

Being +ive





Annual Report 2020/21 • 1 July 2020 - 30 June 2021



Being +ive

crea+ive

effec+ive

collabora+ive

innova+ive



# Contents

06

Message from our  
Chairman & CEO

08

Being adaptive and  
agile in moving towards  
an endemic Covid-19

10

Being creative in  
advocating kidney  
health & prevention

14

Being effective in  
empowering patients  
with accessibility and  
availability of dialysis  
services

16  
Haemodialysis & portable  
funding

20  
Children's dialysis

21  
Peritoneal dialysis

22  
Kidney transplant

23  
Diet & nutrition

24  
Physical well-being



30

Being collaborative  
towards an integrated  
healthcare ecosystem

Psychosocial and overall  
well-being

Patient welfare

32  
Volunteerism

34

Being innovative  
in enhancing fund  
sustainability

Fundraising

38

Corporate  
governance

46

Financial  
statements

48

Our caring donors  
and volunteers

54

Our dialysis centres  
islandwide for  
convenience and  
easy access

# Message

from our Chairman & CEO

It has been an unprecedented year with lots of uncertainties. Each time when we thought we have come to the end of the tunnel, the virus, however, found its way to mutate and emerge stronger. We cannot succumb to it and we have to fight back because patients' safety is of paramount importance. The consequence of missing dialysis treatment could be deadly and we have to ensure that patients continue to receive uninterrupted and safe dialysis three times a week regardless of the circumstances.

The two years of struggle with the Covid-19 pandemic has been a major challenge for NKF. Our frontline staff of doctors, nurses and support staff have been steadfast in ensuring that dialysis services were not disrupted throughout the two years. In addition, the backroom administrative support staff further ensured key processes could still be carried out despite the disruption in working arrangements. We are so proud of all of them in working together despite the constantly evolving safety measures that needed to be adhered to. On behalf of the board, sub-committees and management, we would like to express our deepest gratitude for their dedication and perseverance in overcoming the challenging situation over the past two years.

We would like to extend our heartfelt thanks to outgoing chairman, Mr Koh Poh Tiong, and outgoing board members, for their immense contributions in alleviating the sufferings of kidney failure patients, and investing in ways and means to empower the community for better kidney health. Towards the end of Poh Tiong's nine-year tenure, when the Covid situation was fast escalating and evolving, he guided us to help tide us over this critical period. His stoic leadership over the years has laid the foundations which serve as a catalyst for us to press on and do even more in our unceasing mission.

Our sincere gratitude also goes out to many of our supporters who journey alongside us as we overcame the many challenges of the pandemic. You trust and have faith in us to do our job well. You show us your care and concern, you support us in various ways. Your words of encouragement have gone a long way in

spurring us on in our journey of giving life and hope. To all our supporters – Thank you for standing by us!

Despite the tough challenges, we persevered and remained resilient, nimble and agile, continually reassessing, adjusting and enhancing our preventive measures. When we had a Covid-19 cluster outbreak at one of our dialysis centres, we worked closely with the Ministry of Health to ensure that the necessary safety and precautionary measures were taken to curb further transmission and provided all possible support and assistance to the patients and their families. We activated a Covid-19 Emergency Response Team to ensure that dialysis treatment remains uninterrupted. We stepped forward to support the nation by designating dialysis shifts to treat non-NKF patients on quarantine or with acute respiratory infection, so that their treatment also remains uninterrupted. We continued to monitor the situation 24/7 and calibrate our measures accordingly, such as restricting food consumption in the dialysis centres to maintain high standards of infection control. Our staff and, in particular, our patients – who are immunocompromised and more vulnerable to the virus – are continually encouraged to go for vaccination if they have not done so.

As we move towards an endemic Covid-19 world, we approach the many new challenges with a positive or “+ive” spirit and mindset of being creative, effective, collaborative and innovative in all that we do. We are constantly relooking and reframing our dialysis and care programmes so that they remain sustainable and robust to help our patients cope in the new normal, advocating kidney health in the community to curb the onset of kidney failure, and ensuring adequate funding to keep us going over the long haul. And we do all these by fostering long-lasting partnerships with the community.

Your steadfast support is therefore critical, especially as chronic conditions such as diabetes, high blood pressure and obesity, which are the leading causes of chronic kidney disease (CKD) and kidney failure, are on the rise as shown in a health survey. Every day, there is an average of 5.5 new kidney failure cases in

As we move towards an endemic Covid-19 world, we approach the many new challenges with a positive or “+ive” spirit and mindset of being creative, effective, collaborative and innovative in all that we do. We are constantly relooking and reframing our dialysis and care programmes so that they remain sustainable and robust to help our patients cope in the new normal, advocating kidney health in the community to curb the onset of kidney failure, and ensuring adequate funding to keep us going over the long haul. And we do all these by fostering long-lasting partnerships with the community.

Singapore, and there are no signs of slowing down. A total of 5,226 patients and beneficiaries are under our care, up by 510 or 11% compared to the last financial year and the disease burden for us to treat kidney failure patients for the year amounted to \$120 million, up by 3%.

To better support patients who choose home-based peritoneal dialysis (PD) as their preferred treatment modality, we have started a pilot shared care model with Khoo Teck Puat Hospital at our dialysis centre in Yishun Community Hospital. We strive to integrate better into the community-based PD care delivery system and ensure more effective and holistic PD management for better clinical outcomes.

Making dialysis treatment accessible and available is only half the battle. Improving patients' quality of life is vital. We provide holistic and integrated care together with our allied health professionals through services and close partnerships to meet patients' physical, nutritional and psychosocial needs. Our aim is to support all patients to work with us to take ownership of their medical condition and take charge of their health to lead impactful lives, contribute to families and ultimately to society.

Prevention is better than cure. We firmly believe that our greater mission should be to prevent or delay any person from being afflicted with kidney failure. We want Singaporeans to stay strong and healthy as far as possible and not end up needing dialysis.

Hence, delaying kidney failure progression is critical and this lies in chronic kidney disease education and prevention. Crucially, we need to look into broadening support networks at early chronic kidney disease intervention and management. We have to continue to redouble upstream efforts to educate as many people as possible about chronic kidney disease, kidney failure

and its debilitating effects. We encourage people, from the young to the elderly, to lead a healthy lifestyle and actively reach out to targeted high-risk groups such as family members of our patients and the Malay/Muslim community.

We are happy to share that we recently launched our Kidney We Care Movement to encourage people to undertake projects raising awareness of kidney health and to reduce kidney-related diseases. The responses have been overwhelming. Many youths have come forth to propose and implement innovative and creative campaigns to drive home the message of leading a healthy lifestyle.

We will continue to foster closer collaborations with our corporate partners, grassroots organisations, and healthcare and social agencies on a wide range of care integration programmes to meet the multifarious needs of our patients, as well as promote kidney health in the community to keep kidney failure at bay.

As NKF progressively adapts to the new normal, let us not forget that we must still win the war against kidney failure. We look forward to your strong support to propel us further in helping our patients and the wider community.



Arthur Lang  
Chairman



Tim Oei  
Chief Executive Officer



# Being adap+ive

and agile in moving towards an endemic Covid-19



With the Covid-19 pandemic lingering on, we strove on relentlessly to ensure our dialysis patients continued to receive safe and uninterrupted dialysis. We stayed nimble as we continually reassessed, adjusted and enhanced our preventive measures to protect our immunocompromised patients who are at greater risk of being infected. At the same time, we are preparing ourselves for the new normal as Singapore is on the cusp of an endemic Covid-19.

## Calibrating Safe Management Measures

We continued to enact measures that are in line with the Ministry of Health's guidelines and calibrate them along the way to ensure that our infection control measures are being kept to the highest standard, and work delivery and patient care are effective and efficient. Safe distancing measures, disinfection of treatment areas and equipment, and mask-wearing at all times remained firmly in place. We stepped up testing efforts by providing Antigen Rapid Test kits to patients and staff to minimise risk of virus transmission.

## Establishing Covid-19 Emergency Response Team

We have strengthened our operational resilience by establishing a Covid-19 Emergency Response Team to ensure that dialysis treatments remain uninterrupted under the new normal. On top of ensuring service continuity at NKF dialysis centres so that none of our patients are deprived of treatment, we have also stepped forward to support the nation by designating dialysis shifts to treat non-NKF patients on quarantine or with acute respiratory infection, so that their treatment also remains uninterrupted.

## Stepping Up Engagement of Partners, Donors and Volunteers Online

We continued to engage our partners, donors and volunteers by sending regular progress updates as we moved physical fundraising and volunteering activities to various online platforms. Virtual campaigns were also organised, inspiring many supporters to step forward to encourage frontliners and patients through self-initiated video clips, handmade crafts, raising funds for care packs, and outright and in-kind donations towards Covid-19-related activities. Volunteers were also invited to tele-befriend patients and advocate for kidney health through participating in social media and collaborative projects.

## Streamlining Patient Admission Process

We initiated a new onboarding process for our dialysis placement where we facilitate and provide transitional support for onboarding patients in our care. Patients previously had to undergo a series of physical tests and assessments to determine if they are suitable for treatment. We have since switched to telemedicine and telecare to continue meeting patient and operation needs. The streamlined changes have reduced the time spent on document assessments and, in turn, reduced the waiting time for patients to enter our dialysis programme from the point of application to the first dialysis session.

My family and I have not seen each other for nearly two years. We miss each other dearly. But they have been very supportive of my job and proud that I make a positive impact in my patients' lives by ensuring they receive the best dialysis treatment possible.

A dedicated frontliner who has not been able to return to her hometown due to the pandemic.



## Adopting a Hybrid Kidney Health Education Model

Staying attuned to the fluidity of the Covid-19 situation, we made kidney health resources more accessible to the public by launching digital education resources like online educational tours and virtual engagements to increase awareness of preventive kidney health. At the same time, we continued to adjust our outreach programmes with safe management measures in mind. We did all these through our continued collaboration with schools and community partners to empower everyone to take charge of their kidney health for a healthier society and lessen the burden of our nation's healthcare costs over the long term.





# Being creative

in advocating kidney health & prevention

I liked the kidney filtering demonstration. It engaged the children and made them more interested in the talk.

Ms Katherine Seow,  
Principal,  
Chinese Kindergarten

I believe the videos of the life stories of people with kidney failure had a significant impact on our students to not take their health for granted.

Mr Haziq Haris,  
Teacher,  
Ang Mo Kio Secondary School



The Covid-19 situation has accelerated the world's move to a more digital and hybrid structure. We saw this as an opportunity for us to reinvent further by pushing on with our education and prevention efforts. We explored new possibilities and different forms of outreach with the aim to keep kidney failure at bay even if we are not always able to be physically present.

We accelerated our digital initiatives in becoming a go-to kidney health organisation by making pertinent kidney health resources readily available and accessible on our website with just a click. We have also revamped our website to make it available in the four main languages to reach a wider audience.

Our outreach programme capabilities have been redesigned to suit the current safe management measures and is also built-up to go digital. Through this move and working hand in hand with schools and community partners, it allowed us to resume our previous outreach momentum to empower our young, our seniors, our families and everyone in our community to take on good eating habits and lifestyle changes for our kidney health. Through our collaborative community partnerships and collective efforts, we reached out to 216,600 people through various onsite and online platforms to educate them about kidney health and work towards building a healthier and more resilient nation.

The kidney standees and the supplementary worksheet were well received by the students. The students enjoyed looking at them and taking pictures with the standees.

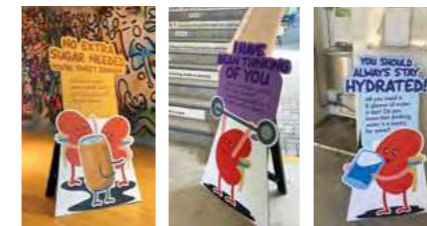
Ms Farah Adilah,  
Student Health Advisor to Northlight School



## Schools

The model of virtual learning at one's own pace has made our education and prevention work more convenient and innovative, but remote learning cannot fully replace in-person learning and interaction especially among our young. This is why we have developed both digital resources that schools can utilise in their remote learning and also redesigned some of our programmes to support our school partners as they embark on a hybrid learning model.

An example would be our Health Booth, which has been very popular with our school partners over the years. With safe management measures in place, we replaced our booth with self-manned interactive displays such as our kidney standees with a kidney hunt sheet, allowing students to explore and discover in their small groups.

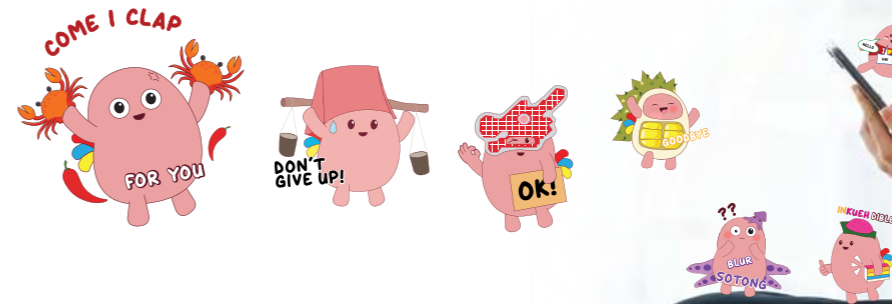


Through activities such as digital talks, learning journeys, interactive displays and Champs Values-in-Action Programme, 50,900 students and educators benefitted from kidney health education activities.



## NKF Sticker Pack Animated Edition new

Through our Sticker Pack Contest 2021, we introduced our second series in an animated edition. These stickers depicting the Singapore spirit are a great way for everyone to express themselves in a fun way while communicating kidney health messages subtly. This unique collection, together with the first series, can be shared with friends and loved ones to help raise awareness on kidney health, while creating an enjoyable and engaging experience that will stick in people's minds.



## Community

The pandemic has led us to stronger partnerships with the community. Many of our partners also acknowledged that raising awareness on health issues like diabetes, hypertension and kidney failure is even more crucial during this prolonged pandemic, with health issues becoming even more pressing and Singapore's kidney failure rate showing no signs of slowing down.

Working together, we were able to display our interactive exhibits and brochures in the community, so that the public continued to have access to education and prevention messages and be encouraged to lead a healthy life. We reached out to 165,700 members of the public through various onsite and online events, programmes and resources.



### Digital Talks and Virtual Kidney Discovery Centre new

We have developed a virtual gallery of our Kidney Discovery Centre, which allows anyone to visit the site for an experiential learning journey and level up on their kidney knowledge without being physically present.

### Kidney We Care Movement new



To encourage people to undertake projects raising awareness of kidney health and to reduce kidney-related diseases, NKF initiated a Kidney We Care Movement (KWC), which was

launched by Ms Grace Fu, Minister for Sustainability and the Environment on 9 January 2021. The overwhelming support from the 15 advocacy, youth groups and institutions that stepped up to propose and implement innovative and creative campaigns to drive home the message of leading a healthy lifestyle to their community was heartening.

We had the amazing opportunity to spread the word on kidney failure that has been on the rise in Singapore for several years now, especially to the younger audience who knew next to nothing about kidney failure, and teaching them preventive habits that we can adopt right now.

A group comprising of five NUS students was the first to take up a Kidney We Care project by raising awareness about kidney failure on their Instagram KinderKidneys.

## Targeted Intervention

NKF continued to reach out to those at a higher risk such as the Malay/Muslim community for education and early detection purposes.

### Collaborating with Various Malay/Muslim Organisations

NKF collaborated with different partners such as Mosques and Malay/Muslim organisations to reach out to the community through digital talks, as well as info-educational displays, bookmarks and brochures for our partners to place at their premises. Through these concerted efforts, we reached out to 8,800 people from the Malay/Muslim community to encourage them to take charge of their health.



It was a very enriching experience to visit NKF's Kidney Discovery Centre. We heard so much about how to care for our organs such as our kidneys. I learned that the kidneys are no longer able to produce urine when one has kidney failure and when kidneys fail, toxins and excess fluids cannot be removed effectively.

Mr Mustapha Kamal Osman,  
Mosque Executive Chairman,  
Pusara Aman Mosque

Well done, good job NKF! Glad that there are elements of teaching and reminders (in Islamic perspective) to tie in with maintaining good health. The messages are clear and content wise, easily understood, relaying messages on prevention, the need to do regular checks and to look after our kidneys.

Haji Khalid Shukur Bin Bakri,  
Mosque Executive Chairman,  
Yusof Ishak Mosque

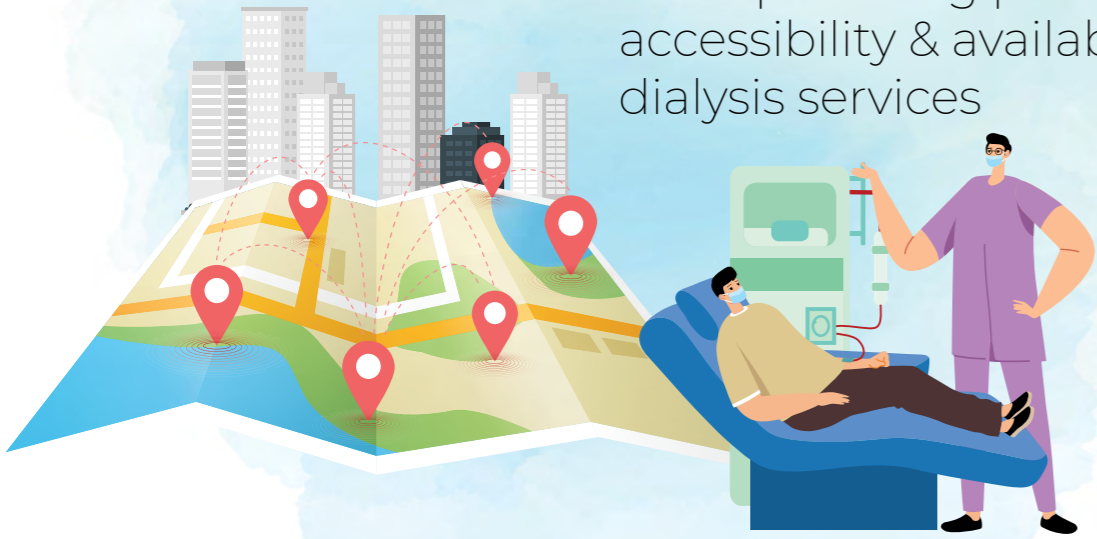
Participants described the session as a very useful session; with the sharing of knowledge they gained as an awareness and timely reminder for them to make a conscious effort to achieve a healthy lifestyle.

Haji Haron,  
Chairman – West Coast MAEC



# Being effective

in empowering patients with accessibility & availability of dialysis services



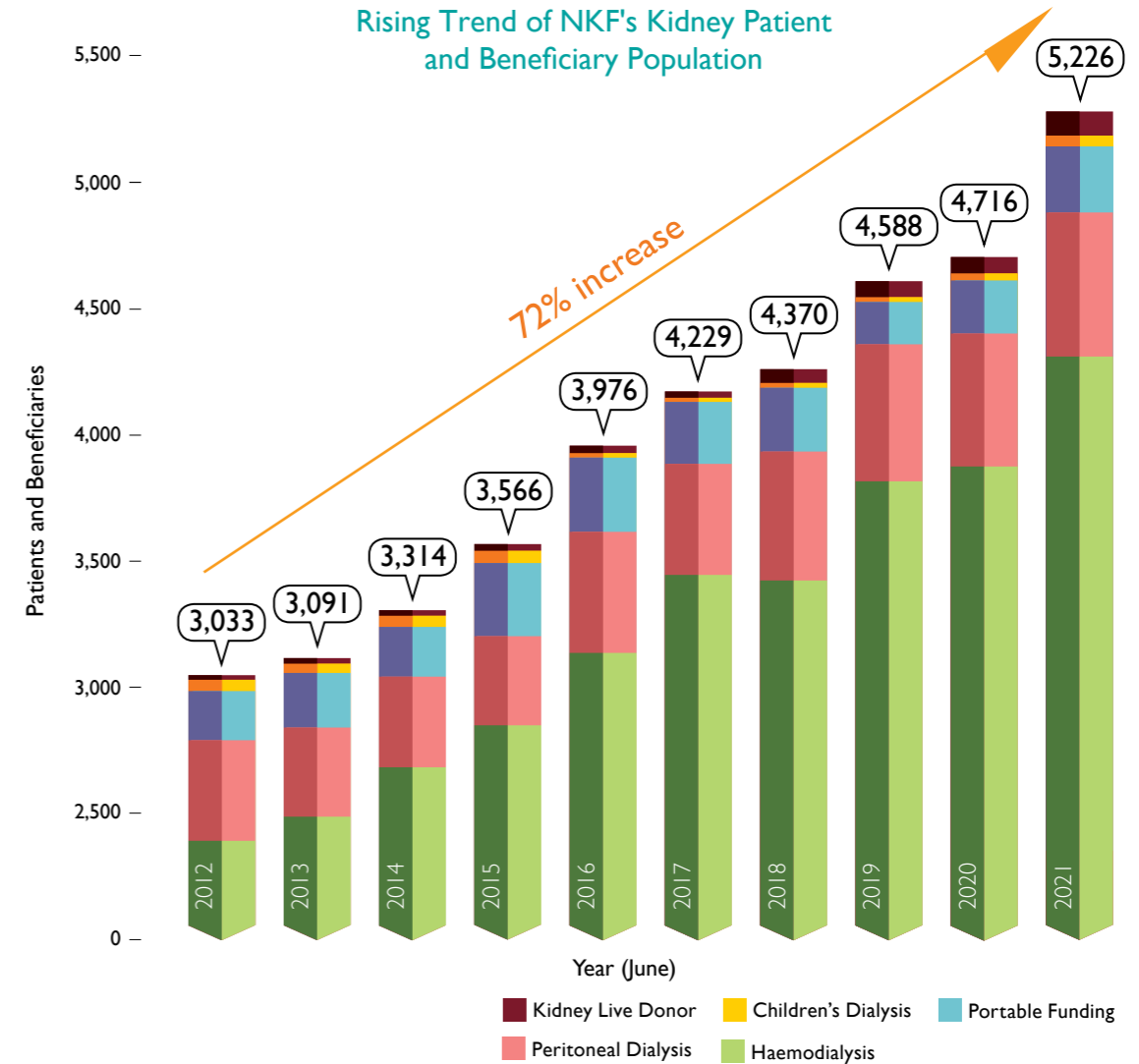
Ensuring accessibility and availability of dialysis for patients with kidney failure is one of our key strategic thrusts in carrying out our mission of giving life and hope.

Our network of 39 purpose-built dialysis centres islandwide, Children's Kidney Centre at the National University Hospital (NUH) and portable funding scheme support patients who choose haemodialysis (HD), which is done at the community-based centres. For patients who choose Peritoneal Dialysis (PD), our PD Community Support Programme enables them to carry out their preferred treatment option by themselves at home. NKF's Kidney Live Donor Support Programme supports patients and kidney donors in opting for kidney transplant to turn patients' lives around.

A total of 5,226 patients and beneficiaries – up by 510 or 11% compared to the last financial year – benefitted from our various dialysis services. The total cost of providing dialysis, medication and auxiliary services amounted to \$120.2 million, a 3% increase.

Of the \$7.4 million in patient welfare subsidies, \$6.7 million went towards transport subsidies for bus, train, taxi, ambulance, van and dialysis escort assistance expenses for needy patients who require special transport services to and from dialysis centres.

Rising Trend of NKF's Kidney Patient and Beneficiary Population

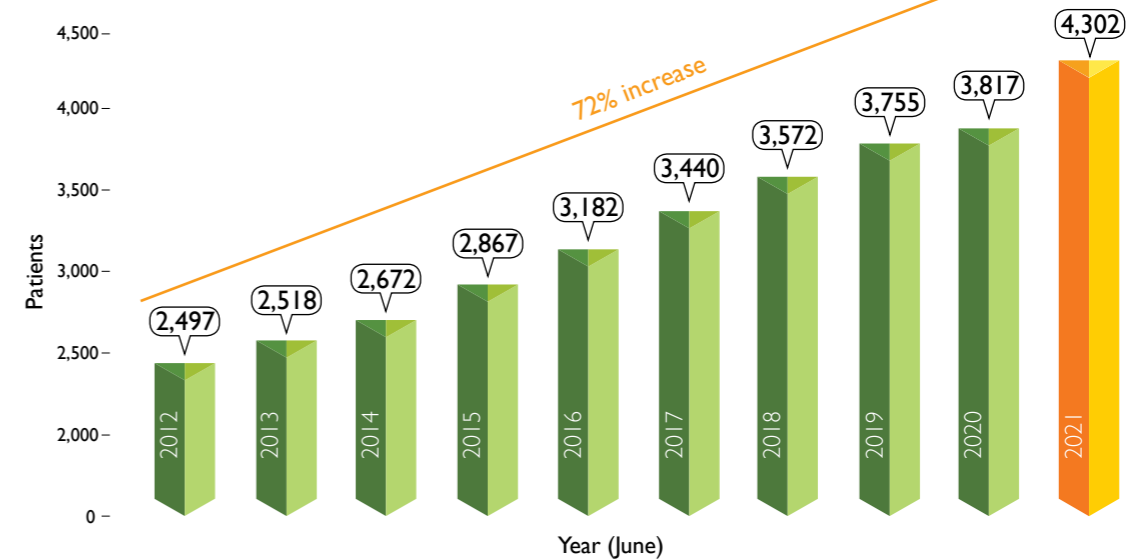


Total Programme Cost to Support Patients and Beneficiaries

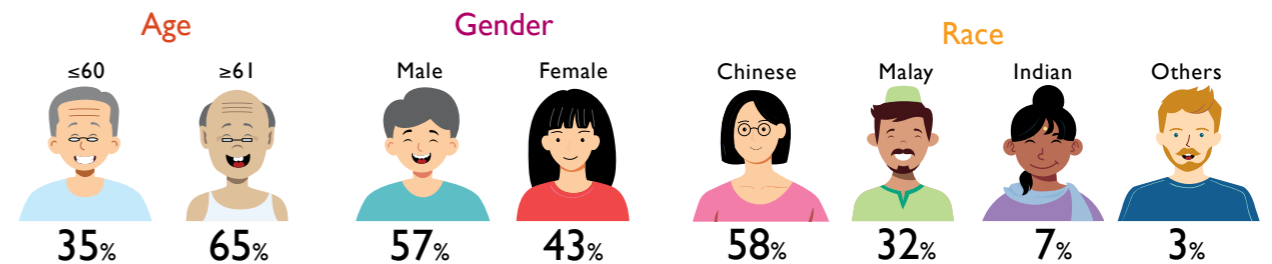
Programmes	Total Number of Patients and Beneficiaries			Programme Costs (\$'000)		
	As at 30 Jun 2021	As at 30 Jun 2020	Variance (%)	Year ended 30 Jun 2021	Year ended 30 Jun 2020	Variance (%)
Haemodialysis	4,302	3,817	13%	107,792	104,256	3%
Peritoneal Dialysis	593	589	1%	1,210	1,484	-18%
Portable Funding	246	239	3%	2,756	2,703	2%
Children's Dialysis (including funding to Children's Kidney Centre)	11	10	10%	943	1,363	-31%
Kidney Live Donor	74	61	21%	90	88	2%
				<b>112,791</b>	<b>109,894</b>	<b>3%</b>
Patient Welfare				7,438	6,528	14%
<b>Total</b>	<b>5,226</b>	<b>4,716</b>	<b>11%</b>	<b>120,229</b>	<b>116,422</b>	<b>3%</b>



### Rising Trend of Haemodialysis Patients



### Profile of Haemodialysis Patients



## Haemodialysis

### Caring for Haemodialysis Patients

We provide affordable, quality in-centre dialysis to kidney patients at our 39 community-based dialysis centres located islandwide and they are cared for by 833 dedicated medical and allied health professionals, and support staff who provide them with quality treatment and care. A total of \$107.8 million was spent on treatment and all-round care for the financial year.



### Pursuing Quality Outcomes with Haemodiafiltration

In our unrelenting quest for better patient outcomes, NKF provides another form of dialysis called haemodiafiltration (HDF). Studies show that HDF, a process similar to HD, can reduce cardiovascular (heart disease) mortality, has better stability of blood pressure during dialysis and reduces some of the long-term complications due to dialysis.



### Continuing to Improve Patients' Lives on Nocturnal Dialysis

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 dialysis hours are longer, this results in better health outcomes for patients.



### Achieving Excellent Clinical Outcomes in Haemodialysis

- 94% patient survival rate in the first year
- 99% patients achieved desired outcome of  $Kt/V \geq 1.2$ . Fractional clearance of urea ( $Kt/V$ ) is one key indicator for measuring dialysis adequacy
- 91% patients achieved Hb level of  $\geq 10$  gm/dl. Improving patients' haemoglobin level results in better physical tolerance and quality of life

# 39 dialysis centres

ensuring accessibility & availability



## North

- 204 Marsiling
- 365 Woodlands
- 761 Woodlands
- 825 Woodlands
- 203 Yishun
- 639 Yishun
- 840 Yishun
- Yishun Community Hospital

## North East

- 565 Ang Mo Kio
- 633 Ang Mo Kio
- 114 Hougang
- 628 Hougang
- Punggol Oasis Terraces
- 201 Serangoon

## East

- 180 Pasir Ris
- 101 Simei
- 271 Tampines
- 935 Tampines
- 27 New Upper Changi

## Central

- 102 Aljunied
- 43 Bendemeer
- 128 Bukit Merah
- 1 Ghim Moh
- NKF Centre
- 55 Strathmore
- 225 Toa Payoh
- Toa Payoh West CC
- 311 Ubi
- 19 Upper Boon Keng

## West

- 274 Bangkit
- 275 Bangkit
- 103 Bukit Batok
- 326 Clementi
- IRC Level 1 & 2
- 240C Jurong East
- 744 Jurong West
- 940 Jurong West
- 113 Teck Whye
- 701 West Coast



## Our Strategy for Capacity Building

While NKF continues its efforts in kidney disease education and prevention, we constantly review our capacity plan to cope with the rising demand for dialysis. We continue to ensure that no needy kidney patient is deprived of affordable dialysis by building new dialysis centres, as and when needed, in the right locations based on demand. We periodically enhance our dialysis centres' facilities and equipment for better space optimisation to enhance patient flow, which translates to better coordination of care, patient safety and patient satisfaction. By being close to the community, we are able to engage the residents by stepping up on outreach and advocacy of kidney health.

856

total number of dialysis stations

5,136

patient capacity

\$1.8 million

to upgrade and replace medical instruments and equipment

## Our New Dialysis Centres

### Seck Hong Choon-NKF Dialysis Centre @ Toa Payoh West CC

- Started operations in August 2020
- Established with a generous \$1.4 million donation from Kong Meng San Phor Kark See Monastery and its members, supported by a government grant
- 20 dialysis stations serving up to 120 patients
- The first to be located in a Community Club, providing outreach opportunities for kidney health advocacy



### NKF Dialysis Centre Supported by Keppel @ Yishun Community Hospital

- Started operations in November 2020
- Established with a generous \$2 million donation from Keppel Care Foundation
- 22 dialysis stations serving up to 132 patients
- Co-located with a community hospital and adjacent to Khoo Teck Puat Hospital, it is the first NKF dialysis centre to offer fully integrated and seamless dialysis care for both haemodialysis and peritoneal dialysis patients



## Our Dialysis Centre with Expanded Capacity

### Tampines Chinese Temple-NKF Dialysis Centre @ 180 Pasir Ris

- Expanded patient capacity by close to 50% from 13 to 19 dialysis stations, serving up to 114 patients
- Made possible with a generous \$300,000 donation from Tampines Chinese Temple and a government matching grant towards the upgrading cost

## Portable Funding Helps 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.

\$2.8 million

subsidies given out

246

beneficiaries



### Supporting Young Patients' Treatment and Holistic Care at Children's Kidney Centre

NKF continues to play a critical role in supporting the Children's Kidney Centre (CKC) to help children and



young persons with kidney disease and ensure none of them fall through the cracks. Our support for a variety of treatments related to their kidney disease has helped alleviate the financial burden of not only having a lifelong chronic condition, but also

the added complexity of childhood onset with its implications on growth and development through the following ways.

- Offers both HD and PD options which is important because changes in dialysis modality do not require them to seek treatment at another place. As these young children require lifelong dialysis treatment, the support also helps the parents, especially where there is insufficient resources for MediShield premiums which would aggravate the family's financial difficulties.
- Focuses on chronic kidney disease management to not only provide medications for the treatment of the primary disease, but also to prevent long-term medical, physical and psychosocial

complications and increasing disease burden and healthcare costs as they reach adulthood, so that they will be able to have a better quality of life and similar opportunities as their peers.

- Alleviates the cost of a transplant to help relieve the financial burden on the parents. These parents are also often financially "sandwiched" as they have to provide for the siblings of the patients and also their own elderly parents who might be dependent on them, leaving limited Medisave balance for themselves.
- Helps those who have or are at risk of developing diabetes through programmes that support prevention, such as the insulin pump programme, and helping some patients who have developed drug-induced diabetes as a result of their transplant.

**\$0.9 million**  
funding for Children's Kidney Centre  
and its programmes

## Peritoneal Dialysis

### Comprehensive PD Community Support Programme

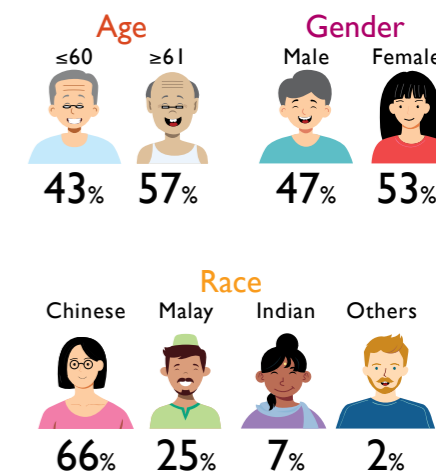
NKF's PD Community Support Programme continues to provide home-based holistic support to help PD patients manage their treatment well at home. Nurses make regular home visits to help patients prepare and adapt to PD, ensure a PD-safe environment as well as provide continuous support whenever they have issues coping with PD at home. Due to the Covid-19 situation, NKF was only able to resume home visits in December 2020 to support patients on PD with 233 visits made.



### Holistic PD Shared Care Model new

NKF introduced a pilot PD shared care model with Khoo Teck Puat Hospital (KTPH) through our newly established PD satellite dialysis centre at Yishun Community Hospital to better support patients who chose PD as their preferred modality of treatment. This includes sharing of patient care between NKF and the hospital nephrologists, patient and caregiver education, respite in the centre and home visits. It also allows for more seamless flow of medical information through an integrated electronic system, and shared responsibility for quality control. Through this model, we are able to integrate better into the community-based PD care delivery system and ensure more effective and holistic PD management for better clinical outcomes. We have also initiated cross training of HD nurses to do PD for a more efficient and widespread service delivery across NKF centres in the future.

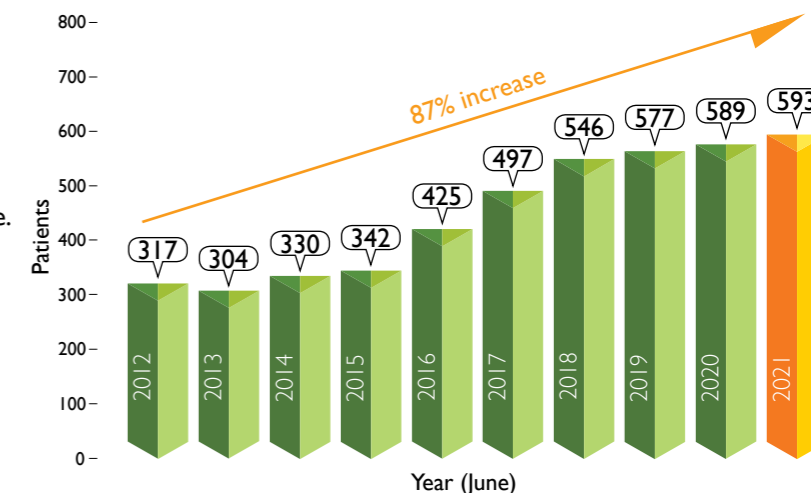
### Profile of Peritoneal Dialysis Beneficiaries



### PD Support Group

Since its establishment, the PD Support Group has helped equip patients with better health literacy, alleviate psychosocial issues, and enabled community bonding amongst patients and staff. It has extended its support platform to hospitals such as KTPH and pre-dialysis patients from the Know Right Start Right programme. Currently, group sizes for social gathering are limited due to Covid-19 restrictions. 32 patients benefited from the PD Support Group.

### Rising Trend of Peritoneal Dialysis Beneficiaries

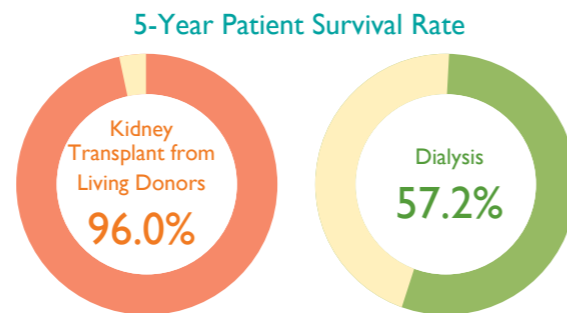


## Kidney Transplant

NKF has always been actively promoting kidney transplant by encouraging patients and their family members to open up and discuss about the possibility of going for a kidney transplant, and answering patients' and their caregivers' queries about kidney transplant and clearing their misunderstandings.

This is crucial as living kidney transplant donors and recipients go through a process where they experience various mental struggles before considering whether or not to go for a transplant. As people have little knowledge of the whole kidney transplant process, they tend to worry about the risks and costs of the transplant, as well as the impact on their health in the future. The post-transplant recovery process involving medical treatment and care is also something that they have to consider carefully. To kidney failure patients, their biggest barrier is the fear of burdening their family, friends and even kind strangers.

The new kidney that a patient receives can almost completely replace the functions of their own failing kidneys, ensuring that they can lead a normal life again without having to bear with the restrictions and hardships brought about by dialysis treatment. This shows that a successful kidney transplant not only increases a patient's survival rate, it also brings the best and most direct benefit to them, allowing them to greatly improve their quality of life.



Source: Singapore Renal Registry 2019

NKF's Kidney Live Donor Support Fund encourages more living donors to give kidneys to their loved ones through the provision of financial assistance for low-income patients.

74 applicants have received support since the inception of the Fund.



We can help dispel your fears and anxieties.

☎ 1800-KIDNEYS (5436397)

✉ [contact\\_us@nkfs.org](mailto:contact_us@nkfs.org)

🌐 [www.nkfs.org](http://www.nkfs.org)

“I am grateful to my brother for gifting me a renewed chance at life.”

Mr Muhammad Abdillah Bin Sinuan, 18, (left), who is looking forward to a brighter future after his kidney transplant



## Diet & Nutrition

### Diet Counselling and Intervention

Dialysis patients need to modify their diet intake to meet nutrition goals according to their health condition. A team of 11 dietitians provides nutrition information for appropriate dietary choices and counsels patients to make positive behavioural changes towards eating right. 3,203 patients with nutrition-related problems received timely diet counselling and intervention while 413 malnourished patients benefitted from high energy and/or high protein oral nutrition supplements.



### Nutrition Education Programme

Patients and caregivers attend nutrition education sessions conducted by dietitians, which empower them with nutrition knowledge and skills to make appropriate dietary choices. Due to the pandemic, sessions were conducted virtually. 26 patients and one caregiver attended the virtual nutrition interactive group education.



## Physical Well-being

### Occupational Therapy

NKF's Occupational Therapy (OT) programme provides assessments and interventions to help patients perform day-to-day activities which allow them to maintain essential roles in their lives, as well as prevent falls. OT's scope also includes caregiver training, equipment prescription, lifestyle and home modifications, as well as tapping on the available and appropriate funding and resources for needy patients. 563 patients benefitted from OT while 175 nurses benefitted from OT training. We had a 100% success rate for 17 NKF-assisted cases for HDB's Enhancement for Active Seniors (EASE) home modification programme.

### Exercise Care Plan

Multiple exercise platforms such as home-based care plans, tele-classes, exercise counselling and in-centre group classes have been carried out by our exercise specialists to provide a holistic exercise approach for dialysis patients.

1,227 patients benefitted from the individualised home-based exercise care plan while 89 patients regularly attend in-centre and virtual classes to improve muscle strength and balance.



OT is helping me to perform my functional mobility at home independently without aids. I'm grateful for the guidance and support.

Mr Lee Tat,  
who is benefitting from  
OT sessions

The exercise routine that I follow helps my joints and body work well. I'm able to walk while limping lesser and for a slightly longer distance.

Madam Zhuo Ruo Qiao,  
who is benefitting from  
the exercise & fitness programme



# Being empowered

If there is one thing that Mr Lee Tze Chuen learnt after being diagnosed with kidney failure it is that nothing is more important than being healthy and independent and to set aside time for self-care.

Despite learning it the hard way, the 48-year-old, who is also diabetic, is coping with life unflinchingly thanks to NKF's quality dialysis treatment, as well as the psychosocial support and nutritional counselling rendered through its holistic rehabilitation programme. This has enabled him to focus on taking better care of himself and supporting his son who is still schooling, as he returned to working full time as a heavy equipment operator in 2019 after three years of dialysis.

Tze Chuen's son is his source of motivation to go on in life. With cooking as his greatest passion, he finds great joy and satisfaction cooking for his son and seeing him relishing the dishes. This fires him up to continue doing the things he enjoy.

By staying positive with the right mindset, Tze Chuen is a firm believer in life getting better in spite of difficulties.

Life is short. What is most important is that one lives happily and healthily. Do the things you love, and you will be happy.

# Sprightly and cheerful

Age is not a barrier. I feel physically well and have a strong desire to continue leading a meaningful and productive life as much as possible.

On dialysis since 2005, Mr Jerry Jay, 84, switched to haemodialfiltration (HDF) in 2020 as he was medically-suited and learnt of its benefits. HDF is a type of dialysis treatment which improves middle molecules clearance in addition to removal of small molecules.

Mr Jay has been faring well on this type of treatment. He has better stability of blood pressure, feels less tired and has a healthy appetite. Working as a tour guide for over 50 years, his job was affected due to the Covid-19 outbreak. However, he remains undeterred. He feels energetic and is actively looking for a job as working makes him happy and gives him a great sense of fulfilment.



# A zest for life

Mr Koh Seng Wee, 40, who works as a logistics driver, was diagnosed with nephrotic syndrome when he was serving National Service, and started dialysis in 2009. He switched to nocturnal dialysis in 2016.

Mr Koh, who lives alone, used to take frequent leave from his work so that he could attend his dialysis sessions. Now, with nocturnal dialysis, he is able to concentrate better on work. He also does not feel tired when driving. The slower rate of fluid removal because of the longer dialysis sessions is safer for his heart.

In the past, I used to get out of breath easily when I run. Now that I'm on nocturnal dialysis, my energy levels have improved and I can even run a half marathon.



# A flexible lifestyle



Madam Kong Sai Lui, 74, was diagnosed with kidney failure about three years ago.

She chose peritoneal dialysis so that she can carry it out conveniently at home as she did not want to spend time travelling to a dialysis centre for thrice weekly treatment which can be tiring. She is also afraid of needles and this type of treatment is needle-free.

Madam Kong is able to carry out the dialysis procedure on her own for her 10 hours of dialysis nightly while she sleeps. Her older sister, Amy, whom she has been staying together with since they were young, taught her how to use the PD machine. A PD nurse visits her regularly to ensure she is coping well. Nurses also monitor her condition remotely by accessing her daily treatment results automatically collected through a device linked to her PD machine.

With overnight dialysis, Madam Kong has flexible time to do the things she wants. She enjoys art classes which help her relax as she just has to focus on drawing and not think about anything else, which makes her feel happy. She is also part of the PD Support Group where she gets to bond with fellow patients and learn from their experiences.

“I’m happy and contented with PD as it does not disrupt my daily routine and allows me to do the things that I find meaningful and fulfilling.”



# A bright future



Two years after being given a new lease of life with a kidney from her father, nine-year-old Abhirame Ramesh is coping well. She is more cheerful and enjoying a carefree childhood without having to be connected to a machine for 10 hours of dialysis every night.

Abhirame, who is also visually impaired, previously had to undergo home-based and self-administered peritoneal dialysis. She loves playing with other children but was always scared and had to be extremely careful because she had a tube inside her wherever she went.

Her father, who is a recipient of NKF’s Kidney Live Donor Support Fund, is healthy and doing well. He is glad to have given the greatest gift to his daughter so that she can have a happy and fulfilling life.

“With my new kidney, I am happy because I can do more things like other normal children which I couldn’t do before.”





# Being collaborative



towards an integrated healthcare ecosystem



When kidney failure patients have to go on lifelong dialysis to sustain their lives, it is a life-changing event for them at multiple levels. Being dealt with the reality of having a chronic illness, they are overwhelmed by an array of emotions such as sadness, anger, anxiety, depression and financial difficulties due to job loss. This is coupled with the disruptions to their daily lives, time and physical toll that dialysis treatments can have on patients.

Our multidisciplinary team of professionals partners patients in their own care. Empowering patients to be able to self-care is important as it helps them to manage the numerous challenging health and psychological issues that come together with kidney failure.

To fortify integrated care, we foster close collaborations with healthcare agencies, family and social service centres, and other organisations on many care integration programmes to ensure the varied needs of our patients are well taken care of. This will lead to better patient convenience, compliance and treatment outcomes.

## Know Right Start Right Programme

Our Know Right Start Right (KRSR) is a pre-dialysis education programme targeted at patients in the advanced stages of chronic kidney disease. Through collaboration with restructured hospitals and community partners, the increased awareness and continuous support provided by NKF can help ease patients into their preferred treatment regime and the number of unplanned/emergency dialysis will be reduced. 78 patients and caregivers attended KRSR webinars.

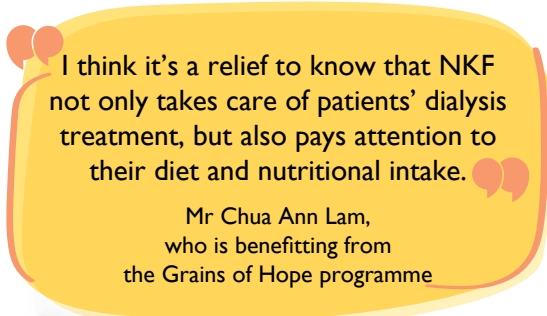


## Admission Counsellors Walk with Patients

From the point of application, our counsellors will provide emotional and family therapeutic support to help patients and caregivers adapt to their dialysis regime and plan their rehabilitation. We walked alongside every one of the 1,110 patients and caregivers to ensure smooth care transition.

## Grains of Hope Programme

NKF's Grains of Hope is a home intervention programme helmed by volunteers to support needy patients by delivering basic food provisions and sundry, and providing emotional and mental support during their home visits on a monthly basis. The programme supports 347 patients who are socially isolated, lack a strong support system in caregiving or lack access to health and social-related entities, with the end objective of helping them re-connect and re-integrate into the community through the help of volunteers.

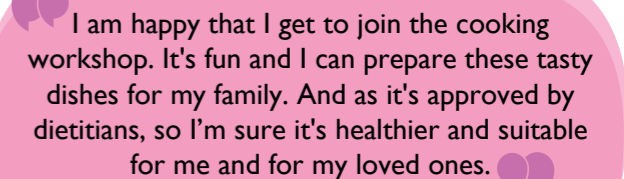


I think it's a relief to know that NKF not only takes care of patients' dialysis treatment, but also pays attention to their diet and nutritional intake.

Mr Chua Ann Lam,  
who is benefitting from  
the Grains of Hope programme

## Food Support Programme

The Food Support Programme is a community food pack distribution programme specially tailored to help needy patients who have difficulties gaining access to foods suitable for dialysis patients. Sponsored by OCBC and managed by Food from the Heart, each food pack contains 12 different types of food items carefully selected by NKF dietitians to meet the low sodium, low potassium and high protein dietary needs of the patients. 144 patients benefitted from the Food Support Programme.



I am happy that I get to join the cooking workshop. It's fun and I can prepare these tasty dishes for my family. And as it's approved by dietitians, so I'm sure it's healthier and suitable for me and for my loved ones.

Mdm Widya Tania,  
who benefitted from the NKF-ITE cooking workshop

## Encouraging Healthy Cooking

In collaboration with ITE College West, the first-ever "Kidney-Friendly Christmas Menu" cooking workshop was held on 12 December 2020 and 16 patients and one caregiver attended this cooking session at ITE College West. This workshop enables patients and caregivers to improve their cooking skills and nutritional knowledge through experiential learning.



### Patient Employment Rehabilitation Programme

This programme, sponsored by the Kwan Im Thong Hood Cho Temple, helps patients find suitable employment. Patients are given support to increase their employability by providing skills training and upgrading, and are referred to external hiring partners. Within NKF, patients are engaged to provide services on a contract-for-service arrangement. Since the start of the programme, a total of 129 patients attended relevant training programmes to find jobs and 78 patients reintegrated into the workforce and regained a sense of self-worth and dignity.



It is challenging for kidney failure patients to get a job because people don't really understand our difficulties and that we may not always feel well. NKF provided me with a lot of support. They set up Kaki Corner and sent me for training. I work in NKF as a patient barista a few days a week, get to work with my friends and have supervisors who look out for my well-being. Most importantly, I can rest if I am not feeling well. If NKF wasn't here, I will not be able to pull through on my own.

Madam Ma War War Win Maung, a patient employed at NKF's Kaki Corner

### Ramping Up Volunteer Activities through Different Platforms

The suspension of physical volunteering activities and in-person interactions due to the ongoing pandemic did not dampen the motivations of our volunteers to uplift the lives of our patients. Many ground-up initiatives were birthed and volunteers started pivoting online to help advocate for kidney health and draw focus to the plight of kidney failure patients via social media. Partners came forward to donate grocery and care packs for patients and online fundraising campaigns were put up by various volunteer groups, benefitting over 4,000 patients. To help empower our patients during this difficult period, several online workshops such as preparing for job interviews and eye care were organised by our caring partners and volunteers. The unyielding support and passion of our volunteers, even as we go through the current challenges, remind us that there are people around us who will find ways to break the barriers to continue helping patients and support our social mission.

Our reason for volunteering throughout the years has been constant – to share love and make a positive impact in the lives of both the patients and the frontline heroes. While we can't host any physical sessions this year, we can continue to make a difference by starting our own initiatives or joining others such as NKF Project Care. Every effort counts.

Pastor Dennis Yew, 61, Gospel Baptist Church



Participating in the Kidney Ambassador programme was tremendously helpful as I learnt a lot about kidney disease, and how we can prevent this debilitating disease by adopting a healthy lifestyle. Empowered with knowledge, I decided to conduct a health talk for my company to share with my colleagues the importance of healthy eating and to watch their sugar and salt intake.

Mr Ravishankar Natarajan, 39, Lead Consultant, Cognizant, who contributed 14 volunteering hours



Volunteering gives me the chance to serve a pressing healthcare concern, kidney failure, and provide social welfare for the needy. I feel great knowing that I have the autonomy to exercise my versatility and creativity, whilst playing a part in patients' holistic welfare. It was truly a fantastic experience to fundraise and create activity packs to benefit 100 patients as well as to do an IG takeover to heighten kidney health awareness.

Ms Nandini Ganesh, 17, student, who contributed 40 volunteering hours



Our befriending visits to the dialysis centres were derailed due to the pandemic. We thus channelled our efforts towards raising funds for patients and creating a virtual escape room in support of Kidney We Care: Let's Revolutionise!, which is now being used by NKF as an educational tool for kidney health. In challenging circumstances, boundaries are only ever set by ourselves and we are capable of so much more when we put our minds to it.

Ms Koo Fang Ru, 23, ex-Director of Project DNA, the volunteering branch of the NUS Life Sciences Society, who contributed 22 volunteering hours



I have not been able to visit my friends in other dialysis centres to chat nor have volunteers visit us in the dialysis centres since the Covid outbreak. Fortunately, I was given the opportunity to volunteer by doing virtual community sharing sessions on kidney failure and have also rallied fellow patients to help with healthy recipe translations. With resilience and patience, we still can contribute in our own ways and tide over this challenging period together.

Ms Siti Hanim Abdul Rahim, 58, music instructor and patient volunteer, who contributed 26 volunteering hours



I am currently tele-befriending a patient. In spite of not being able to meet face-to-face due to Covid, we have had many great conversations and I am glad to know that I can still brighten another person's day with just a phone call. I really look forward to meeting him soon and be able to put a face to his voice.

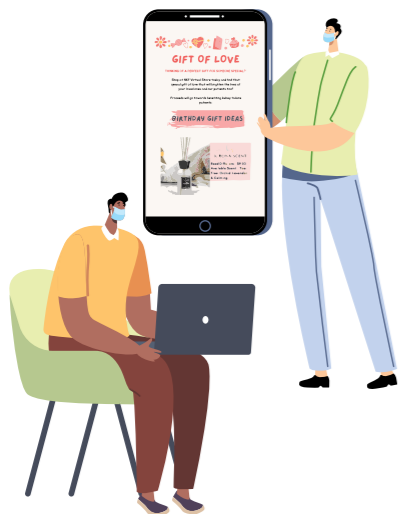
Mr Francis Yeo Ann Hock, 67, retiree, who contributed 10 volunteering hours





# Being innovative

in enhancing fund sustainability



## Strengthening Partnerships to Raise Funds in Innovative Ways



The challenges of the pandemic have upended the fundraising landscape with conventional mass outdoor fundraising events coming to a grinding halt. Remaining cognisant of the importance of community support to ensure affordable treatment and care for our patients, we continue to engage donors and supporters, and diversify and seize new fundraising opportunities through different avenues. In particular, we have shifted our focus towards virtual fundraising to reach out to corporations, community groups and individuals, and at the same time, strengthen existing partnerships and form new ones to ensure our funding needs are met.

While we pivot towards new fundraising strategies, LifeDrops continues to be one of our major sources of donations where donors give conveniently through automatic recurring deductions. This method of giving helps keep our fundraising expenses low with the savings going towards helping more needy patients. \$13.1 million was raised through LifeDrops, contributing to 55.9% of the overall donations.

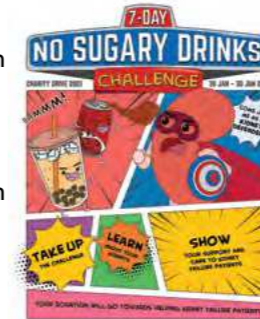
90 cents of every dollar donated went directly towards patient care

Fundraising expenses amounted to 10.1% of the total funds raised, well below the 30% as stipulated by the Charity Regulations.

With our enduring and collaborative partnerships, NKF continues to play a crucial role in building a flexible and dynamic giving ecosystem in these challenging times and contributing towards the advancement of renal care in Singapore.

## 7-Day No Sugary Drinks Challenge Charity Drive

Into its fourth year running, the 7-Day No Sugary Drinks Challenge Charity Drive from 30 January to 30 June 2021, is specially curated to target the youths to encourage healthy dietary habits from an early age and impart values of compassion and empathy for others through acts of service. The fundraising drive reached out to over 10,000 students from 11 educational institutions including schools setting up their own campaign pages on Giving.sg to help advocate for the cause. A total of \$42,222 was raised with expenses amounting to \$2,398.



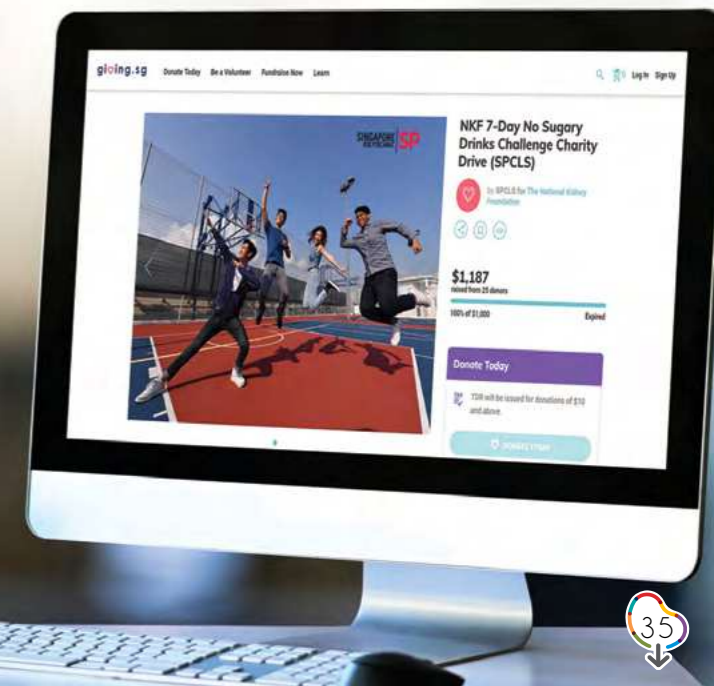
Doing charity is part of giving back to society. We hope to create a ripple effect through our gesture to encourage more to join us in supporting NKF's cause. All of us can be the light that shines into the lives of the less privileged. When serving the community becomes part of our lives, it helps to make this a better place.

Mr Soh Boon Tong,  
owner of Chin Heng Holdings Pte Ltd

The school's collaboration with NKF in its No Sugary Drinks Challenge Charity Drive over the past few years has indeed been an educational and rewarding experience for our students. It has heightened students' awareness of the health benefits of reducing sugar intake and developed in them the empathy to care for kidney patients through positive actions by donating their savings to serve this meaningful cause. Our deepest appreciation to NKF for this valuable learning opportunity for our students to do their part for the community.

Mrs Teo Whye Choo,  
Principal of Seng Kang Primary School

Besides raising awareness through their online platforms, Singapore Polytechnic set up their own campaign page on Giving.sg to raise funds for our patients in support of the 7-Day No Sugary Drinks Challenge Charity Drive.



## Run Inspired! new

NKF's inaugural virtual run was held across 21 days from 11 to 31 January 2021 to advocate healthy living and do good through donations. With the strong support of about 1,400 participants, a collective distance of 69,441km was clocked, surpassing our set target of 55,000km. Run Ambassadors shared their inspirational stories and helped to uplift and encourage the community to step out of their comfort zone to run for a meaningful cause. A total of \$293,409 was raised with expenses amounting to \$11,896. All funds raised went towards the provision of dialysers (artificial kidneys), which are essential in patients' dialysis treatment.



The event's top runner was Mr Steven Leong, 38, who ran 705.22km - almost a full marathon every alternate day!

## Vesak Day Charity Drive

Not being able to set up physical donation booths due to the pandemic did not extinguish our supporters' generosity and warmth. Through outright donations received from Buddhist temples and funds raised via various online fundraising platforms, \$135,833 was collected to benefit our patients.



A plate-mounting ceremony with Venerable Sae-Heng Phra Chaloechai at the dialysis centre in honour of his contributions.

Life is a gift and we should all hold gratitude in our hearts. It is a privilege to be able to give something back to spread happiness and lift others in need.

Venerable Sae-Heng Phra Chaloechai, a regular donor who visits the NKF centre monthly to make donations and sponsored two sets of dialysis machines and chairs to benefit NKF patients

Seeing the mental and physical challenges dialysis patients undergo, we feel that we are very blessed to have a healthy body and a happy life. Despite the hardships, they remain strong-willed to live and brave the daily storms. In our lifetime, we should do our part by giving back to society and even leave a legacy gift to help uplift the lives of others in need.

Mr Roger Lim Ah Tee and his wife, Madam Sophia Koh Guat Hua, who have been donating to help patients and also pledged a legacy gift



Pusara Aman Mosque raised \$20,000 towards the sponsorship of a dialysis machine. Mr Mustapha Kamal (third from left), Chairman of Pusara Aman Mosque, presented the cheque to Mr Tim Oei, NKF CEO on 8 April 2021.

## Dialysis Machine and Chair Sponsorship

334 compassionate donors contributed over \$1.38 million to sponsor new medical equipment including 48 new dialysis machines and 26 dialysis chairs to benefit our patients at various dialysis centres. As one machine or chair can benefit six patients, over 400 needy patients are benefitting from the generous gifts. In recognition of their kind contributions, naming plates were secured on the medical equipment in honour of them.

## NKF eShop to Encourage the Joy of Giving new

We launched our very first eShop, "The Christmas Market", to raise funds for kidney patients through the sale of Christmas gifts. This initiative not only enabled us to engage new partners but also offered donors the opportunity to shop, do good and bask in the joy of giving all at the same time. Its success led to the Chinese New Year and Valentine's Day eShop editions featuring unique festive gifts and products. Over 30 partners were engaged with more than \$10,000 raised via this initiative.





# Corporate governance

## Roles and Responsibilities of Board of Directors

The Board acts in the best interests 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.

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

## Board Governance

The Board is governed by terms of reference with clearly defined scope, authority, duties and responsibilities, including matters pertaining to succession planning, composition and conduct of meetings. 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 interests 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 there should be a good balance between board size, gender mix and diversity of expertise so that the Board will be able to offer objective and quality viewpoints to ensure NKF is well governed and managed effectively. The selection and appointment of Board members are overseen by the Nomination Committee based on the terms of reference established, including the size of the Board and the term limits. As at end of the financial year, the Board had 15 members, none of which having served more than 9 years running. All Board members are volunteers and are not remunerated. In addition, Board evaluation is carried out annually for assessment of its effectiveness and to drive improvement, as appropriate.



## 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. There are documents that communicate and govern ethics of our Board members, Board Committee members, employees and volunteers. 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 2020 to 30 June 2021 can be viewed at the Charity Portal [www.charities.gov.sg](http://www.charities.gov.sg).

NKF has a Whistle Blowing Policy which was updated in March 2021 to provide greater clarity on the whistle blowing criteria and the reporting channels. The updated Whistle Blowing Policy is publicly available on our website and provides accessible channels to the Chairman of the Board, the Chairman of the Audit & Risk Committee and the Internal Auditor for the reporting of any serious concerns, unlawful activity or any unethical behaviour which is not in line with our Code of Ethics. All cases reported were thoroughly investigated and reported to the Audit & Risk Committee for proper closure.

## Risk Management Practices

Effective risk management is integral to support NKF's strategic objectives. Amidst the constantly evolving Covid-19 outbreak, we continue to review and enhance our practices. These included engagement of risk consultant to review our enterprise risk management framework, policies and practices. In addition, internal reviews continue to be carried out on various key risk areas such as data protection, third party governance, infection control and safe management measures, to improve our processes.

# Board of directors

NKF Board Meetings Held:  
30 October 2020  
25 January 2021  
3 June 2021



**Chairman**

**Mr Koh Poh Tiong**  
Board Director and Adviser  
Fraser and Neave Ltd (F&N)  
(till 31 Oct 2020)  
Meetings attended: 1



**Chairman**

**Mr Arthur Lang, PBM**  
Group Chief Financial Officer  
Singtel  
(from 1 Nov 2020)  
Meetings attended: 3



**Member**

**Assoc Prof Abdul Razakjr Bin Omar**  
Cardiologist, Senior Consultant  
& Medical Director  
Specialist Care Group  
Meetings attended: 3



**Member**

**Mr Ang Hao Yao, CFA**  
Private Investor  
Chairman, Credit Counselling Singapore  
(from 1 Feb 2021)  
Meetings attended: 1



**Member**

**Mr Ng Boon Yew**  
BBM, BBM(L)  
Executive Chairman  
Raffles Campus Group  
Meetings attended: 3



**Member**

**Mr Alvin Ong**  
Chief Information Officer  
Nanyang Technological University  
(from 1 Feb 2021)  
Meetings attended: 1



**Member**

**Prof A. Vathsala**  
Head  
Department of Medicine  
National University Hospital and  
Yong Loo Lin School of Medicine  
National University of Singapore  
Co-Director  
National University Centre for Organ Transplantation  
National University Hospital  
(till 20 Oct 2020)  
Meetings attended: N.A.



**Member**

**Prof Chan Choong Meng**  
Deputy Group Education  
Director, SingHealth  
Campus Educator Director,  
Singapore General Hospital  
Senior Consultant,  
Department of Renal Medicine,  
Singapore General Hospital  
Meetings attended: 3



**Member**

**Ms Choo Oi Yee**  
Chief Commercial Officer  
iSTOX  
(from 1 Feb 2021)  
Meetings attended: 1



**Member**

**Dr Chong Yoke Sin**  
Managing Partner, Singapore  
iGlobe Partners  
(till 14 Jun 2021)  
Meetings attended: 3



**Member**

**Prof Ho Yew Kee**  
Associate Provost  
(SkillsFuture and Staff Development)  
and Professor of Accounting  
Singapore Institute of Technology  
Meetings attended: 3



**Member**

**Ms Shirley Wong**  
Managing Partner  
TNF Ventures Pte Ltd  
Meetings attended: 2



**Member**

**Ms Wong Su-Yen**  
Founder and Chief Executive Officer  
Bronze Phoenix Pte Ltd  
Meetings attended: 3



**Member**

**Prof Yaacob Bin Ibrahim**  
Advisor, Office of the President and  
Director, Community Leadership and  
Social Innovation Centre (CLASIC)  
Singapore Institute of Technology  
(from 1 Feb 2021)  
Meetings attended: 1



**Member**

**Mr Jerry Koh**  
Managing Partner  
Allen & Gledhill LLP  
Meetings attended: 3



**Member**

**Mr Benjamin Lee**  
Managing Director  
Providentia Wealth Advisory Ltd  
Meetings attended: 3



**Member**

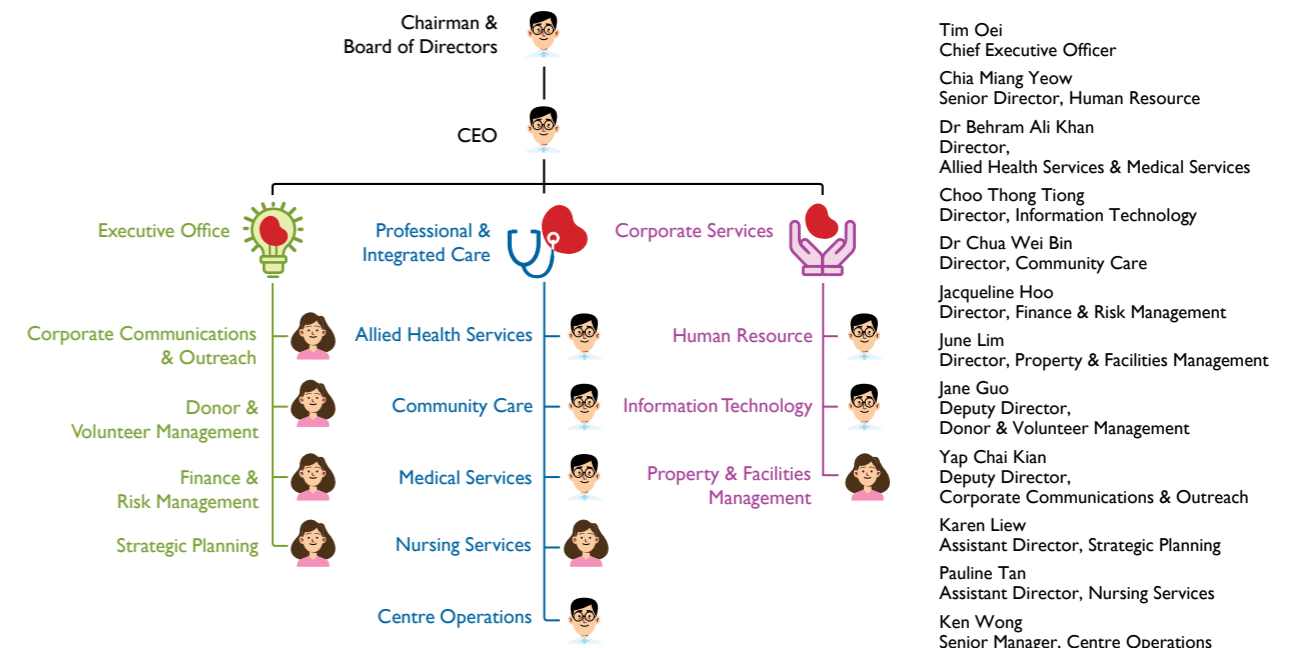
**Ms Lee Huay Leng**  
Head, Chinese Media Group  
Singapore Press Holdings  
Meetings attended: 2



**Member**

**Mr Bennett Neo**  
Chief Executive Officer  
Saigon Beer-Alcohol-Beverage Corporation  
Meetings attended: 3

## Organisation Chart





## 7 Committees to Cover Key Areas of Management

NKF has 7 committees to assist the Board in covering key areas of management and improving 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.

#### Chairman

Prof Ho Yew Kee  
(from 1 Jul 2020)

#### Members

Dr Daniel Chia  
Mr Gregory Tan  
(from 17 Sep 2020)  
Ms Tan Peck Joo  
Ms Wan Mei Kit

#### Committee Meetings Held:

13 July 2020  
7 September 2020  
14 January 2021  
15 April 2021

### 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, as appropriate, 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 makes the appropriate recommendations to the Board for approval. The Committee also oversees the Tender Committee.

#### Chairman

Mr Ng Boon Yew,  
BBM, BBM(L)

#### Members

Mr Ang Hao Yao, CFA  
Mr Hui Choon Kit  
Mr Koh Poh Guan  
(from 1 Feb 2021)  
Ms Susan See Tho

#### Committee Meetings Held:

19 August 2020  
2 February 2021  
19 May 2021

### Fundraising Committee

The Fundraising Committee reviews and ensures that NKF has the appropriate policies and procedures to comply with the Charity Council's Code of Governance with 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.

#### Chairman

Mr Benjamin Lee

#### Members

Ms Jennifer Bay  
Mr Chris Chiu  
Mr Wong Joo Seng  
(from 1 Feb 2021)

#### Committee Meetings Held:

15 October 2020  
15 January 2021  
4 May 2021

### Human Resource Committee

The Human Resource Committee (HRC) reviews and advises NKF on HR strategies, policies and key HR programmes supporting NKF's strategic thrusts and priorities.

#### Chairman

Ms Wong Su-Yen  
(till 31 Oct 2020)  
Mr Jerry Koh  
(from 1 Nov 2020)

#### Members

Mr Koh Poh Tiong  
(till 31 Oct 2020)  
Mr Henry Liew  
Mr Tan Kim Kwang  
Ms Zarina Piperdi

#### Committee Meetings Held:

7 October 2021  
12 April 2021

### Investment Committee

The Investment Committee recommends, for approval by the Board, the investment policy to meet the investment objectives of NKF and suitably qualified external fund managers (FMs) to implement the investment policy. Where external FMs are appointed, the Committee also monitors, assesses and reports to the Board the performance of the appointed external FMs, and advises on matters relating to investment administration.

#### Chairman

Mr Arthur Lang, PBM  
(till 31 Jan 2021)  
Ms Choo Oi Yee  
(from 1 Feb 2021)

#### Members

Mr Peter Michael Heng  
Ms Regina Lim  
Ms Tng Kwee Lian  
Ms Zheng Wanshi

#### Committee Meetings Held:

16 September 2020  
8 March 2021

### 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. It also reviews the process and tools for evaluating Board, Committee and individual director performance. The Committee's recommendations are subject to Board approval and the appointment of members to the Nomination Committee and its terms of reference are approved by the Board.

**Chairman**  
Assoc Prof Mak Yuen Teen  
*Committee Meetings Held:*  
16 Jan 2021

**Members**  
Mr Koh Poh Tiong  
(till 31 Oct 2020)  
Mr Arthur Lang  
(from 1 Jan 2021)  
Ms Wong Su-Yen

### Technology Committee

The Technology Committee provides expertise and advice on the strategic adoption of technology and major technology-related projects as enablers of the Foundation's purpose; reviews the annual IT budget and to ensure budget compliance; and provides oversight for the identification and management of IT risks, including cybersecurity risks.

**Chairman**  
Dr Chong Yoke Sin  
(till 31 Jan 2021)  
Mr Alvin Ong  
(from 1 Feb 2021)  
*Committee Meetings Held:*  
6 July 2020  
18 December 2020  
7 May 2021

**Members**  
Mr Chai Chin Loon  
Prof James Yip  
(till 30 Apr 2021)  
Assoc Prof Terence Tang  
(from 1 Apr 2021)  
Mr Christopher Yeo  
(from 1 Apr 2021)

### 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 general funds that are freely available for operating purposes in order to ensure long term sustainability.

Our current year reserves of \$394 million are only adequate to fund 2.4 years of projected annual operating expenditure, 0.2 years lower than last year.

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

Based on the net annual operating expenditure which takes into consideration projected income from dialysis treatment, NKF's reserve coverage at 6.1 years was 0.3 years lower than last year and above the Board's target of 5 years.

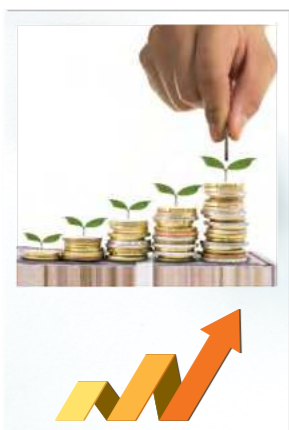
### Projected Operating Expenditures

in S\$ million	FY 2021/22	FY 2022/23	FY 2023/24	Total for 3 Years
<b>Projected Operating Expenditure</b>	<b>151</b>	<b>161</b>	<b>171</b>	<b>483</b>

### Reserves Policy Statement

in S\$'000	Current Year (as at 30 Jun 2021)	Previous Year (as at 30 Jun 2020)	Increase/ Decrease
General Fund (Reserves)	393,552*	382,721*	3%
Restricted & Designated Funds	37,699	35,930	5%
Total Funds	431,251	418,651	3%
<b>No. of Years Reserves Coverage of Annual Operating Expenditure</b>	<b>2.4</b>	<b>2.6</b>	<b>-0.2</b>
<b>No. of Years Reserves Coverage of Net Annual Operating Expenditure</b>	<b>6.1</b>	<b>6.4</b>	<b>-0.3</b>

\*Restated to include deferred income to fund future expenditures.

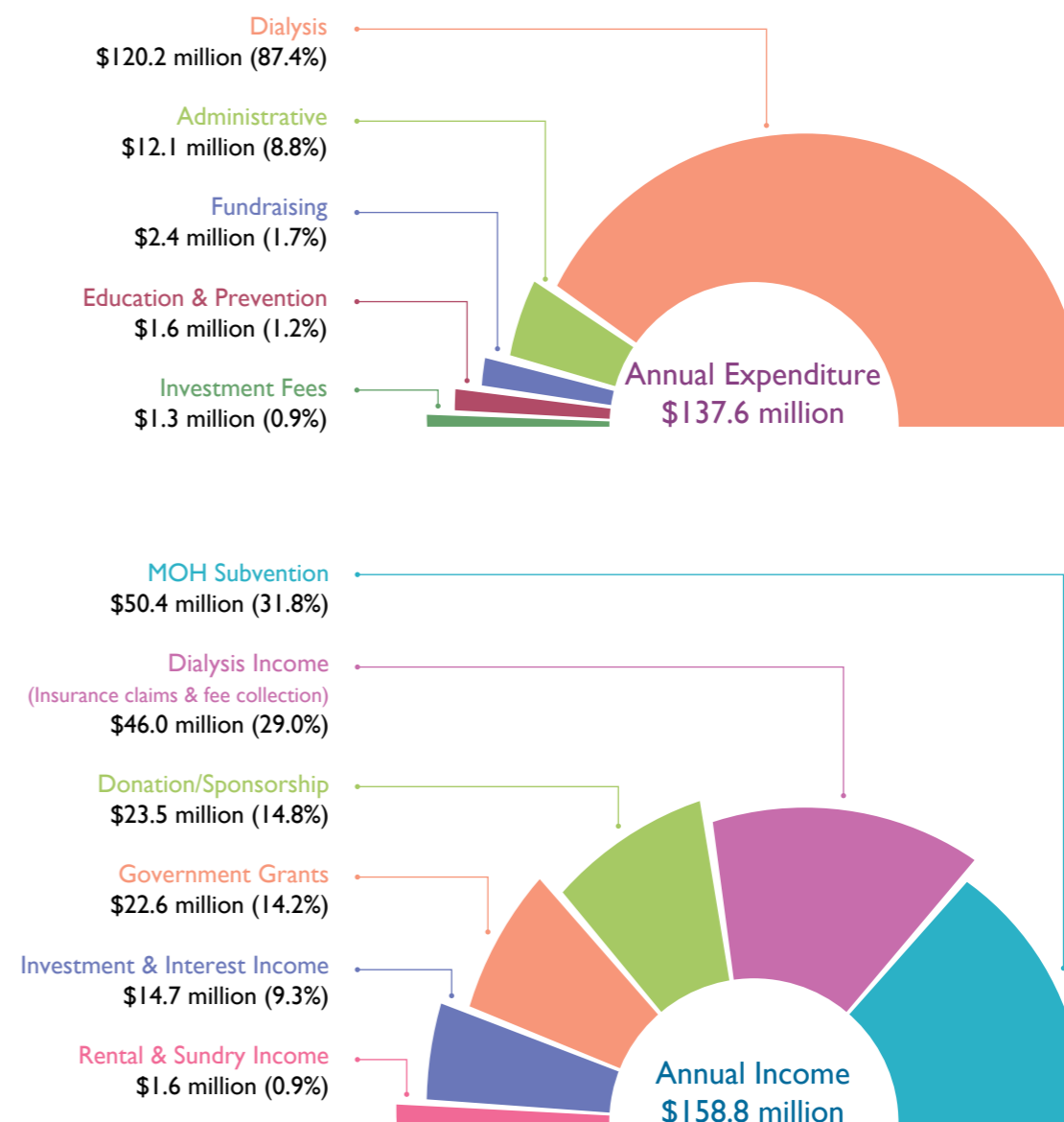


# Financial statements

## OVERVIEW OF FINANCIAL RESULTS FOR THE YEAR ENDED 30 JUNE 2021

	FY 2020/21 S\$'000	FY 2019/20 S\$'000	Variance S\$'000
<b>Charitable Activities</b>			
Income related to Dialysis <i>(Net of patients' subsidies of \$8.3 million for FY 20/21 and \$7.6 million for FY 19/20)</i>	46,023	43,607	2,416
Expenses related to Dialysis	(120,229)	(116,422)	(3,807)
<b>Deficit from Dialysis</b>	<b>(74,206)</b>	<b>(72,815)</b>	<b>(1,391)</b>
MOH Subvention Less Expenses related to Education & Prevention	50,429	46,061	4,368
	(1,559)	(1,511)	(48)
<b>Deficit from Charitable Activities</b>	<b>(25,336)</b>	<b>(28,265)</b>	<b>2,929</b>
This is funded by:			
Donations - LifeDrops	13,145	13,324	(179)
Donations - Others	10,371	9,429	942
Fundraising Expenses	(2,386)	(2,266)	(120)
<b>Total Donations</b>	<b>21,130</b>	<b>20,487</b>	<b>643</b>
<b>Deficit from Operations after Donations</b>	<b>(4,206)</b>	<b>(7,778)</b>	<b>3,572</b>
Government Grants	22,560	21,018	1,542
Rental Income	1,148	1,119	29
Sundry Income	374	70	304
Administrative Expenses	(12,055)	(11,777)	(278)
<b>Total Surplus from Operations</b>	<b>7,821</b>	<b>2,652</b>	<b>5,169</b>
Investment and Interest Income <i>(Net of fees)</i>	13,410	4,241	9,169
<b>Total Surplus for Financial Year</b>	<b>21,231</b>	<b>6,893</b>	<b>14,338</b>

- Total annual expenditure for FY 2020/21 was \$137.6 million, \$4.3 million higher than the last FY due to an increase of 510 patients and beneficiaries.
- FY 2020/21 ended positively with a surplus of \$21.2 million made up of operating surplus of \$7.8 million and net investment income of \$13.4 million.
- Deficit from charitable activities of \$25.3 million was lower than last financial year by \$3.0 million (10%). During the year, we saw growth in patient occupancy to backfill referrals from public hospitals quickly during the pandemic. Modest adjustment in patients' MediShield payout helped to defray treatment costs.
- Deficit from charitable activities was fully funded by donations of \$21.1 million and the balance deficit of \$4.2 million was supported by government grants.
- Administrative expenses at 8.8% of overall operating expenses were also fully funded by government grants.
- Net investment and interest income was higher than last year by \$9.2 million capitalising on market fluctuations during the year.



The full set of audited financial statements is available at [www.nkfs.org](http://www.nkfs.org) to save on printing costs as well as care for the environment.

# Our caring donors



**NKF LifeDrops**  
生命点滴计划  
A monthly gift to patients

Our heartfelt gratitude to all our donors for their unflinching support, compassion and generosity in giving Life & Hope to our patients.

Below are our donors who have made contributions of \$5,000 and above, monthly donations of \$100 and above or in-kind donations worth \$5,000 and above from 1 July 2020 to 30 June 2021.

## Individuals

Abizer Shabbir Tambawala  
Alex Khoo  
Aminah Ismail  
Ang Chai Luan Joyce  
Ang Chor Meng  
Ang Hock Soon  
Ang Hun Khoon  
Ang Tian Chua  
Ang Zhi Hao  
Anita Baguio Castillo  
Ann Boon Keng  
Anwar Edward  
Au Miew Wei Teresa  
Bajarulla Mohamed Shameem  
Bee Mooi Mooi  
Bhatia Jyotdeep Singh  
Cao Shujuan  
Cera Mark Malony  
Chai Wong Yin Caroline  
Chan Aik Hui (Dr)  
Chan Hian Siang  
Chan Seng Way  
Chan Soo Ling  
Chan Sook Fun Yvonne  
Chan Yok Yue  
Chang Mee Hong  
Cheah Phui Kheng  
Adrienne

Chee Keng Lian  
Chee Swee Mei Esther  
Chen Junrong  
Chen Meihua  
Chen Weiya (Mrs)  
Chen Zheng  
Cheong Chin Joo Gerald  
Cheong Hock Chew Peter  
Cheong Kok Hom  
Cheong Lay Kheng  
Cheong Theam Hock Peter  
Cheow Gim Seng  
Cheung Chuan Woo  
Chew Siew Lay  
Chia Gin Sun  
Chia Hung King  
Chia Hwee Ming Kelly  
Chia Miang Yeow  
Chin Shuyan Sharon  
Chng Hak Loy  
Cho Yu Chung Michael  
Choh Choon Jin  
Chong Kok Yong  
Chong Siew Kam  
Chong Yeh Sun  
Choo Chiau Beng  
Choo Heng Thong  
Choo Lay Hwa  
Chow Choon Yen

Chow Joo Ming  
Chow Yuen Yong Alvin  
Chua Ai Gek Delia  
Chua Bee Suan Angela  
Chua Chong Cheng  
Chua Chor Chuan  
Chua Guek Liang Molly  
Chua Joseph  
Chua Say Kuan William  
Chua Swee Meng William  
Chui Yew Kong  
Chung Chee Keong  
Collado Valerie  
Cuaca Nurdian  
Devashis Das  
Dilhan Pillay Sandrasegara  
Ee Boon Kwee  
Eng Lee Ing  
Fam Kim Meng  
Feng Jinfu  
Foo Fung Toon Michael  
Foo Jee Yong Roger  
Foo Kok Kan  
Foo Kong Fah Philip  
Foo Peng Chuan  
Foo Yoke Khan  
Foong Chin Meng  
Foong Yim Ping Regina  
Frayna Sarah

Gan Boon Eng Justin  
Gan Boon Hun Joshua  
Gan Kian Yong Hubert  
Gan Thong Hoe  
George Paul (Dr)  
Gian Shyn Sam  
Goei Cheng Yang Cupatra  
Goh Ah Chye  
Goh Ah Lek  
Goh Hwee Shen  
Goh Seak Choon  
Goh Siow Tai Alex  
Goh Wee Hiong Lawrence  
Goh Yun Lin  
Goyal Sharad  
Gurusamy Pandikrishnan  
Han Chen Kong Jeffrey  
Han Chung Heng  
Haresh Ram  
Khoobchandani  
Hew Jervin  
Hew Kew Fong Kelvin  
Hew Pauline  
Ho Bock Wee Louis  
Ho Boon Cheong  
Ho Chin Tiong Jeffrey  
Ho Meng Hong  
Ho Sheng Ming  
Ho Siew Hua Marie

Ho Twee Teng  
Ho Wai Kiong  
Hodson Andrew  
How Yoke Peng  
Hsu Horng Yeuan John  
Huang Li Coco  
Huang Meng Ching  
Huang Shew Jay Jenny  
Hui Yen Leng  
Hwang Soo Jin  
Isaac Naveen  
Jaon Bohari  
Joo Boon Liang Andrew  
Josephine Chee  
Judy Yeo  
Kang Choon Seng  
Keh Soh Hua  
Khoo Chien Fa (Mr & Mrs)  
Khoo Eng Lian  
Khoo Whee Leng  
Khoo Yew Chuan Benjamin  
Khor Sia Liew  
Kim Meng Choo  
Ko Tuck Chong Willy  
Koh Bee Suan  
Koh Boon Hock  
Koh Boon Lai  
Koh Hou Tuan  
Koh Hui Hong Joycelyn  
Koh Joo Kim  
Koh Kian Hong Richard  
Koh Kiat Mui  
Koh Poh Guan  
Koh Wee Nah  
Kok Pei Foong  
Komatsu Takeshi  
Kong Hung Lau Paul  
Kong Yeen Hoon  
Kong-Leong Pui Yee (Mrs)  
Koo Nguang Siah  
Korenevskiy Igor  
Kuan Ren Qiang Patrick  
Kulkarni Abhijit Ashok  
Kwa Hui Kuan Annie  
Kwan Yuen Ching Natasha  
Kwek Ai Ser  
Kwek Choon Lin Winston  
Kwok Chat Khing



Venerable Sek Ming Woon (left), executor of the late Venerable Suit Woo Foong's estate, presented a \$500,000 cheque to Mr Tim Oei, NKF CEO on 25 November 2020. NKF is forever grateful to the late Venerable Suit Woo Foong for his legacy gift to benefit kidney patients.

Kwok Cher Luang  
Lai Mun Onn  
Lam Kun Kin  
Lam Yen Koon  
Lau Hong Choon (Dr)  
Lau Yang Kim  
Law Beng Kok  
Leau Chee Yung  
Lee Chee Lin Benjamin  
Lee Chee Yong Matthew  
Lee Cheng Chong  
Lee Hong Ping  
Lee Kah Oon  
Lee Kok Boon  
Lee Li-Ming (Mrs)  
Lee Lin Poey  
Lee Mary (Mrs)  
Lee Nguet Kwang  
Lee Siew Ming Lawrence  
Lee Soon Chin  
Lee Tee Chin  
Lee Yih Chyi  
Leong Hong Yong  
Leong Wing Yew Ernest  
Leong Yen Wah  
Li Liang  
Li Zhou  
Lim Aik Ching (Mrs)  
Lim Ban Lee  
Lim Chien Hua James  
Lim Choo Leng  
Lim Chwee Kim  
Lim Geck Kia

Lim Kim Seak  
Lim Kin Hor Angelia  
Lim Kong Hiong  
Lim Lam Seng  
Lim Lee Ping  
Lim Leong Chuan  
Lim Lu Giok Amy  
Lim Mei Guei Michelle (Mrs)  
Lim Poh Yam Angela  
Lim Seng Hoe  
Lim Siew Choo  
Lim Soh Wan Nancy  
Lim Tiong Seng  
Lim Tze Siang Johnson  
Lim Wee  
Lim Wee Meng Lawrence  
Lim Yok Ley  
Lin Wai Hung  
Lin Zikai Edwin  
Linn Yeh Ching (Dr)  
Liu Yock Mui Judith  
Liu Yong Qing  
Lo Szi Wei  
Loh Chin Hua  
Loh Jun Kitt  
Loh Wai Meng  
Low Hsiao Way  
Low Kee Yeow  
Low Kin Chiang Richard  
Low Liong  
Low Meng Cheng  
Low Seong Leong

Low Suat Tin Joni  
Low Wai Sing  
Low Yan Khin  
Lu Yoh Chie  
Lui Mei Lin Julie  
Lye Ir-Win Bruce  
Lye Shoon Fong Lawrence  
Mah Chin Wah  
Mai Ah Ngo  
Mohd Nasrul Abdullah  
Muhammad Khairi Darus  
Na Boon Chong  
Nah Hwee Guan  
Neo Boon Khiam  
Neo Gim Siong Bennett  
Neo Lay Kuan Hazeline  
Neo Siew Choon Peter  
Ng Ah Teck  
Ng Boone Sing  
Ng Chiew Leng Austin  
Ng Hiah Wah Steven  
Ng Hoon Hoi  
Ng Khim Han  
Ng Kun Seng  
Ng Seh Tiong  
Ng Siok Hoong  
Ng Soon Heng  
Ng Soon Kheng  
Ng Thiam Seng Kelvin  
Ng Tya Ah Andrew  
Ng Woo Hong  
Ng Zen Zen  
Ng Zheng Guang Kevin

Ngan Yap Tang	Quek Gim Pew	Su Baolin	Tay Kheng Hin	Wong Zhung Yu	Drikung Dharma Chakra Centre	Rico-A-Mona Bridal Pte Ltd
Nganthavee Suckchai	Raj Sriram	Su Guanng (Dr)	Tay Mei Ling	Woo Chee Seng Raymond	ECO2 Builder Pte Ltd	RSM Chio Lim LLP
Ngo Chun Yong Andrew	Rajamony Rohith	Subramanian Kavitha (Mrs)	Tay Mong Seng	Woo Phay Keow Susan	Elements Wellness Pte Ltd	S C Wong Foundation Trust
Nora Champion	Ray Rajagopal R	Sum Sui Cheng	Tay Tiang Guan	Woon Mui Lang	Estate of Suit Woo Foong	SATS Staff Association
Noriko Sato (Mrs)	Roch Cyril Alexander	Sum Wei Meng Arend	Tay Woon Teck	Wu Mun Keong	Foodpark Pte Ltd	SG E&C Pte Ltd
Nyan Yew Loong James	Royena Josef	Sun Gin Ping	Teo Cher Kian	Yan Sui Wah	Fraser and Neave Limited	Shinko Bearings & Beltings Pte Ltd
Oan Chim Seng	Sae-Heng Phra	Surapureddy Venkata	Teo Ho Kang Roland	Yang Liwei	Fresver Beauty Pte Ltd	Silver Edge Investment Holdings Pte Ltd
Oh Christina	Chaloemchai	Krishnajanaki Ramayya	Teo Pei Ling	Yang Yi	Ghim Li Global Pte Ltd	Singapore Buddhist Welfare Services
Oh Thay Lee	Sanjana Singh (Mrs)	Takahashi Raquel (Mrs)	Teo Poh Heng	Yap Kim Huat Francis	Giraffe Artworks Pte Ltd	Singapore Bukit Panjang Hokkien
Ong Boon Kong	Saw Cheng Chye	Tan Aik Peng	Teo See See	Yap Kwee Lan Lynn	Haw Par Healthcare Limited	Konghuay
Ong Chee Khoon Joseph	Seah Chong Teck	Tan Bo Tan	Teo Seng San	Yap Peng Kang	Heliconia Capital Management Pte Ltd	Sino Credit Pte Ltd
Ong Chiew Leong	Seah Swee Poh	Tan Boon Hock Hansel	Teo Siew Bee Corinne	Yapp Matthew	Heng Tat Catering Pte Ltd	Sitigold Pte Ltd
Ong Chin Eng Andrew	Seah Wong Chi	Tan Chim Hoon	Teo Tak Sin- Dax	Yassemin Md Said	Hiap Shing Construction Pte Ltd	South North Puglistic Art Association
Ong Ching Khiam	Seck Jia Ching	Tan Choon Hwee	Teo Tat Meng	Yee Mei Lin @ Jean Ang	Hilltop Contractor Pte Ltd	Sri Siva Durga Temple
Ong Ching Lee	See Lay Hoon	Tan Choon King	Teoh Lay Ghee	Yeep Kam Mun	Hoe Kee Hardware Pte Ltd	Starview International Pte Ltd
Ong Chuey Geok Diana	Seet Iris	Tan Eng Chye	Ter Kim Cheu	Yeo Jiann Chuen Christopher	Hong Fa Logistics & Engineering Pte Ltd	SUTL Corporation Pte Ltd
Ong Guan Hwa	Sendy Prasetyo	Tan Huan Sing	Than Siang Yean	Yeo Li Noi Doreen	Hong Wun Pte Ltd	Sweetyet Development Pte Ltd
Ong Hian Seng Jerry	Khowantono	Tan Jieh Her	Thaslim Linda	Yeo Siew Khoon Richard	House Of Destiny Arts & Crafts	SymAsia Singapore Fund
Ong Ing Woei Dennis	Seow Eng Teck	Tan Kah Tin	Thong Fook Sang Albert	Yeong Wee Yong Joseph (Dr)	Hup Chung Tentage System Pte Ltd	Tai Huat Credit Pte Ltd
Ong Kim Chee	Shanmugam Senthil	Tan Kian Huat Albert	Tiang Yan Ming	Yogasundaram Krishnan	Hup Chung Tentage System Pte Ltd	Tampines Chinese Temple
Ong Kim Hock	Shann Tan Chee Cheng	Tan Kim Biau	Ting Teck Leong	Yu Li Pin	Itacho Pte Ltd	Tampines West CCC Community
Ong King Sin	Shantanu Mukerji	Tan Koon Lai	Tjajadi Winarno	Zaleha Tamby	Jacob General Contractors Pte Ltd	Development & Welfare Fund
Ong Kok Hong Matthew	Sheila Christine Anselmi	Tan Lee Eng	Toh Beng Heng	Zhang Haiping	J'Kids Amusement Pte Ltd	Temasek Foundation
Ong Soon Liong	Shy Wee Min	Tan Lee Keng Jenny	Toh Cheng Wan		Johnasia Shipping (S) Pte Ltd	Teo Soon Seng Pte Ltd
Ong Swee Hoo	Sia Buck Nun	Tan Poh Kee	Toh Joo Huat	<b>Organisations</b>	Joo Yong Co Pte Ltd	THE HOUR GLASS LIMITED
Ong Wei Hao Andrew	Sim Bee Wah Michelle	Tan Se Hok David	Toh Khian Hee Jeffrey	42Technology Pte. Ltd.	Kee Fee Jewellery Goldsmith	The PwC Singapore Foundation c/o
Ooi Kooi Tin	Sim Churn Bin	Tan Seow Leng	Toh Siew Gek Joleen	A. Menarini Asia-Pacific Holdings Pte Ltd	Kemia Pte Ltd	The Community Foundation of Singapore
Pandit Sanjay	Sim Piah Hui	Tan Siew Eng Esther	Toh Swee Hai	Alcare Pharmaceuticals Pte Ltd	Keppel Club	Thomson Shin Min Foundation
Kamalkishore	Sim Sheng Chye Lawrence	Tan Siew Eng Judy	Toh Sze Wei	Alco Sunshade Pte Ltd	Keppel Corporation	Thong Teck Sian Tong Lian Sin Sia
Pang Seck Nam	Sim Siew Fung Cecilia	Tan Siew Leng Tara	Toh Wee Beng	Amitabha Buddhist Society (Singapore)	Kim Tiong Huat Contractor Pte Ltd	Tian Kong Buddhist Temple
Pang Suh Ju	Sim Soo Yong	Tan Siew Teck Lawrence	Tok Angela	Armstrong Industrial Corporation Limited	KM Construction Co (S) Pte Ltd	Toa Payoh Seu Teck Sean Tong
Park Suk Hoon	Sim Yew Ying	Tan Song Chiang	Tok Lai Fa	Astrazeneca Singapore Pte Ltd	Koh Kock Leong Enterprise Pte Ltd	Toh Thye San Farm
Parthasarathy Subramanian	Singh Abhishek	Tan Soo Hwang	Tsai Mei Ling	Auto Lease Pte Ltd	Kwan Tzi Zhai Vegetarian Catering	Totaland Building Products Pte Ltd
Pattanasetty Manjunath	Siti Faridah Khairoman	Tan Soo Yam	Tung Wai Harn	Aztech Technologies Pte Ltd	Kyi Heng Construction Pte Ltd	Tote Board Group
Ajjappa	Sivanesan Sivakumar	Tan Sze Lee	Valmoria Florlina	Baxter Healthcare (Asia) Pte Ltd	Lew Foundation	Tuas Pek Kong Keng Management
Peh Oon Kee	Martin	Tan Teck Koon Lawrence	Villanueva Jhune Keithrick	BDO Corporate Services Pte Ltd	L-Tac MediCare Pte Ltd	Council
Phang Chin Sern	Sng Cheng Hai	Tan Tow Kwang	Vincent Lim You Quan	Beo San Hood Chor Temple	Makino Asia Pte Ltd	Viriya Community Services
Phang Weng Wan Jay	Sng Elvin	Christopher	Voo Li Yin Jeanne Marie	Bukit Panjang Citizens' Consultative	Man Fatt Lam Buddhist Temple	VNJ Logistics Pte Ltd
Phoon Kum Yuen	Sng Peng Koon	Tan Tuck Soon	Wang Chun Meng	Committee	Masjid Pusara Aman	Wing Ship Marine Services Pte Ltd
Phoon Kwong Yun Ian	So Chee Meng Kenneth	Tan Wai See	Wang Jern Hung	Bukit Timah Seu Teck Sean Tong	Medi Beaute Pte Ltd	XYSof Pte Ltd
Phua Hong Swee	Soh Kim Chye Dave	Tan Wai Yean	Wang Xiqun	BYD (Singapore) Pte Ltd	Modern Confucianism Foundation Ltd	YachtCharter.sg by Xynez LLP
Phua Kim Guan	Soh Lip Heng	Tan Yen Pew	Wang Yiyu	CFI Pte Ltd	National Council of Social Service	Yahya Abdulhussain Lukmanji Saif
Phyllis Poh	Soniyamol Joseph	Tan Yeo Chiam Danny	Wang Zhongxian	Chin Heng Holdings Pte Ltd	NTUC Fairprice Foundation Ltd	Charity Trust
Po Chee Chow Kavin	Soo Choi Pheng	Tan Yew Seng	Way Suk-Yee Catherine	COMMZ Systems Pte Ltd	OKT Transport Pte Ltd	Yio Chu Kang CCC Community
Poh Liong Pin	Soo Thiam Boon	Tan Yi Zhao	Wee Chin Chin Jennifer	Contribute.sg	Patent Engineering Co Pte Ltd	Development & Welfare Fund
Poh Sin Choon	Soon Chung Tyan	Tan Yong Chiang Joe	Windersalam	Cori Innolab Pte Ltd	Pavilion Capital International Pte. Ltd.	Committee
Puar Teck Jin	Soong Yee Shunn	Tay Arthur	Shanmugasundar	CU MR Food Station Pte Ltd	Pei Hwa Foundation Limited	Yong Yun Pte Ltd
Quah Ah Choo Susan	Soundararajan N	Tay Eng Kng	Wong Hein Jee Lester	Dankhim International Holdings Pte Ltd	Philips Singapore Pte Ltd	Zhongguo Remittance Pte Ltd
Quah Kee Swee	Sreekumar Pisharath	Tay Hwee Pio	Wong Kok On	DBS Bank Ltd	PSA Corporation Limited	
					Puretech Engineering Pte Ltd	

# Our committed volunteers



Our deepest appreciation to all our volunteers and partners for their contributions and efforts to support our patients in their rehabilitation journey and advocate kidney health in the community.

Our new Circle of Hearts logo, voted by our volunteers, comprises two upward arms of complementary colours forming a heart shape, and symbolises volunteers' helping hands of all races, gender and religions coming together to help kidney patients by **Giving Time. Touching Lives.**

## Our partners who have volunteered with us from 1 July 2020 to 30 June 2021

### Organisations/Religious Groups/Educational Institutions



A. Menarini Asia-Pacific Holdings Pte Ltd  
Anglo-Chinese School (Independent)  
Be Kind SG  
BLC Community Services Pte Ltd  
Cognizant  
CSM Academy International  
District 22 Band  
Dot Connections Growth Centre  
Eunomia Junior College Visual Arts Club  
First Ambulance and Healthcare Pte. Ltd.  
Good Shepherd Convent Kindergarten  
Gospel Baptist Church  
Guzheng Association (Singapore)  
Hwa Chong Institution  
Hwa Chong Institution - Kidney Keepers  
Hwa Chong Institution - Project Evexia  
Hwa Chong Institution - Project Lawelawe  
Innovative Pest Pte. Ltd  
Insurance and Financial Practitioners Association of Singapore (IFPAS)  
Johan Lee  
Jurong Spring Helping Hands, CCC  
Keppel Corporation  
Kidneysaur  
Knots With Love FHG  
Light and Love Charity  
Love Project Outreach  
Madrasah Aljunied Al-Islamiah  
Ministry of Social and Family Development  
Nanyang Junior College, Class 2032  
Nanyang Polytechnic - Ambassadorial Team  
Nanyang Technological University  
Emcee Club  
National University of Singapore - KinderKidneys

NPS International School  
NTN Bearing-Singapore (Pte) Ltd  
NUS LSS Project DNA  
Orchid Park Secondary School  
Overseas Family School - Youth Medical Forum  
Paya Lebar Methodist Girls' School (Secondary)  
Presbyterian High School  
Project Beansprouts  
Punggol Secondary School (Interact Club)  
Raffles Girls' School (Secondary) - Project Beans  
Raffles Girls' School  
Raffles Hospital Pte Ltd  
Raffles Institution  
Raffles Institution - Red Cross Youth Chapter  
RECO  
Rotaract Club of Singapore  
Salesforce  
School of the Arts, Singapore - SoTA Nephros Creativity, Activity, Service  
School of the Arts, Singapore (SOTA)  
Sew Happy  
Singapore Polytechnicw  
Singapore University of Social Sciences  
Skills for Good  
SP Chinese Music & Cultural Club  
SP Community Service and Cultural Club  
SP DanceSport Club  
SP Vocal Talents  
Temasek Polytechnic  
The 2nd As  
The Achievers - Friends of IMH  
Thye Hua Kwan Moral Charities - Bukit Panjang Cares  
Volunteer Guitar Connection  
Yusof Ishak Secondary School

## 5 Years Individual Long Service

Akash Shanmugam  
Anafil Yting Escarten  
Anita Malhotra  
Aw Boon Kheng Adrian  
Catherine Ann Balberan Pan  
Chan Joseph  
Chan Wai Mun  
Chang Yong Cheng  
Chee Kum Thong  
Chia Wai Mun Carmen  
Choong Soo Yin  
Chua Ming Qi  
Dr Daniel Chia Hock Thye  
Eu Aik Wah  
Foo Wee Leng Angela  
Goh Soh Peck Geraldine  
Guo Ying  
Ho Peng Fun Francis  
Ho Tsun Sze Jance  
Hui Choon Kit  
Hui Su An  
Hwa Bee Gek  
Jothiramalingam Balamurugan  
Kadali Raja  
Koh Hui Juan  
L. Andrew Amadeus Susilo  
Law Peng Sam  
Lee Benedict  
Lee Siaw Phei  
Lee Wei Ling  
Leeroy Liu  
Leong Seng Chen David  
Leow Peter Glensong  
Leung Tak Sheung Lorinda  
Lim Kim Ling  
Lim Kok Yew  
Lim Shu Yi  
Loh Li San  
Loke Ser Lin Anricia  
Lyndon Radoc Pacang  
Mahendran Sreya  
Mohamed Yousuf Abdul Kuthoos  
Narayanasamy Balasubramaniam

Natasha Leong Xinyi  
Ng Min Hui  
Ng Qi Yue  
Ng Xin Yi  
Ng XinYi Regina  
Nguyen Phan Nhat Tan  
Ochiai Maasa  
Poonawala Alifiya Jabir  
Poonawala Jabir Abbas  
Quek Eng Jee  
Regina Lim  
Sakyah Sapari  
Sathish Kumar Kunalika  
Seram Seethawakage Tharindu  
Madushakkya  
Serrano Maria Julieta Navarro  
Singh Abhishek  
Soh Chen Chi Chirin  
Soh Yee Chin  
Surendra Babu Manne  
Tan Cher Yang Damien  
Tan Lee Joo  
Tan Siew Ling  
Tanqueco April Ann Claudette  
Yambao  
Teng Yeow Han  
Teo Sze Min Crystal  
Teo Tin Teck Kavien  
Wan Mei Kit  
Widya Tania  
Wong May Chan Peggy  
Wong Mei Hui Selina  
Wong Sun Keong  
Yong Lai Wa Susan  
Zhao Yan Rui  
Zheng Jian Qi Jeannie

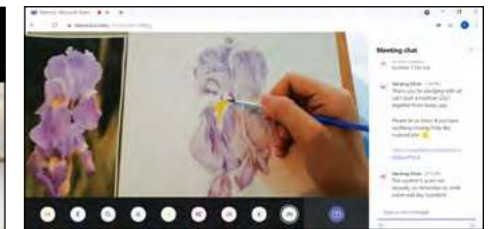


## 10 Years Individual Long Service

Ang Lay Eng  
Bok Xue Li  
Chan Lai Keen Annie  
Dr Neo Teck Koon Simon  
Kamsiah Abdullah  
Kwang Fook Keong Stephen  
Kwoh Leong Keong  
Lam Lai Loo  
Lee Beng Choo  
Lee Mee Chiang  
Lee Ting Fong  
Lee Ting Ting  
Lim Keon Hui  
Lim Poh Kheng  
Loy Ong Eng Cindy  
Noraidah Bte Ahmad  
Oh Siew Hoe  
Ong Teck Lam  
See Soo Moy  
Seow Hui Huang  
Tay Hui Lin  
Teng Chuan Hiang  
Wong Su Yen  
Wong Yet Ling  
Zainudin Bin Ali

## 15 Years Individual Long Service

Prof Mak Yuen Teen



NKF has made every effort to ensure accuracy of the information. We apologise should there be any omissions or errors.

We are extremely grateful to our sponsors for enabling us to set up dialysis centres across Singapore, providing convenience and easy access to kidney patients living or working in the heartlands.

## North

**204 Marsiling**  
Jo & Gerry Essery – NKF Dialysis Centre  
Blk 204, Marsiling Drive, #01-188  
Singapore 730204

**365 Woodlands**  
SCAL – NKF Dialysis Centre  
(Woodlands Branch)  
Blk 365, Woodlands Avenue 5, #01-490  
Singapore 730365

**761 Woodlands**  
The Hour Glass – NKF Dialysis Centre  
(Admiralty Branch)  
Blk 761, Woodlands Avenue 6, #01-108  
Singapore 730761

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

**203 Yishun**  
Toa Payoh Seu Teck Sean Tong –  
NKF Dialysis Centre  
Blk 203, Yishun Street 21, #01-239  
Singapore 760203

**639 Yishun**  
Le Champ – NKF Dialysis Centre  
(Yishun Branch)  
Blk 639, Yishun Street 61, #01-168  
Singapore 760639

**840 Yishun**  
SCAL – NKF Dialysis Centre  
(Yishun Branch)  
Blk 840, Yishun Street 81, #01-382  
Singapore 760840

**Yishun Community Hospital**  
NKF Dialysis Centre Supported by Keppel  
2 Yishun Central 2, #03-01  
Yishun Community Hospital  
Singapore 768024

## North East

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

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

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

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

**Punggol Oasis Terraces**  
NKF Dialysis Centre Supported by  
Ngiam Kia Hum & Family  
Blk 681, Punggol Drive, #02-02  
Singapore 820681 (Oasis Terrace)

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

## East

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

**101 Simei**  
Kwan Im Thong Hood Cho Temple –  
NKF Dialysis Centre (Simei Branch)  
Blk 101, Simei Street 1, #01-892  
Singapore 520101

**271 Tampines**  
Wong Sui Ha Edna – NKF Dialysis Centre  
Blk 271, Tampines Street 21, #01-99  
Singapore 520271

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

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

## Central

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

**43 Bendemeer**  
Kwan Im Thong Hood Cho Temple –  
NKF Dialysis Centre (Kolam Ayer Branch)  
Blk 43, Bendemeer Road, #01-1018  
Singapore 330043

**128 Bukit Merah**  
The Singapore Buddhist Lodge –  
NKF Dialysis Centre  
Blk 128, Bukit Merah View, #01-22  
Singapore 150128

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

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

**55 Strathmore**  
NKF Dialysis Centre Supported by  
San Wang Wu Ti Religious Society  
Blk 55, Strathmore Avenue, #01-145  
Singapore 140055

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

**Toa Payoh West CC**  
Seck Hong Choon – NKF Dialysis Centre  
200 Toa Payoh Lorong 2, #03-01  
Singapore 319642

**311 Ubi**  
Foo Hai – NKF Dialysis Centre  
Blk 311, Ubi Avenue 1, #01-383  
Singapore 400311

**19 Upper Boon Keng**  
Sakyadhita – NKF Dialysis Centre  
Blk 19, Upper Boon Keng Road, #01-1220  
Singapore 380019

## West

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

**275 Bangkit**  
Le Champ – NKF Dialysis Centre  
(Bukit Panjang Branch)  
Blk 275, Bangkit Road, #01-96  
Singapore 670275

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

**326 Clementi**  
Lew Foundation – NKF Dialysis Centre  
Blk 326, Clementi Avenue 5, #01-175  
Singapore 120326

**IRC Level 1 & 2**  
NKF Integrated Renal Centre (IRC)  
Supported by The Sirivadhanabhakdi  
Foundation  
500 Corporation Road, Level 1 & 2  
Singapore 649808

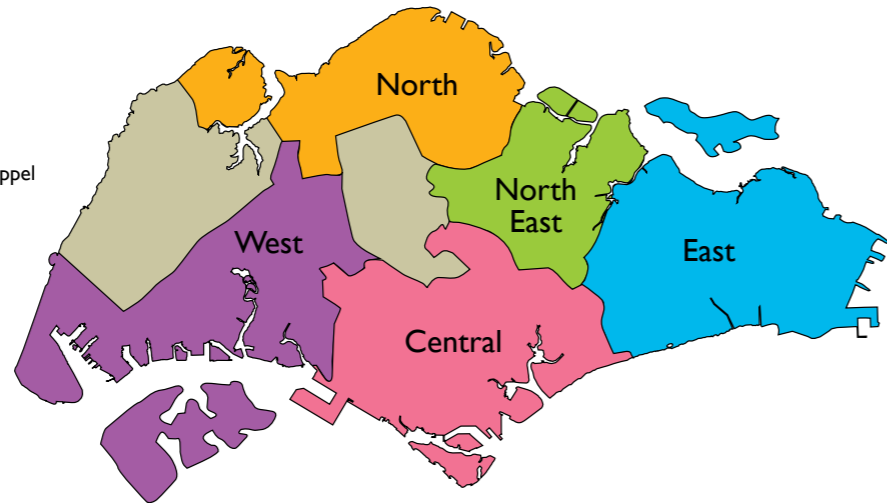
**240C Jurong East**  
NKF Dialysis Centre Supported by  
Yuhua Grassroots Organisations  
Blk 240C, Jurong East Avenue 1, #01-01  
Singapore 603240

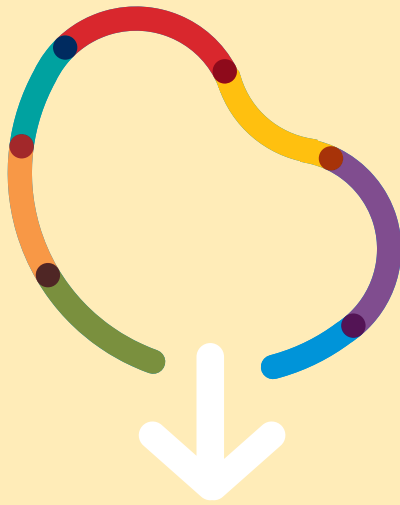
**744 Jurong West**  
Sheng Hong Temple – NKF Dialysis Centre  
Blk 744, Jurong West Street 73, #01-19  
Singapore 640744

**940 Jurong West**  
NKF Dialysis Centre Supported by  
The Sirivadhanabhakdi Foundation  
Blk 940, Jurong West Street 91, #01-441  
Singapore 640940

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

**701 West Coast**  
The Hour Glass – NKF Dialysis Centre  
(West Coast Branch)  
Blk 701, West Coast Road, #01-323  
Singapore 120701








---

*We strive to be an advocate and integrator for kidney health and holistic care for the community, by the community. While supporting kidney failure patients with quality dialysis treatment and integrated care, our greater mission lies in preventing or delaying kidney failure through kidney health education with deeper integration into the community and strategic collaborative partnerships.*



*The National Kidney Foundation's Annual Report 2020/21 is a comprehensive summary of our year-round activities and efforts as we continue to build for the future.*

81 Kim Keat Road, Singapore 328836

 1800-KIDNEYS (5436397)  [contact\\_us@nkfs.org](mailto:contact_us@nkfs.org)  [www.nkfs.org](http://www.nkfs.org)

    | NKF Singapore