacity
*inclusive of capacity for nocturnal dialysis

$4.77 million
to upgrade and replace medical instruments and equipment

High blood pressure damages kidneys over time

Note: NKF Hong Kah Dialysis Centre closed and patients relocated to IRC
Nocturnal Dialysis Continues to Benefit Patients

Unlike regular four-hour dialysis sessions during the day, nocturnal dialysis takes place at night while the patient sleeps and typically lasts for seven to eight hours a session. As the dialysis hours are longer, this results in better health outcomes for patients.

“With longer sessions, there is slower rate of fluid removal which is safer for my heart and also help me have a better appetite. I also have a less restrictive diet. What’s more, I can spend more time looking after my grandchildren in the day because I can use my usual sleeping hours to have my dialysis.”

Madam Rafiah Aspaagi, who has high blood pressure

“My phosphate and fluid levels were high. After I switched from the shorter hours of day dialysis to the longer hours of night dialysis, my phosphate level has improved a lot, reducing the chances of bone disease.”

Mr Yeo Wei Chiang Christopher

Ms Samantha Loo, 34, never thought that she would one day be able to fulfil her dream of running her own business. Born with only one kidney, she had to go through operations in her childhood and youth to preserve her kidney functions. Unfortunately, she had to start dialysis when she was 31 years old.

Pulled herself together

Feeling depressed, she was on the verge of giving up. However, she wanted to be strong for her husband, who had been very supportive of her.

Finding meaning in her life

Knowing that Samantha had always wanted to run her own business, her husband, who is a chef, set up a Western food stall at a coffee shop in Sengkang. She now works at the stall six days a week. As she understands the challenges kidney patients face in finding employment, she decided to help by offering them jobs at her stall.

She said, “Working not just provides food for my family, it also helps me to take my mind off my problems. I hope to help other patients as it is difficult for kidney patients to find jobs.”

Ms Samantha Loo

My dream is being fulfilled.

Mr Chew Boon Seong, who drives a taxi during the day

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Madam Rafiah Aspaagi, who has high blood pressure

“When I first started dialysis, I was worried about my finances. Going for dialysis during the day affected my work and I could only earn at most $2,000 each month. Now that I go for dialysis at night, I have more energy to work the next day and my income has increased to more than $3,000. I feel more energetic now. So I can drive from 7.30am to 8pm every day. My income has doubled and I have better appetite now.”

Mr Chew Boon Seong, who drives a taxi during the day

A healthy body helps keep our mind strong
Our Portable Funding Helps Kidney Patients with Multiple Medical Complications

Needy patients, who pass the means test but cannot be admitted to NKF’s haemodialysis programme because they suffer from multiple medical complications, are provided with subsidies to receive treatment at private dialysis centres through our Portable Funding.

$2.86 million total subsidies given out

203 total number of beneficiaries

Profile of Beneficiaries on Portable Funding

**Race**
- Chinese: 65%
- Malay: 25%
- Indian: 10%

**Gender**
- Male: 55%
- Female: 45%

**Age**
- ≤ 60: 40%
- > 60: 60%
Caring More for Patients

Assisting Young Kidney Patients through Children’s Dialysis Fund

NKF’s Children’s Dialysis Fund subsidised the treatment costs of 10 young patients suffering from kidney failure as well as sponsor the running costs of the Children’s Kidney Centre at the National University Hospital.

$1.19 million funding for Children’s Kidney Centre

Profile of Child Beneficiaries on Dialysis

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<th>Gender</th>
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<td>≤10</td>
<td>10%</td>
<td>30%</td>
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<tr>
<td>≥11</td>
<td>90%</td>
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Beneficiaries on Children’s Dialysis Programme

<table>
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<th>Patients</th>
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<td>Jun-10</td>
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<td>Jun-18</td>
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Ms Nurfadhilah Norazam, 22, was diagnosed as having special needs and suffered from speech impairment at a young age. The eldest of four siblings, she was born with one kidney and one eye. Over the years, her creatinine level kept rising, which was an indication that her kidney function was gradually becoming more and more impaired. In 2018, she had to start dialysis.

Beating the odds

Despite the challenges throughout her young life, Nurfadhilah graduated from a special school. NKF helped her find a job and she now works five days a week as a kitchen helper at a café.

Positive mindset

Nurfadhilah remains optimistic about her future. She enjoys listening to music and drawing sketches and hopes that people will appreciate her art. She is also in NKF’s young advocate group, where young kidney patients share their experiences and support one another. She is indeed a fighter and is determined to do well in life.

Inculcate in our children the spirit of giving and good health
When patients are afflicted with kidney failure, their world is suddenly thrust into turmoil such as costly treatment, stress, denial of the need to go for lifetime dialysis, loss of confidence, unstable home environment and marital discord. We walk alongside them to empower and engage patients so that they regain their dignity, confidence, positivity and, most importantly, the belief that they can overcome any adversity. This is the core of our deep-rooted mission of Giving Life & Hope and the very reason why NKF exists.

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Care and Counselling

Know Right, Start Right Programme

Newly diagnosed kidney patients often do not want to make a decision on their treatment choice to start treatment until their bodies can no longer take it and the hospital needs to put them on urgent dialysis. This has resulted in poor patient outcomes. 50% of new NKF patients belong to this group of unplanned dialysis. For such cases, a permanent catheter via a patient’s neck is inserted until a fistula (vascular access in the arm) is created to provide good blood flow for many years of haemodialysis. Our clinical data shows that permanent catheter-related problems are the leading cause of patients having to go to the hospital in the first year of treatment.

To provide more upstream education and counselling services to these patients before it is too late to control and manage the situation, NKF has started a joint initiative with Khoo Teck Puat Hospital. During monthly sessions, NKF staff will talk to patients and caregivers about kidney disease and treatment as well as the support programmes, which are available to them. Patient volunteers are present to share their experiences and answer queries, while social workers conduct home visits to address any underlying psychosocial difficulties where necessary.

Counsellors Walk with Patients

Our counsellors walk alongside every patient and their caregivers from the point of application to help patients adapt to their dialysis regime and plan their rehabilitation.

Patients Support Fellow Patients

Patient volunteers provide support and encouragement to new patients in their rehabilitation journey to allay patients’ and caregivers’ fears and anxieties. They help to motivate fellow patients towards rehabilitation through care group support and dialysis centre visits. The support groups serve as a platform for patients and their loved ones to share common concerns, connect, interact and provide psycho-emotional support for each other through regular meetings and activities.

Caregiver Support Programme

It is not an easy journey caring for someone who is chronically ill and it is important that caregivers receive support and do not feel alone. Moreover, poor caregiving affects health-related outcomes of care recipients and has direct impact on patients’ re-admission rates to hospitals and nursing homes. Recognising the importance for caregivers to receive adequate psychological support and be equipped with the relevant knowledge and skills to deal with their own anxiety and the burden of caregiving, NKF collaborated with Caregiver Alliance to introduce Caregiver Training to a group of 85 caregivers of kidney patients.

Madam Wong Heng Luan
Caregiver of her siblings
(2 kidney patients and a stroke patient)

"Despite having to shoulder all the caregiving duties and financial burden, I have never once lost hope on my brothers. I constantly give them encouragement and support.”

Counsellors walked alongside every one of the 613 patients and caregivers from the point of application

144 patient volunteers encouraged fellow patients towards rehabilitation

Multiple Chronic Disease Management

Eye Screening
Home Glucose Monitoring Kits
Podiatry
Community Eye Care
Subsidised Chest X-rays

Diet & Nutrition
Counselling and Intervention
Patients’ Nutritional Needs
Nutrition Education

Physical Well-being
Fall Prevention
Occupational Therapy
Individualised Exercise Care Plan

Patient Welfare
Transport Subsidies
Grains of Hope
Bursary Awards for Patients’ Children
Patient Employment Rehabilitation

Care and Counselling

Caregivers Walk With Patients
Patients Support Fellow Patients
Caregiver Support

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New

Care and Counselling

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Counsellors walked alongside every one of the 613 patients and caregivers from the point of application

144 patient volunteers encouraged fellow patients towards rehabilitation

Patient Welfare
Transport Subsidies
Grains of Hope
Bursary Awards for Patients’ Children
Patient Employment Rehabilitation

New

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New

Care and Counselling

Know Right, Start Right Programme

Newly diagnosed kidney patients often do not want to make a decision on their treatment choice to start treatment until their bodies can no longer take it and the hospital needs to put them on urgent dialysis. This has resulted in poor patient outcomes. 50% of new NKF patients belong to this group of unplanned dialysis. For such cases, a permanent catheter via a patient’s neck is inserted until a fistula (vascular access in the arm) is created to provide good blood flow for many years of haemodialysis. Our clinical data shows that permanent catheter-related problems are the leading cause of patients having to go to the hospital in the first year of treatment.

To provide more upstream education and counselling services to these patients before it is too late to control and manage the situation, NKF has started a joint initiative with Khoo Teck Puat Hospital. During monthly sessions, NKF staff will talk to patients and caregivers about kidney disease and treatment as well as the support programmes, which are available to them. Patient volunteers are present to share their experiences and answer queries, while social workers conduct home visits to address any underlying psychosocial difficulties where necessary.

Counsellors Walk with Patients

Our counsellors walk alongside every patient and their caregivers from the point of application to help patients adapt to their dialysis regime and plan their rehabilitation.

Patients Support Fellow Patients

Patient volunteers provide support and encouragement to new patients in their rehabilitation journey to allay patients’ and caregivers’ fears and anxieties. They help to motivate fellow patients towards rehabilitation through care group support and dialysis centre visits. The support groups serve as a platform for patients and their loved ones to share common concerns, connect, interact and provide psycho-emotional support for each other through regular meetings and activities.

Caregiver Support Programme

It is not an easy journey caring for someone who is chronically ill and it is important that caregivers receive support and do not feel alone. Moreover, poor caregiving affects health-related outcomes of care recipients and has direct impact on patients’ re-admission rates to hospitals and nursing homes. Recognising the importance for caregivers to receive adequate psychological support and be equipped with the relevant knowledge and skills to deal with their own anxiety and the burden of caregiving, NKF collaborated with Caregiver Alliance to introduce Caregiver Training to a group of 85 caregivers of kidney patients.

Madam Wong Heng Luan
Caregiver of her siblings
(2 kidney patients and a stroke patient)

"Despite having to shoulder all the caregiving duties and financial burden, I have never once lost hope on my brothers. I constantly give them encouragement and support.”
Caring More for Patients

We provide subsidies for needy patients and their families through our patient welfare programmes to help them cope with daily living and improve the quality of their lives.

Transport Subsidies

Needy patients who require special transport services to and from dialysis centres were given subsidies for bus, train, taxi, ambulance, van and even dialysis escort assistance expenses.

Grains of Hope Programme

NKF’s Grains of Hope is a home intervention programme helmed by volunteers to support 398 needy patients by delivering basic food provisions and sundry, and providing emotional and mental support during their home visits on a bi-monthly basis. NKF has enhanced the programme to support these patients who are socially isolated and lack a strong support system in caregiving or access to health and social-related entities. Volunteers visit these patients at their homes on a monthly basis to befriend and help them to re-connect and re-integrate into the community.

Bursary Awards for Patients’ Children

Caring people support us through bursary awards for patients’ children to excel in their studies and uplift their family from their financial burdens. As such, needy patients do not have to compromise on giving their loved ones a good education so that they can do well and contribute back to society in the future.

Patient Employment Rehabilitation Programme

The Patient Employment Rehabilitation Programme, sponsored by the Kwan Im Thong Hood Cho Temple, helps patients find suitable employment. The programme has been enhanced to be more comprehensive. Patients are given support to increase their employability by providing skills training and upgrading, and are referred to external hiring partners. Within NKF, patients will be engaged to provide services on a contract-for-service arrangement whenever suitable opportunities arise.

Patient Welfare

$5.02 million patient welfare subsidies

$4.20 million transport subsidies benefiting 1,533 patients

24 patients lacking a strong support system and are socially isolated are receiving support in the Enhanced Grains of Hope programme

$156,000 bursary amount in total given to 27 students from families of needy kidney patients

Diet & Nutrition

Counselling and Intervention

Kidney patients need to modify their eating habits to meet nutrition goals according to their health condition. A team of eleven dietitians provides nutrition information for appropriate dietary choices and counsel patients to make positive behavioral changes towards eating right.

Patients’ Nutritional Needs

Malnourished patients were supplemented with high energy and/or high protein oral nutrition supplements during each dialysis session.

Nutrition Education Programme

Patients and caregivers attend nutrition education sessions once a month in a small group setting at a dialysis centre. The sessions empower them with nutrition knowledge and skills to make appropriate dietary choices. It also gives them the opportunity to share their experiences in diet management and learn how to improve their diet habits through interactive nutrition activities. Moreover, dietitians, together with volunteers and patient volunteers conduct regular healthy cooking demonstrations for patients and caregivers at the dialysis centres so that they can absorb knowledge better through experiential learning.

“I appreciate the dietetic service provided at NKF as the dietitian is knowledgeable and the nutrition information given is clear. By following the dietary advice given, it is helpful to improve my nutritional status.”

Mr Ismail Abdul Karim, who has benefitted from the dietary counselling

Transport & Accommodation

669 malnourished patients benefitted from high energy and/or high protein oral nutrition supplements

163 patients and caregivers attended cooking demonstrations at the dialysis centres

Patient Employment Rehabilitation Programme

1,730 patients with nutrition-related problems received counselling and intervention

Nutrition Education Programme

25 patients attended relevant training programmes to find jobs and 22 patients reintegrated into the workforce and regained sense of self-worth and dignity since April 2018

“I am happy that I can work in a company with flexi-work arrangements so I can do my dialysis and lead a productive life.”

Madam Lee Yoke Mui, who benefitted from the Enhanced Patient Employment Rehabilitation Programme

Always practise portion control during your meals

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Physical Well-being

Fall Prevention Programme

Falls are a common occurrence for the elderly mainly due to loss of balance and muscle weakness. They often result in injuries such as hip fractures, which can lead to significant decline in mobility and functional independence, frequent hospitalisation or even death. The Fall Prevention Taskforce was set up to develop a fall prevention programme to cover fall risk assessment and trainings; muscle strengthening and customised exercise; rehabilitative strategy to improve mobility; supportive mobility devices; caregiver trainings; home visit assessment and education; and improving nutritional status. By integrating simple changes to their lifestyle and home environment, patients can remain healthy, active and independent, and continue to have a good quality of life.

1,500 patients benefitted from the Individualised Exercise Care Plan

50% patients do exercises during their dialysis sessions with intradialytic exercise video

60 patients regularly attend weekly supervised exercise classes at NKF headquarters and various dialysis centres

Multiple Chronic Disease Management

Eye Screening Services

Besides having kidney failure, over 60% of our patients are diabetic and require regular eye checks. NKF partnered with Raffles Hospital to provide complimentary vision tests and eye checks for diabetic kidney patients. For cases requiring further medical follow-up, retina photography will be performed and referrals are made to hospitals at a subsidised rate. The programme is expected to benefit 360 patients.

360 diabetic patients expected to benefit from clinical eye programme

Home Glucose Monitoring Kits

We continue to provide free glucose monitoring kits to encourage diabetic patients to monitor their blood glucose levels diligently.

535 diabetic patients using free glucose monitoring kits at home

Podiatry Services

NKF continues to provide onsite podiatry services at various dialysis centres for easy accessibility as foot problems are common among kidney patients with diabetes.

208 diabetic patients with foot problems benefitted from our new podiatry services

Subsidised Chest X-rays

NKF collaborated with SATA CommHealth to provide heavily subsidised chest x-rays at minimal or no charge to help patients in the early detection and intervention of cardiac conditions.

254 patients benefitted from subsidised chest x-ray services

Individualised Exercise Care Plan

Through this programme, exercise specialists prescribe individualised home-based exercises to medically fitness-graded patients to improve their overall physical well-being and quality of life. This is important as many of them have reduced functional capacity due to sedentary lifestyle and ageing, which gives rise to potential risk of muscle wasting.

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50% patients do exercises during their dialysis sessions with intradialytic exercise video

60 patients regularly attend weekly supervised exercise classes at NKF headquarters and various dialysis centres

Community Eye Care Programme

Many patients have poor eyesight. Essilor Vision Foundation collaborated with Singapore Polytechnic to provide free eye screening and free spectacles for our needy dialysis patients.

115 patients benefitted from free eye screening and free spectacles

New

Steaming and stir-frying vegetables help preserve their nutrients and colours
Medical & Nursing Care

Achieving Excellent Clinical Outcomes
To achieve excellent patient outcomes, we use high flux synthetic membrane dialysers. Our water quality for dialysis always achieves and often exceeds internationally recommended quality standards. We also conduct regular reviews and timely intervention in our patient management.

- **94%** patient survival rate in the first year
- **99%** patients achieved desired outcome of Kt/V ≥ 1.2. Fractional clearance of urea (Kt/V) is one key indicator for measuring dialysis adequacy
- **1.15** central venous catheter blood stream* infection rate, which is better than the international benchmark of 3.10
  *Used for blood to flow from patient to the machine and back
  **Per 100 patient months
- **85%** patients achieved Hb level of ≥ 10gm/dl. Improving patients’ haemoglobin level results in better physical tolerance and quality of life

Hand Hygiene
Good hand hygiene is one of the most critical control strategies in outbreak management. Under NKF’s Hand Hygiene Programme, the nursing infection control team continues to develop policies, monitor hand hygiene compliance, conduct training and organise annual campaign to raise awareness on the importance of hand hygiene.

97% hand hygiene compliance

World Kidney Day Nursing Symposium
NKF, in collaboration with the Singapore Society of Nephrology and the Singapore Nurses Association, organised a nursing symposium on 4 March 2018. The theme focused on raising awareness on women’s health in relation to kidneys, diabetes, lupus and pregnancy. About 300 nurses from the healthcare sector participated.

Humanitarian Awards
Our clinical staff are committed to provide stewardship, compassion and care to patients.

Singapore Health Quality Service Award 2018

<table>
<thead>
<tr>
<th>Gold</th>
<th>Silver</th>
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</thead>
<tbody>
<tr>
<td>Ms Jamilah Binte Jantan</td>
<td>Ms Christine Eu Chioi Khuan</td>
</tr>
<tr>
<td>Senior Clinical Nurse Manager</td>
<td>Clinical Nurse Manager</td>
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</table>

Individual Quality Service Award

<table>
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<tr>
<td>Ms Su Xiaoping</td>
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</tr>
<tr>
<td>Clinical Nurse Manager</td>
<td>Clinical Nurse Manager</td>
</tr>
</tbody>
</table>

Nurses’ Merit Award 2018 (Ministry of Health)

| Ms Cui Jiao | Ms Su Xiaoping |
| Senior Staff Nurse | Clinical Nurse Manager |
| (2nd from left) | (2nd from left) |

Best Team Merit Award – Service Initiative Improvement

NKF PD Community Support Team

Ms Bulalacao Girlie Gamboa
Staff Nurse

Ms Amy Toh Lay Hwee
Staff Nurse

Mr Vimal Alex
Staff Nurse

Ms Naw Eh Moo Paw
Enrolled Nurse

Say no to trans fat as it increases our risk of cardiovascular disease
Supporting Research in Kidney Disease

The Venerable Yen Pei-NKF Research Fund continues to support renal research in the areas of clinical and translational research, focusing on projects on the prevention of kidney diseases/failure. There were two grant calls, the 17th in July 2017 and the 18th in February 2018. The awarded projects were insightful and of good quality.

| Details of Grant Calls Awarded in FY 2017/18 |
|-----------------|-----------------|-----------------|-----------------|
| Grant Call      | Date            | Proposals Received | Proposals Approved | Total Amount Approved |
| 17th            | Jul 2017        | 3                | 0                | -                |
| 18th            | Feb 2018        | 6                | 2                | $213,666          |
| Total           |                 | 9                | 2                | $213,666          |

Kidney Care Conference

We organised our second Kidney Care Conference, themed “Integrated Kidney Care” on 12 May 2018 to create synergy among healthcare professionals to provide better care to kidney patients. The conference served as a platform for medical doctors, nurses and allied health professionals in the renal community to share and exchange valuable insights for renal care advancement. More than 300 participants attended with Associate Professor Kenneth Mak, Deputy Director Medical Services, Health Services Group, Ministry of Health as our Guest-of-Honour and Professor Edwina Brown, Imperial College Renal & Transplant Centre, Hammersmith Hospital as our distinguished speaker.

Approved Projects for FY 2017/18

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Recipient</th>
<th>Expected Date of Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>LIFE-lysis- The Development of Intervention to Support Adjustment for Incident Patients on Haemodialysis and their Family Members/Caregivers</td>
<td>Assoc Prof Konstadina Griva</td>
<td>Jun 2020</td>
</tr>
<tr>
<td>C1q Assay-A Prognostic Tool to Prevent Allograft Failure in Sensitised Kidney Transplant Recipients in an Asian Population</td>
<td>Prof A. Vathsala</td>
<td>Jun 2019</td>
</tr>
</tbody>
</table>

Enhancing Organisational Capabilities

NKF’s core values NICER (Nurturing, Integrity, Compassion, Excellence, Respect) are the basis of how we conduct ourselves, our practices and processes. It is the heart of our culture, supporting our vision of Giving Life & Hope.

Guided by our core values is our Employee Value Proposition (EVP) in which we are committed to providing opportunities to grow, learn, share and excel; creating a cohesive and an ethical workplace; being passionate about serving the people around us; aspiring to overcome challenges and journeying for excellence; and appreciating differences and embracing diversities within our multi-talented team.

Commitment to Learning & Development

We continue to develop our staff with sponsorships for diploma, advanced diploma, specialist diploma, degree and master’s programmes. Staff also participated in local and overseas conferences to learn good clinical practices from others and to share knowledge and findings.
Engaging and Empowering Our People

Striving for Excellence in Workplace Well-being
We strongly believe that happy and healthy employees create a more active and lively workplace, which contributes to better patient outcomes. Besides sports, wellness, social and recreation activities for employees, friends and their family members were invited to join us at our Annual Bond Upon A Walk.

Our Staff Wellness Club in collaboration with our dietetics and exercise & fitness teams conducted a Wellness Campaign on Diabetes Risk. This six-month programme consists of health assessments, conducting surveys, raising awareness and education on healthy eating habits and leading a healthy lifestyle.

Human Resource Awards
We strive for excellence in developing human resource and people management practices for a happier and productive workplace.

Corporate Social Responsibility
Community Hearts Programme
Our employees continued to adopt a social welfare organisation and contribute to its cause. By joining hands, employees give back to the community while learning and developing closer bonds.

446 staff committed a total of
201 hours by doing volunteer work at
20 social welfare organisations

BRINGING MORE TO THE PUBLIC

Singapore HR Awards 2018
(Singapore Human Resource Institute)
Winner of 2 awards:
Leading HR Practices (Special Mention) in Corporate Social Responsibility
Leading HR Practices in Employment Engagement, Alignment and Workplace Harmony

Live true to your organisation’s values and beliefs
Education & Prevention

We empower and partner with people from all walks of life in the community, working hand-in-hand towards the prevention of kidney failure. We aim to raise greater awareness of kidney failure, its leading causes and negative consequences, as well as share tips to slow down the progression of kidney disease. Ultimately, we hope every Singaporean lives a life that is free from medical treatment and dialysis.

COMMUNITY

Through a multi-faceted approach, we continue to drive change towards better kidney health via outreach programmes and activities that are organised through talks and booths on kidney failure; tours of dialysis centres and the NKF Kidney Discovery Centre; conducting targeted kidney screening; and organising talks on Kidney Disease Prevention.

216,000 people learned about kidney health and were imbued with a greater awareness of kidney disease prevention

145,000 people participated in our kidney screenings, kidney talks and roadshows

Date : 11 March 2018
Venue : NKF Centre
Participants : Over 600

Listen to Your Kidneys

In conjunction with World Kidney Day, kidney experts helped clear misconceptions and share tips to protect the kidneys from kidney failure through an interactive forum, Busting Kidney Myths. There was also a kidney screening, kidney workout and talk to dispel myths and learn practical tips for healthier food choices.
Sit-A-Thon
The event raised public awareness on the negative consequences of kidney failure so that people will not take their kidney health for granted. Participants were confined to a chair for four hours to learn more about the thrice-weekly, four-hour dialysis sessions which kidney patients go through. The event highlighted the fact that kidney transplant is the best solution to kidney failure.

SCHOOLS
We partner with schools to raise kidney health awareness among the students through activities such as assembly talks, health booths and roadshows. With the knowledge gained, many students conducted their own kidney talks and set up booths in their schools to help spread the cause of NKF.

46,000 students and educators benefitted from kidney health education activities

"Students learnt more about kidney failure and its negative consequences. They enjoyed the interactive activities such as scanning QR codes and Xbox exercise games.”
Mrs Priscilla See, Teacher
Pasir Ris Primary School

Kidney Discovery Centre for a Multi-Sensory Journey
After its revamp last year with new exhibits using technology such as motion detectors and touch screens, the Kidney Discovery Centre continues to attract, excite, engage and elevate visitors’ learning experience in kidney health.

8,500 visitors discovered the wonders of the kidneys through the Kidney Discovery Centre tour and overall, 43,000 visitors since 2011
Kidney Health Education Bus

Our kidney health education bus, with a futuristic exterior look to appeal to more people, especially the young, continues to bring preventive healthcare to the community. In addition to the augmented reality exhibit where information on the treatment options appears, more interactive games were included, giving visitors a greater virtual and engaging experience.

“...had a lot of pictures and information about our kidneys. I now understand how they work and what I should do to care for them. I hope to visit the bus again.”

Mr Noh Ben Sheng, Student
Manjusri Secondary School

12,800 people learned more about kidney functions and the leading causes of kidney failure at our Kidney Health Education Bus and overall.

36,000 people since 2014

DIGITAL MEDIA

We continue our efforts in spreading the kidney health message through mass media platforms. We strive to reach out to the general public so that they can make small changes in their daily routines for a healthier lifestyle.

25,000 people engaged through weekly digital and social media communications
Encouraging Volunteerism

NKF Circle of Hearts
Our volunteer programme, Circle of Hearts, celebrated its 10th anniversary in 2017. Formed to provide dialysis patients with a listening ear and emotional support, it has now become pivotal in helping them cope in their rehabilitation journey through various programmes. From volunteering activities held at dialysis centres during patients’ dialysis sessions to help lower their burden of treatment, to sponsored outings to places of interest so that our patients can spend quality family time with their loved ones, our volunteers’ footprints can be found everywhere. The programme that seeded from a few hundred-strong volunteer troop has grown to more than 3,800 engaged volunteers from all walks of life.

“We volunteer not because we are paid, but because we are priceless.”

Ms Ho Lay Khim, 49, an NKF volunteer who provides psycho-emotional support to patients

“Your heart has to be with the patient. If you have the compassion, things will start happening.”

Ms Grace Kng Li Lin, 28, a volunteer who uses her pharmaceutical skills to help patients sort out their many different types of medication

“Doing medication packing for patients not only helps patients, but also gives me real-world experience in finding out about the social environment and the needs of the less fortunate.”

“Participation in monthly home visits and befriending sessions at the dialysis centres gave me opportunities to interact and forge a closer bond with the patients. Gaining their acceptance and trust motivates me to continue to do more for them.”

Mr Chan Wai Mun, 68, a volunteer who has committed 16.5 hours of volunteering

“Volunteering with NKF has been an eye-opening experience for us volunteers. We are impacted by the stories of the patients and gained a deeper insight into their journey. Most importantly, it made us grateful for all we have and motivates us in wanting to contribute more to the community.”

Ms Eveline Chan Ching Woei, 39, an employee with Keppel Corporation which has adopted NKF as one of their charities of choice for their CSR project

“A real eye-opener to the struggles of kidney patients. They have so many restrictions in their mobility and diets, and I admire their strength for powering through each day. I am happy that through small things, we managed to bring a smile to their faces.”

Ms Jasveena Gaya, 18, Student

Volunteers are not paid because they are priceless

Partnership with the Community

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Partnering with the Community

Raising Funds to Help Patients

Monthly Giving through LifeDrops

LifeDrops is our major source of donation where donors give conveniently through automatic monthly deductions. This way of giving enables us to keep fundraising expenses low and the savings can be channelled to help even more needy patients.

Fundraising expenses amounted to 12.6% of the total funds raised, well below the 30% as stipulated by the Charity Regulations.

$13.6 million raised through LifeDrops, contributing to 58.4% of the overall donations

“I have been donating monthly for 20 years and increase my contribution periodically because kidney patients face daily challenges and they deserve good treatment and quality living. I am happy it is put to good use to help them lead meaningful lives.”

Mr Yeo Puay Hin

Project 2000

Project 2000 was introduced to encourage organisations to make a difference through the joint sponsorship of one new dialysis machine with a donation of $2,000 from each organisation. The funds raised has enabled us to provide for 10 new dialysis machines to benefit 60 kidney patients.

Flag Day

Over 800 volunteers from all walks of life came together to make a difference in the lives of kidney patients and donned T-shirts with health messages to create awareness of kidney health. Our special thanks to BreadTalk Group, Equinix Singapore, Football Association of Singapore, Geng Sihat@Gombak, Hoe Kee Hardware, Hupsteel Limited, Northern Trust Management Services Asia, Sheng Siong Supermarket, Skandinaviska Enskilda Banken AB (publ) & Woh Hup for supporting us by placing donation tins at their premises or encouraging their staff to donate.

Mdm Sun Yee’s Posthumous Legacy for Charity

Family members of world renowned artist Madam Sun Yee donated 31 pieces of her works for the charity art exhibition “Generosity is the Greatest Virtue - Mdm Sun Yee’s Posthumous Legacy for Charity” to raise funds for NKF. Madam Sun Yee established the Singapore Academy of Arts and had been a contributor to our local art scene. We are grateful to Dynasties Antique & Art Gallery for organising this meaningful charity exhibition.

Date: 18 November 2017
Venue: Islandwide
Amount raised: $207,800
Expenses: $11,400

Date: 30 November 2017 to 4 December 2017
Venue: Visual Arts Centre
Amount raised: $36,000
Expenses: $10,100

Date: 1 July 2017 to 30 June 2018
Amount raised: $213,800
Expenses: $120

Date: 1 July 2017 to 30 June 2018
Amount raised: $213,800
Expenses: $120
World Gourmet Summit 2018: NKF Charity Gala Dinner
NKF commemorated our 49th anniversary with a charity gala dinner by partnering the World Gourmet Summit (WGS). The event created awareness of the need to prevent kidney disease. All funds raised went towards patient care and our education and prevention programme.

Date: 19 April 2018
Venue: Swissôtel The Stamford
Guest-of-Honour: Mr Heng Swee Keat, Minister for Finance
Amount raised: $934,000
Expenses: $128,100

Buddhist Temples Raise Funds for Kidney Patients
In conjunction with Vesak Day celebrations this year, we raised about $200,000 through 45 Buddhist Temples, individuals as well as support from Singapore Tote Board.

Support from the Malay Community
The compassionate support from the Malay Community through our various donation drives helped raise over $136,000 to benefit needy kidney patients.

Dialysis Machine Sponsorship
62 caring donors contributed about $1.4 million to sponsor 67 new dialysis machines. As one machine can benefit six patients, 402 needy patients are benefitting from these machines. NKF carried out plate-mounting ceremonies at various dialysis centres to recognise dialysis machine donors.

Partnering with the Community

Sowing the Seeds of Hope
As part of our education and prevention efforts for a healthier next generation, we organised the NKF Hong Bao Charity Drive for schools. This new initiative encouraged healthy habits at an early age through the 7-day No Sugary Drinks Challenge. At the same time, it helped inculcate in the young values of compassion and empathy for others, not just with words, but with action. The money saved on the drinks given up by parent and child was donated to NKF, sowing the seeds of hope in kidney patients.

World Gourmet Summit 2018: NKF Charity Gala Dinner
NKF commemorated our 49th anniversary with a charity gala dinner by partnering the World Gourmet Summit (WGS). The event created awareness of the need to prevent kidney disease. All funds raised went towards patient care and our education and prevention programme.

Date: 19 April 2018
Venue: Swissôtel The Stamford
Guest-of-Honour: Mr Heng Swee Keat, Minister for Finance
Amount raised: $934,000
Expenses: $128,100

Riding for Hope
Four cyclists, whose ages add up to a remarkable 257 years, embarked on a 16-day cycling journey covering 1,600km to help raise funds towards NKF’s efforts in promoting kidney transplant. Riding for Hope was initiated and organised by the four cyclists. Team member Mr Michael Ngu, who is physically challenged due to a bout of childhood polio, which immobilised his lower limb movements, rode a handcycle which is three-wheeled and powered by arms rather than legs. Team leader Mr Tag Sin Siew also rode on a three-wheeled recumbent bike. The riders likened their three-wheeled cycles to the three kidneys in a kidney transplant recipient’s body, as the recipient’s own damaged kidneys will not be removed during the transplant. All costs incurred for the cycling trip were borne by the cyclists.

Dialysis Machine Sponsorship
62 caring donors contributed about $1.4 million to sponsor 67 new dialysis machines. As one machine can benefit six patients, 402 needy patients are benefitting from these machines. NKF carried out plate-mounting ceremonies at various dialysis centres to recognise dialysis machine donors.

Buddhist Temples Raise Funds for Kidney Patients
In conjunction with Vesak Day celebrations this year, we raised about $200,000 through 45 Buddhist Temples, individuals as well as support from Singapore Tote Board.

Support from the Malay Community
The compassionate support from the Malay Community through our various donation drives helped raise over $136,000 to benefit needy kidney patients.

Love and compassion begins with you

The painting Majestic Potala, donated by renowned local watercolour artist Mr Ong Kim Seng (left), helped raise $50,000 at the charity dinner live auction.

Marser Khoh Pah Tiong, NKF Chairman (2nd from left); Mr Heng Swee Keat, Minister for Finance (3rd from left); Mr Peter Knipp, Principal of Peter Knipp Holdings (5th from left); and Mr Tim Oei, NKF CEO (extreme right); together with participating chefs and caring supporters.

NKF Donation Draw 2018
NKF Donation Draw 2018 raised funds for kidney patients through the sale of donation draw coupons and cash sponsorship as well as support from Singapore Tote Board and Loyang Tua Pek Kong. Over 4,000 individuals and organisations participated in this meaningful fundraising campaign.

Date: 1 January 2018 to 26 June 2018
Venue: NKF Centre
[Draw was conducted on 26 April 2018]
Amount raised: $265,300
Expenses: $26,400

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A dialysis machine donated by Origin Herbal Hair Treatment Pte Ltd.

“We are honoured to be a blessing to kidney patients by providing them with a lifeline to rebuild their lives.”

Mr & Mrs Julian Yap, who regularly donate dialysis machines

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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 disease and raising awareness on kidney disease prevention. 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.

The Executive Committee (EXCO), comprising not fewer than three members and whose appointments are approved by the Board, assists the Board in overseeing the operations of NKF. It has the responsibility to administer affairs of the charity on behalf of the Board in emergency or on-demand activities that occur between Board meetings, which shall be presented later for full Board review. EXCO assumes an independent and advisory role to provide guidance and oversight to the NKF Management on operations of the charity. The Committee’s chairman is Mr Koh Poh Tiong and its members are Mr Johnny Heng and Mr Bennett Neo.

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) and the Code of Governance for Charities and Institutions of a Public Character (IPC).

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, business and general management, communications, healthcare, human resource, 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. 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 with good gender mix and continuity of service. 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 14 members, none of which having served more than 9 years running.

Key Corporate Governance Initiatives

NKF is committed to lawful and ethical behaviour in all our activities and requires that our Board members, 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 2017 to 30 June 2018 can be viewed at the Charity Portal www.charities.gov.sg.

NKF has a Whistle Blowing Policy that provide employees and members of the public with accessible channels to the Chairman of the Board, the Chairman and members of the Audit & Risk Committee and the internal auditor (partner in charge) for reporting suspected fraud, corruption, dishonest practices or other similar matters. All whistle-blower complaints were reviewed by the Audit & Risk Committee immediately to ensure independent and thorough investigation and adequate follow-up.

Risk Management Practices

NKF has imbued a culture of risk management being everyone’s responsibility and this is built into our processes. Starting with good governance, we established distinct roles of responsibility and accountability with clear measurable outcomes. This allows good risk-managed processes to be put in place. Such processes include enhanced personal data protection processes across the organisation and reliable business continuity plans that allow us to mitigate crises. Key risks are periodically reported and monitored by the Audit & Risk Committee and the Board.

A Testament of Good Governance

NKF received these awards from the Charity Council on 29 November 2018, which endorse our efforts in strategic planning for the future and practising good corporate governance.

Special Commendation Award for Clarity of Strategy

Mr Johnny Heng, NKF Board Director, received the Award from Ms Grace Fu, Minister for Culture, Community and Youth.

Charity Transparency Award

Mr Tim Oei, NKF CEO (right), received the Award from Mr Gerard Ee, Charity Council Chairman.
Board of Directors

Chairman
MR KOH POH TIONG
Board Director and Adviser Fraser and Neave Ltd (F&N)

Member
ASSOC PROF ABDUL RAZAKIR BIN OMAR
Deputy Medical Director Raffles Hospital, Raffles Medical Group, Singapore

Member
ASSOC PROF CHAN CHOONG MENG
Senior Consultant Department of Renal Medicine Singapore General Hospital

Member
DR CHONG YOKE SIN
Chief Enterprise Business Group StarHub

Member
MR JOHNNY HENG
Managing Director & Chief Operating Officer Wealth Management, Asia ex-Japan Nomura Singapore Ltd

Member
MR JERRY KOH
Deputy Managing Partner Allen & Gledhill LLP

Member
MR BENJAMIN LEE
Executive Director and Founding Partner CBP Quilvest Wealth Advisory Ltd

Member
MS LEE HUAY LENG
Head, Chinese Media Group Singapore Press Holdings

Member
MR BENNETT NEO
Managing Partner TNF Ventures Pte Ltd

Member
PROF A. VATHSALA
Senior Consultant Division of Nephrology Department of Medicine National University Hospital

Member
MS SHIRLEY WONG
Managing Partner THF Ventures Pte Ltd

Member
MS WONG SU-YEN
Founder and Chief Executive Officer Bronze Phoenix Pte Ltd

Commit to excellence and positive values to attain success

Organisation Chart

The NKF Board
EXCO
CEO

Corporate Communications & Outreach
Donor & Volunteer Management
Strategic Planning
Finance
Finance & Risk Management

Clinical Services
Allied Health Services
Clinical Affairs
Medical Services
Nursing Services
Community Care
Human Resource
Information Technology
Support Services

Corporate
Allied Health Services
Clinical Affairs
Medical Services
Nursing Services
Community Care
Human Resource
Information Technology
Support Services

Communications & Outreach
Strategic Planning
Finance

Special Projects

Clinical Services

NKF Board Meetings Held:
24 October 2017
31 January 2018
30 May 2018
13 Committees to Cover Key Areas of Management

NKF has 13 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 & Risk Committee

The Audit & Risk Committee (ARC) assists the Board in ascertaining integrity in financial and non-financial information presented to members, regulators and the general public and a robust risk management system for the Foundation through adequate policies, adoption of strong ethical code of conduct and maintenance of a strong control environment. ARC is also responsible for reviewing the work and independence of both the external and internal auditors.

Finance Committee

The Finance Committee reviews the financial performance of NKF on a monthly basis and reports the results to the Board on a quarterly basis. Its functions include annual review of operating and capital expenditure budget and forecast and recommends to the Board for approval; review of quarterly financial performance against budget and previous year, and review and approval of Finance policies and procedures. It also reviews and approves all extra-budgetary expenditure beyond the delegated management authority. In respect of extra-budgetary expenditure that are beyond the delegated authority of the Finance Committee, it recommends to the Board for approval. The Committee also oversees the Tender Committee.

Donor Relations Committee

The Donor Relations Committee reviews and ensures that NKF has the appropriate policies and procedures to comply with the Charity Council’s Code of Governance in respect to fundraising practices; strategises and spearheads all fundraising programmes and activities on a yearly basis; and helps raise awareness and garner support for financial and other assistance needed by the Foundation.

Human Resource Committee

The Human Resource Committee (HRC) is a Board Committee of NKF established by a resolution of the Board of Directors of NKF (Board). The primary purpose of the HRC is to review and advise NKF on HR strategies, policies and key HR programmes supporting NKF’s strategic thrusts and priorities. The HRC shall perform the following duties: (a) Organisation Development and Talent Management Strategies (b) Performance Management, Remuneration and Retention Strategies.

Committee Meetings Held:

Audit & Risk Committee

- 10 July 2017
- 11 September 2017
- 22 January 2018
- 2 April 2018

Finance Committee

- 25 August 2017
- 15 November 2017
- 21 February 2018
- 21 May 2018

Donor Relations Committee

- 2 October 2017
- 15 January 2018
- 4 May 2018

Human Resource Committee

- 11 October 2017
- 26 March 2018
Committee Meetings Held: 29 September 2017 15 May 2018

Nomination Committee
The Nomination Committee reviews the size, structure and composition of the Board and Board committees, succession plans for the Board, Board Committees and that of the CEO, as well as the competencies, independence and time commitment of directors. It also initiates the search for new directors and recommends new directors and existing directors for reappointment to the Board, as well as reviews the proposed appointment of committee members.

Committee Meetings Held: 4 September 2017 4 April 2018

Outreach Committee
The Outreach Committee helps strengthen NKF’s outreach initiatives to actively educate the community, forms collaborations for better coordination of prevention efforts, and encourages and empowers the community to take charge of their health.

Committee Meetings Held: 10 July 2017 14 November 2017 12 February 2018 4 June 2018

Patient Advocacy and Volunteer Committee
The Patient Advocacy and Volunteer Committee spearheads volunteer and patient-related initiatives. The Committee focuses on raising the community’s awareness of NKF’s volunteer programmes, providing volunteering opportunities and ensuring volunteers’ welfare, training and responsibilities are met. The Committee’s mandate also includes developing patient rehabilitation programmes to meet patients’ needs, managing and nurturing patient advocates and collaborating with external partners to adopt or provide rehabilitation services for patients.

Committee Meetings Held: 17 January 2018 6 June 2018

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.

Members
Ma Shirley Wong  Dr Alvin Chan  Mu Jee Zhi Ying  Dr Simon Neo  Mr Tom Tang  Dr Mabel Thng  Mr Wong Jai Seng
**Research Committee**

The Research 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. 

**Committee Meetings Held:**
- 9 October 2017
- 12 February 2018
- 7 May 2018

Chairman

Prof A. Vathsala

Vice-Chairman

Asst Prof Chan Choong Meng

Members

- Asst Prof Chan Choong Peng
- Dr Grace Lee
- Dr Martin Lee
- Assoc Prof Evan Lee
- Adj Asst Prof Mohan Arkanath
- Dr Moopil Nandakumar
- Dr Tan Chiah Suai
- Prof Yap Hui Kim
- Adj Asst Prof Yeo See Cheng
- Ms Esther Lim
- Dr Wing Leong Man
- Ms Hui Soh Hang
- Ms Leow Sook Fen
- Mrs Pali Kishnan
- Ms Jane Straten
- Ms Tay Pei Yny
- Ms Yeoh See Ann

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**Reserve Policy**

NKF has a Reserve Policy to provide clarity in the Foundation’s management of our reserves and assures stakeholders that we are well managed and have a strategy for building up reserves, that is, the unrestricted funds that are freely available for operating purposes in order to ensure long-term sustainability.

Our current year reserves of $369 million are only adequate to fund 2.6 years of projected annual operating expenditure.

Taking into consideration projected income from dialysis treatment, NKF’s reserve coverage at 6.1 years was 0.1 years higher than last year and above the Board’s target of 5 years.

With an ageing population, patients are sicker, more frail and need more medical attention. We would need to build more dialysis centres to cope with the rising kidney patient population, while doing more to retard the disease upstream through education and prevention efforts. All these will lead to increasing operating expenses and capital investment.

**Projected Operating Expenditures**

<table>
<thead>
<tr>
<th></th>
<th>FY 2018/19</th>
<th>FY 2019/20</th>
<th>FY 2020/21</th>
<th>Total for 3 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projected Operating Expenditure</td>
<td>129</td>
<td>145</td>
<td>158</td>
<td>432</td>
</tr>
</tbody>
</table>

---

**Reserves Policy Statement**

<table>
<thead>
<tr>
<th></th>
<th>Current Year (as at 30 Jun 2018)</th>
<th>Previous Year (as at 30 Jun 2017)</th>
<th>% Increase/Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted Funds (Reserves)</td>
<td>369,454*</td>
<td>345,330</td>
<td>7%</td>
</tr>
<tr>
<td>Restricted Funds</td>
<td>22,018</td>
<td>23,415</td>
<td>-6%</td>
</tr>
<tr>
<td>Total Funds</td>
<td>391,472</td>
<td>368,745</td>
<td>6%</td>
</tr>
<tr>
<td>No. of Years Reserve Coverage of Annual Operating Expenditure</td>
<td>2.6*</td>
<td>2.6*</td>
<td>0</td>
</tr>
</tbody>
</table>

* Restated to include deferred income to fund future expenditures.
OVERVIEW OF FINANCIAL RESULTS
FOR THE YEAR ENDED 30 JUNE 2018

<table>
<thead>
<tr>
<th>Charitable Activities</th>
<th>FY 2017/18</th>
<th>FY 2016/17</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income related to Dialysis (Net of patients’ subsidies of $8,319 for FY17/18 and $19,717 for FY16/17)</td>
<td>43,049</td>
<td>47,145</td>
<td>(4,096)</td>
</tr>
<tr>
<td>Expenses related to Dialysis</td>
<td>(94,033)</td>
<td>(91,525)</td>
<td>(2,508)</td>
</tr>
<tr>
<td>Deficit from Dialysis</td>
<td>(50,984)</td>
<td>(44,380)</td>
<td>(6,604)</td>
</tr>
<tr>
<td>MOH Subvention</td>
<td>35,977</td>
<td>16,219</td>
<td>19,758</td>
</tr>
<tr>
<td>Less Expenses related to Education &amp; Prevention</td>
<td>(1,078)</td>
<td>(1,506)</td>
<td>428</td>
</tr>
<tr>
<td>Deficit from Charitable Activities</td>
<td>(16,085)</td>
<td>(29,667)</td>
<td>13,582</td>
</tr>
</tbody>
</table>

This is funded by:
- Donations - Life Drops: $13,630 (FY17/18) vs $13,763 (FY16/17)
- Donations - Others: $9,714 (FY17/18) vs $8,184 (FY16/17)
- Fundraising Expenses: $(2,944) (FY17/18) vs $(2,915) (FY16/17)

Total Donations: $20,400 (FY17/18) vs $19,032 (FY16/17)
Surplus (Deficit) from Operations after Donations: $4,315 (FY17/18) vs $(10,635) (FY16/17)

Government Grants: $13,921 (FY17/18) vs $26,263 (FY16/17)
Rental Income: $935 (FY17/18) vs $958 (FY16/17)
Sundry Income: $93 (FY17/18) vs $98 (FY16/17)
Administrative Expenses: $(9,305) (FY17/18) vs $(9,688) (FY16/17)

Total Surplus from Operations: $9,959 (FY17/18) vs $6,996 (FY16/17)
Investment and Interest Income (Net of fees): $2,852 (FY17/18) vs $7,131 (FY16/17)

Total Surplus for Financial Year: $12,811 (FY17/18) vs $14,127 (FY16/17)

1. Total annual expenditure for FY 2017/18 was $108.4 million, $2.1 million higher than the last FY due to an increase of 141 patients and beneficiaries.
2. FY 2017/18 ended positively with a surplus of $12.8 million made up of operating surplus of $10.0 million and net investment income of $2.8 million.
3. Deficit from charitable activities of $16.1 million was lower than last FY by $13.6 million (46%). This was mainly due to the increase in MOH subvention by $19.8 million.
4. Deficit from charitable activities was fully funded by donations of $20.4 million.
5. Administrative expenses at 8.6% of overall operating expenses were also fully funded by government grants.
6. Net investment and interest income was lower than last year by $4.3 million as investment mandates managed by external fund managers experienced market correction during the year.

The full set of audited financial statements is available at www.nkfs.org to save on printing costs as well as care for the environment.

Spend wisely and always save for a rainy day.
Our Valued Supporters

Individuals

Alexander Maria Prakasham
Alfred Choo
Ang Chai Luan Joyce
Ang Chor Meng
Ang Fung Fung
Ang Hin Khoon
Ang Zhi Hao
Anwar Edward
Au Miew Wei
Bai Kelei
Bee Mooi Mooi
Bhaskaran Segaran Nair
Bhatia Jaydeep Singh
Chai Chin Loon
Chan Chee Kang
Chan Hian Sang
Chan Mei Lide
Chan Soo Fun Yvonne
Chan Wai Mun
Chan Yik Yue
Chandrapaul Obaid Benedict
Chang Kuan Wee Stephen
Chang Min Hooi
Cheah Phui Kheng Adrienne
Chee Mei Lin Lynette
Chee Siew Mei Esther
Chee Siew Mei Esther
Cheo Meng Hong
Che Siew Huo Marie
Cho Tian Fatt
Ho Woei Chi Kris
Ho Yoke Peng
Huang Li Coca
Huang Meng Ching
Huang Shew Joy Jenny
Huang Ying
Hui Choon Kuen (Ku Zunquan)
Huang Sow Jin
Indran Kandiah
Jaon Bohari
Jennifer Bay
Josephine Chee
Judy Teo
Kang Choon Seng
Ker Thian Lai
Kho Eng Lian
Kho Wee Leng
Kho Yew Chuan Benjamin
Kim Meng Choo
Klasson Johan Jerome
Ko Tuck Chong Willy
Koh Bee Suon
Koh Boon Hock
Koh Hui Hong
Koh Keen Chuan Jerry
Koh Thong Joo
Koh Thong Jerry
Koh Wai Hang
Kong Hung Lau Paul
Kong Leong Pui Yee (Mrs)
Kong Yean Hoon
Koo Nguang Siah
Kuan Ren Qiang Patrick
Kulkarni Abhijit Ashok
Kwan Thiam Poh Alfrad
Kwan Yuen Ching Natasha
Kwok Ai Seng
Kwok Liew Sang
Kwok Chat Ching
Kwok Ngat Khow
Lam Yen Koon
Lau Hing Choon
Lau Hung Choon (Dr)
Lau Yang Kim
Law Beng Kok
Lawrence Sim
Leau Chee Yung
Lee Chee Lin Benjamin
Lee Chee Yung Matthew
Lee Cheng Chong
Lee Geok Kim Christine
Lee Hui Yang
Lee Keen Phi Mark
Lee Kim Hong (Mrs)
Lee Kok Boon
Lee Lam Lee
Lee Li-Ming (Mrs)
Lee Mary (Mrs)
Lee Ngiet Kwang
Lee Soon Choon
Lee Tee Chin
Lee Tong
Lee Wan Choy
Lee Wei Fong
Lee Xiao Qiong
Lee Yih Chyi
Leong Hang Yang
Leong Mun Hin
Leong Sou Foong Roslyn (Dr)
Leong Weng Yew Ernest
Leong Yan Wah
Li Jenheng
Lim Aik Ching (Mrs)
Lim Ban Lee
Lim Choo Leng
Lim Chwee Kim
Lim Clementine
Lim Geok Kooi
Lim Geok Hwa (Dr)
Lim Kang How Jason
Lim Kang Hiong
Lim Lam Seng
Lim Leong Chuan
Lim Li Guok Amy
Lim Mei Gai Michelle (Mrs)
Lim Soh Wan Nancy
Lim Soo Cheng
Lim Swek Nee Amy
Lim Ting Feng
Lim Tiang Seng
Lim Wee Meng Lawrence
Lim Yiling Eleanor
Lim Yock Kee
Lim Wai Hung
Lim Zakir Edwin
Lim Xiao Hui
Lim Yock Mui Judith
Lo Sai Wei
Lo Jui Ktt
Lo Wai Mau
Low Kin Chong Richard
Low Meng Cheng
Low Seong Leong
Low Soo Kim Anne
Low Siew Tin Jun
Low Wai Sing
Low Yan Kin
Luh Lum Chai
Lum Chai Kam
Lum Kah Wang Daniel
Lye Shoon Feng Lawrence
Mah Ai Nga
Melanie Chew
Ming Po Lin Linda
Mohd Nazirul Abdullah
Mok Kim Chye
Mok Kwok Wah Lawrence
Muhammad Khairi Darus
Muniriam Malini (Dr)
Na Boon Chong
Nah Hwee Guan
Neo Siew Choon Peter
Neo Siiong Heng
Ng Ah Teck
Ng Boon Sing
Ng Buck Chye
Ng Chiew Leng Austin
Ng Hoon Hoi
Ng Jun Jie Thomas
Ng Kim Han
Ng Sah Tiong
Ng Soi Hoong
Ng Soon Kheng
Ng Tien Seng Kelvin
Ng Tin Ang
Ng Tiong Jin
Ng Tya Ai Andrew
Ng Tze Heng
Ng Wai Hong
Ng Nthankwee Sukchai
Ngiam Kia Hum
Ngo Chun Yong Andrew
Oo Siah Nancy
Oh Thay Lee
Ong Bee Yee Hannah
Ong Boon Kang
Ong Choo Choon
Ong Wee Meng Lawrence
Ong Yiling Eleanor
Ong Yock Kee
Ong Wai Oi
Ong Wai Oi
Ong Wai Oi
Ong Korea Jiong
Ong Kwee Wai
Ong Lam Seng
Ong Leong Chuan
Ong Lim Siak Meng
Ong Suat Tiong
Ong Wall Wee
Ong Wee Yew
Ong Yew Wei
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Ong Yew Wei
Ong Yew Wei
Ong Yew Wei
Park Choon
Oon Eng Joo
Ooi Alfian
Ooi Koei Tiong
Ooi Koei Tiong
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Ooi Koei Tiong
Park Choon
Poh Liong Pin
Poh Kiew Choo
Poh Meng Hui
Poh Pak Kong
Poh Sen Chuen
Poh Soon Chin
Poh Yew Poh
Phang Weng Win
Phoong Hui Chin
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Pho
The joy of giving is your reward

Our Valued Supporters

The joy of giving is your reward

Toh Giap Eng Vince
Toh Cheng Wan
Toh Boon Ngee
Toh Beng Heng
Tiang Tiong Hwa
Tiah Siew Poo
The Late Tye Ah Tee
Siew Choo
The Late Miss Connie Gay
The Late Mdm Choa So Chin
Thaslim Linda
Than Siang Yean
Tew Heng Kiat
Teo Tak Sin Dax
Teo Poh Heng
Teo Ho Kang Roland
Teo Chee Seng
Tan Yew Seng
Tan Yeo Chiam Danny
Tan Yen Pew
Tan Wai Yean
Tan Tow Kwang Christopher
Tan Peck Hoon
Bertram
Tan Mun Choy Kenneth
Tan Kim Ping (Dr)
Tan Kian Huat Albert
Tan Kim Ping (Dr)
Tan Mun Choy Kenneth
Tan Peck Nhoon
Tan Peng Jui William
Tan Poh Kee
Tan Se Hak David
Tan Seok Kee Jennifer
Tan Seow Leng
Tan Siew Leng Tara
Tan Siew Teck Lawrence
Tan Siek Lai
Tan Song Chiang
Tan Sze Lee
Tan Tiak Khooan Harold
Tan Tow Kwang Christopher
Tan Wai See
Tan Wai Yean
Tan Yen Pew
Tan Yeo Chiam Danny
Tan Yew Seng
Tan Yong Chiang Joe
Tang Siong Chu
Tay Eng Kng
Tay Hwee Toh
Tay Jin Ying
Tay Keng Hin
Tay Kok Leong
Tay Meng Seng
Tay Soon Seng
Tay Tiong Guan
Tay Woon Teck
Teng Kar Mei
Tee Cher Kian
Tee Ho Kang Roland
Tee Pei Ling
Tee Poh Heng
Tee See See
Tec Tai Sin Dax
Tec Tai Beng
Teck Beng Sang
Ter Kim Chau
Tew Heng Kiat
Tham Siang Yean
Thaslim Linda
The Late Mdm Choo So Chin
The Late Miss Connie Gay
Siew Choo
The Late Mr Loh Jun Mow
The Late Tye Ah Tee
Thong Foo Kong Sang Albert
Tiah Siew Poo
Tiang Tong Hwa
Toh Beng Hong
Toh Boon Ngee
Toh Cheng Wan
Toh Giap Eng Vince

Outstanding Achievers

Toh Han Song Jim
Toh Joo Huat
Toh Khan Hoe Jaffrey
Toh Kim Hook
Toh Leong Hong
Toh Lim Ngoh
Toh Swee Khek Jolene
Voo Li Yin Jeanne Marie
Wong Jern Hung
Wong Yiyi
Wyk Yee Catherine
Woo Ching Chin Jennifer
Woo Yew Huck
Wong Hean Lee Lester
Wong Kok On
Wong Tim Meng
Woo Chee Seong Raymond
Woo Phay Kow Susan
Woo Pui Leng
Xue Qing Zhong
Yan Why Kee June
Yap Kim Huat Francis
Yap Peng Kang (Dr)
Yap Soon Heng
Yassimin Md Said
Yee Choo Vui Sebastian
Yee Mei Lin @ Jean Ang
Yeo Eng Koon Nicky
Yeo Joan Chuen Christopher
Yeo Li Nio Doreen
Yeo Siew Khoon Richard
Yeong Wai Yong Joseph (Dr)
Yi Ai Kia
Yogasundaran Krishnan
Yong Seow Niam
Yu Yit Pian
Yuen May Foong Jennifer
Zoleka Tamby

Chang Hood Lim Association
Comemde Pte Ltd
Cotten Interior Solutions Pte Ltd
Crimson General Contract Company
Dami Secondary School
Dalli Limited
Far East Success Development Pte Ltd
Foo Hoi Buddhist Cultural & Welfare Association
Freasious Medical Care
Singapore Pte Ltd
Fresver Beauty Pte Ltd
Ghim Moh Market & Shops
Merchants Association
Heaton Holdings Limited
Hilltop Contractor Pte Ltd
Hoe Kee Hardware Pte Ltd
JC Trust Ltd
JK’s Amusement Pte Ltd
Johnasia Shipping (S) Pte Ltd
Joo Yong Co Pte Ltd
Kepell Care Foundation
Kho Teck Fuat Foundation
Koh Kock Leong Enterprise Pte Ltd
Koon Teck Ying Temple
KPMG LLP
Kuan Im Ting Hood Cho Temple
Kuan Inn Vegetarian Food
Le Champ (South East Asia) Pte Ltd
Leong Huat (Investment) Pte Ltd
Leong Huat Hardware Pte Ltd
Lien Foundation
Lorong Koo Chee Sheng Temple Association
Loyang Tu Pek Kong
Masjid Al-Ansar
Masjid Al-Islah
Masjid Al-Mukminin
Masjid Assyakrin
Nanyang Primary School
Neo Garden Catering Pte Ltd
Nirvana Memorial Garden Pte Ltd
NITUC Fairprice Foundation Ltd
Oriental Life Insurance Co Ltd
Oriental Life Insurance Co Ltd
Orchard Garden Pte Ltd
Origin Herbal Hair Treatment Pte Ltd
Osio Media Pte Ltd
Patent Engineering Co Pte Ltd
Pena Hwa Foundation Limited
Prima Limited
PSA International Pte Ltd
Putat Jit Buddhist Temple
Raffles Medical Group Ltd
Roche Singapore Pte Ltd
RSM Cho Lin LLP
S C Wong Foundation Trust
Sakya Khiid
San Wang Wu Ti Religious Society
SATS Ltd
Sheng Hong Temple
Sin Hong Thai Engineering Pte Ltd
Singapore Buddhist Welfare Services
Singapore Buddhist Youth Mission
Singapore Buddhist Hospital Group Pte Ltd
Singapore Foundation
South East Mosque Cluster
SULT Corporation Pte Ltd
Tampines Chinese Temple
Tay Ean Kion Foundation
Teh Fang Lau San Tang
The Community Foundation of Singapore
The Estate of Essery Gerald Stephen
The HOUR GLASS LIMITED
The Wok People Pte Ltd
Thomson Shin Foundation
Thong Sien Tang
Sin Sin
Tian Kong Buddhist Temple
Tokyo Saku Sei Ken Tang
Tote Board Group
Tuas Pakong Kong Management Council
Viniya Community Services
Wing Ship Marine Services Pte Ltd
Wool Hup (Private) Limited
Yahaya Abdulhussein Lukmanji
Sail Charity Trust
Yat Yuen Co Pte Ltd
Yio Chu Kang CCC
Community Development & Welfare Fund Committee
Zhanggu Renmince Pte Ltd

Our Dedicated Volunteers

We are grateful to all our volunteers for their contributions and efforts to help our patients in their journey towards rehabilitation.

Organisations/Religious Groups/Educational Institutions which received NKF’s Certificate of Appreciation:

Alpha Phi Omega Alumni Association of Singapore
Badok Methodist Church
Boscombe Life Church
Bukit Panjang Community Club
CHIJ St Nicholas’ Girls’ School
Ci Yuan Community Club
Cognizant
Curtin University Singapore Campus
Damas Secondary School
Dayi Secondary School
Dunman Secondary School
Federal Express (Singapore) Pte Ltd
Gan Eng Seng School
General Electric
Holy Innocents’ High School
HQ Republic Singapore Navy,
Naval Personnel Department
Hwa Chong Institution
IBM Singapore Pte Ltd
IM Communications
Innovative Pest Management
ITE College East/School of Applied Health Sciences/Nursing Department
June’s Balloon Craft
Jurong Spring Community Club
Koh Kock Leong Enterprise Pte Ltd
MacPherson Grassroots Organisations
Micro2000
Ministry of Social and Family Development

"Nanyang Polytechnic School of Nursing"
"Nanyang Technological University
TFT LEARN"
"National University of Singapore School of Engineering"
Ngee Ann Polytechnic
Nirvana Memorial Garden Pte Ltd
NUS Psychology 2016/2017
Punggol Community Club Youth
Ratracat Club of Singapore
RSVP Singapore - The Organisation of Senior Volunteers
SCs
Singapore Buddhist Youth Mission
"Singapore Polytechnic
School of Chemical & Life Sciences"
St Francis Methodist School
SUTL Corporation Pte Ltd
The Northern Trust Company
Singapore Branch
Trybe Limited
Woodgrove Secondary School
Xinmin Secondary School
Young Men’s Christian Association
Zion Church

The following volunteers were awarded the 5-year and 10-year National Council of Social Service’s Long Service Awards for their dedication and contributions:

5 Years

A Mansor Noorul Huda
Azizah Binti Shaikh Salim
Abdul Ahmad Madan Bin Gani
Abdul Kahar Faiziah
Abdullah Kamsiah
Ahmed Ghani
Ahmed Ghani Noorul Ain
Ahmad Abdul Ghafar
Ali Zainudin
Ang Lay Eng

59
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**

**Admiralty**

The Hour Glass – NKF Dialysis Centre

- Admiraly Branch
- 500 Corporation Road
- Singapore 120326

**Aljunied**

- Aljunied Crescent
- Singapore 380102

**Ang Mo Kio 1**

- Kwan Im Thong Hood Cho Temple – NKF Dialysis Centre
- 940, Jurong West St 91
- Singapore 640940

**Ang Mo Kio 2**

- Kwan Im Thong Hood Cho Temple – NKF Dialysis Centre
- KOLAM AYER BRANCH
- 43, Bendemeer Rd, #01-1018
- Singapore 330043

**Bedok**

- Singapore Pools – NKF Dialysis Centre
- 27, New Upper Changi Rd
- Singapore 462027

**Bukit Batok**

- NTUC Income – NKF Dialysis Centre
- 103, Bukit Batok Central
- Singapore 560103

**Bukit Merah**

- The Singapore Buddhist Lodge – NKF Dialysis Centre
- 128, Bukit Merah View
- Singapore 150125

**Bukit Panjang 1**

- New Creation Church – NKF Dialysis Centre
- 274, Bangkit Rd
- Singapore 670274

**Bukit Panjang 2**

- Le Champ-NKF Dialysis Centre (Bukit Panjang Branch)
- 275, Bangkit Rd
- Singapore 670275

**Choa Chu Kang**

- NKF Clementi Dialysis Centre
- 326, Clementi Ave 5
- Singapore 120326

**Corporation**

- NKF Integrated Renal Care (IRC) Supported by the Sirivadhanabhakdi Foundation
- 500 Corporation Road
- Singapore 649808

**Ghim Moh**

- Woh Hup – NKF Dialysis Centre
- BK 1, Ghim Moh Rd
- Singapore 310225

**Hougang**

- Singapore Buddhist Welfare Services – NKF Dialysis Centre
- 114, Hougang Ave 1
- Singapore 530114

**Jurong West**

- NKF Hougang – Panggung Dialysis Centre
- 628, Hougang Ave 8
- Singapore 530028

**Kallang**

- Jurong West Temple – NKF Dialysis Centre
- 734, Jurong West St 73
- Singapore 640744

**Kranji**

- NKF Dialysis Centre
- Supported by The Sirivadhanabhakdi Foundation
- 940, Jurong West St 91
- Singapore 640940

**Kim Keat**

- Tai Soon Huie – NKF Dialysis Centre
- 11 Kim Keat Rd
- Singapore 328836

**Kallang**

- Singapore Pools – NKF Dialysis Centre
- 204, Marsiling Drive
- Singapore 730204

**Pasir Ris**

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

**Queenstown**

- NKF Queenstown Dialysis Centre
- 55 Shattrah Ave
- Singapore 140055

**Sengkang**

- Sai Fook – NKF Dialysis Centre
- 81, Sengkang East
- Singapore 540520

**Simei**

- Kwan Im Thong Hood Cho Temple – NKF Dialysis Centre
- 101, Simei St 1
- Singapore 540892

**Tampines 1**

- National Trades Union Congress
- Singapore Pools – NKF Dialysis Centre
- 953, Tampines St 91
- Singapore 520935

**Tampines 2**

- Singapore Pools – NKF Dialysis Centre
- 211, Tampines St 21
- Singapore 520271

**Teck Whye**

- Singapore Pools – NKF Dialysis Centre
- 225, Toa Payoh Lor 8
- Singapore 310225

**Toa Payoh**

- Singapore Pools – NKF Dialysis Centre
- 211, Toa Payoh Ave 8
- Singapore 540331

**Upper Boon Keng**

- Singapore Pools – NKF Dialysis Centre
- 19, Upper Boon Keng Rd
- Singapore 310220

**West Coast**

- The Hour Glass – NKF Dialysis Centre
- 701 West Coast Rd
- Singapore 120701

**Woodlands 1**

- Toa Payoh Seng Tong – NKF Dialysis Centre
- 365, Woodlands Ave 5
- Singapore 730825

**Woodlands 2**

- SCAL – NKF Dialysis Centre (Woodlands Branch)
- 365, Woodlands Ave 5
- Singapore 730365

**Yishun 1**

- Toa Payoh Seu Teck Seang – NKF Dialysis Centre
- 603, Yishun St 21
- Singapore 760203

**Yishun 2**

- The Champ – NKF Dialysis Centre (Yishun Branch)
- 640, Yishun St 81
- Singapore 760840

**Our Valued Supporters**

- Ong Sze Yin
- Ong Teck Lam
- Ong Thiam Min
- Pang Ah Lay
- Phoa Junxiang
- Poh Seng Chey
- Ponraj Subhakar
- Qian Lian
- Quay Chin Ping
- Raj Mohamed Raja
- Renato Collino Jahzel
- Redwan Zulkifli
- Retnam Chandrika
- Sa’ad Muhammad Syafiq
- Saini Kasim
- Saima Khan
- Sarinah Azaiz
- Sarip Ruzainah
- Seah Chin Foo
- See See Yow
- See Qhitui
- Seow Hui Huang
- Shew Li Hok
- Sim Hui Ling
- Song Loong Kuan
- Sow Eng Ann
- Srinipanwattana Tananakanya
- Steven Feng Kok Liang
- Supap Khairereen
- Suwarni
- Tai Jiamin
- Tan Zhang Yong
- Tan Bee Choon
- Tan Chong Hock
- Tan Eng Lian
- Tan Ger Hwee
- Tan Gim Sang
- Tan Guo Wei
- Tan Hui Peng
- Tan Jin Hoo
- Tan Lian Hong
- Tan Lian Kee
- Tan Poh Geok
- Tan Siew Chii
- Tan Wei Jie
- Tan Wei Tat
- Tay Cheng Choo
- Teh Chuan Hiong
- Teo Tuan Mian
- Tham Yi Min
- Thin Aye Aye
- Ting Guek Teck
- Tng Yew Chye
- Toh Hong Yee
- Toh Kim Tee
- Viswanathan Hari Har
- Sakti
- Wang Cheong Ling
- Wang Yuhuo
- Wee Swee Neo
- Wang Baolin
- Wang Kok Leong
- Wang Leng Hoe
- Wang Poh Wah
- Wang Siew May
- Wang Wei Kiat
- Wang Yit Ling
- Wang You Cheong
- Yap Lay Khim
- You Ching Yan
- Yuen Wing Shan
- Yuen Wing Yan
- Zhang Xin Ying
- Zheng Jing Jie

**10 Years**

- Selamat Bin Haji Ahmad
- Tan Jur Ming
- Tan Juay Lin
- Tay Ying Cheng

**NKF has made every effort to ensure accuracy of the information.
We apologise should there be any omissions or errors.**
The National Kidney Foundation’s Annual Report 2017/18 is a comprehensive summary of our activities and efforts throughout the year.

The green leaf featured in the cover design symbolises the hope, renewal and revival that NKF wishes to imbue in each patient. The radial gradient blue circle represents the ripple effect of positivity. Positivity is infectious and advantageous, hence, spreading hope creates an inspiring and influential impact on patients and everyone around them. It aptly represents the essence of NKF’s mission - Giving Life & Hope.