



# Renewed

Annual Report 2022





# Franciscan Values

Assisi Hospice was established in 1969 by the Franciscan Missionaries of the Divine Motherhood. We dedicate our efforts to providing palliative care for all who are vulnerable. Our guiding principles in caring for the sick and the poor take root in Franciscan values, as lived by our Patron Saint, St Francis of Assisi.

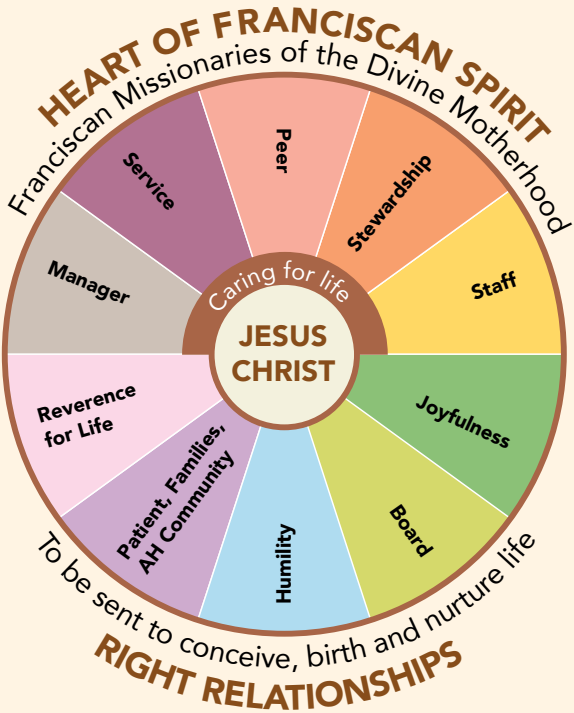
Francis was the son of a wealthy merchant, but he gave up his life of luxury to follow God’s calling to lead a life of brotherly love and peace, caring for the poor, the sick and the marginalised. He loved nature and revered all forms of life as God’s creation.

At Assisi, we emulate the example set by our Patron Saint in serving all who need our care, with humility and joy, treating everyone with respect and compassion.

We care not only for our patients, but also their families, to provide support for their physical, emotional, psychosocial and spiritual needs. We welcome people of all faiths, age, race and financial position. No one will ever be denied of our care because of who they are or what they can afford.

The life and teachings of St Francis have much relevance to us at Assisi, as we come face-to face with diverse individuals from all walks of life, who need our support, love and care.

May we continue to serve this mission in the spirit of St Francis as we live out his prayer:



## THE PRAYER OF SAINT FRANCIS

*Lord, make me an instrument of Thy Peace.  
Where there is hatred, let me sow love  
Where there is injury, pardon  
Where there is doubt, faith  
Where there is despair, hope  
Where there is darkness, light, and  
Where there is sorrow, joy.  
Oh Divine Master,  
grant that I may not so much seek  
to be consoled as to console  
to be understood as to understand  
to be loved as to love.  
For it is in giving that we receive  
It is in pardoning that we are pardoned,  
and it is in dying that we are born to Eternal Life.*

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# Our Patron

Ms Ho Ching

## Our Vision

To be the Leader and Centre of Excellence for Compassionate and Personalised Palliative Care.

## Our Mission

The Assisi Hospice is a Catholic charity providing compassionate, personalised and quality palliative care to adults and children with life-limiting illnesses through our inpatient, home and day care services.

## Our Service Values



### REVERENCE FOR LIFE

We cherish life and respond to all beings with respect and compassion, by enhancing and preserving the dignity of all beings throughout life, and at its natural cessation in death.



### STEWARDSHIP

We manage the resources and relationships that are entrusted upon us wisely, fairly and responsibly by allocating our resources to serve those most in need.



### JOYFULNESS

We rejoice in life and all the experiences that each day brings by sharing joyfulness with our patients, their families, and anyone in touch with the Hospice.



### HUMILITY

We employ our skills, opportunities and talents humbly in the service of our fellow beings by improving ourselves as individuals and as a team to serve others better.



### SERVICE

We accept our positions as servants to those who are in need of our care by providing a healing experience, in an environment that is comfortable, welcoming and assuring.



## Message from Sister Jane

### Congregational Leader

Franciscan Missionaries of the Divine Motherhood

**A**s our world opened up after the pandemic and travel resumed, I was able to travel to Singapore and re-connect with our mission partners in our health care ministries. I was able to experience once again, in person, the richness, beauty and challenge of Assisi Hospice's message "Caring for Life". Caring for Life when, on a daily basis, all who minister in Assisi are journeying with those who are near the end of life and their families, friends and loved ones, is a particular and quite special vocation and calling.



I am reminded of the psalmist who prayed:

*At night there were tears, but joy comes with dawn.  
The Lord listened and had pity. The Lord came to my help.  
You have changed my mourning into dancing  
So my soul sings psalms to you unceasingly  
O Lord my God I will thank you forever. (Psalm 30)*

What I experience in Assisi Hospice is not a set of opposites. It is not tears OR joy; it is not mourning OR dancing, as if we have to choose between them. It is tears AND joy, mourning AND dancing. One of the beautiful mysteries of grief that I see lived out in Assisi is that, as we learn its rhythms, our hearts become more and more able to hold the sorrow and joy that are inextricably intertwined. We become freed to dance within the mourning, slowly learning the steps that once again bear us into life.

I quite deliberately say "all who minister in Assisi" as we know it is not just those on the "front line" – either in the hospice itself or in the home care teams - who make "Caring for Life" possible in Assisi – it is everyone who is connected - volunteers, the entire staff team, executive team, board members, benefactors, patrons – everyone plays their part in making Assisi a place of tenderness, compassion, comfort and deep joy amidst those moments of deepest sadness, pain and grief.

Each year, Team Assisi broadens its vision, expands its Franciscan heart to look to new ways, more effective ways of meeting the needs of their sisters and brothers in their last days of their life on this earth. In the spirit of Francis of Assisi, they seek those who, through no fault of their own, find themselves on the edge of the healthcare system and find new ways to meet their needs.

As we take this opportunity, as an Assisi community, to look back on the year just gone, I, on behalf of all our FMDM sisters and their first mission partners who brought Assisi to birth, thank from the bottom of my heart those who continue to give life to the dream and take it to new horizons. May God bless you all as you continue to Care for Life with such love, joy and commitment.





## Message from Mr Thomas Teo

**Chairman**  
Board of Directors

**2** 022 has been a very significant year for Assisi Hospice. We marked the end of the COVID pandemic and went into Dorscon Green in the early part of 2023. This was a huge relief to all our management and staff as well as to our patients and their families. We also saw the change in leadership at the Board with Ms Anita Fam stepping down from the Board in June 2022, after serving over 17 years with Assisi and chairing the board for the last six years. Her dedication, personal sacrifice, and wonderful leadership is truly God's blessing to Assisi all these years.



*It has been my privilege and joy to work with so many like-minded board members, and management and staff, to deliver the live experience of the Franciscan Mission through Assisi Hospice.*

I am deeply honoured to be asked to fill her rather big shoes as the new Chair of Assisi Hospice. My journey with Assisi started in 2014 when I accepted the invitation to join the Audit Committee. Being a Catholic, it was a very strong calling to serve the Church in its mission to give love, compassion, and dignity to the dying person at the most vulnerable stage of life. I became more and more involved, joining the Board in 2016 and stepping up as the Chair in July 2022. It has been my privilege and joy to work with so many like-minded board members, and management and staff, to deliver the live experience of the Franciscan Mission through Assisi Hospice.

2022 was also the year for Assisi to consolidate itself after the bruising COVID period, and to refresh the staff and volunteers before charging forward again. We are looking to be even more inclusive and for all involved to "touch the ground" so that we can stay true to our mission. We will also continue to focus on good governance and stewardship, and

active engagement within the healthcare and charity sector. Assisi Hospice was a recipient of the Charity Transparency Award in 2022, our fifth award since it was introduced in 2016. In 2019, we also received the prestigious Charity Governance Award for a Large Charity.

I would like to thank my fellow Board members, our CEO, Ms Choo Shiu Ling, the executive team and staff, donors and sponsors, volunteers and friends for their strong support and partnership. I would also like to express my deepest appreciation to Ms Beatrice Chen, who stepped down from the Board last year and at the same time, warmly welcome Ms Kuah Boon Theng to the Board.

In the years ahead, we continue to be dependent on the grace of God to bind and help us in our Mission of love in providing compassionate, personalised and holistic quality palliative care to our patients and their loved ones. May we seek the glory of God in everything we do.

## Message from Ms Choo Shiu Ling

Chief Executive Officer

**T**he Assisi Team exists with the community within a space and time where we witness the earthly result of lives lived from the full spectrum of life's splendour to the exacting challenges.

The FMDM gift has been this ministry of palliative care where our purpose is "To allow everybody to experience the beauty, goodness and love of God". This would seem a monumental task. However, our experience with committed and passionate volunteers, engaged and enlightened stakeholders, the generosity of spirit expressed by donors and supporters, and the service by the Assisi Team, has shown what might be possible when we try.



*How we experience our final journey, as patient or as caregiver, depends greatly on our relationships and bonds of kinship.*

In these past years, the headwinds of change and the fundamental shifts in the world around us have been acutely felt as we see the added impact on all whom we serve, as they experience the most difficult and final journey as patients or as loved ones and caregivers. The challenge for us has been to try to discern what the community needs and to transform ourselves to achieve it.

It seems to be the paradox of these times that although technology, artificial intelligence, competition and efficiency seem to be the overwhelming direction, we so very much want and need human connection, friendship, relationship and love. How we experience our final journey, as patient or as caregiver, depends greatly on our relationships and bonds of kinship.

The Assisi Team will continue to learn what is needed by seeking to understand those whom we serve, and do our best to transform ourselves to meet the needs of our community. I hope this annual report provides a glimpse of how we will grow in our service to the community.

*Philippians 4:6-7*

*Be anxious for nothing, but in everything by prayer and supplication, with thanksgiving, let your requests be made known to God; and the peace of God which surpasses all understanding, will guard your hearts and minds through Christ Jesus.*

# Board of Directors



**Mr Thomas Teo**  
Chairman  
(w.e.f. 01/07/22)  
Deputy Chairman  
(till 30/06/22)



**Ms Anita Fam**  
Chairman  
(till 30/06/22)



**Mr Paul Lee**  
Deputy Chairman  
(w.e.f. 01/07/22)



**Ms Lynna Chandra**  
Director



**Ms Beatrice Chen**  
Director  
(till 30/06/22)



**Ms Fiona Rankine**  
Director



**Mr Nagaraj Sivaram**  
Director



**Ms Jacqueline Wong**  
Director



**Mr Tony Mallek**  
Director



**Mr Linus Tham**  
Director



**A/Prof Philip Yap**  
Director



**Prof Philip Choo**  
Director



**Mr Jeff Cheong**  
Director



**Ms Trillion So**  
Director



**A/Prof Lita Chew**  
Director



**Ms Kuah Boon Theng**  
Director  
(w.e.f. 01/07/22)



# Management Team

Top row from left:

- Mr Andy Tham** Head, Operations
- Ms Ann Neo** Head, IT
- Ms Katherine Tan** Head, Human Resource
- Ms Karen Poon** Mission Director
- Ms Juliet Ng** Head, Communications & Community Engagement
- Ms Jennifer Lum** Head, Finance

Bottom row from left:

- Dr Peh Tan Ying** Head, Medical
- Ms Chiew Cheng Fong** Director, Nursing
- Ms Choo Shiu Ling** Chief Executive Officer
- Dr Alethea Yee** Clinical Director
- Ms Jacinta Phoon** Head, Psychosocial Support Services



# Board Committees

## Nominations Committee (NC)

- Ms Anita Fam – Chairperson (till 30/06/22)
- Mr Thomas Teo – Chairperson (w.e.f. 01/07/22)
- Ms Jacqueline Wong
- Mr Paul Lee (w.e.f. 01/07/22)

## Audit Committee (AC)

- Mr Nagaraj Sivaram - Chairperson
- Ms Angela Ee (till 30/06/22)
- Ms Jenny Lim (w.e.f. 01/07/22)
- Ms Karen Yeoh
- Mr Linus Tham
- Mr Mah Kah Loon (w.e.f. 01/07/22)
- Ms Tina Thai (till 30/06/22)

## Finance Committee (FC)

- Ms Trillion So – Chairperson
- Ms Angela Ee (w.e.f. 01/07/22)
- Ms Celestine Khoo
- Mr John Ng
- Mr Paul Lee
- Ms Martina Wong
- Mr Tony Mallek

## Investment Committee (IC)

- Mr Tony Mallek – Chairperson
- Ms Catherine Loh
- Ms Celestine Khoo
- Mr Paul Lee
- Mr Thomas Teo
- Ms Tina Thai (till 30/06/22)

## Building Management Committee (BMC)

- Mr Linus Tham – Chairperson
- Mr Hoong Bee Lok – Deputy Chairperson
- Mr Andrew Ang
- Mr Chan Heng Lim
- Mr Johnny Goh (w.e.f. 01/07/22)

## Programmes And Services Committee (PSC)

- A/Prof Lita Chew – Chairperson
- Ms Beatrice Chen (till 30/06/22)
- Mr Christopher Chong
- Dr Lim Su-Fee
- Ms Lynna Chandra
- A/Prof Philip Yap
- A/P Simon Ong
- Ms Terina Tan
- Dr Vasanthi Rajalingam

## Human Resource Committee (HRC)

- Ms Jacqueline Wong – Chairperson
- Ms Geraldine Lee (w.e.f. 01/07/22)
- Ms Lynna Chandra
- Ms Ong Chin Yin
- Prof Philip Choo
- Mr Samir Bedi

## Community Engagement Committee (CEC)

- Ms Fiona Rankine – Chairperson
- Ms Azmeen Moiz (w.e.f. 01/07/22)
- Mr Jeff Cheong
- Ms Lynna Chandra
- Ms Neeta Lachmandas (till 30/06/22)
- Ms Penny Shone
- Ms Susanna Kulatissa
- Mrs Susie Koh



# The Board Directors’ attendance at Board Meetings for the period January to December 2022:

Name of Directors	Number of Board Meetings invited to attend	Attendance
Ms Anita Fam (till 30/06/22)	2	2
Ms Beatrice Chen (till 30/06/22)	2	2
Ms Fiona Rankine	4	3
Ms Jacqueline Wong	4	3
Mr Jeff Cheong	4	3
Ms Kuah Boon Theng (w.e.f. 01/07/22)	2	2
A/Prof Lita Chew	4	4
Mr Linus Tham	4	3
Ms Lynna Chandra	4	2
Mr Nagaraj Sivaram	4	3
Mr Paul Lee (w.e.f. 01/07/22)	2	2
Prof Philip Choo	4	1
A/Prof Philip Yap	4	3
Mr Thomas Teo	4	4
Mr Tony Mallek	4	4
Ms Trillion So	4	4

## Non-board Level Committees

### Facility Medifund Committee (FMC)

Ms Linda Auyong - Chairperson  
Ms Jacqueline Khoo  
Ms Michelle Chian  
Sr Linda Sim  
Ms Rose Lu

### Ethics Advisory Panel (EAP)

A/Prof Lalit Krishna - Chairperson  
A/Prof Chan Mei Yoke  
Mr Christopher Chong  
Fr James Yeo  
A/Prof Lai Siang Hui  
Ms Terina Tan

All information is correct and up-to-date as of 31 December 2022.

# Governance Report

Assisi Hospice is committed to practices that ensure good governance and management with specific reference to the principles of the Code of Governance for Charities and Institutions of a Public Character (IPC). Assisi Hospice places an ongoing priority on improving its governance and management practices.

## Charity Transparency Award

Assisi Hospice has been a proud recipient of the Charity Transparency Awards from 2016 to 2019, and in 2022. The Charity Transparency Award was introduced by the Charity Council in 2016 to recognise charities with good disclosure practices. The award aims to emphasise that transparency and good disclosure practices are important pillars of good governance.

In 2017, Assisi Hospice received the Charity Governance Award – Special Commendation Award for Operational Efficiency. The award affirms that Assisi Hospice has established exemplary practices in service delivery, organisational performance, CEO performance and Board effectiveness.

In 2019, Assisi Hospice received the Charity Governance Award for a Large Charity. This is the highest-level award and the winner demonstrates the highest standards in areas of corporate governance and management, clarity of strategy, risk management, transparency, operational efficiency and compliance.

For 2020 and 2021, there was a hiatus for the Charity Transparency and Governance Awards.



↑ Ms Jennifer Lum, Head of Finance, Assisi Hospice, received the Charity Transparency Awards 2022 from Dr Gerard Ee, Chairman of Charity Council on 9 Nov 2022.

## Conflict of Interest

Board members operate under a conflict of interest disclosure process. Annual conflict of interest disclosure statements are undertaken by all members.

## Reserve Policy

The Board established a Reserve Policy of not more than three years of operating expenditure to meet its operational needs.

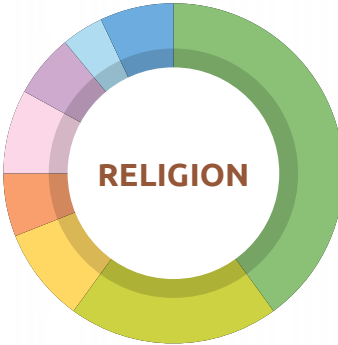
## Disclosure and Transparency

Annual reports are prepared, which include up-to-date information on our programmes, activities, performance and finances as well as a listing of the Board’s key office-bearers. Audited financial information is available at Assisi Hospice’s website as required by the Commissioner of Charities.

Patient Profile

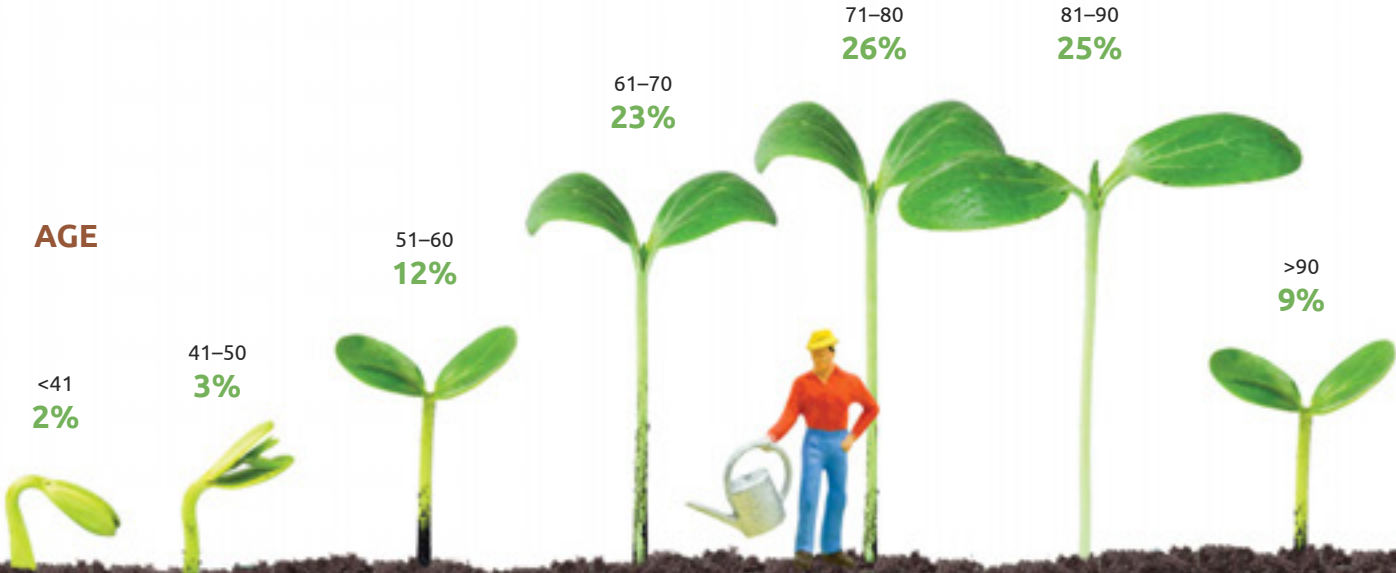


- 84 Chinese
- 7 Malay
- 5 Indian
- 3 Others
- 1 Eurasian



- 40 Buddhist
- 20 Christian
- 9 Muslim
- 6 Taoist
- 8 Catholic
- 6 Free Thinker
- 4 Hindu
- 7 Others

AGE



AVERAGE LENGTH OF STAY

20 days

BED OCCUPANCY

73%

PATIENTS BY SERVICE TYPE

Home Care

1,512

Inpatient

849

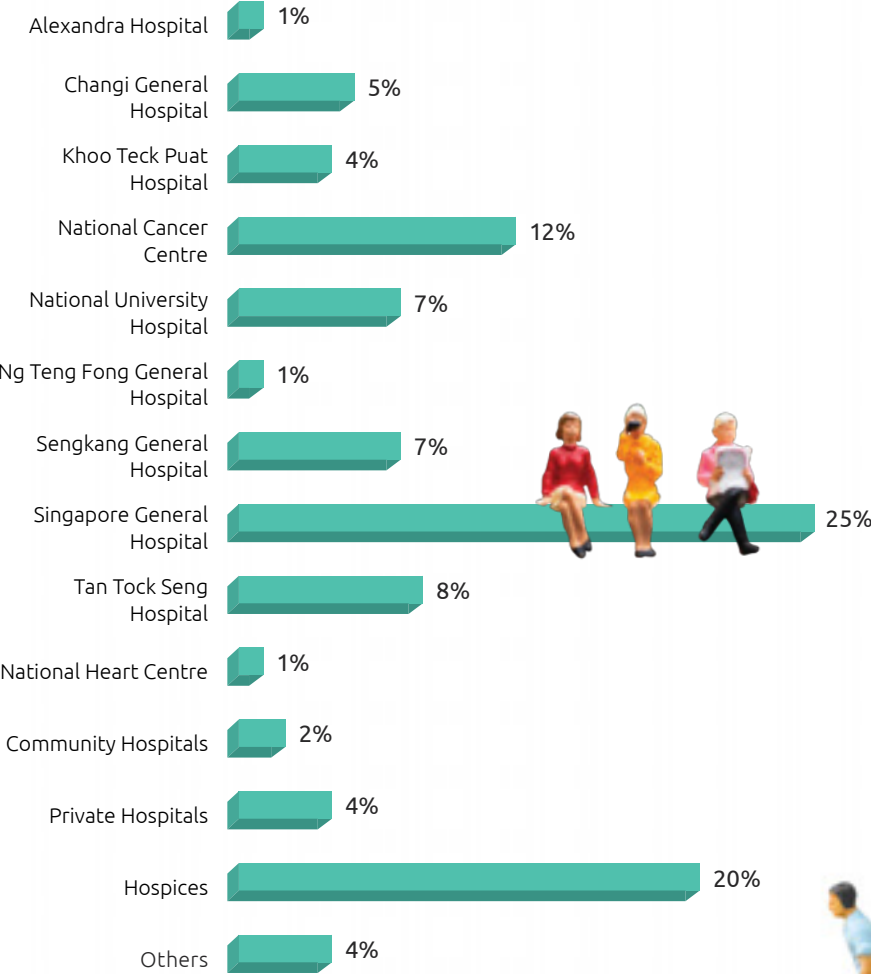
Day Care

113

Total Admissions

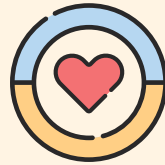
2,474

REFERRAL SOURCE





## Caring for the Underprivileged



**50%**

of our patients are most needy and means-tested to the lowest income level.



No. of pro bono funerals:

**5**

In addition to our substantive subsidies for palliative healthcare to ensure affordability and access for all:



We provided

**31**

patients with financial support in areas like ambulance transfers, transport and supermarket vouchers.



We provided

**4**

patients with cash in hand for daily living while waiting for formal financial assistance from other agencies.



No. of patients under No One Dies Alone programme:

**38**



No. of vigil hours:

**540**

## Grief and Bereavement Support

No. of bereavement support group sessions:

**9**



No. of clients who receive counselling support:

**106**

No. of sessions of counselling support provided:

**428**



We reached out to

**over 830**

families in the first month after their loss.

*Do refer to page 30 about our new Bereavement Care Programme.*



# Serving Unmet Needs

## Improving the quality of life for non-cancer patients through palliative care

When Dame Cecily Saunders first pioneered the modern hospice movement in UK in 1967, she started with dying cancer patients. Similarly, the late Professor Cynthia Goh, with the Canossian sisters at St Joseph Nursing Home in Singapore, began the first hospice service by caring for terminally ill cancer patients. Over time, palliative care became seen as an integral part of cancer care. Yet in 2021, only 26.4% of deaths nationally is from cancer, whereas 70.3% is from chronic non-cancer serious illnesses, in particular end-organ failures (source: Ministry of Health). These include end-stage kidney disease, end-stage lung diseases, end-stage liver diseases and advanced neurological conditions (especially advanced dementia). It is only in the last decade during which the role of palliative care is increasingly recognised in non-cancers. In 2022, about a third of admissions into Assisi Hospice's three services – Inpatient, Home Care and Day Care, are for non-cancers and this is expected to rise in the near future.

Many of the non-cancer patients are referred earlier in their illness trajectory, rather than near the end-of-life, so there are more opportunities for our Home Care and Day Care services to improve their quality of life and help them live as well as possible in the remaining time.

Last year, we started to accept selected patients on dialysis, for whom we can value add, into our Home Care and Day Care services. Some are patients struggling with dialysis but not quite ready to stop. Nevertheless, they benefit from our interdisciplinary team approach to addressing their needs holistically. In fact, a few have improved and have been discharged from our service. Similarly, we took in more advanced lung disease patients. The story of our patient Haslina Wannor is a good example of how community palliative care can help such patients live life fully with meaning and joy.



### ***We said farewell to her at home***

*When my mum's blood pressure suddenly collapsed early in the morning, I called up the hospice's hotline for advice to be answered by the kind doctor who had visited my mum earlier. She was gentle but firm in telling me that I could buy a bit more time for my mum by sending her to the hospital but it would not make a difference to the outcome.*

*That made me realise that my mum was nearing the end of her sojourn on earth, and I managed to gather the rest of the family to say farewell to her before she passed on. I was very grateful to the Assisi doctor for the advice to keep my mum at home. It enabled my mum to feel the love and warmth from us as she left.*

*The hospice's kindness did not end there. One month after my mum's passing, its counsellor contacted me to ask if I needed any bereavement support - and to advise me to reminisce in order to find closure. And just before Christmas, the Home Care nurse who attended to my mum when she passed away, sent me a lovely post card wishing that my mum's beautiful memories would stay with me forever.*

*To say the least, I am very touched by the hospice staff's efforts to reach out.*

**From Eng Yeow Goh**



**We enable Haslina to live life with meaning and joy**

43 year-old Haslina Wannor used to work as a phlebotomist in a hospital, helping patients draw blood for tests. When she was 27 years old, she was shocked to be diagnosed with systemic sclerosis, which is a rare and chronic autoimmune disorder with no cure. Her condition deteriorated and she developed advanced pulmonary hypertension. Over the years, the disease caused severe scarring of her lungs, and her breathlessness continued to worsen. Currently, she needs additional oxygen supply from an oxygen concentrator round the clock.

In January 2021, Haslina came under the care of Assisi Hospice Home Care service. Our doctors and nurses visit her regularly. Our Care team adjusts the dosage of her medication according to her condition to control her symptoms more effectively. In 2022, she started

attending Assisi Hospice Day Care Centre. She benefits from the clinical care and therapy sessions, maintaining her strength as much as possible through strength and endurance exercises. Being dependent on continuous oxygen therapy, it has been challenging for her to travel out on her own. Hence, she enjoys the outings facilitated by our staff and volunteers as she gets to explore different parts of Singapore in a safe manner.

Art therapy sessions and the leather craft interest group bring the joy of learning new skills into her life. Last Christmas, she created a series of postcards which were printed with her handpainted watercolour designs, accompanied by a short sharing of her perspective on hope, resilience and the unexpected wisdom gained through living with a chronic terminal condition. Proceeds went towards Assisi Hospice's patient care. It gives her great joy to be able to give back. She said, "I receive more than I give."



↑ Haslina came under the care of Assisi Hospice Home Care service in 2021.



↑ Haslina created a series of postcards printed with her handpainted watercolour designs to raise funds for Assisi Hospice.



**24-hour helpline immensely helpful**

My family and I would like to thank Assisi Hospice for the home care given to our late mother Mdm Toh Kit Yee. When mum was diagnosed with terminal cancer and recommended palliative care in Nov/ Dec last year we were advised to get in touch with Assisi and since then we have benefited from the care and efforts of wonderful doctors, and the sensible advice and compassion of the Home Care nurse. They helped us navigate the last days of mum's life, ensuring her comfort till her last breath on 15 Jan. The availability of 24-hour consultation was immensely helpful especially as we were not sure of the next steps and what medicine to administer. The house calls too were reassuring not just to mum but all of us at home.

Grateful thanks.  
**Ng Wai Yin**



**Going out of his way for patients**

My late father, Chin S.F., was under inpatient palliative care in Assisi Hospice and I would like to represent our family to thank the medical team and social workers who had supported us during this period.

He was also fortunate enough to be under the care of Assisi Hospice Home Care Nurse when he was being taken care of at home from 19 April 2022 and passed on peacefully on 20 May 2022. This would not be possible without the support of my father's primary home care nurse. He was not only compassionate and empathetic towards our family, but also well versed with the relevant skills needed to provide my father with the best possible medical care in his capacity. My father had always had the issue of excessive phlegm that brought great discomfort to him and there was one occasion when I checked with the nurse on this phlegm suction machine, in hope to alleviate his discomfort. I was considering buying this machine myself but was totally surprised and thankful at the same time when he brought the whole machine to us shortly after. The machine weighed a few kg and he had chosen to bring it on top of all the already heavy things which he needed to bring along with him. He always thinks for and puts himself in the shoes of the ones who are suffering and also the caregivers, and provides whatever support he can which they truly need. Any nurse can be well equipped with relevant skills through adequate training and work experience, but for one who is both well skilled and always going out of his/her way for the patients, not many. It takes character and life experiences to be such. He had done an excellent job supporting us and I am very sure for the other loved ones/caregivers too under his care.

Yours faithfully and take care,  
**Jaden Chin**

Patients who met our needs

As we strive to serve the unmet needs of our patients, we met patients who showed us how to love and treasure life. 36 year-old Dexter Chua was a patient who touched the lives of our staff and volunteers.

He taught us to treasure our loved ones

“I told my parents if I had the chance, if reincarnation was a thing, I would want to be their son again,” said Dexter Chua.

Dexter was an only child. He was usually not expressive, but appreciated his parents very much. Being in the prime of his life, he loved music, playing the guitar, and was physically active with running, wakeboarding and snowboarding.

However, in April 2021, he suddenly felt unwell. A lump was discovered in his nasal passage after a nose scope. With a biopsy, he was diagnosed with stage 4 sinonasal undifferentiated carcinoma (SNUC), a rare cancer of the nasal cavity.

His parents were his pillars of strength. He said, “They are really the best parents anyone could ask for. When they heard about the diagnosis, they said things like ‘Don’t worry, Daddy and Mummy will be here to support you no matter what happens. And if got chance, we would want to be your parents (again) as well’.”

He went through two rounds of chemotherapy, and a third round of chemotherapy and radiotherapy. The vision of his right eye was affected due to the side effects. He lost his sense of taste and appetite. Eventually, the cancer spread, and he lost his mobility. He was admitted to Assisi Hospice in Mar 2022.

“They can grieve me, but don’t be too sad for too long. I want them to be happy and continue to live their life.”

Dexter was relieved that his father, his main caregiver, could be released from the caregiving duties after his admission. Spending time with his parents and his parents’ presence during his final moments were most important to him. Assisi Hospice’s medical social worker Angela Tan helped Dexter to show appreciation and create memories and keepsakes for his parents. Dexter did hand casting, and the completed piece was handed over to his parents. His hair was collected and placed in a metallic cigarette box for his parents. The keepsake was meaningful to his father, as they both loved to smoke.

His parents were his greatest worry. He said, “We had a talk as a family and we made promises to each other. I made them promise me that when I leave this world, they would still continue to be happy as a couple. To live happily, to live normally. They can grieve me, but don’t be too sad for too long. I want them to be happy and continue to live their life.”

As Dexter loved music, he enjoyed the sessions with Assisi Hospice’s music therapist Tammy Lim. She planned and facilitated an appreciation and karaoke session for his parents for Mother’s Day. Tammy observed that Dexter’s struggle was questioning if he had fought enough for his parents. She said, “I asked him what his motivation was for fighting all the challenges and living, he said it was his parents. He did say that it was very challenging and tiring for him to go through all the treatment. But he was trying so he could spend as much time as he could with his parents.”



She also shared,

“When working with an older person, you would reminisce on what they had done in their 30s, 40s. But a younger person will speak more about their regrets, what they would do if they could live longer. For Dexter, he would encourage us not to wait, to do the things that we want.”

Dexter was open to sharing his regrets, to remind others to learn to cherish. The Assisi team created a video for him, where he shared his appreciation for his parents and a message to all to cherish their parents on Global Day of Parents. The video garnered more than 180,000 views on Assisi Hospice’s Youtube channel. His words touched many.

Dexter passed away peacefully on 3 Jun 2022 at Assisi Hospice, with his parents by his side.



↑ Dexter with his parents at Assisi Hospice.



Scan to watch Dexter’s message to his parents.

We would like to thank the Estate of Dr Joseph Lim Boon Tiong for supporting our work for patients and their caregivers.



## Bringing rehabilitative therapy to patients' homes

At Assisi Hospice, we serve about 60% of our patients through our Home Care service, providing a critical option for patients who prefer to and can be cared for at home. Besides our doctors, nurses and social workers, our occupational therapists also make home visits to provide support for our patients and their families.

“Being in patients’ homes help us identify our patients’ and families’ challenges with their activities of daily living, strategise ways to overcome those challenges and ultimately, enhance patients’ abilities to participate in activities which are meaningful to them,” said Celine Yong, Assisi Hospice’s Senior Occupational Therapist.

She shared the story of two patients to highlight the impact of bringing rehabilitative therapy to their homes.



### Helping Mr Balan to retain his mobility and build his confidence

65 year-old Geyabalan S/O K Ramiah (fondly known as Mr Balan) was diagnosed with interstitial lung disease. He used to work as a storeman in Ikea but could not cope with moving heavy objects after his diagnosis as he felt breathless easily. He switched to working at the Ikea restaurant, but it soon became too physically demanding for him as his condition deteriorated. He worked as a Safe Entry staff and eventually lost his job when Safe Entry requirements were removed.

Mr Balan was the sole breadwinner of the family. His wife and caregiver Mrs Balan had Charcot foot, a serious complication that affects the bones, joints, and soft tissues of the foot, and could not stand for long periods or walk long distances. The couple did not have children and were dependent on Mr Balan not only financially, but for running errands for groceries and everyday needs.



↑ Mr and Mrs Balan in their home.



↑ Mr Balan learned how to manoeuvre the motorised wheelchair at the void deck of his home.

When he came under the care of Assisi Hospice Home Care team in January 2022, he was depressed and suffered from insomnia due to the deterioration of his physical condition and the financial burden. He was also stuck at home as he felt breathless and could not walk for long distances. He had expressed his wish to retain his mobility in the community, to enable him to find work or at least continue to get necessities for the family.

After understanding his needs, our care team helped with his application for a motorised wheelchair. Celine, our occupational therapist, trained him to use the motorised wheelchair independently on public transport. The training was done over four sessions, where he first learned how to manoeuvre the motorised wheelchair at the void deck, and next ventured out on the bus and MRT. Journeying with Mr Balan did not just help him maintain his mobility, but lifted his spirits and built his confidence too.



### Thankful for nurses' care

*A BIG salute to the nurses who have gone the extra mile, to offer mum comfort and manage her pain.*

*I really appreciated that the nurse did a very decent hair wash for mum who had not shampooed for months. She also took the initiative to reposition mum's uncomfortable posture and always remained decisive in mum's pain management.*

*And to another nurse – she took the initiative to station herself near mum's ward when I went for an errand after days of 24/7 with her.*

*Sincere thanks for the last “staycation” for mum!*

*With warm wishes*

**Wang Yayü**

Helping Mr N get out of the house

Mr N had been diagnosed with chronic obstructive pulmonary disease. He was in hospital for a long time, but discharged himself against medical advice and went home.

He came under the care of Assisi Hospice Home Care team in March 2022. He had desperately wanted to walk again, but his muscles had wasted away with prolonged bedrest from hospitalisation and he could barely sit up without being extremely breathless and tired. Celine, our occupational therapist, worked with him at his home to improve his stamina and ability to sit. Gradually, he managed to take a few steps with a rollator, but was still very limited by fatigue and breathlessness. They worked together to re-evaluate Mr N's goal. When Celine realised that Mr N had not been able to get out of the house for over a year due to his prolonged hospitalisation, they aimed for that instead.

Celine said, "It took a while for this to happen because Mr N was very anxious and fearful of becoming breathless while he was out. Some weeks, he didn't want to move from his bed, literally paralysed with fear, so I just sat with him. I told him that no matter how he was feeling that day, I would show up for him and we would move and go out when he was ready."

*I told him that no matter how he was feeling that day, I would show up for him and we would move and go out when he was ready."*

– Celine, Occupational Therapist

Eventually, Mr N was ready. The first place that they went to was the hairdresser because he had not had a haircut for over a year. They would also sit out at his void deck and enjoy the green space – he loved being in nature and would sleep under the trees.



↑ Mr N getting his haircut after over a year.



Thank you for encouraging me

*Dear Home Care nurse, thank you for visiting my mother for the past year. She was peaceful when she passed on, and I was with her. I remember how much you have encouraged me, always assuring me that I am doing well. You share with us tirelessly on how we can take better care of mum. I am very thankful for your sharing, encouragement, and visits.*

*Yours sincerely,  
Mdm Guo's daughter, Liling*



With him at his last moment

*To Doctors, Nurses, Social Worker and volunteers,*

*We, the family of the Late Mr Lim K.C. would like to express our heartfelt thanks to all of you for taking care of our dad during his 2 weeks stay at Assisi Hospice.*

*As an elderly staying alone, we had the constant fear of him falling and being too weak to manage his daily affairs. Your home hospice team and eventually inpatient hospice care provided him a safe and warm environment where he can be well taken care of at his last stage of life.*

*We are especially touched by your team's dedication and professionalism.*

*A very special thanks to the nurse that helped me speak to him over the phone the night before he passed on, as I was sick and could not visit him in the hospice. That kind act of hers served as my last farewell call to my dad. I'm forever grateful to her. Thank you very much.*

*I also wanted to thank the nurse who was at his bedside when he passed on. None of us were able to rush down in time to see his last moment but knowing that someone was at his bedside comfort us.*

*With Gratitude  
From The Lim Family*



Bereavement Care Programme

Bereavement care is part of the continuum of palliative care for patients and their families and is as important as the care before death occurs. The experience of losing a loved one is difficult. Grief is a natural reaction to a loss we experience. It is an intense feeling, and some may find it hard to express through words. It takes time and support from people around us to adjust to a loss.

While bereaved persons are mostly able to cope with bereavement with their own support network, there is a population of bereaved persons who will benefit from professional help to aid their coping. These may include those who experience traumatic loss through death of their loved one when the death is perceived as sudden, untimely or they are unprepared; those who have limited social support; those who have difficulties coping with loss of a child; those who have multiple losses in the family; those who have known mental health conditions which complicate coping with the loss; those who express suicide ideation or have previous suicide attempt in coping with the loss. It is important for them to receive the needed support in their grief journey.



106 family members and friends of late patients received counselling support

At Assisi Hospice, our specialised Bereavement Care Programme reached out to family members of our late patients through individual counselling, art and music therapy and support groups when needed. In 2022, the Bereavement Care team reached out to over 830 families in the first month after their loss to assess their need for support. 106 family members or loved ones of our late patients received counselling support from the team. We also reached out to families of our late patients through our Interfaith Memorial Service (IFMS), which has returned to the physical format after going virtual in 2021 due to COVID-19 restrictions. It is a dedicated time for the bereaved to remember their loved ones together with their healthcare team, to cherish their lived life and to mourn for their departure.

The Bereavement Care team started a support group for persons who have lost their spouses, to empower the participants to be more compassionate with their own and others' grieving process and eventually be able to support each other in their community. Seven spouses of our former patients attended 9 sessions of the support group. It provided a safe and supportive space for the participants to share and process their loss and grief in a group setting, with broader perspectives, sense of empathy, and normalisation introduced by members in the group. The support, words of encouragement and empathy from a bereaved individual to another is powerful. Participants formed a community to support one another, and it helped to reduce the sense of aloneness and helplessness as a bereaved person.

We help Rosalind cope with losing her husband

74 year-old Rosalind Wee and her husband, Dennis Leong, were married for 48 years. They had a loving marriage, bonded by their common Catholic faith and love for music. In April 2019, Dennis was diagnosed with stage 4 lung cancer. His condition deteriorated gradually, and he expressed his wish to pass on at home. Rosalind fulfilled his wish and took care of him at home in the final three weeks of his life, supported by Assisi Hospice Home Care team. He passed on peacefully on 29 June 2021.

Rosalind said, "I was very depressed after he passed on. I missed his presence, and cried a lot. I also lost a lot of weight, about 7kg."

Even though she had children, it was not easy for her to share her emotions with them as they were grieving too. In December 2021, our counsellor from the Bereavement Care team started individual bereavement counselling with her.



Rosalind Wee and her husband, Dennis Leong, were married for 48 years.

She said, "She (the counsellor) is very kind and has empathy. I felt free to share my memories and love for my husband. She was concerned about my health and also gave me good advice."

When the bereavement support group started in July 2022, she participated in the sessions. It was a valuable experience to meet up with fellow widows and widowers, who were going through the same pain.

She said, "There were art and craft and music sessions, and we shared how we felt. When someone shared and cried, we cried along with them, as we could empathise. We learned to accept the situation, and know that we must journey on and look after ourselves. It was very good for growth and I felt healed."

Even after the support group sessions ended after three months, they are keeping in touch through a Whatsapp group. They would share and encourage one another.

She shared, "We draw strength from one another. This, my community and my faith and trust in God gives me hope and strength to journey on towards the eternal kingdom."



Rosalind and Dennis celebrating Dennis's birthday in 2020.

# Joy in Bigger Numbers



*In 2022, the easing of COVID-19 measures allowed many of our volunteer groups to be back with us again. Our staff and volunteers also introduced new interest groups and activities, which brought much delight and joy to our patients.*

### Outings bring joy to Uncle Tony

For our Day Care patient 81 year-old Tony Chan, going out of the house involves bringing an oxygen tank and machine, which he calls his “baby”. He has chronic obstructive pulmonary disease, and needs to be on oxygen round the clock since two years ago. He said, “I have not gone out much since, it is very inconvenient to bring the oxygen tank out.”

Uncle Tony was excited when group outings for Day Care patients resumed in 2022. For a full day outing, he needed more than one oxygen tank as each last for only 3-4 hours. With the medical and logistic support of our

staff and volunteers, he could venture out for a longer period of time.

Uncle Tony’s favourite place is the zoo. He said, “I like the outdoors as it is not crowded. I like to see the animals move around freely.”

He also enjoys coming to the Day Care Centre daily via the transport we provide to and from his home. He receives medical care and appreciates the social interaction with staff and volunteers. He said, “I am in the handchimes choir. I also look forward to the foot massage by the Japanese Association Singapore volunteers.”



*I like the outdoors as it is not crowded. I like to see the animals move around freely.”*

Uncle Tony enjoying his outing at River Safari. →





## Return of group outings

To many of our patients who have mobility challenges or require oxygen concentrators round the clock, going for outings require much manpower and logistics support. They look forward to outings with our staff and volunteers, as these are the rare chances that they get to explore areas outside their homes and hospitals.

In April 2022, our Day Care patients had their first outing after a two-year break since the pandemic started. With the easing of COVID-19 restrictions, staff of our corporate partners were also back to bring cheer and joy to our patients through accompanying them for outings. Their involvement has enabled bigger group outings of more than 30 patients. In July and September 2022, staff of Goldman Sach and Lion Global Investors created wonderful memories with our patients at the SEA Aquarium and Gardens by the Bay respectively. As the staff volunteers were paired one-to-one with our patients, there were opportunities for meaningful interaction.

Mr Toh Boon Kwang, Senior Manager at Lion Global Investors said, "While I enjoyed the entire outing, I was most happy when the patient I was assigned to accompany and interact, won a prize in the photography contest."

Our patients in the various interest groups have also visited places related to their specific interests for experiential learning. For example, the cooking group attended a Thai food cooking class at Sunrice Chef Academy; the gardening group learned about hydroponics at Kok Fah Technology Farm. Other places our patients visited include the zoo, Jewel, Bollywood Farm, Kallang Sports Stadium, Drum Prodigy Music School and Singapore Chinese Cultural Centre, clocking a grand total of nine outings for the entire year.



↑ Mr Toh Boon Kwang, Senior Manager of Lion Global Investors, lending shade to our patient and staff.



↑ It was an eye-opener for patients from our Day Care gardening interest group as they learned how vegetables were grown hydroponically and harvested their own lettuce to bring home during their outing to Kok Fah Technology Farm with our volunteers.

## Familiar faces are back with added skills

Healthcare safety was the new buzzword for volunteers in 2022. In line with the Ministry of Health's efforts to safeguard the healthcare sector, it is now mandatory for regular patient-facing volunteers to meet specific healthcare safety requirements in order to continue serving our patients.

Besides furnishing immunisation proofs against COVID-19, measles and diphtheria, all patient-facing volunteers will also have to undergo annual competency assessments in infection prevention and control – these test their

knowledge of infection control techniques under various situations with practical demonstration of such techniques. Despite initial volunteer hesitation towards these new requirements, our volunteer management team actively engaged with volunteers to seek their understanding that these requirements are for the well-being of everyone at Assisi Hospice.

Most of our regular volunteers came back to volunteer with us, including many of the regular groups.



**Thankful to the Day Care and Inpatient team**  
Dearest Assisi Family from the Day Care team and the ward,

*My Mom (Chia J.H) was first admitted to your Day Care Centre in Jan 2020. The loving care showered upon mom for her last couple of years is something that my family and I will never forget. Mom was meaningfully engaged at Day Care despite being confined by the wheelchair. She loved the occupational/physiotherapy exercises, she enjoyed music and craft work too.*

*Watching a loved one make the transition out of this earthly life is the most difficult thing. Your very dedicated and compassionate team (at the ward) helped us navigate the challenging journey. We could not have asked for better care for mom for her last phase of her earthly journey.*

*THANK YOU to the incredible team of staff for all which was done to ensure Mom's stay was comfortable, tranquil and most certainly showered with untold abundance of love, care, passion, empathy and very kind understanding. The competency of your team is awe-inspiring! The work each of you do is so significant.*

*We are deeply touched by the outstanding team who took such good care of mom. The Day Care team was incredible and the support structure you have was amazing.*

*Deeply grateful for everything you did for mom whilst she was with you. The love and kindness that you showed her, making her comfortable and making her pain less unbearable, THANK YOU!*

*Deeply Grateful,*  
**Sherlyn Wong (daughter of the late Chia J.H.)**  
**& Family**



Therapy Dogs

Our favourite therapy dogs reported back to work during Chinese New Year on 3 February 2022. When dog therapy first resumed, our therapy dogs could only visit one patient per visit to Assisi Hospice, with an interval of at least 7 days between visits. With the more relaxed measures, our therapy dogs can now visit multiple patients per visit. Our dog volunteers and their “humans” have worked hard in 2022 – the team of seven dogs and other therapy dogs from Therapy Dogs Singapore clocked 475 interactions with our patients and caregivers.



↑ Our therapy dog Bailey bringing cheer.



Therapy dogs bring joy

Dear Volunteer Management staff,

Thank you very, very much for sending darling Hanna and Happy to our mom’s room. Thank you for taking photos of us and printing it out for us. You don’t know how much joy that brought us and we deeply appreciate it. Being with the dogs gave us a burst of energy to continue to press on being there for our mother. Please thank their owners for us too; they are such delightful people.

Our mother passed away very peacefully on 7 July 2022. We did not get a chance to thank you and say goodbye to you. Please hug the dogs for us. We can’t express how grateful we are to have had the privilege to hug the furry ones and they are now part of a beautiful memory we have at Assisi Hospice.

May your work continue it bring smiles to the hearts of patients and caregivers. May God bless all the owners who took time to bring their pets to be a comfort to many.

Sharine and Charmaine Loh  
Daughters of Kim T.K.S

Kopitiam Ladies

We welcomed back our Kopitiam Ladies in April 2022, who volunteer fortnightly to make and serve our patients their favourite drinks with love.



↑ We are happy to welcome back our Kopitiam Ladies Linda Sethi, Lim Cheng Cheng and Cynthia Ng.

Refresh Flowers

Volunteers from Refresh Flowers came back in May 2022 to celebrate Mother’s Day with our patients! They brought joy to our patients with the lovely flowers, and guided our Day Care patients in repurposing the flowers into mini bouquets for their loved ones and our inpatients. Some of our male patients surprised the important women in their lives with the bouquets. This was the first time that our patient Uncle Chong gave flowers to his wife. They have been married for 54 years and have two children. He said, “She said the flowers were beautiful and quickly arranged them in a vase.”

Foot Massage and Music & Movement sessions by Japanese Association Singapore (JAS)

Bringing joy and cheer to patients of Assisi Hospice twice every week for over 20 years, the JAS Volunteer Group is the longest serving volunteer group in our hospice. They came back in June 2022. These ladies support Assisi Hospice’s programmes for patients by independently running two sessions per week - music and movement sessions on Tuesdays and massage sessions on Thursdays.



↑ Volunteers from Japanese Association Singapore providing foot massage for our patients.



← Uncle Chong gave the flower bouquet he repurposed to his wife.



New Volunteer-led Creative Cooking Programme

Keen to make panda-shaped tangyuan (glutinous rice balls), yummy sushi rolls and creative cupcakes? Our Creative Cooking programme volunteers, Christina Spykerman and Martina Griffin (affectionately known as the “baking twins” to our patients) work with our Day Care staff to bring interesting recipes to our patients every fortnight. They would plan the activity, modifying the recipes to suit the patient’s skill levels and mobility. Sometimes, they would also organise and prepare the ingredients and tools required in advance so that patients are able to complete the activity within the 60 min session. They started with simpler recipes initially, but patients have requested for more complex ones. To date, our patients have tried their hands at challenging recipes such as speculoos cookies, soon kueh, jelly-art, rainbow ang ku kuehs and mantou with designs.

Our patients are excited to have the opportunity to learn new skills and feel a sense of satisfaction with the completion of each project.

As Martina and Christina are also our van escort volunteers, patients will ask “What are we cooking today?” whenever they spot Martina or Christina at the Day Care Centre, even on non-Creative Cooking days. Christina said, “We are always happy whenever they ask, because then we know that they all look forward to our sessions!”



Our “baking twins” Christina (left) and Martina.



Patients hard at work shaping their fish tang yuan.

New Delightful Interest Groups

At our Day Care Centre, we embrace our patients’ strengths and interests through different interest groups such as Men United, hand chimes, cooking and gardening. Led by the occupational therapists, music and art therapists, these interest groups empower and build a sense of identity and belonging, enhancing our patients’ quality of life.

In 2022, we introduced two new interest groups - leather craft and bunne guitar. A wider variety of interest groups enables our patients to learn new skills and build their sense of self. Leather craft taps on our patients’ attention, fine motor skills and eye-hand coordination. It also allows them to exercise their creativity as they get to select the colour of the leather and thread and modify the design of the items. Patients expressed that the process of creation promoted mindfulness and helped them feel at peace.



Leather cardholder → handmade by patients.



Leather craft taps on our patients’ attention, fine motor skills and eye-hand coordination.



Creating beautiful memories  
Dearest Doctors, Nurses, Social workers & all,

We know our dad wasn’t going to get better but you made his remaining time as comfortable and happy as it could be and showed him such compassion and care during his stay in Assisi Hospice. We believe our dad was very happy and grateful to all of you, especially for the arrangement of celebrating my mum’s birthday. And we believe our dad will bring along the good gesture of yours and a beautiful memory of his wife’s birthday celebration with him with a thankful heart.

It has been such an eye-opener to see how much love and care you have shown to my dad and our family. To lose someone so special in our hearts has been devastating but you all were always there, not only for my dad but also for all his loved ones. Thank you for being such a kind and thoughtful voice when we needed it most when facing difficult times. Though my dad is no longer with us, we feel so grateful knowing my dad had a wonderful moment in your loving care and we are really grateful for all you did.

From the Family of Late Yew H.S.



**Uncle Michael made a handbag for his wife**

The leather tote bag is 76 year-old Michael Lee's first handmade gift to his wife, and it could be his last as well. He said,

“You need a lot of strength to pull tight when you hand stitch the bag, so that it will be durable. I may not have strength to make another one. I hope that she can keep this bag as a remembrance.”

Uncle Michael is our Day Care patient and suffers from pancreatic cancer. He joined our leather craft interest group last year, and decided to make a bag for his wife

of 48 years with his newly acquired skill. He said, “She would just grab a plastic bag for carrying things when she went out, so I wanted to make her something that is attractive, durable and practical.”

Uncle Michael used to be an optician, hence he was very mindful of the structure of the bag. He worked on the bag 2-3 times a week for 2 months, spending much time and effort measuring and cutting the leather, punching holes and pushing the needle through to stitch the bag together, with the help of our therapy aide. Despite his admission to the hospital during the process, he managed to complete it by Christmas and presented it to his wife at our Christmas Light-up event. He said, “She was happy and surprised, and thanked me for all the effort.”



↑ Uncle Michael stitching the leather bag.



↑ Uncle Michael gifting the bag to his wife.

# Reunion of Friends





TIME OF RECONNECTION

Volunteer Appreciation Night and No One Dies Alone Tea Session

Our volunteers were excited to gather physically again for the “#AlmostBackToNormal Party – Volunteer Appreciation Night” held on 10 June 2022. This was the first physical volunteer appreciation night since 2019. Over 70 volunteers and staff from our clinical team had an enjoyable evening reconnecting over a BBQ dinner, music and fun games. Long Service Awards were presented to volunteers who had served for 5 years and more. Some volunteers also took part in an indoor plant keeping workshop before the event.

Our No One Dies Alone volunteers gathered over a tea session on 27 May 2022. These volunteers, who continued to serve during the pandemic but were unable to meet up physically, were glad for the opportunity to gather and share their experiences. The social and emotional support for one another is important as they continue to serve our patients.



↑ Volunteers having fun at the photo booth.

A Reunion of Hearts – Assisi Dinner 2022

After a hiatus of two years, we were happy to be back at Pan Pacific Singapore on 21 August 2022 with our annual signature fund-raising event - Assisi Dinner 2022. Our Guest-of-Honour was Reverend Monsignor John-Paul Tan, Vicar General and Chancellor, Chancery of the Roman Catholic Archdiocese of Singapore. Our guests enjoyed a wonderful performance by internationally acclaimed jazz maestro, Jeremy Monteiro with musicians Shawn Letts, Rit Xu, Ben Poh, Tama Goh and wonderful vocalist Alemay Fernandez. A big thank you to our supporters for joining us at this reunion of hearts and coming together once again in the spirit of giving! We would also like to thank Pan Pacific Singapore for making the evening possible, and Jeremy Monteiro and Friends for partnering us for the first time to bring lovely jazz music to our guests. With the support of our generous partners, we raised \$1,072,460 with an expense of \$68,607 for this event.



↑ Our supporters gathered in the spirit of giving in A Reunion of Hearts.

The Season of Love – Assisi Hospice’s Fundraising Concert featuring Vocaluptuous

Over 650 attendees, including our patients, caregivers, staff and supporters, experienced The Season of Love on 5 November 2022 at Capitol Theatre, and had their hearts warmed and souls soothed by the lush harmonies of Vocaluptuous, Singapore’s definitive acapella group. Vocaluptuous members - Hwang Kai Wen, Genevieve Seah, Chong Wai Lun, John Lee, Hazrul Nizam and Takuma Tanaka, presented an amazing repertoire of beautiful songs in different languages, including English, Mandarin, Malay, Japanese, Italian during the charity concert, and delighted the audience with their cheerful banter. This is their second fundraising concert in collaboration with Assisi Hospice since the previous one held in 2014.

The concert was also a tribute to nurses and other healthcare frontliners who continued to persevere over the past two years amidst the continuous and evolving COVID-19 pandemic situation. Guest-of-Honour, Minister for Health, Mr Ong Ye Kung and representatives from Assisi Hospice joined Vocaluptuous in a special item “Stand By Me” to show their appreciation to the healthcare frontliners. Guest artist Dick Lee wowed the crowd with a rendition of his own composition “Love Is Forever”. A big thank you to Vocaluptuous, Dick Lee, IMC Group Asia, Capitol Theatre, Octava Foundation, BinjaiTree, Howden, Schrodgers, Annie Pek and all who joined us for the night – you are love personified!



Over **650** attendees at Assisi Hospice’s Fundraising Concert



↑ Mr Thomas Teo, Chairman of Assisi Hospice (4<sup>th</sup> from left), Ms Choo Shiu Ling, CEO of Assisi Hospice (5<sup>th</sup> from left), Minister Ong Ye Kung (6<sup>th</sup> from left), Ms Trudy Chua, Music Therapist of Assisi Hospice (7<sup>th</sup> from left) and acapella group Vocaluptuous on stage with audience behind.



↑ The concert was a tribute to nurses and other healthcare frontliners who continued to persevere for the past two years amidst the continuous and evolving COVID-19 pandemic situation.



## Creative Upcycled Creations helped raised funds for Assisi Fun Day 2022 E-Edition

Ten “Upcycled Creations” designed and handmade by Assisi supporters, including our volunteers, staff and members of public, were on sale at Assisi Fun Day 2022 - E-Edition at [www.assisifunday.sg](http://www.assisifunday.sg) from 6 October to 16 October 2022. In line with the eco-friendly theme of Assisi Fun Day 2022, the creative and attractive products included funky earrings made from used coffee capsules, woven baskets made from newspapers, hand-painted plastic jars made by 2 year-old toddlers, and zipped pouches made from the clothes of our therapy dog Onyx! Our volunteer Ms Tan Cheng Kim obtained the highest sales value from the products she made and emerged the winner of the Make & Sell for Good contest. All proceeds from the sale of these products went towards providing care and comfort for Assisi Hospice’s patients and their loved ones.

We would also like thank City Developments Limited, Imperial Treasure Restaurant Group Pte Ltd and Tung Lok Millenium Pte Ltd for their support for Assisi Fun Day 2022.



↑ The baskets were made from newspapers. It was created by Ms Tan Cheng Kim.

## Christmas Light Up 2022

We were happy to do a “comeback” Christmas event on 2 December 2022 where there was no social distancing and no segregation of patients. More patients could come with multiple family members to enjoy Christmas carols and watch the lighting up of the Christmas trees.

The season of Christmas is about peace, joy and love.



*The Assisi team tried to ensure that many of our patients got to join in the celebration, moving them tirelessly from the inpatient wards to our courtyard. The evening came alive with music, dance and the exciting fireworks filled the air with the warmth of Christmas.*

We would like to thank our co-organiser, Sembcorp Industries Ltd, for their support, and for bringing Christmas cheer to our patients through the gift distribution and engaging in fun art activities with them.



↑ Our patients enjoyed the fireworks and created lovely memories with their families.

## Support from plant nursery community

Our friends from the plant nursery community, Lai Seng Florist and Little Botany, rallied their partners who came together to support our cause through live charity auctions.

Desmond Chua, the owner of Lai Seng Florist, held a live charity auction on their Facebook page on 12 January 2022. In addition to offerings of lovely plants, other auction items included a rare plant cutting and fertilisers, supported by their partners and other plant-lovers.

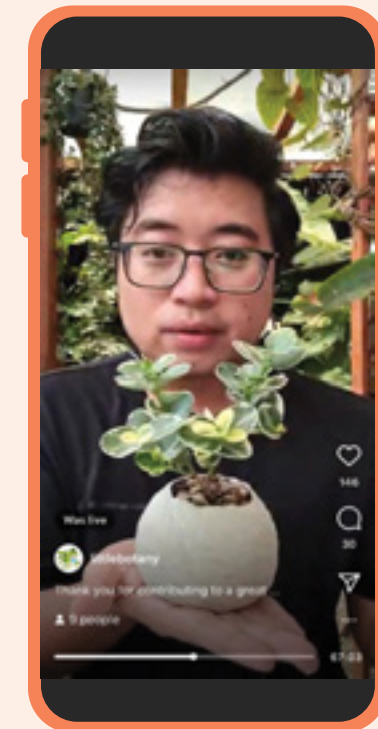


↑ Desmond Chua, the owner of Lai Seng Florist, held a live charity auction on their Facebook page.



*The charity auction was well-received by the community of plant-lovers, who also learned more about Assisi Hospice and palliative care through this initiative.*

Fendi, the owner of Little Botany, rallied a group of local potter friends and held an online live charity auction on Little Botany’s Instagram page on 27 March 2022. The charity auction featured exquisite plants and unique handmade pots. Each pot’s design was inspired by the potters’ experience when they visited Assisi Hospice to learn more about our care.



← Fendi, the owner of Little Botany, rallied a group of local potter friends and held an online live charity auction on Little Botany’s Instagram page.



Bringing the Joy of Pottery to Patients

From May to September 2022, our staff and patients discovered the fun and beauty of the world of ceramic art under the guidance of Rayn, founder of Ceramication. Our patients were immersed in the process of ceramics creation during the four sessions, making sake cups and dessert plates from scratch, and designing and painting them. They were delighted to bring their masterpieces home for everyday use after glazing and firing. Three patients, as well as Rayn, also contributed their pieces for the charity auction held at Assisi Dinner 2022, with proceeds supporting patient care at Assisi Hospice.

We would like to say a big thank you to Rayn for this collaboration which brought joy to our patients, and allowed them to give back.



↑ Rayn working with our patient mdm Tan on the ceramic piece for Assisi Dinner charity auction.



↑ Patient at work.



↑ Pretty sake cups made by our patients.

Seeding for Growth





AWARDS

We are happy to share that our colleagues have been honoured in these awards.

President’s Award for Nurses 2022  
Liu Fang, Senior Nurse Educator

The highest accolade in Singapore’s nursing profession, the President’s Award for Nurses, recognises nurses who have shown sustained outstanding performance and contributions to patient care delivery, education, research and administration.

Having worked in various nursing settings for 20 years, Liu Fang discovered her passion as a nurse educator when she was a preceptor in a ward. Her interest in teaching grew when she became a clinical instructor to nursing students, and she went on to complete her Masters of Science in Education for healthcare professionals at King’s College London in 2011. Liu Fang found her second passion – palliative care, graduating as the top student of her cohort for the Specialist Diploma in Palliative Care Nursing in 2015.

As a Senior Nurse Educator at Assisi Hospice, Liu Fang is affirming and inspiring to her nursing colleagues, always supporting their development and finding the best ways to equip them. She was instrumental in developing the nursing competency framework at Assisi, which became a guide for other disciplines when developing theirs. Liu Fang understands the challenges her colleagues face, and finds ways to enable effective learning to overcome these challenges. Communication with patients and their families in a palliative care setting can be challenging, especially during the highly stressful pandemic. She played a major role in the development and implementation of a de novo communication training workshop named “Game of Thorns – Tricky Conversations at the End of Life” for all clinical staff in



↑ Liu Fang receiving the award from President Halimah Yacob.

Assisi Hospice. She designed role-play scenarios based on real life situations, which were specific to the respective roles of the staff, ranging from nurses, therapists, to social workers. She also trained nurses and helped them overcome challenges on the usage of Palliative Care Outcomes Collaboration (PCOC), an assessment tool to measure patients’ outcome in palliative care, when Assisi Hospice adopted it in 2019.

Liu Fang makes significant contribution to palliative care training on a national level. She was appointed by MOH as the secretariat of the Palliative Nursing Competency Framework Development Workgroup. She was also invited by the SingHealth Duke NUS Supportive and Palliative Care Centre to provide guidance on development of a palliative care nursing competency framework for the SingHealth cluster. She was also invited by both Nanyang and Ngee Ann Polytechnics to their curriculum review committees for the Advanced Diploma in Nursing (Palliative Care) and Specialist Diploma in Palliative Care Nursing Course respectively.

As a nursing leader and educator, she is very grateful to have the trust, encouragement, and support from leaders who have inspired and guided her along the way. She aspires to be one of them to continue to motivate and nurture others.

Nurses’ Merit Award 2022  
Cordelia Wang, Senior Staff Nurse

This award is presented to deserving nurses for their outstanding performance and dedication to the profession. Cordelia shared her motivation for a career in nursing, “Being a palliative care nurse for 9 years, I am inspired by lessons I have learned from patients as I journey with them at their end-of-life.

I am grateful that I was able to care for an elderly lady, Mdm C, on the night she passed away a few years ago. Before she passed on, she expressed her love and gratitude towards her domestic helper, who had been caring for her through the ups and downs of her illness. She encouraged her to go home to the people who love and care about her as she deserved to be loved.

This conversation tugs at my heartstrings, even today. I have learned that a caregiver, even if he/she is not related to the patient, can have a great impact on the patient’s life right till the very end. As a caregiver of patients, this inspires me to push myself forward when I face challenges.”



↑ Cordelia Wang at the Nurses’ Merit Award 2022 Ceremony.



↑ Recipients of Community Care Manpower Development Award 2022.

Community Care Manpower  
Development Award 2022

Six colleagues were awarded the Community Care Manpower Development Award 2022. This award is administered by the AIC and provides new entrants, mid-career switchers and current staff working in the Community Care sector with opportunities to pursue and grow a career. The six recipients were:

- 1. **Nadiyah Binte Mohd Irfatt**, Senior Staff Nurse, pursuing a Specialist Diploma in Palliative Care Nursing
- 2. **Han Bee Yin**, Senior Staff Nurse, pursuing a Specialist Diploma in Palliative Care Nursing
- 3. **Ong Zhi Hui**, Senior Staff Nurse, pursuing a Specialist Diploma in Palliative Care Nursing
- 4. **Chermaine Ooi Tsu Lynn**, Senior Staff Nurse, pursuing a Specialist Diploma in Palliative Care Nursing
- 5. **Trudy Chua Hui Hui**, Music Therapist, pursuing a Postgraduate Diploma in Counselling Psychology
- 6. **Jeevitha D/O Chndragasan**, Senior Enrolled Nurse, pursuing a Diploma in Nursing

We wish them all the best in their studies as they strive to upskill to serve our patients and organisation even better.

Community Care Excellence Awards 2022

The Community Care Excellence Awards by AIC aim to recognise the contributions of individuals and project teams who have demonstrated exemplary service and commitment in delivering quality care to their clients in the Community Care sector.

23 colleagues received the Individual Award (Silver):

1. Almaden Joanna Rose Evardone, Senior Enrolled Nurse

2. Andres Kathleen Mier Tumamao, Staff Nurse

3. Audrey Petrus, Staff Nurse

4. Chermaine Ooi, Staff Nurse

5. Cho Cho Win, Senior Staff Nurse

6. Claire Anne Rayco Ricafort, Assistant Nurse Clinician

7. Cordelia Wang, Senior Staff Nurse

8. Doreen Tan, Senior Staff Nurse

9. Han Bee Yin, Senior Staff Nurse

10. Htet May Aung, Senior Staff Nurse

11. Junnie Phang, Senior Staff Nurse

12. Kanaga Ledanan D/O A, Senior Patient Care Assistant
13. Khin Moh Moh Aung, Staff Nurse

14. Lee Lai Siang, Senior Staff Nurse

15. Lim Sok Ching, Senior Staff Nurse

16. Loh Soon Yue, Senior Nurse Clinician

17. Lynn Tan, Senior Nurse Manager

18. Mya Nyein Soe, Assistant Nurse Clinician

19. Nurliyana Binte Mohamed Soffe, Senior Staff Nurse

20. Patacsil Vladimir Sudiactal, Staff Nurse

21. Saw Nandar Nwe, Nurse Manager

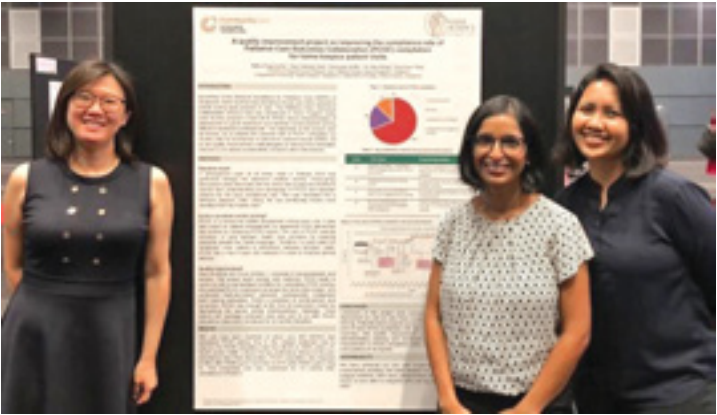
22. Sukhdev Kaur D/O Ranjit Singh, Senior Nurse Manager

23. Tan Shu Cing, Senior Staff Nurse

Two teams of colleagues received the Clinical Quality Improvement Award, which recognises outstanding projects that improve clinical care processes, patients/clients’ clinical outcome or safety.

Team Award (Silver) recipients:

“A quality improvement project on improving the compliance rate of Palliative Care Outcomes Collaboration (PCOC) completion for home hospice patient visits” by Dr Nithia Angamuthu, Dr Ong Eng Koon, Saw Nandar Nwe, Nurliyana Binte Mohamed Soffe, Wong Yin Yee



↑ Team Award (Silver) recipients

Team Award (Gold) recipients:

“Addressing Feeding-related Errors and Dysphagia Management in an Inpatient Hospice” by Dr Tan Su-yen, Dr Gwendoline Beatrice Soh, Loh Soon Yue, Michelle Boo, Wong Yin Yee, Joanna Rose Evardone Almaden, Wang Yu Qin Cordelia, Mai Aye Aye Myint, Stephanie Ann Leong, Mo Mo Aye



← ↑ Team Award (Gold) recipients

Assisi Hospice President’s Certificate of Commendation (COVID-19) 2022 National Awards (COVID-19) to Recognise Contributions in the fight against COVID-19

Assisi Hospice is honoured to receive the President’s Certificate of Commendation (COVID-19), which is awarded to organisations and teams that made exceptional efforts which had a significant impact in Singapore’s fight against COVID-19.





Poster Presentation at Conferences and Publication in Journals

Our colleagues participated in conferences, contributing to greater knowledge in the palliative care sector worldwide through poster presentations. They have also shared their knowledge through publication of articles in journals.

Poster presentation

Staff	Conference	Title of Poster
Dr Tan Su-Yen (Resident Physician)	Healthcare Quality Forum 2022	Reducing Prescriber–related Medication Errors in Assisi Hospice Inpatient unit
Saw Nandar Nwe (Nurse Manager)	Healthcare Quality Forum 2022	Reduction of fentanyl patch-related medication error contributed by caregivers in a home hospice setting

Article publication

Staff	Authors	Title of the Article	Journal
Celine Yong (Senior Occupational Therapist)	Geck Hoon Lim, <b>Celine Yong</b> , Lauren J. Breen, Sharon Keesing, and Angus Buchanan	Occupations of Terminally Ill Chinese Older Adults and Their Caregivers in Singapore: A Qualitative Exploratory Study	Omega- Journal of Death and Dying. 2022. Vol. 0(0) 1-19.
Tey Mei Qi (Senior Medical Social Worker)	<b>Tey Mei Qi</b> , Lee Geok Ling	Understanding bereavement experiences and coping among bereaved family caregivers in Singapore - Positive meaning	Omega- Journal of Death and Dying. 2022. Vol. 0(0) 1-18.
Dr Lo Tong Jen (Consultant)	<b>Lo Tong Jen</b> , Tan Su-yen, Fong Seow Ying, Wong Yin Yee, Soh Tze Ling Gwendoline	Benchmarking Medication Error Rates in Palliative Care Services: Not as simple as it seems	American Journal of Hospice & Palliative Care. 2022 Vol 39(12):1484-1490

Training

Our staff are precious to us. We hope to help each individual develop their expertise with a long-term perspective of their contribution to healthcare in Singapore. Our Franciscan values and the ethos of palliative care guide us in developing the perspective that we all share the same space and are responsible for the wellbeing of one another to grow and develop to our fullest potential. Training and coaching are structured and personalised in Assisi. We plan individual training roadmaps and ensure formalised leadership development to enhance professional and personal development for all staff.

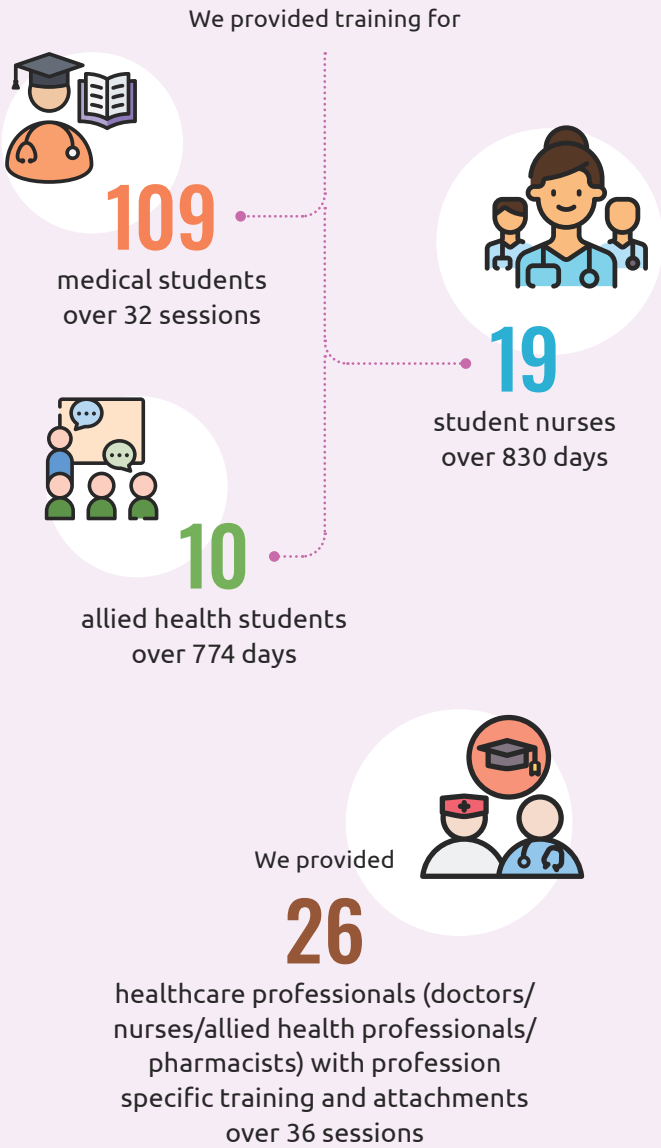
Linda Chew, Senior Staff Nurse, Home care, graduated from the full-time study of Master of Nursing at Alice Lee Centre for Nursing Studies. Trudy Chua, Music Therapist, graduated from a Postgraduate Diploma in Counselling Psychology.

Our nurturing goes beyond our staff. We conducted the Bonny Method of Guided Imagery & Music (GIM) Level 3, Module 1 and Module 2 in 2022. Module 1 - Advanced Clinical was conducted on 1 to 6 Mar 22 & 8 to 13 Mar 22 for 9 participants. Module 2 - Myth and Archetype was conducted on 8 Sep to 10 Sep & 15 Sep to 17 Sep for 9 participants.

174 clinical personnel were attached to Assisi Hospice in 2022. They comprised 138 local students (109 medical, 19 nursing, 10 allied health students) and 36 clinical professionals.

*We would like to thank the Diana Koh Foundation for their kind support of our nurse training programme.*

Clinical expertise shared



Joint Mission Formation Retreat 2022

Each year the healthcare ministries founded by the Franciscan Missionaries of the Divine Motherhood (FMDM) congregation come together to celebrate a shared life in mission as well as the diversity of gifts and contributions they had made in the communities they serve. In 2022, the Joint Mission Formation Retreat was held on 5 November 2022 at Assisi Hospice’s Essery Hall, attended by the Board and Executive Teams of Assisi Hospice, Mount Miriam Cancer Hospital, Mount Alvernia Hospital and the Canonical Stewards of Catholic Health Care Asia.

All present were invited to reflect on the theme “**Crafting Our Future Together – Responding With My Abilities**”, taking reference from St Francis of Assisi who sought to name God’s dream for the world and act on it. He understood the call to Mission was always inclusive of everyone, creating a world beyond what we know.

Sharing challenges, stories of overcoming and facing very real issues in the community - all who gathered discussed the impact of the COVID-19 pandemic, the global shortage of nurses and healthcare workers. How are we to gear up, to respond to the needs of the people in the seasons ahead?

The Group reflected on the exhortations of a Blessing of St Francis and St Clare of Assisi, as well as a message from Pope Francis.

♥ *All present expressed appreciation for the gifts and experience we have been blessed with, and thus received a sense of solidarity and strength that buoyed a renewed commitment to the service we have been called to.*



← Sr Jane sharing with participants of the retreat.

Financial Statements





Directors’ Statement

We hereby submit this annual report to the members of the Company together with the audited financial statements for the financial year ended 31 December 2022.

In our opinion:

- (a) the financial statements set out on pages 61 to 95 are drawn up, so as to give a true and fair view of the balance sheet of the Company as at 31 December 2022, the statement of financial activities and statement of cash flows of the Company for the year ended on that date, in accordance with the provisions of the Companies Act 1967 (‘the Act’), the Charities Act 1994 and other relevant regulations (‘the Charities Act and Regulations’) and Charities Accounting Standards; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

The Board of Directors has on the date of this statement, authorised these financial statements for issue.

Directors

The directors in office at the date of this statement are as follows:

Teo Liang Huat Thomas  
Paul Lee Seng Meng  
Anthony Mallek  
Choo Wee Jin Philip  
Jeffrey Cheong Hwee Han  
Kuah Boon Theng  
Lita Chew Sui Tjien  
Lynna Chandra  
Nagaraj Sivaram  
Rankine Fiona Audrey  
Tham Wai Chung Linus  
Trillion So  
Wong Yit Yeng  
Yap Lin Kiat Philip

Under Article 9 of its Memorandum of Association, the members of the Company guarantee to contribute a sum not exceeding \$1 each to the assets of the Company in the event of it being wound up. The members of the Company are Sister Leonida Lee Siew Lian, Sister Anne Goh Bee Kew, Sister Jane Margaret Bertelsen, and Sister Helena Mc Evilly.

Directors’ Statement (cont’d)

Directors’ interests

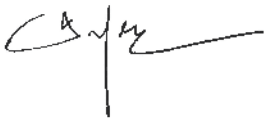
The Company has no share capital and its member’s liability is limited by guarantee.

Neither at the end of, nor at any time during the financial year, was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the subscription to or acquisition of debentures of the Company or any other body corporate.

Auditors

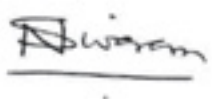
The auditors, KPMG LLP, have indicated their willingness to accept re-appointment.

On behalf of the Board of Directors



Teo Liang Huat Thomas  
Director

18 May 2023



Nagaraj Sivaram  
Director

## Independent Auditors’ Report

Members of the Company  
Assisi Hospice (A Company Limited by Guarantee)

### Report on the financial statements

#### Opinion

We have audited the accompanying financial statements of Assisi Hospice (the Company), which comprise the balance sheet as at 31 December 2022, the statement of financial activities and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 61 to 95.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Companies Act 1967 (‘the Act’), the Charities Act 1994 and other relevant regulations (‘the Charities Act and Regulations’) and Charities Accounting Standards so as to give a true and fair view of the state of affairs of the Company as at 31 December 2022 and of the financial activities and cash flows of the Company for the year ended on that date.

#### Basis for opinion

We conducted our audit in accordance with Singapore Standards on Auditing (‘SSAs’). Our responsibilities under those standards are further described in the ‘*Auditors’ responsibilities for the audit of the financial statements*’ section of our report. We are independent of the Company in accordance with the Accounting and Corporate Regulatory Authority *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* (‘ACRA Code’) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Other information

Management is responsible for the other information contained in the annual report. Other information is defined as all information in the annual report other than the financial statements and our auditors’ report thereon.

We have obtained all other information prior to the date of this auditors’ report.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Independent Auditors’ Report (cont’d)

Members of the Company  
Assisi Hospice (A Company Limited by Guarantee)

### Responsibilities of management and directors for the financial statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act, the Charities Act and Regulations and Charities Accounting Standards, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Company’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The directors’ responsibilities include overseeing the Company’s financial reporting process.

### Auditors’ responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors’ report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.
- Obtain an understanding of internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company’s internal controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



Independent Auditors’ Report (cont’d)

Members of the Company  
Assisi Hospice (A Company Limited by Guarantee)

- Conclude on the appropriateness of management’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors’ report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors’ report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal controls that we identify during our audit.

Report on other legal and regulatory requirements

In our opinion, the accounting and other records required be kept by the Company have been properly kept in accordance with the provisions of the Charities Act.

During the course of our audit, nothing has come to our attention that causes us to believe that during the year:

- (a) the Company has not used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- (b) the Company has not complied with the requirements of Regulation 15 (fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations.

KPMG LLP

KPMG LLP  
Public Accountants and  
Chartered Accountants

Singapore  
18 May 2023

Balance Sheet

As at 31 December 2022

	Note	2022 \$'000	2021 \$'000 Restated
<b>Non-current assets</b>			
Property, plant and equipment	5	43,496	46,077
Investments	6	68,561	69,959
		112,057	116,036
<b>Current assets</b>			
Inventories	7	54	53
Trade and other receivables	8	6,182	9,852
Cash and cash equivalents	9	73,503	60,400
		79,739	70,305
<b>Total assets</b>		191,796	186,341
<b>Funds</b>			
Restricted funds	10	11,233	15,602
Endowment Fund	11	60,177	60,177
Unrestricted funds	12	114,632	104,686
<b>Total funds</b>		186,042	180,465
<b>Current liabilities</b>			
Trade and other payables	13	5,754	5,876
<b>Total liabilities</b>		5,754	5,876
<b>Total funds and liabilities</b>		191,796	186,341

The accompanying notes form an integral part of these financial statements.

Statement of Financial Activities

Year ended 31 December 2022

Note	2022				2021			
	Total	Total	Endowment	Total	Total	Total	Endowment	Total
	Unrestricted	Restricted	Fund	Funds	Unrestricted	Restricted	Fund	Funds
	Funds	Funds			Funds	Funds		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
					Restated		Restated	Restated
<b>As at 1 January, as previously stated</b>								
Prior year adjustment	109,270	15,602	62,314	187,186	122,253	19,274	35,177	176,704
4	(4,584)	–	(2,137)	(6,721)	(3,560)	–	–	(3,560)
<b>As at 1 January, as restated</b>								
	104,686	15,602	60,177	180,465	118,693	19,274	35,177	173,144
<b>Income</b>								
<b>Income from generated fund</b>								
Voluntary income								
- Donation - General	3,460	131	–	3,591	6,009	56	–	6,065
- Donation - Mount Alvernia Hospital	588	–	–	588	588	–	–	588
14	6,177	5,177	–	11,354	2,852	5,608	–	8,460
- Government Grant/Sponsorship received/ receivable	10,225	5,308	–	15,533	9,449	5,664	–	15,113
Fundraising activities	9,219	200	–	9,419	6,438	102	–	6,540
Investment income	657	–	–	657	240	–	–	240
15	20,101	5,508	–	25,609	16,127	5,766	–	21,893
<b>Income from charitable activities</b>								
- Government grants	9,922	–	–	9,922	10,005	–	–	10,005
- Patient fees	7,193	–	–	7,193	7,262	–	–	7,262
	17,115	–	–	17,115	17,267	–	–	17,267
<b>Total income</b>								
	37,216	5,508	–	42,724	33,394	5,766	–	39,160
<b>Expenditure</b>								
<b>Cost of generating funds</b>								
- Fundraising expenses	294	28	–	322	299	–	–	299
- Investment expense (impairment)	1,398	–	–	1,398	41	–	–	41
15	1,692	28	–	1,720	340	–	–	340

The accompanying notes form an integral part of these financial statements.

Statement of Financial Activities (cont'd)

Year ended 31 December 2022

Note	2022				2021			
	Total	Total	Endowment	Total	Total	Total	Endowment	Total
	Unrestricted	Restricted	Fund	Funds	Unrestricted	Restricted	Fund	Funds
	Funds	Funds			Funds	Funds		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
					Restated		Restated	Restated
<b>Charitable activities</b>								
- Salaries and related costs	12,243	7,598	–	19,841	8,581	7,938	–	16,519
- Contributions to defined contribution plan	1,671	312	–	1,983	1,390	321	–	1,711
- Programme expenses	12,816	641	–	13,457	12,257	895	–	13,152
4	26,730	8,551	–	35,281	22,228	9,154	–	31,382
<b>Governance costs</b>								
- Professional fees	72	–	–	72	57	–	–	57
- Insurance	66	–	–	66	55	–	–	55
- Others	8	–	–	8	5	–	–	5
17	146	–	–	146	117	–	–	117
<b>Total expenditure</b>								
	28,568	8,579	–	37,147	22,685	9,154	–	31,839
<b>Net income/(expenditure) before tax expense</b>								
	8,648	(3,071)	–	5,577	10,709	(3,388)	–	7,321
Income tax expense	–	–	–	–	–	–	–	–
19	–	–	–	–	–	–	–	–
<b>Net income/(expenditure) for the year</b>								
18	8,648	(3,071)	–	5,577	10,709	(3,388)	–	7,321
<b>Transfers</b>								
- Transfer between funds								
• Restricted to unrestricted funds	1,298	(1,298)	–	–	284	(284)	–	–
10	–	–	–	–	(25,000)	–	25,000	–
• Unrestricted to endowment funds	1,298	(1,298)	–	–	(24,716)	(284)	25,000	–
11	9,946	(4,369)	–	5,577	(14,007)	(3,672)	25,000	7,321
<b>Net movement in funds</b>								
	114,632	11,233	60,177	186,042	104,686	15,602	60,177	180,465
<b>As at 31 December</b>								

For details on movement in financial activities of the individual funds, please refer to Appendix A.

The accompanying notes form an integral part of these financial statements.



Statement of Cash Flows

Year ended 31 December 2022

Cash flows from operating activities

Net income for the year

Adjustments for:

Depreciation of property, plant and equipment

Loss on disposal of property, plant and equipment

Interest income from time deposits

Income from investment fund

Impairment loss on investment

Changes in:

- Trade and other receivables

- Trade and other payables

- Inventory

Net cash from operating activities

Cash flows from investing activities

Interest received from time deposits

Income received from investment fund

Purchase of property, plant and equipment

Proceeds from disposal of investments

Purchase of investment

Net cash used in investing activities

Net increase in cash and cash equivalents

Cash and cash equivalents at beginning of the year

Cash and cash equivalents at end of the year

Note	2022 \$'000	2021 \$'000 Restated
	5,577	7,321
5	3,273	3,416
5	1	–
15	(657)	(142)
15	–	(98)
15	1,398	41
	9,592	10,538
	4,043	10,190
	(122)	778
	(1)	(4)
	13,512	21,502
	284	149
	–	98
5	(693)	(1,020)
6	–	20,000
6	–	(20,000)
	(409)	(773)
	13,103	20,729
	60,400	39,671
9	73,503	60,400

The accompanying notes form an integral part of these financial statements.

Notes to the Financial Statements

These notes form an integral part of the financial statements.

The financial statements were authorised for issue by the Board of Directors on 18 May 2023.

1 Domicile and activities

Assisi Hospice (the Company) is a charitable organisation registered in the Republic of Singapore and has its principal place of business at 832 Thomson Road, Singapore 574627.

The principal activities of the Company are to provide in-patient hospice services for chronically sick and terminally ill patients as well as day care and home care services.

The Company is approved as an institution of a public character (IPC) under the provisions of the Income Tax Act 1947. The Company is registered as a charity under the Charities Act 1994.

2 Basis of preparation

2.1 Statement of compliance

The financial statements have been prepared in accordance with the Charities Accounting Standards (CAS).

2.2 Basis of measurement

The financial statements have been prepared on the historical cost basis.

2.3 Functional and presentation currency

The financial statements are presented in Singapore dollars which is the Company's functional currency. All financial information presented in Singapore Dollar has been rounded to the nearest thousand, unless otherwise stated.

2.4 Use of estimates and judgements

The preparation of the financial statements in conformity with CAS requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Notes to the Financial Statements (cont’d)

3 Significant accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

3.1 Foreign currency transactions

Transactions in foreign currencies are translated to Singapore dollars at the exchange rate at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated to the functional currency at the exchange rate at that date. Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are translated to the functional currency at the exchange rate at the date that the fair value was determined. Foreign currency differences arising from translation are recognised in the statement of financial activities.

3.2 Property, plant and equipment

Recognition and measurement

Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

If significant parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Any gain or loss on disposal of an item of property, plant and equipment is recognised in the statement of financial activities.

Subsequent costs

The cost of replacing a component of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Company and its cost can be measured reliably. The carrying amount of the replaced component is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in the statement of financial activities as incurred.

Notes to the Financial Statements (cont’d)

Depreciation

Depreciation is based on the cost of an asset less its residual value. Significant components of individual assets are assessed and if a component has a useful life that is different from the remainder of that asset, that component is depreciated separately.

Depreciation is recognised as expenditure in the statement of financial activities on a straight-line basis over the estimated useful lives of each part of an item of property, plant and equipment.

The estimated useful lives for the current and comparative years are as follows:

Building	30 years
Renovations	3 years
Furniture and fittings	5 years
Office and other equipment	4 to 10 years
Motor vehicles	4 years
Plant and machinery	4 to 10 years
Medical equipment	6 years
Computer equipment	3 to 10 years

Assets under construction are stated at cost. Expenditure relating to assets under construction are capitalised when incurred. No depreciation is provided until the assets under construction are completed and the related property, plant and equipment are available for use.

Depreciation methods, useful lives and residual values are reviewed, and adjusted as appropriate, at each reporting date.

3.3 Trade and other receivables

Trade and other receivables excluding prepayments are initially recognised at their transaction price, excluding transaction costs, if any. Transaction costs are recognised as expenditure in the statement of financial activities as incurred.

Prepayments are initially recognised at the amount paid in advance for the economic resources expected to be received in the future.

After initial recognition, trade and other receivables excluding prepayments are measured at cost less any accumulated impairment losses. Prepayments are measured at the amount paid less the economic resources received or consumed during the financial period.

3.4 Cash and cash equivalents

Cash and cash equivalents comprise cash balances and time deposits with financial institutions.



Notes to the Financial Statements (cont’d)

3.5 Investments

Investments are recognised at cost less any accumulated impairment losses on a portfolio basis. Any impairment recorded is reversed in subsequent periods if there is an increase in the relevant portfolio value. The reversal of an impairment shall not exceed what the cost would have been had the impairment not previously been recognised.

3.6 Inventories

Inventories comprising medical supplies, are measured at the lower of cost and net realisable value. Cost is calculated using weighted average cost formula and comprises all costs of purchase and other cost incurred in bringing the inventories to their present location and condition. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs necessary to make the sale.

3.7 Trade and other payables

Trade and other payables excluding accruals are recognised at their transaction price, excluding transaction costs, if any, both at initial recognition and at subsequent measurement. Transaction costs are recognised as expenditure in the statement of financial activities as incurred. Accruals are recognised at the best estimate of the amount payable.

3.8 Employee benefits

*Defined contribution plans*

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution plans are recognised as an expense in the statement of financial activities as incurred.

*Short-term employee benefits*

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided.

A liability is recognised for the amount expected to be paid under short-term cash bonus or profit-sharing plans if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

Notes to the Financial Statements (cont’d)

3.9 Income

Income are included in the statement of financial activities when the following three factors are met:

- the Company becomes entitled to the income;
- the management are virtually certain that they will receive the income; and
- the monetary value can be measured with sufficient reliability.

*Patient fees*

Provided it is probable that the economic benefits will flow to the Company, and that the income and expenses, if applicable, can be measured reliably, income from patients and related services is recognised when the services are rendered. Revenue excludes goods and services taxes or other taxes.

*Government grants*

The Company’s income comprises grants from the government to meet the Company’s operating expenses and to fund the Company’s capital expenditure.

Grants from the government are recognised as income in the statement of financial activities where there is reasonable assurance that they will be received and the conditions attached to them will be complied with. Where uncertainty exists as to whether the Company can meet the conditions, the grants that are received are deferred as a liability until there is sufficient evidence that the conditions attached can be met.

*Donation and fundraising income*

Donations and revenue from fundraising are recognised as income in the accounting period in which they are received or receivable.

*Donation in kind*

Donation in kind are recorded as donation income at an amount equivalent to the estimated value of the items donated when the value can be reasonably and reliably estimated.

*Investment income*

Investment income comprises interest income from time deposits and income from investment fund. Interest income is recognised on an accrual basis, using the effective interest method. For investments managed by third party fund managers, net realised gains/losses on disposal of investments are recognised as income from investment fund when the portfolio is redeemed in whole or in part.

Notes to the Financial Statements (cont’d)

3.10 Expenditure

All expenditure are accounted for on an accrual basis and has been classified under headings that aggregate all cost related to that activity. Cost comprises direct expenditure including direct staff costs attributable to the activity. Where costs cannot be wholly attributed to an activity, they have been apportioned on a basis consistent with the use of resources. These include overheads like utilities, amortisation of leasehold improvements and support costs.

**Costs of generating funds**

Costs of generating funds include the costs of activities carried out to generate income, which will be used to undertake charitable activities.

**Charitable activities**

Charitable activities include both direct and related support costs relating to general running of the Company for service delivery.

**Governance costs**

Governance costs include those costs associated with meeting constitutional and statutory requirements of the Company. It includes insurance, related staff cost, audit and professional fees related to the governance infrastructure and in ensuring public accountability of the Company.

3.11 Impairment

- (i) Inventories

The Company assesses at each reporting date whether any inventories are impaired. The Company makes the assessment by comparing the carrying amount of each item of inventory with its selling price less costs to complete and sell. If an item of inventory is impaired, the Company reduces the carrying amount of the inventory to its selling price less costs to complete and sell. The Company recognises the reduction as impairment loss immediately in the statement of financial activities.

Notes to the Financial Statements (cont’d)

- (ii) Financial assets

*Trade and other receivables*

At the end of each reporting period, the Company assess whether there is objective evidence of impairment of trade and other receivables. If there is objective evidence of impairment, the Company recognises an impairment loss immediately in the statement of financial activities.

An impairment loss in respect of trade and other receivables is calculated as the difference between its carrying amount and the undiscounted future cash flows that the Company expects to receive from trade and other receivables. Losses are recognised in the statement of financial activities.

*Investments*

Impairment loss in respect of investments is calculated as the difference between its carrying amount and the best estimate of the amount that the Company would receive from investment if it was to be sold at the reporting date. For investment managed by third party fund managers, impairment loss is calculated on a portfolio basis. Impairment losses are recognised in the statement of financial activities.

3.12 Funds structure

Unrestricted funds are available for use at the discretion of the management in furtherance of the general objectives of the Company.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

The endowment fund is also a restricted fund and any income generated is expendable at the discretion of the governing board members.



## Notes to the Financial Statements (cont'd)

#### 4 Prior year adjustments

With effect from 1 January 2022, the Company changed its accounting policy relating to the measurement of the performance of the funds from individual basis to a portfolio basis. This is to align with how the investment committee reviews the investments. Investments are recognised at cost less any accumulated impairment losses on a portfolio basis. Any impairment recorded is reversed in subsequent periods if there is an increase in the relevant portfolio value. For investment income from investments managed by third party fund managers, net realised gains/losses on disposal of investments are recognised when the portfolio is redeemed in whole or in part.

### Summary of quantitative impact

The following tables summarise the material impact on the Company's balance sheet as at 1 January 2021 and 31 December 2021 and the statement of financial activities for the year ended 31 December 2021.

	Impact of change in accounting policy		
	As previously stated \$'000	Adjustments \$'000	As restated \$'000
<b>Balance sheet</b>			
<b>1 January 2021</b>			
<b>Non-current assets</b>			
Investments	71,497	(1,497)	70,000
<b>Current assets</b>			
Trade and other receivables	20,154	(105)	20,049
Cash and cash equivalents	41,643	(1,972)	39,671
	61,797	(2,077)	59,720
<b>Impact on total assets</b>	133,294	(3,574)	129,720
<b>Funds</b>			
Unrestricted funds	122,253	(3,560)	118,693
<b>Impact on total funds</b>	122,253	(3,560)	118,693
<b>Current liabilities</b>			
Trade and other payables	5,112	(14)	5,098
<b>Impact on total liabilities</b>	5,112	(14)	5,098
<b>Impact on total funds and liabilities</b>	127,365	(3,574)	123,791

## Notes to the Financial Statements (cont'd)

	Impact of change in accounting policy		
	As previously stated \$'000	Adjustments \$'000	As restated \$'000
<b>Balance sheet</b>			
<b>31 December 2021</b>			
<b>Non-current assets</b>			
Investments	74,178	(4,219)	69,959
<b>Current assets</b>			
Trade and other receivables	9,996	(144)	9,852
Cash and cash equivalents	62,758	(2,358)	60,400
	72,754	(2,502)	70,252
<b>Impact on total assets</b>	146,932	(6,721)	140,211
<b>Funds</b>			
Endowment Fund	62,314	(2,137)	60,177
Unrestricted funds	109,270	(4,584)	104,686
<b>Impact on total funds</b>	171,584	(6,721)	164,863
	Impact of change in accounting policy		
	As previously stated \$'000	Adjustments \$'000	As restated \$'000
<b>Statement of financial activities</b>			
<b>For the year ended 31 December 2021</b>			
<b>General Funds</b>			
Investment income	1,311	(1,071)	240
Investment expenses	(72)	31	(41)
Programme expenses	(12,273)	16	(12,257)
	(11,034)	(1,024)	(12,058)
<b>Endowment Fund</b>			
Investment income	2,290	(2,290)	–
Investment expenses	(153)	153	–
	2,137	(2,137)	–
<b>Impact on net income</b>		(3,161)	

Notes to the Financial Statements (cont’d)

5Property, plant and equipment

	Building \$'000	Renovations \$'000	Furniture and fittings \$'000	Office and other equipment \$'000	Motor vehicles \$'000	Plant and machinery \$'000	Medical equipment \$'000	Computer equipment \$'000	Assets under construction \$'000	Total \$'000
<b>Cost</b>										
At 1 January 2021	48,054	6	619	2,586	393	6,619	870	3,786	87	63,020
Additions					9	17	57	149	788	1,020
Disposals	–	–	–	–	–	–	(3)	(264)	–	(267)
Reclassification	–	10	–	–	–	–	–	184	(194)	–
At 31 December 2021	48,054	16	619	2,586	402	6,636	924	3,855	681	63,773
Additions	–	–	25	–	–	–	77	91	500	693
Disposals	–	–	–	–	–	–	(21)	(6)	–	(27)
Reclassification	–	–	–	149	–	–	–	1,022	(1,171)	–
At 31 December 2022	48,054	16	644	2,735	402	6,636	980	4,962	10	64,439
<b>Accumulated depreciation</b>										
At 1 January 2021	6,407	–	468	1,188	303	2,649	508	3,024	–	14,547
Depreciation charge for the year	1,602	2	105	291	49	664	140	563	–	3,416
Disposals	–	–	–	–	–	–	(3)	(264)	–	(267)
At 31 December 2021	8,009	2	573	1,479	352	3,313	645	3,323	–	17,696
Depreciation charge for the year	1,602	3	35	232	29	666	138	568	–	3,273
Disposals	–	–	–	–	–	–	(20)	(6)	–	(26)
At 31 December 2022	9,611	5	608	1,711	381	3,979	763	3,885	–	20,943
<b>Carrying amounts</b>										
At 31 December 2021	40,045	14	46	1,107	50	3,323	279	532	681	46,077
At 31 December 2022	38,443	11	36	1,024	21	2,657	217	1,077	10	43,496

Notes to the Financial Statements (cont’d)

6Investments

The investment committee oversees the management of funds set aside for investment purposes. The Company’s investments are managed on a portfolio basis by third party fund managers, Lion Global Investors Limited (LGI), Fullerton Fund Management Company Ltd (FFMC) and Schroder Investment Management (S) Ltd (SIMS) at cost of \$20million, \$30million and \$20million respectively. These funds are invested in a portfolio of investments designed to balance risk and returns over the long term. The performance of each of the funds are monitored by the investment committee on a portfolio basis every quarter.

	2022 \$'000	2021 \$'000
At 1 January – at cost	69,959	70,000
Additions	–	20,000
Disposals	–	(20,000)
Impairment loss for the year	(1,398)	(41)
At 31 December – at cost less impairment	68,561	69,959

The Company has recognised an impairment loss of \$1.4million (2021: \$41,000) for the investment portfolio managed by SIMS as the market value of \$18.6million (2021: \$19.9million) was less than cost of \$20million.

As at 31 December 2022, the market value of each of the investment portfolio is as below:

	2022 \$'000	2021 \$'000
LGI	20,827	22,408
FFMC	31,853	36,425
SIMS	18,561	19,959
At 31 December – market value	71,241	78,792

7Inventories

	2022 \$'000	2021 \$'000
Medical supplies	54	53



Notes to the Financial Statements (cont’d)

8Trade and other receivables

	2022 \$'000	2021 \$'000 Restated
Trade receivables	1,239	1,482
Allowance for doubtful trade receivables	(54)	(54)
Net receivables	1,185	1,428
Amount due from Ministry of Health	3,962	7,826
Fund receivable from third parties	75	100
Other receivables	6	31
Deposits	256	260
Interest receivable	501	128
Prepayments	197	79
	6,182	9,852

The Company’s primary exposure to credit risk arises through its trade receivables and fund receivable from third parties. Concentration of credit risk relating to the trade receivables is limited due to the Company’s many varied patients. No significant risk exposure is expected to arise from the fund receivable from third parties. The Company’s historical experience in the collection of accounts receivable falls within the recorded allowances. Due to these factors, management believes that no additional credit risk beyond the amounts provided for collection losses, if any, is inherent in the Company’s trade receivables.

9Cash and cash equivalents

	2022 \$'000	2021 \$'000 Restated
Cash at bank and in hand	13,246	16,333
Time deposits with financial institutions held by the Company	60,257	44,067
Cash and cash equivalents in the statement of cash flows	73,503	60,400

The interest rates per annum for deposits held by the Company in financial institutions at the reporting date ranges from 0.34% to 4.20% (2021: 0.17% to 0.50%). Time deposits are placed by the Company with a maturity of one, three, six, nine and twelve months.

Included in the cash and cash equivalents is an aggregate of \$11,233,177 (2021: \$10,013,777) which is subject to usage restriction imposed by the donors (see restricted funds in note 10).

Notes to the Financial Statements (cont’d)

10Restricted funds

	Note	2022 \$'000	2021 \$'000
Community Silver Trust Fund	(i)	10,258	14,781
Paediatric Palliative Care Programme	(ii)	674	674
Patient Assistance Fund	(iii)	217	41
Respectance Fund	(iv)	41	53
Singapore Ireland Fund	(v)	34	34
Gym Tonic Fund	(vi)	9	19
President’s Challenge Fund	(vii)	–	–
		11,233	15,602

(i)Community Silver Trust Fund

	2022 \$'000	2021 \$'000
Balance at 1 January	14,781	18,468
Grant from the Community Silver Trust	5,177	5,588
Expenditure	(8,390)	(8,979)
Fund Transfer	(1,310)	(296)
Balance at 31 December	10,258	14,781

The fund is represented by:

Amount due from Ministry of Health	–	5,588
Cash and cash equivalents	10,258	9,193
	10,258	14,781

The Community Silver Trust is a scheme whereby the government will provide a matching grant of one dollar for every donation dollar raised by eligible organisations to fund programmes for up to 5 years. As such, expenditures incurred and fund transfers made from the fund may not necessarily match the grants received in any single year. The objectives are to encourage more donations and provide additional resources for the service providers in the Intermediate and Long Term Care Sector and to enhance capabilities and provide value-added services to achieve affordable and higher quality care.

During the year, the Company utilised \$8,390,510 (2021: \$8,979,630) from the fund and transferred \$1,309,747 (2021: \$296,780) from the Community Silver Trust Fund to the General Fund for purpose of depreciation.

## Notes to the Financial Statements (cont'd)

(ii) Paediatric Palliative Care Programme

2022	2021
\$'000	\$'000

The fund is represented by:

Cash and cash equivalents	674	674
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The Paediatric Palliative Care Programme was established in 2005 to provide paediatric palliative care to the terminally ill children and their families.

During the year, the Company received donations amounting to \$Nil (2021: \$66,180) and utilised \$Nil (2021: \$Nil) from the fund to provide paediatric palliative care to the terminally ill children.

(iii) Patient Assistance Fund

2022	2021
\$'000	\$'000

The fund is represented by:

Cash and cash equivalents	217	41
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The Patient Assistance Fund was set up in 2010 to assist lower income needy patients and their families with immediate needs such as, transportation including ambulance, food and milk feeds, consumables and any other needs as deemed necessary.

During the year, the Company received in donations amounting to \$200,000 (2021: \$Nil) and utilised \$24,242 (2021: \$89,022) from the fund to help needy patients.

## Notes to the Financial Statements (cont'd)

(iv) Respectance Fund

2022	2021
\$'000	\$'000

The fund is represented by:

Cash and cash equivalents	41	53
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The Respectance Fund was set up in 2011 with the desire to respect and fulfil the preference of our patients to die in their own homes. This fund also provides short-term financial help for needy families whose primary breadwinner is facing death.

During the year, the Company received donations amounting to \$Nil (2021: \$35,900) and transferred \$11,776 (2021: \$20,000) from Accumulated Fund to the Respectance Fund. \$24,231 (2021: \$19,585) was utilised from the fund to help needy families.

(v) Singapore Ireland Fund

2022	2021
\$'000	\$'000

The fund is represented by:

Cash and cash equivalents	34	34
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The fund was set up in 2015 with the objective to support palliative nursing care training.

## Notes to the Financial Statements (cont'd)

(vi) Gym Tonic Fund

2022	2021
\$'000	\$'000
9	19

The fund is represented by:

Cash and cash equivalents

The objective of the fund is to support palliative nursing care training through purchasing advanced gym equipment and software to improve the functional abilities of patients.

During the year, the Company has allocated \$Nil (2021: \$20,000) into the Gym Tonic Fund from the grant received from Lien Foundation (see note 13). In addition, the Company utilised \$10,115 (2021: \$10,172) from the fund.

(vii) President's Challenge Fund

2022	2021
\$'000	\$'000
—	—

The fund is represented by:

Cash and cash equivalents

This fund was established in May 2020 with the objective to subsidise the manpower costs to provide palliative care for the Day Care patients.

During the year, the Company received grants amounting to \$131,376 (2021: \$56,304) and fully utilised amounts of \$131,376 (2021: \$56,304) from the fund.

## Notes to the Financial Statements (cont'd)

## 11 Endowment Fund

2022	2021
\$'000	\$'000
	Restated
60,177	60,177

The fund is represented by:

Investments

The fund was set up with the objective to create a new ongoing source of income to enhance the long term financial viability to cater for organisational expansion and growth.

During the year, \$Nil (2021: \$25,000,000) was transferred from Accumulated Fund to the Endowment Fund.

## 12 Unrestricted funds

	Note	2022 \$'000	2021 \$'000 Restated
Accumulated Fund		55,494	43,014
Staff Welfare Fund	(i)	1,012	970
Building Fund	(ii)	41,967	44,450
Sinking Fund	(iii)	16,159	16,252
		114,632	104,686



Notes to the Financial Statements (cont’d)

(i) Staff Welfare Fund

	2022 \$’000	2021 \$’000
The fund is represented by:		
Cash and cash equivalents	1,012	970

The fund was set up in 2012. The objective of the fund is to offer a one-off financial aid for the death of a spouse, child or parent of any staff, to help staff when there is an urgent and unexpected need, to set aside some funds for group activities and subscription of corporate membership to places of interest for staff.

During the year, the Company received donations and grants amounting to \$123,711 (2021: \$156,776) and utilised \$82,258 (2021: \$83,983) from the fund for staff activities.

(ii) Building Fund

	2022 \$’000	2021 \$’000
The fund is represented by:		
Property, plant and equipment	41,967	44,450

During the year, the Company incurred depreciation expense of \$2,482,602 (2021: \$2,808,322), included within programme expenses.

The hospice building held by the Company is for general and not restricted purpose.

Notes to the Financial Statements (cont’d)

(iii) Sinking Fund

	2022 \$’000	2021 \$’000
The fund is represented by:		
Cash and cash equivalents	16,159	16,252

This fund was established in 2018 with the objective to meet the needs of replacing systems and maintaining the building over a 10-year period.

During the year, the Company utilised \$92,832 (2021: \$155,581) from the fund of which \$Nil (2021: \$17,335) was transferred to Accumulated fund for the purpose of depreciation, replacements and maintenance to the building.

13 Trade and other payables

	2022 \$’000	2021 \$’000
Amount due to Mount Alvernia Hospital	93	69
Patients’ deposits	2	1
Trade and other payables	548	529
Advance received from Lien Foundation	132	132
Accrued operating expenses	4,878	5,032
GST payable	101	113
	5,754	5,876

The outstanding balance to Mount Alvernia Hospital is unsecured, interest-free and repayable on demand.

Advance received from Lien Foundation will be used for future Lien Foundation approved projects. During the year, the Company received the approval from Lien Foundation to transfer \$Nil (2021: \$20,000) to Gym Tonic Fund (refer to note 10).

Notes to the Financial Statements (cont’d)

14 Donation from Mount Alvernia Hospital

Donation from Mount Alvernia Hospital amounted to \$588,000 (2021: \$588,000).

In addition, included in the fundraising activities income was an amount of \$36,000 (2021: \$30,000) donated by Mount Alvernia Hospital during a Charity Dinner.

15 Investment income and investment expense

	2022 \$'000	2021 \$'000 Restated
Interest income from time deposits	657	142
Income from investment fund	–	98
<b>Investment income</b>	<b>657</b>	<b>240</b>
Impairment loss for the year		
- General Fund (see note 6)	(1,398)	(41)
<b>Investment expense</b>	<b>(1,398)</b>	<b>(41)</b>
<b>Net investment (loss)/income</b>	<b>(741)</b>	<b>199</b>

In FY2021, the Company earned income of \$98,000 from investment fund upon full disposal of money market funds that were placed at initial cost of \$20million. The principal amount of \$20million was subsequently used for the investment in a portfolio managed by Schroder Investment Management (S) Ltd in FY2021. Also see note 6.

Notes to the Financial Statements (cont’d)

16 Charitable activities

Expenditure on charitable activities under Accumulated Fund comprises the following:

	Programme expenses \$'000	Salaries and related costs \$'000	Contributions to defined contribution plan \$'000	Total \$'000
<b>2022</b>				
Hospice services	6,820	11,113	906	18,839
Day care services	1,868	1,609	212	3,689
Home care services	1,470	4,521	553	6,544
Total	10,158	17,243	1,671	29,072
Less: Funded by CST Operating Expense Matching Grant	–	(5,000)	–	(5,000)
	10,158	12,243	1,671	24,072
<b>2021 (Restated)</b>				
Hospice services	5,990	8,586	745	15,321
Day care services	1,892	1,365	192	3,449
Home care services	1,346	3,630	453	5,429
Total	9,228	13,581	1,390	24,199
Less: Funded by CST Operating Expense Matching Grant	–	(5,000)	–	(5,000)
	9,228	8,581	1,390	19,199

17 Professional fees

	2022 \$'000	2021 \$'000
External audit fees	24	28
Internal audit fees	24	7
Others	24	22
	72	57

Notes to the Financial Statements (cont’d)

18 Net income for the year

The following items have been included in arriving at net income for the year:

	Note	2022 \$'000	2021 \$'000
Supplies and consumables		1,096	1,100
Depreciation of property, plant and equipment	5	3,273	3,416
Loss on disposal of property, plant and equipment	5	1	–
Repairs and maintenance		541	487
Support services rendered by Mount Alvernia Hospital		409	450
Agency manpower services		2,982	2,803
Utilities		351	326
Staff costs		19,841	16,519
Contributions to defined contribution plans		1,983	1,711

19 Income taxes

The Company is an approved charity organisation under the Charities Act 1994 and an institution of a public character under the Income Tax Act 1947. No provision for taxation has been made in the financial statements as the Company is a registered charity with income tax exemption.

20 Tax deductible donations

Tax deductible donations amounting to \$6,885,351 (2021: \$6,703,991) were received during the year.

The Company enjoys a concessionary tax treatment whereby qualifying donors are granted 250% tax deduction for the donations made to the Company.

21 Commitments

As at 31 December 2022, the Company had commitments of \$160,320 (2021: \$802,744) relating to the purchase of computers and other equipment.

Notes to the Financial Statements (cont’d)

22 Related parties

Key management personnel compensation

Key management personnel of the Company are those having authority and responsibility for planning, directing and controlling the activities of the Company. The Board of Directors and executive management team are considered key management personnel of the Company.

Key management personnel compensation comprised:

	2022 \$'000	2021 \$'000
Short-term employee benefits	2,571	2,396

In compliance with the Code of Corporate Governance for Charities and Institutions of a Public Character, the annual remuneration of the Company’s three highest paid staff fall into the following band(s):

	2022	2021
\$200,000 to \$300,000	1	1
\$300,000 to \$400,000	1	2
\$400,000 to \$500,000	1	–

The directors did not receive any compensation for their services rendered to the Company. There are no paid staff who are close members of the family of the Chief Executive Officer or any Board members. Other than disclosed elsewhere in the financial statements, the transactions with related parties are as follows:

	2022 \$'000	2021 \$'000
Purchase of food and provision, medical supplies and clinical consumables from Mount Alvernia Hospital	32	37
Sale of medical supplies and clinical consumables to Mount Alvernia Hospital	21	–



## Notes to the Financial Statements (cont'd)

## 23 Funds

Note	Unrestricted Funds					Restricted Funds										
	Accumulated Fund	Staff Welfare Fund	Building Fund	Sinking Fund	Total Unrestricted Funds	Community Silver Trust Funds	Paediatric Palliative Care Programme	Patient Assistance Fund	Respectance Fund	Singapore Ireland Fund	Gym Tonic Fund	President's Challenge Fund	Ingot IP Fund	Total Restricted Funds	Endowment Fund	Total Funds
	\$'000 Restated	\$'000	\$'000	\$'000	\$'000 Restated	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000 Restated	\$'000 Restated
4	57,691	897	47,258	16,407	122,253	18,468	608	130	17	34	9	–	8	19,274	35,177	176,704
	(3,560)	–	–	–	(3,560)	–	–	–	–	–	–	–	–	–	–	(3,560)
	54,131	897	47,258	16,407	118,693	18,468	608	130	17	34	9	–	8	19,274	35,177	173,144
14	6,009	–	–	–	6,009	–	–	–	–	–	–	56	–	56	–	6,065
	588	–	–	–	588	–	–	–	–	–	–	–	–	–	–	588
	2,705	147	–	–	2,852	5,588	–	–	–	–	20	–	–	5,608	–	8,460
15	9,302	147	–	–	9,449	5,588	–	–	–	–	20	56	–	5,664	–	15,113
	6,429	9	–	–	6,438	–	66	–	36	–	–	–	–	102	–	6,540
	240	–	–	–	240	–	–	–	–	–	–	–	–	–	–	240
	15,971	156	–	–	16,127	5,588	66	–	36	–	20	56	–	5,766	–	21,893
	10,005	–	–	–	10,005	–	–	–	–	–	–	–	–	–	–	10,005
	7,262	–	–	–	7,262	–	–	–	–	–	–	–	–	–	–	7,262
	17,267	–	–	–	17,267	–	–	–	–	–	–	–	–	–	–	17,267
	33,238	156	–	–	33,394	5,588	66	–	36	–	20	56	–	5,766	–	39,160

Notes to the Financial Statements (cont'd)

← Unrestricted Funds →						← Restricted Funds →										
Note	Accumulated Fund \$'000 Restated	Staff Welfare Fund \$'000	Building Fund \$'000	Sinking Fund \$'000	Total Unrestricted Funds \$'000 Restated	Community Silver Trust Funds \$'000	Paediatric Palliative Care Programme \$'000	Patient Assistance Fund \$'000	Respectance Fund \$'000	Singapore Ireland Fund \$'000	Gym Tonic Fund \$'000	President's Challenge Fund \$'000	Ingot IP Fund \$'000	Total Restricted Funds \$'000	Endowment Fund \$'000 Restated	Total Funds \$'000 Restated
<b>Expenditure</b>																
<b>Cost of generating funds</b>																
15	- Fundraising expenses	299	–	–	–	299	–	–	–	–	–	–	–	–	–	299
	- Investment expense (impairment)	41	–	–	–	41	–	–	–	–	–	–	–	–	–	41
		340	–	–	–	340	–	–	–	–	–	–	–	–	–	340
<b>Charitable activities</b>																
16	- Salaries and related costs	8,581	–	–	–	8,581	7,890	–	–	–	–	48	–	7,938	–	16,519
	- Contributions to defined contribution plan	1,390	–	–	–	1,390	313	–	–	–	–	8	–	321	–	1,711
	- Programme expenses	9,228	83	2,808	138	12,257	776	–	89	20	10	–	–	895	–	13,152
		19,199	83	2,808	138	22,228	8,979	–	89	20	10	56	–	9,154	–	31,382
<b>Governance costs</b>																
17	- Professional fees	57	–	–	–	57	–	–	–	–	–	–	–	–	–	57
	- Insurance	55	–	–	–	55	–	–	–	–	–	–	–	–	–	55
	- Others	5	–	–	–	5	–	–	–	–	–	–	–	–	–	5
		117	–	–	–	117	–	–	–	–	–	–	–	–	–	117
<b>Total expenditure</b>		19,656	83	2,808	138	22,685	8,979	–	89	20	10	56	–	9,154	–	31,839
<b>Net income/(expenditure) before tax expense</b>		13,582	73	(2,808)	(138)	10,709	(3,391)	66	(89)	16	10	–	–	(3,388)	–	7,321
19	Income tax expense	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
18	<b>Net income/(expenditure) for the year</b>	13,582	73	(2,808)	(138)	10,709	(3,391)	66	(89)	16	10	–	–	(3,388)	–	7,321
<b>Transfers</b>																
Transfer between funds																
10	Restricted to unrestricted funds	301	–	–	(17)	284	(296)	–	–	20	–	–	–	(8)	(284)	–
11	Unrestricted to endowment funds	(25,000)	–	–	–	(25,000)	–	–	–	–	–	–	–	–	25,000	–
		(24,699)	–	–	(17)	(24,716)	(296)	–	–	20	–	–	–	(8)	(284)	–
<b>Net Movement in funds</b>		(11,117)	73	(2,808)	(155)	(14,007)	(3,687)	66	(89)	36	10	–	(8)	(3,672)	25,000	7,321
<b>As at 31 December 2021, as restated</b>		43,014	970	44,450	16,252	104,686	14,781	674	41	53	34	19	–	15,602	60,177	180,465

Notes to the Financial Statements (cont’d)

← Unrestricted Funds →						← Restricted Funds →										
Note	Accumulated Fund \$'000	Staff Welfare Fund \$'000	Building Fund \$'000	Sinking Fund \$'000	Total Unrestricted Funds \$'000	Community Silver Trust Funds \$'000	Paediatric Palliative Care Programme \$'000	Patient Assistance Fund \$'000	Respectance Fund \$'000	Singapore Ireland Fund \$'000	Gym Tonic Fund \$'000	President's Challenge Fund \$'000	Ingot IP Fund \$'000	Total Restricted Funds \$'000	Endowment Fund \$'000	Total Funds \$'000
4	47,598	970	44,450	16,252	109,270	14,781	674	41	53	34	19	–	–	15,602	62,314	187,186
	(4,584)	–	–	–	(4,584)	–	–	–	–	–	–	–	–	–	(2,137)	(6,721)
	43,014	970	44,450	16,252	104,686	14,781	674	41	53	34	19	–	–	15,602	60,177	180,465
14	3,460	–	–	–	3,460	–	–	–	–	–	–	131	–	131	–	3,591
	588	–	–	–	588	–	–	–	–	–	–	–	–	–	–	588
	6,066	111	–	–	6,177	5,177	–	–	–	–	–	–	–	5,177	–	11,354
15	10,114	111	–	–	10,225	5,177	–	–	–	–	–	131	–	5,308	–	15,533
	9,206	13	–	–	9,219	–	–	200	–	–	–	–	–	200	–	9,419
	657	–	–	–	657	–	–	–	–	–	–	–	–	–	–	657
	19,977	124	–	–	20,101	5,177	–	200	–	–	–	131	–	5,508	–	25,609
	9,922	–	–	–	9,922	–	–	–	–	–	–	–	–	–	–	9,922
	7,193	–	–	–	7,193	–	–	–	–	–	–	–	–	–	–	7,193
	17,115	–	–	–	17,115	–	–	–	–	–	–	–	–	–	–	17,115
	37,092	124	–	–	37,216	5,177	–	200	–	–	–	131	–	5,508	–	42,724



Notes to the Financial Statements (cont'd)

← Unrestricted Funds →						← Restricted Funds →											
Note	Accumulated Fund \$'000	Staff Welfare Fund \$'000	Building Fund \$'000	Sinking Fund \$'000	Total Unrestricted Funds \$'000	Community Silver Trust Funds \$'000	Paediatric Palliative Care Programme \$'000	Patient Assistance Fund \$'000	Respectance Fund \$'000	Singapore Ireland Fund \$'000	Gym Tonic Fund \$'000	President's Challenge Fund \$'000	Ingot IP Fund \$'000	Total Restricted Funds \$'000	Endowment Fund \$'000	Total Funds \$'000	
<b>Expenditure</b>																	
<b>Cost of generating funds</b>																	
- Fundraising expenses	294	–	–	–	294	28	–	–	–	–	–	–	–	28	–	322	
- Investment expense (impairment)	1,398	–	–	–	1,398	–	–	–	–	–	–	–	–	–	–	1,398	
	1,692	–	–	–	1,692	28	–	–	–	–	–	–	–	28	–	1,720	
<b>Charitable activities</b>																	
- Salaries and related costs	12,243	–	–	–	12,243	7,486	–	–	–	–	–	112	–	7,598	–	19,841	
- Contributions to defined contribution plan	1,671	–	–	–	1,671	293	–	–	–	–	–	19	–	312	–	1,983	
- Programme expenses	10,158	82	2,483	93	12,816	583	–	24	24	–	10	–	–	641	–	13,457	
	24,072	82	2,483	93	26,730	8,362	–	24	24	–	10	131	–	8,551	–	35,281	
<b>Governance costs</b>																	
- Professional fees	72	–	–	–	72	–	–	–	–	–	–	–	–	–	–	72	
- Insurance	66	–	–	–	66	–	–	–	–	–	–	–	–	–	–	66	
- Others	8	–	–	–	8	–	–	–	–	–	–	–	–	–	–	8	
	146	–	–	–	146	–	–	–	–	–	–	–	–	–	–	146	
<b>Total expenditure</b>	25,910	82	2,483	93	28,568	8,390	–	24	24	–	10	131	–	8,579	–	37,147	
<b>Net income/(expenditure) before tax expense</b>	11,182	42	(2,483)	(93)	8,648	(3,213)	–	176	(24)	–	(10)	–	–	(3,071)	–	5,577	
Income tax expense	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
<b>Net income/(expenditure) for the year</b>	11,182	42	(2,483)	(93)	8,648	(3,213)	–	176	(24)	–	(10)	–	–	(3,071)	–	5,577	
<b>Transfers</b>																	
Transfer between funds																	
Restricted to unrestricted funds	10	1,298	–	–	1,298	(1,310)	–	–	12	–	–	–	–	(1,298)	–	–	
Unrestricted to endowment funds	11	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
		1,298	–	–	1,298	(1,310)	–	–	12	–	–	–	–	(1,298)	–	–	
<b>Net Movement in funds</b>		12,480	42	(2,483)	(93)	9,946	(4,523)	176	(12)	–	(10)	–	–	(4,369)	–	5,577	
<b>As at 31 December 2022</b>		55,494	1,012	41,967	16,159	114,632	10,258	674	217	41	34	9	–	11,233	60,177	186,042	

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".... then He got up and rebuked  
the winds and the waves, and it  
was completely calm."

*Matthew 8:26*