

DPH Chairman's Report

Welcome to the Dover Park Hospice's 31st AGM.

At our last AGM, I was thankful that we had rounded the corner after COVID-19 and successfully resumed all our services. I count our blessings that our people, patients and partners have made it through together.

This was a very significant financial year for Dover Park Hospice as we reached our 30th Anniversary. We celebrated this momentous milestone through our Appreciation Dinner and Sunflower Charity Concert, which showed us that there was still much support for our work in palliative care.

I am heartened by this, especially in light of the work ahead.

We are now in an exciting transitional period as an organization, and physically as we prepare to move into our new premises at the Integrated Care Hub (ICH).

This brings us opportunities to advance the care programmes that we currently run, as well as to encourage the introduction of newer ones. Although Palliative Care has its origins in Cancer Care, our philosophy of dignity, care and compassion in the last stages of life extend equally to all life-limiting illnesses. As we look ahead to the future, we expect to receive more non-cancer patients who will need our care to leave with the dignity that they deserve.

Welcome to our new CEO

I would like to welcome our new CEO Dr Liew Li Lian, who is no stranger to us. As a young medical officer, she had been referring patients to Dover Park Hospice. She was part of the team together with Dr Angel Lee and Dr Wu Huei Yaw who brought Respecting Choices, our first Advance Care Plan framework to Singapore, and started Project CARE whose offices were on the third floor of our current building. Later, she was part of the planning team which won approval to build the Integrated Care Hub (ICH).

As our new CEO, it will be Li Lian's job to lead Dover Park Hospice's growth into a national partner that can support the palliative care needs of at least 1 million residents of Central Singapore. There is no better time to be at Dover Park Hospice with the recent announcement of the new National Strategy for Palliative Care by Health Minister, Ong Ye Kung, naming us as one of three key partners to spread palliative care beyond hospital walls.

Looking Ahead

We are on track to move into the Integrated Care Hub (ICH) by 6th November 2023. This gives us double the inpatient capacity, triple the day care space, with more options to offer respite, and room to grow our home care team to serve a diverse group of patients including those with end-stage organ failure, advanced lung disease and advanced dementia. This comes in addition to a 20% increase in Home Care patients served in FY22-23 (from 600 to 700 patients as compared to FY21-22).

With this move also comes greater physical coherence with Tan Tock Seng Hospital, with whom we are embarking on a pilot capitation funding model. It

will be a national first to bring about a smoother transition from acute to palliative inpatient, home or day hospiceAs care as we continue to work toward the target of reducing deaths in hospital by 10% by 2027.

One example of how we have already begun to extend care to non-cancer patients is Programme IMPACT (Integrated Management and Palliative Care for Terminally-Ill Non-Cancer Patients), a joint initiative between our Dover Park Home Care team and Tan Tock Seng Hospital. Programme IMPACT had cared for 79 patients with end stage organ failure between April 2022 - March 2023. Through this, we have learnt so much more about the patterns of change that occur to patients with non-cancer conditions. We will continue to extend gradually to eventually accept all palliative patients from Tan Tock Seng Hospital.

Nurturing Our People

As we take on this national responsibility, we also continue to develop our most important and precious asset – our people. We do this in three ways: by nurturing our people through educational opportunities, by giving freedom to improve care and add to current knowledge, and by encouraging them to participate in meaningful activities. With support from Community Silver Trust (CST) Fund and Community Care Salary Enhancement (CCSE) Scheme, we must continue to evolve careers that reflect the growing importance of palliative care in the community.

This year we were awarded the Silver in the category for “Productivity Improvement” at the Community Care Excellence Award 2022 (October 2022) for the implementation of Project TeleHEAL (Heal, Embrace, And Love). Since May 2020, the team had conducted over 800 video consultations and expanded

to include more patients. It had also piloted video consultations to include allied health services such as art and music therapy. We continue to enhance the use of telemedicine in home palliative care by 30% from 501 to 652 patients.

Our Medical Social Worker, Michelle Lau, was awarded the 'Community Care Manpower Development Award' on 5 September 2022 to further her studies in Master of Social Work.

Our nurses too have continued to shine brightly.

Mr Muhammad Ikliluddin Bin Abdul Rahmat (Senior Staff Nurse) received the Nurses' Merit Award 2022. This was presented by Mr Ong Ye Kung at the award ceremony on 6 July 2022 - the award recognises excellent performance and professional development and contributed to enhancing the nursing profession in Singapore.

Nurse Manager Quek Yanting was one of 33 who graduated from the 3rd Singapore Nurse Leader Programme (SNLP) on 10 August 2022.

Four of our nurses, Chang Yee, Chaw Pui Teng, Geraldine Tulio Sasis and Madelina Lim, were awarded with Specialist Diplomas in Palliative Care Nursing to develop themselves professionally on 5 September 2022.

In October 2022, our Nurse Manager, Pamela Koh and Assistant Director of Nursing, Joyce Goo participated in the MOH Palliative Nursing Competency Framework publication. The framework details job roles, professional competencies and professional development milestones for specialist nurses working in palliative care.

Supporting Knowledge and Professional Growth

The Palliative Care Centre for Research and Education (PalC) continues to produce stellar outcomes.

In FY22-23, PalC conducted eight courses spanning topics under its Palliative Care Training and Development for Healthcare Professionals, including palliative care in advanced dementia and non-cancer illnesses, pain management, coping with bereavement, psychosocial, spiritual, rehabilitative, legal and ethical aspects of end-of-life care, as well as self-care for the healthcare professional. This was attended by 224 healthcare professionals.

In collaboration with the National Cancer Centre and School of Life Sciences, Ngee Ann Polytechnic, 27 registered nurses graduated with Specialist Diploma in Palliative Care Nursing.

PalC retained its 3rd Year of Appointment as a Learning Institute under AIC Learning Institutes Network 2.0 and was appointed by the Ministry of Health in June 2022 to participate in the National Strategy for Palliative Care gaps analysis exercise to identify gaps and chart strategies and visions of the palliative care sector in the next five to ten years.

It awarded over \$100,000 successfully to four applicants for the inaugural PalC Research Grant which ended on 31 August 2022, and produced two internationally-published pieces of research.

The PalC Caregivers Study of 200 caregivers from Dover Park Home Care and Day Care patients received wide mass media coverage and Prof Kenneth Mak, Director of Medical Services (now Director-General, Health) personally

requested details of the study for his team. It revealed a gap between the actual level of support received by caregivers and their desired level of support in which increase in cost of care is associated with 10 times increase in depression risk.

A total of 179 healthcare professionals from medical, nursing, allied health, therapy and pharmacy had their clinical attachments with us.

Weaving in Technology

Ahead of our move into ICH, we have completed digitization of our medication records. Our pharmacy processes have been integrated and automated to reduce risk of error, and to remove mundane work.

We have also rolled out inpatient telemonitoring to collect the data of vital signs and monitor patients' symptoms remotely, freeing nurses to focus on patients with more pressing needs.

On the Home Care front, our teleservices now include allied health consults comprising social workers, music & art therapists, physiotherapists and occupational therapists.

As we speak, the team is trialling further efforts to create a better internet-of-things (IOT) environment that can scale.

Continuing Good Governance

Our Governing Council has continued its good work supported by a well-rounded set of sub-committees representing all aspects of enterprise and governance areas.

We will continue to refresh and renew our Governing Council membership with passionate members.

Our Clinical Reach And Demographics

In FY2022/2023, we admitted 370 inpatients with an average length of stay (ALOS) of 26 days. We found that more than 58% of these patients came from the lowest two tiers of the National Means Test (defined as lower income), with an average age of 74 years. This is a trend to watch. As Singapore's medical care improves even further, there may be more and older patients with less financial resources and more complex conditions entering palliation. We hence need to continue to actively fundraise in anticipation of expanding financial support for our patients.

Our Home Care Team took care of 745 patients, with an ALOS of 74 days. This group was slightly older, at an average age of 80 years, and slightly fewer from lower income families (54.5%). As we reach more and more non-cancer patients, I expect the age range and ALOS to diversify. There will be opportunities to collaborate in care with community care partners providing general frailty and aged care.

Our Day Care team cared for 38 patients comprising those attending Programme Compassion, Programme Impact and Programme Dignity. They

stayed with us for an ALOS of 105 days, at average age 77 years, of which 53.05% were from lower income families. We are looking to help more Day Care patients be intentional, using structured programmes to equip them to remain at home rather than to keep them on daily Day Care indefinitely.

I must also thank Dr Mervyn Koh, our Medical Director for steering the ship from January to March 2023, as our Acting CEO. Together with Assistant Director of Nursing, Ms Joyce Goo, they continued to manage Dover Park Hospice very well.

Finance and Operations

For the financial year ended 31 March 2023, DPH reported a net surplus of \$686K (FY 2022: \$846K) which was 19% lower than FY 2022. This was mainly due to the realised losses on investment as there were sale of financial assets at year-end in preparation for transition to the new fund manager. DPH appointed a new external fund manager with effect from 1 April 2023.

DPH received additional government funding such as the CST Fund and CCSE Scheme. DPH was also privileged to continue to benefit from generous and supportive donors through its fundraising activities. For the operating expenditure, it increased from \$17.60 million in FY 2022 to \$19.49 million in this FY mainly due to the increase in manpower cost.

DPH's financial position is currently healthy. Management continues to be prudent in the financial management and working on the projections of finances when DPH moves to the new ICH Building in November 2023.

Fund-raising

Our 30th Anniversary Appreciation Dinner 2022 was held at Goodwood Park Hotel on 12 August 2022 with a specially curated 4-course Western dinner. Together with our Patron, Dr Tony Tan Keng Yam, former President of Singapore, we thanked our major gift donors, previous and current council and committee members for their unwavering support and contributions.

In commemorating World Hospice and Palliative Care Day 2022, we participated in the roadshow organised by TTSH from 3 to 7 October 2022 at TTSH atrium with other community palliative care providers. We engaged the public on interactive games in debunking myths about hospice and end-of-life care where they also penned their well wishes for our patients.

Our Dover Park Hospice Sunflower Charity Concert was held at the Esplanade Theatre on 20 October 2022, drawing more than 900 guests with Minister for Health, Mr Ong Ye Kung as the Guest-of-Honour. The concert, titled "Making More Moments Matter 增。时", featured stellar performances by top local artistes. The event successfully raised over \$1 million, with 1-to-1 dollar matching from Tote Board's Enhanced Fundraising Programme.

Our year-end fundraising mailer, themed "Joy, Love, Peace, Creating Moments that Matter" raised more than \$175,000.

I would like to commend and congratulate the Fund-raising Committee and the management team for their effort, generosity with their time, and continued passion to support this good cause.

Conclusion

As we move beyond our 30 years, I am immensely grateful for your support. We are entering a new period of growth and discovery. I hope that we can continue to work together towards embedding the philosophy of meaningful lives to the end. Let us now reach ahead and try to serve more deserving patients and caregivers.

Thank you.

A handwritten signature in blue ink, appearing to read 'Jeremy Lim', with a stylized flourish at the end.

A/Prof Jeremy Lim

Chairman

31st Governing Council