

NEW FRONTIERS

Redefining and pushing the envelope of hospice care.

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42%
of our Star PALS patients
are less than five years old.



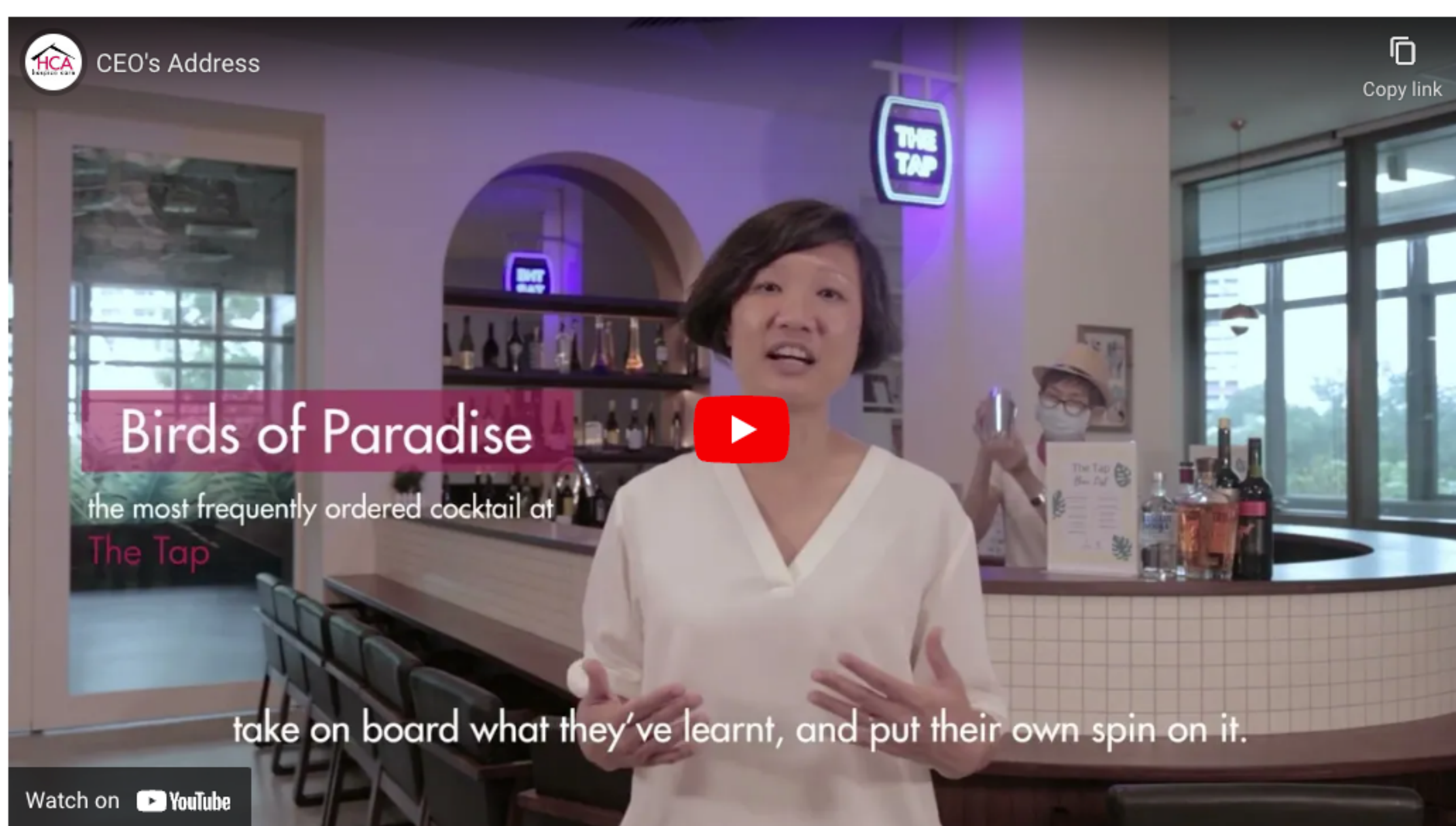
The year 2021 reaffirmed our resolve to focus on the people at the heart of HCA – our patients and families who put their trust in us, and our staff, volunteers and partners who make HCA's mission possible.

Dr Caroline Lim
Chairperson

[Read More](#)



CEO's ADDRESS



Chairperson's MESSAGE

The year 2021 reaffirmed our resolve to focus on the people at the heart of HCA – our patients and families who put their trust in us, and our staff, volunteers and partners who make HCA's mission possible.

Bringing end-of-life care back home to enable patients and their loved ones to spend quality time together is central to our mission. As Singapore's largest home hospice provider, HCA is poised to be at the forefront of the transition from hospital to home. Our team of doctors, nurses, medical social workers, volunteers and administrators work hard to make a meaningful difference to our patients and their families.

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Dr Caroline Lim

Chairperson



Medical Director's MESSAGE



On the cusp of a 'freer' new year without Safe Management Measures or looming new variants that impact our support to patients and families, let us review what we have achieved in the last year, and anticipate with excitement where we are heading.

Having successfully piloted home physiotherapy through a grant, we hired our very own therapist and launched the 'Get Active' and 'Breath of Life' programmes. The former helps patients stay independent even as their illnesses progress, while the latter empowers those feeling breathless through customised measures.

[Read More](#)

Dr Chong Poh Heng

Medical Director

Our LEADERS



Mr Lim Boon Heng
Patron
Date joined: 1 Sep 2005

HCA Board of Directors



Dr Caroline Lim
Chairperson
Date joined: 23 Jan 2018
Council meetings attended: 8/8
Senior Lecturer,
Singapore University of Social Sciences



Mr Terence Kew
Vice-Chairperson
Date joined: 28 Jul 2020
Council meetings attended: 8/8
Former global IT manager of a
manufacturing company



Ms Tan Soh Keng
Vice-Chairperson
Date joined: 26 Jun 2014
Council meetings attended: 8/8
Assistant Director,
Alexandra Health Fund Limited



Ms Pang Wai Yin
Honorary Treasurer
Date joined: 20 Jan 2020
Council meetings attended: 8/8
Board member of insurance and fund
management companies



Ms Rita Chan
Honorary Secretary (resigned 31 Dec 2021)
Date joined: 28 Mar 2017
Council meetings attended: 8/8
Retired professional



Dr Richard Yap
Honorary Secretary (wef 1 Jan 2022)
Date joined: 1 Jan 2021
Council meetings attended: 8/8
Retired investment professional



Ms Elizabeth Choo
Member
Date joined: 1 Jan 2021
Council meetings attended: 5/5
Retired legal professional



Mr Bruce Leong
Member
Date joined: 21 Jun 2018
Council meetings attended: 5/5
Director, Technology & Strategy,
Mount Alvernia Hospital



Dr Patricia Neo
Member
Date joined: 25 Aug 2018
Council meetings attended: 7/8
Head & Senior Consultant,
Division of Supportive and Palliative Care,
National Cancer Centre Singapore



Mr Tan Choon Seng
Member
Date joined: 16 Nov 2020
Council meetings attended: 4/5
Advisor, Board, Locanis GmbH



Mr Tay Beng Hwee
Member
Date joined: 20 Jan 2020
Council meetings attended: 8/8
Consulting Partner, Auxilium Pte Ltd



Mr Tay Swee Yuan
Member
Date joined: 20 Nov 2019
Council meetings attended: 4/5
Entrepreneur and former head of data
management at investment entity



Ms Matilda Woo
Member
Date joined: 22 Aug 2015
Council meetings attended: 8/8
Portfolio Manager,
Golden Swan Asset Management Pte Ltd

HCA Management

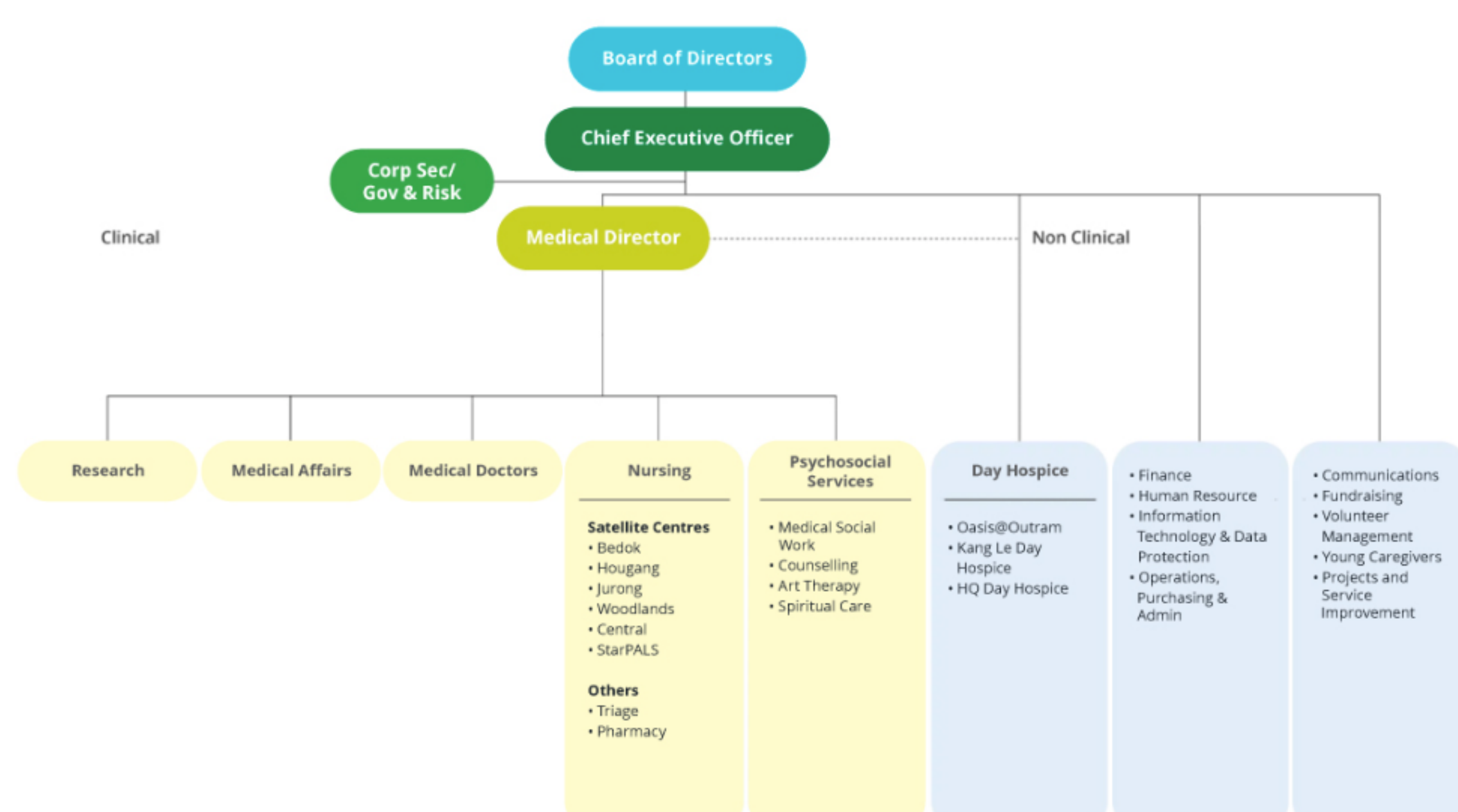


Ms Karen Lee
Chief Executive Officer
Date joined: 3 Jan 2022



Dr Chong Poh Heng
Medical Director
Date joined: 1 July 2008

Organisational Structure



Home Hospice:

AN ANGEL'S TOUCH

Our dedicated multidisciplinary healthcare teams are on call round-the-clock, making an average of 39,000 home visits islandwide every year. Besides serving from our central headquarters at Kwong Wai Shiu Hospital, we have four satellite centres spread across the island for more accessibility to patients.

Each satellite comprises a team of doctors, nurses, medical social workers, a patient care administrator, as well as trained volunteers, who offer personalised support and care to patients and their families at no charge. Also available are the services of Spiritual Counsellors, Occupational Therapists and in-house Pharmacists. These teams provide services such as



Providing medical prescriptions



24/7 helpline to ensure support is readily available



Guiding families on how to care for their loved ones at home



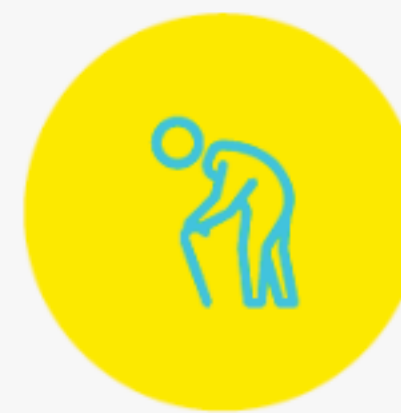
Assisting patients and their families with the emotional and social aspects of coping with death, grief and loss



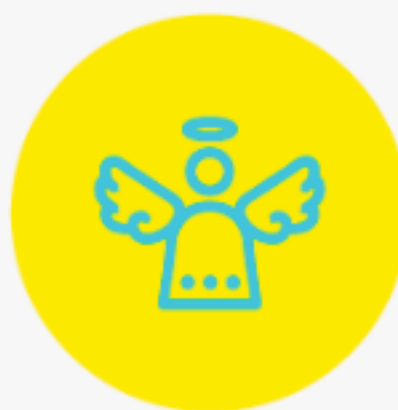
3,558
patients served



38,626
home visits made



87%
of our patients are >60
years old



Vigil Angels made
207
visits in the last year



63%
of our patients passed on
at home, compared to 26%
nationally*
*source: Ministry of Health

Source of Referrals

- 69% Government Restructured Hospitals
- 22% National Cancer Centre
- 9% Community Hospitals, Hospices, Nursing Homes and Other Healthcare Organisations



Vigil Angels: Soothing the Senses

Gentle aromatherapy massages, bed baths and familiar music playing in the background. These comforting elements are part of the Vigil Angels experience, which focuses on the dignity of imminently dying patients.

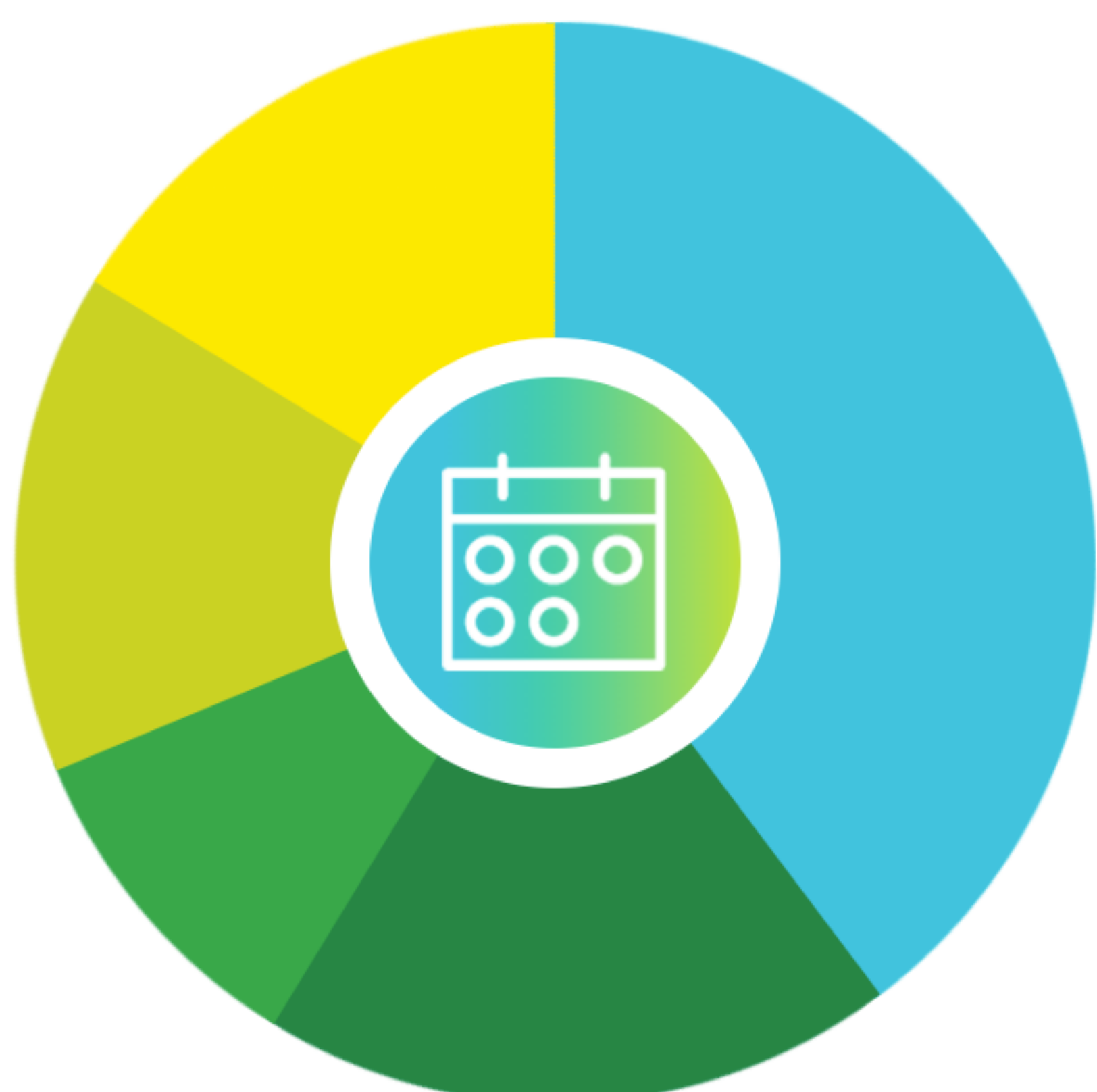
The Vigils Angels programme began with a vision to provide humanistic support in the final hours. At the end of life, most patients have a simple wish – to be clean and comfortable. Yet, as patients grow weaker, caregivers and family members are sometimes hesitant to clean and sponge him or her, for fear of causing more pain and distress.

Our Vigil Angels seek to bridge this gap and provide grieving families with some respite, as well as enabling families to spend some quiet time with their dying loved one.



Length of service for home hospice patients

- 40% <30 days
- 19% 31-60 days
- 10% 61-90 days
- 15% 91-180 days
- 16% >180 days



Day Hospice:

AN OASIS FOR ALL

Our day hospices see to our patients' needs in the day, providing a range of programmes and activities to suit different interests and functioning levels.

HCA Hospice currently operates two Day Hospices:



Kang Le Day Hospice

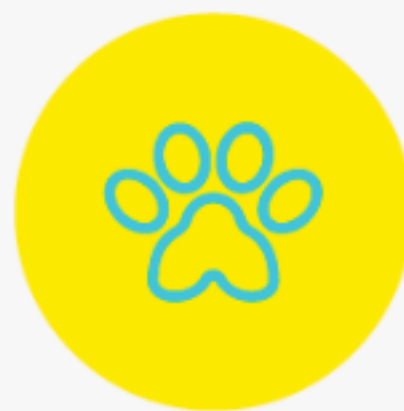


Oasis@Outram Day Hospice

At our day hospices, patients interact with others and engage in constructive and therapeutic activities. Programmes are tailored according to the interests and abilities of each patient and include:



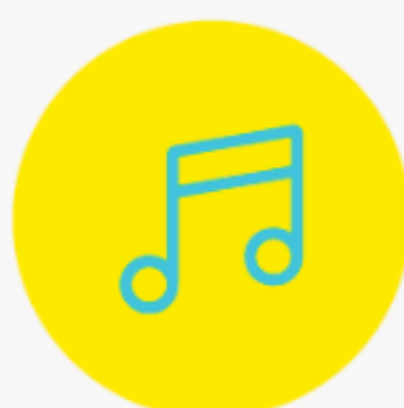
Light exercises and physiotherapy



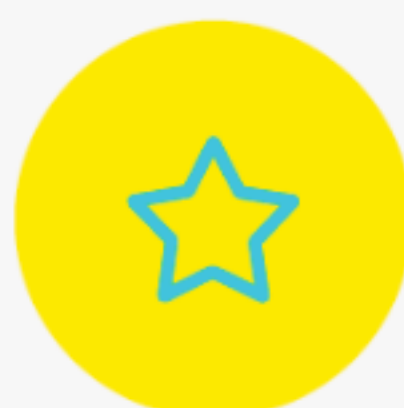
Pet assisted befriending



Virtual reality simulation



Music therapy



Outings to places of interest



Horticulture



Art and craft sessions



Make-believe outings



Movie sessions

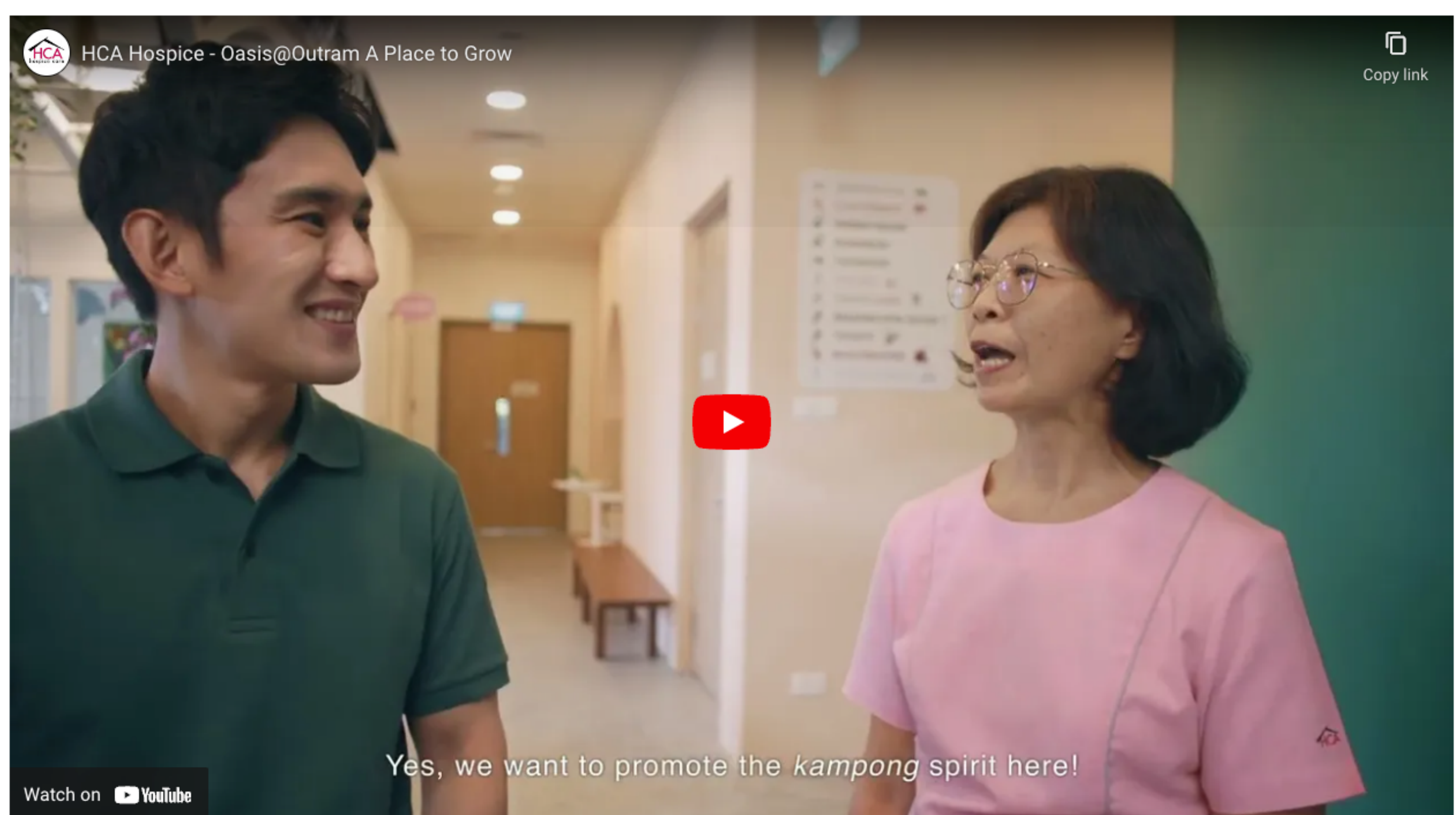
A Sanctuary of Growth

Once a week, the neon lights at The Tap buzz to life. It's Happy Hour for our patients and caregivers at Oasis@Outram, our newest day hospice, which formally began operations in July 2021.



Apart from the weekly Happy Hour, attendees can opt for pampering sessions at the Spalon, or engage in a spot of horticulture at the Greenhouse. All of these diverse streams of activities are made available to patients and caregivers, young and old, who can decide what they prefer for the day.

The paradigm of care at Oasis@Outram is anchored upon three 'D's – Dignity, Diversity and Development. By regarding patients as active agents of their personal growth, and not just passive recipients of care, Oasis@Outram redefines what it means to live meaningfully, even at the end of life.



The Day Hospices served
193
patients



Attendance count at all
Day Hospices
7,735



Average length of service
95
days

Star PALS:

A BRILLIANT TRAIL OF HOPE

Star PALS (Paediatric Advanced Life Support) is a free service by HCA dedicated to improving the quality of life for children aged 19 and below with life-limiting or life-threatening conditions.

These young warriors battle conditions ranging from neurological or congenital disorders to childhood cancers. By partnering with their families and primary physicians, our multidisciplinary team of doctors, nurses, counsellors and medical social workers provide a customised and holistic treatment plan through home visits and psychosocial support for the children and their families.



448*

young patients and families served since 2012

*unique count



42%

are below 5 years of age



70%

of Star PALS patients who died, passed on at home

Pockets of Respite

Despite being unable to speak due to a neurological condition, Star PALS patient Daniel Lee's excitement is palpable as Medi Minder Janice Soo greets him warmly. Over the course of the next few hours, Janice reads several books to Daniel and also prepares milk feeds, to be delivered through his feeding tube.

Her presence provides a window of respite for Daniel's parents, who attend to his needs round the clock. The Medi Minder service is unique to Star PALS – these specially trained volunteers offer caregivers a few hours of respite, to attend to other household responsibilities or simply provide the caregivers a few hours of relief to restore their own well-being.



247

Medi Minder sessions were conducted last year.



With the opening of Oasis@Outram, our newest day hospice, families of Star PALS patients now have another respite option at The Dungeon, a custom-built facility. Equipped with a ceiling hoist, a galaxy display and a Jacuzzi, The Dungeon offers Star PALS patients a relaxing sensory experience. Parents can opt to spend some quality time with their children, or take a breather for themselves, knowing their loved ones are in good hands.



Number of bubble baths enjoyed at Oasis@Outram:

13

Emotional and PSYCHOSOCIAL Guidance

Touching the Heart and Spirit

The Psychosocial Services team is dedicated to applying social work knowledge and skills competencies in palliative care to alleviate suffering and maximise the quality of life for patients and their families. The team includes an art therapist, a spiritual counsellor and medical social workers.

Besides managing social cases and providing individual and family counselling, the team actively collaborates with other agencies to provide holistic care and support to our beneficiaries.

The Gift of Legacy

Sharing stories of lived experiences and reliving cherished memories can have therapeutic effects. At the end of life, it is often the intangibles that bring the greatest comfort to those grappling with anticipatory grief and loss. The Family Dignity Intervention (FDI) project aims to provide patients with a legacy-building opportunity, and to enhance their sense of meaning, dignity and quality of life in the process.

The FDI project employs a narrative approach and includes elements of reminiscence, in which patients are gently prompted to share about their childhood and memorable incidents. Caregivers are an integral part of the process, and they are also given airtime to share their experiences.

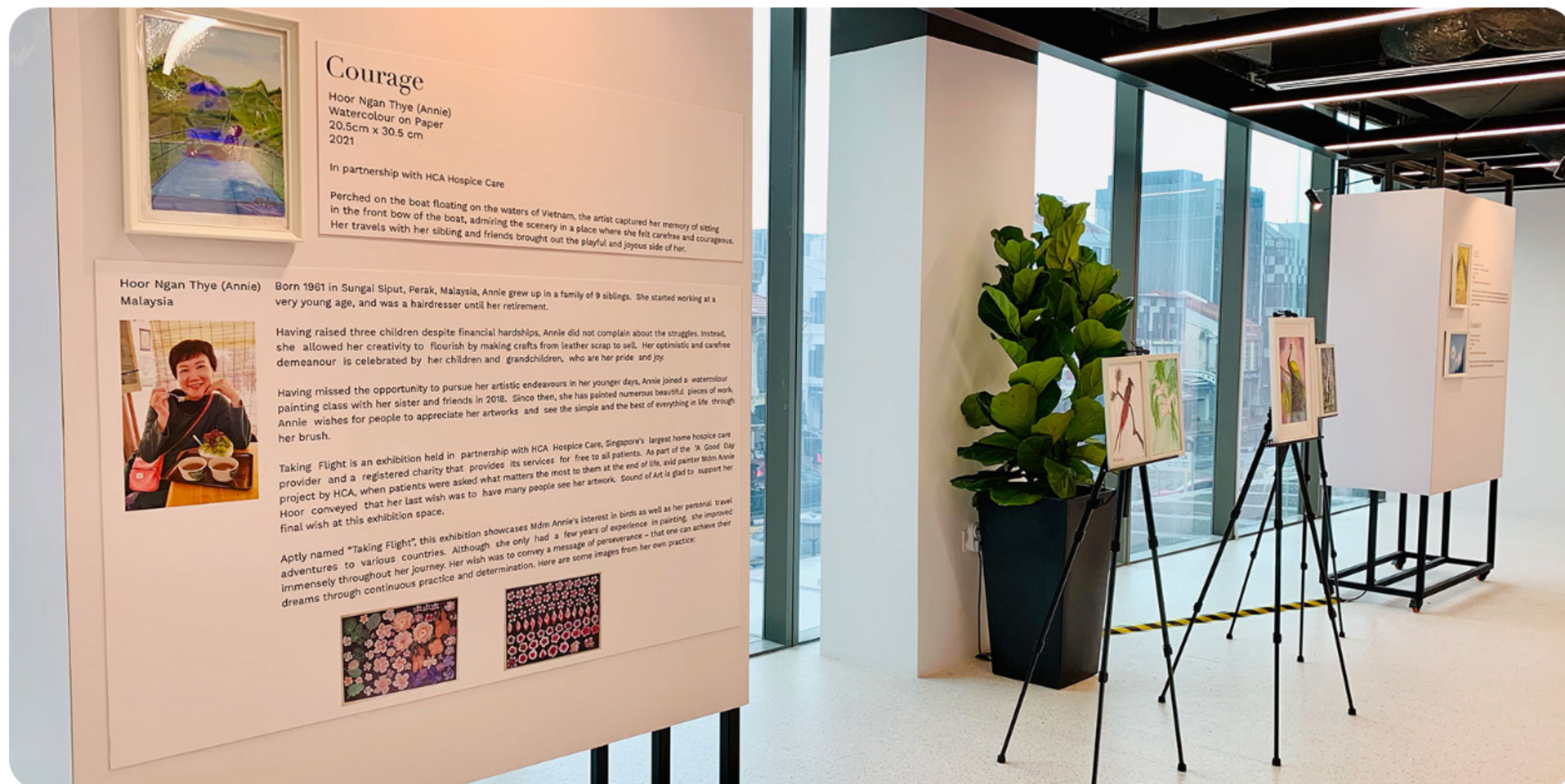
Through the process of reminiscence, the project facilitates meaning-making, particularly for difficult or painful past experiences. At the end of the intervention, a legacy document is produced for the patient and family's keepsake. For the son of late HCA patient Mdm Tay, the FDI booklet serves as a treasure trove of memories and wisdom they can share with other family members. The project also brought back poignant memories for Mdm Tay's husband and prompted him to share about cherished experiences with his late wife.



11
FDI projects completed
in the last year

A Good Day

As the end draws near, it becomes ever more pressing to create more good days and to make each moment count. The "A Good Day" project delves into intimate moments and explores patients' hopes, dreams and desires, in the last lap of life. For late HCA patient Mdm Annie Hoor, holding a final exhibition for her favourite artworks was her way of sharing her passion and leaving a legacy of hope for her loved ones.



Over several visits, HCA Art Therapist Kimo Ong quickly built rapport with Annie, who was happy to share the stories behind her paintings with a fellow art enthusiast. These conversations eventually culminated in Taking Flight, a month-long posthumous exhibition showcasing a selection of Annie's favourite artworks, depicting travel adventures and the interesting birds she would encounter on her walks. Annie's family also placed a pot of orchids at the exhibition, which was accompanied by a loving note on how proud they were of her.

Supporting Bereaved Families

Death ends a life, but it does not end a relationship. HCA continues to support bereaved families after the passing of their loved ones, through various initiatives, including bereavement counselling and remembrance and memorial services.

Launched in 2021, the HCA CARES (Connecting And Remembering Experiences with you) project aims to provide bereaved families with emotional support and to let them know that they are not alone in their journey of grief.



181
families received the Comfort
Deck in the last year

92%
want the project extended to other
bereaved families

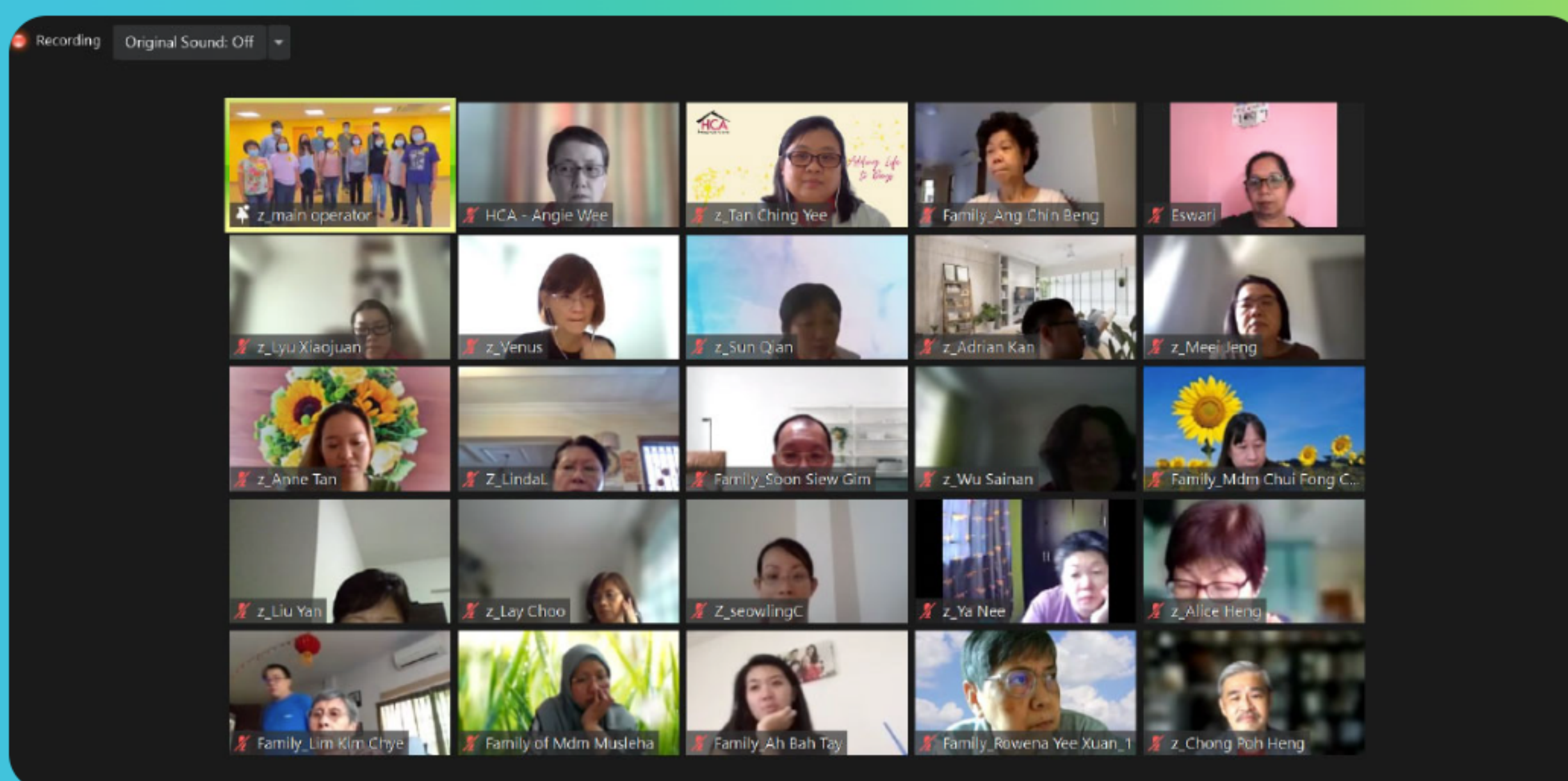


Following the demise of their loved one, the HCA team reaches out with a condolence card, and subsequently, a series of cards – the 'Comfort Deck' – will be sent out, accompanied by a personal letter from a bereaved family member who has chosen to share their experience and words of comfort. A total of four sets are sent out over the course of a year.

These Comfort Decks comprise carefully curated quotes and messages, as well as tips and suggested activities that may be helpful to bereaved families as they journey along in their grief.

HCA also organises memorial services – Sunflower Remembrance Day and Star PALS Remembrance Day – for patients' families, whose loved ones have passed on. This thoughtful ceremony allows bereaved families to come together as a community and pay tribute to their loved ones and also provides a platform to seek closure.

With ongoing pandemic-related restrictions, it was not feasible to plan for a physical memorial event. Yet, the HCA team felt it was ever more important to continue caring for the bereaved in difficult times of isolation and grief.



HCA held its first virtual memorial service in the second half of 2021. While it was not possible to replicate the warmth of physical touch, the thoughtful care packs and gentle words of solidarity shared during the virtual event, brought some measure of comfort.



119
families attended HCA's memorial
services
in the last year

Caregivers

MATTER TOO

Caregiving can simultaneously be a gruelling yet rewarding undertaking, requiring immense resilience and love. The end-of-life journey is often fraught with emotions and physical challenges, especially as patients become more frail. To better support caregivers on their journey, HCA rolled out several new initiatives over the past year.

ACE Programme

In response to COVID restrictions, we launched the ACE (Active Caregiver Empowerment) programme, which builds upon the existing in-person palliative caregiver training model.

The programme comprises four micro-learning online modules, one livestream interactive session, as well as home-based training. The online component ensures that caregivers are able to access the information from the comfort of their own homes and learn at their own pace.

The curriculum covers a broad spectrum of topics related to caregiving, including nursing techniques, medical issues, self-care tips and end-of-life knowledge.



141
training conducted
in the last year

Active Caregiver Empowerment: End-of-Life Essentials



Sharing the final journey

MINUTES	SESSIONS	ACTIONS
60	8	34

In this course, you will learn to plan for advance care for the last stage of your loved one's illness when treatment is no longer working. Recognise and manage end-of-life symptoms and find resources that will help you handle post-death procedures as well as move through the grieving process.

Caregivers Matter Too

The marathon of caregiving often takes an emotional toll on even the most resilient of individuals. Under the Caregivers Matter Too initiative, a lavender-infused eye pillow and caregiver booklet are given to caregivers on our team's first home visit, in order to establish a bridge of communication.

The caregiver booklet features a self-care checklist and some self-care tips, as well as contact details of our psychosocial team, should caregivers need a listening ear or advice. The lavender-infused eye pillow is a practical and comforting gift for caregivers, which also serves as a gentle reminder for self-care.



The caregiver booklet features a self-care checklist and some self-care tips, as well as contact details of our psychosocial team, should caregivers need a listening ear or advice. The lavender-infused eye pillow is a practical and comforting gift for caregivers, which also serves as a gentle reminder for self-care.

Equipment Loan Service

Medical equipment is a necessity when it comes to caring for a loved one at home, but it can also be expensive. Recognising the need to support our patients in this area, HCA loans out equipment such as oxygen concentrators, hospital beds, mobility aids and commodes to our patients at no charge.



2,468
equipment loan
requests fulfilled
in the last year

Reaching into THE COMMUNITY

In line with our vision to be a centre of excellence for home hospice care, HCA actively undertakes rigorous research, which guides clinical practice and contributes to the advancement of knowledge in this relatively young field of study.

While there exists research literature on palliative and hospice care, there remains knowledge gaps specific to palliative care in a home setting – HCA's core service. In order to enhance clinical care and psychosocial support for patients and their loved ones, it is vital to adopt an evidence-based approach to proposed service improvements.

In the past year, we completed 6 research papers, covering a spectrum of topics, including the use of video consultation in palliative care, terminal discharge and treatment of terminal delirium.



6

research papers completed
In the last year

List of Completed Research Papers

1. Evaluation of video consultation for home-based palliative care – Dr Jasvin Lee, Amy Lim and Yeo Zhi Zheng
2. Systematic review of experience of healthcare providers communicating with young children of patients with life-limiting illness – Dr Lasitha Wickramasinghe and Dr Chong Poh Heng
3. Healthcare utilisation of metastatic cancer patients (HEARTS) – Dr Chong Poh Heng and Yeo Zhi Zheng
4. The experience among family caregivers of dying patients who are rapidly discharged from hospital back home to die – Dr Jasvin Lee and Dr Chong Poh Heng
5. An open-label clinical trial of oral transmucosal haloperidol and oral transmucosal olanzapine in the treatment of terminal delirium at home – Dr Lyu Xiao Juan, Khor Hui Boon and Dr Chong Poh Heng
6. Terminal Discharge from hospital back home to die: Perspectives from a Home Hospice – Dr Chong Poh Heng and Dr Irene Hii and Yeo Zhi Zheng

Young Caregivers Programme (yCG)

HCA believes that seeds of compassion sown in youths set the stage for greater endeavours in the future. Our student outreach arm, known as the Young Caregivers programme (yCG), focuses on raising awareness of eldercare issues among Singapore's youths. The programme aims to inculcate empathy and the values of building meaningful relationships with the elderly and the elderly sick.



A complement to the academic curriculum, yCG supports the Ministry of Education's Social and Emotional Learning framework, which seeks to develop students in a holistic manner.



4,236

students attended the yCG sessions



96%

agreed that the sessions were helpful

FRIENDS OF HCA

It takes a village to support patients and their loved ones. Volunteers and donors are the backbone of HCA, adding life to days with precious gifts of time and monetary contributions.

We would like to thank our donors for their generous gifts.



2022 Income

\$21437,100



2022 Expenditure

\$19797,403

Ride for Life

United by a common vision to cycle for a good cause, the EPIC Cyclist group embarked on a 400km round-island cycling tour from 11-12 December 2021, to raise funds for HCA.

The team braved sweltering heat and rain to complete the challenge, even making a special pitstop at our Kang Le Day Hospice along the way.

Apart from challenging their limits with a lengthy 400km ride, the EPIC Cyclist group also rallied their personal networks to raise funds for HCA. Each cyclist raised an average of more than \$5,000. "Unlike typical charity rides which are more relaxed and encourage mass participation, we conceptualised an endurance ride, where cyclists would stretch their limits and – quite literally – go the distance for our beneficiaries," explains founder of the group, Clifford Lee.

Prior to the COVID-19 pandemic, the EPIC Cyclist group would undertake the annual charity ride overseas, raising funds for a selected charity. Each ride requires extensive planning, which the EPIC Cyclist group undertakes at their own expense. Therefore, all funds raised from their rides are channelled to the beneficiary.



The Ride for Life raised a total of

\$194,644



HCA Vertical Challenge 2021

Building upon the success of the inaugural edition in 2020, the HCA Vertical Challenge returned for a second run in 2021 and outdone itself by raising a total of \$542,642.

Participants could choose to take part as individuals or as a group, tackling different categories of vertical gain (100m, 300m, 600m, 900m or Open Category), while raising funds from their networks.

The campaign received enthusiastic response from new and existing friends of HCA, including our long-term corporate supporters, Mayer and VICOM, which fielded the most number of participants in the team category.



Total vertical gain clocked in the HCA Vertical Challenge 2021:

241,863m



Total number of participants:

295

#StepUpForHCA

Gift Your Birthday

Every birthday is a milestone, a momentous occasion of joy. The Gift Your Birthday campaign encourages supporters to dedicate their birthdays to HCA. In lieu of gifts for their loved one, friends and family were encouraged to celebrate the occasion even more meaningfully, by making a donation to HCA through the giving.sg platform.



The Gift Your Birthday campaign raised a total of

\$14,790

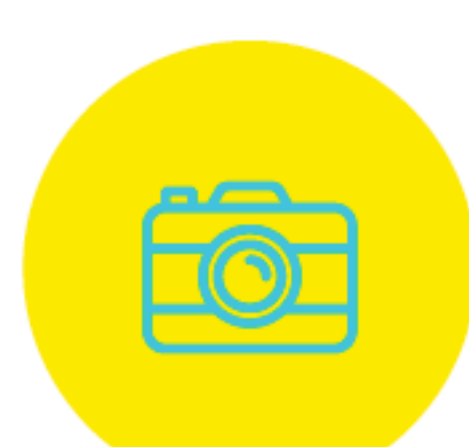
in the last year

Portraits@Home

The Portraits@Home initiative, a home-based spinoff of the biannual Family Foto Fair, began in 2020 to ensure that patients would not miss out on getting their family portraits taken, despite ongoing pandemic restrictions.

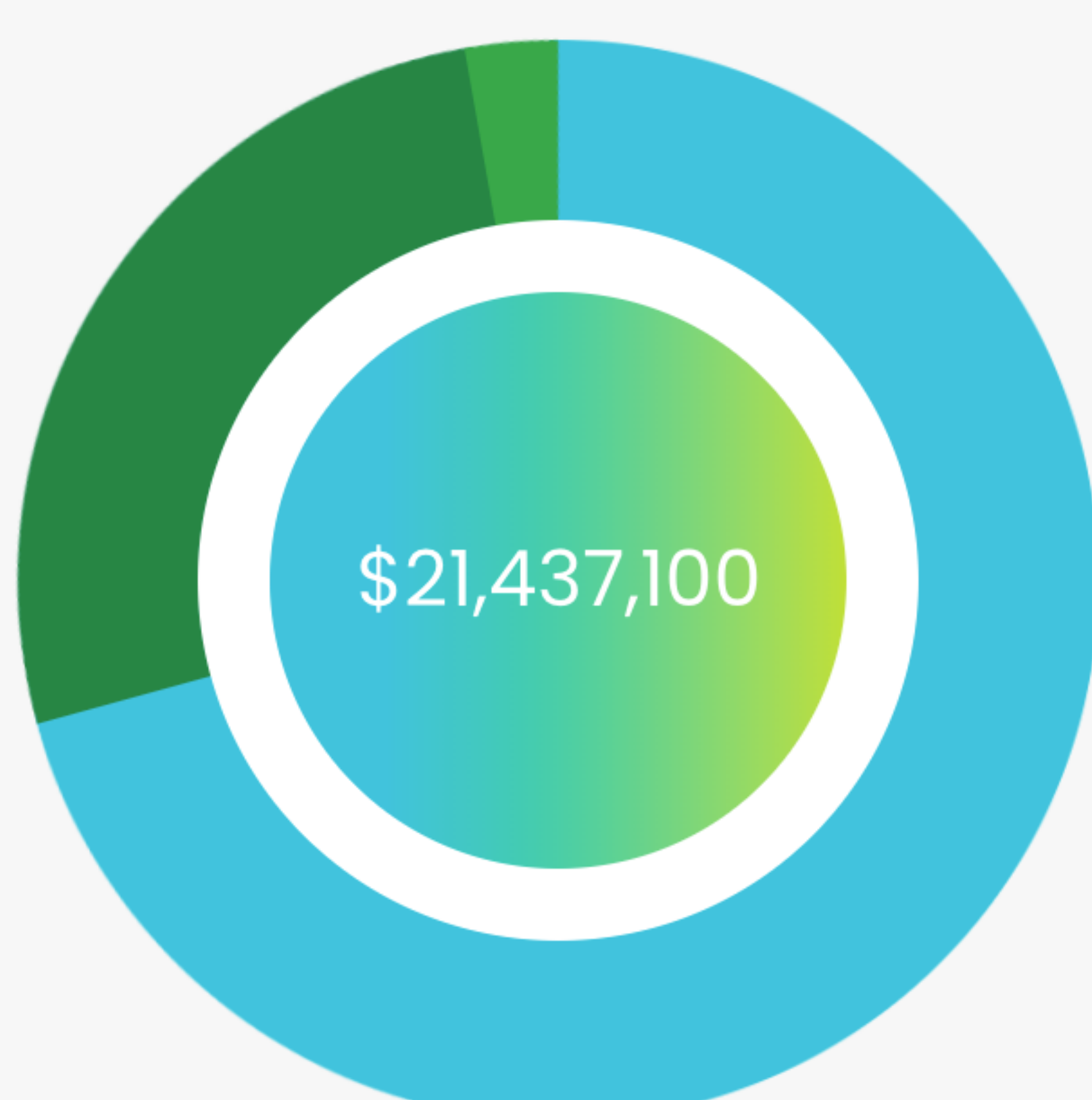


It is a laborious affair of love and commitment by HCA's photography and makeup volunteers, who have to make multiple trips across the island to visit different households. But the satisfaction of capturing precious memories for patients like Mdm Toh and her family, is priceless.



13

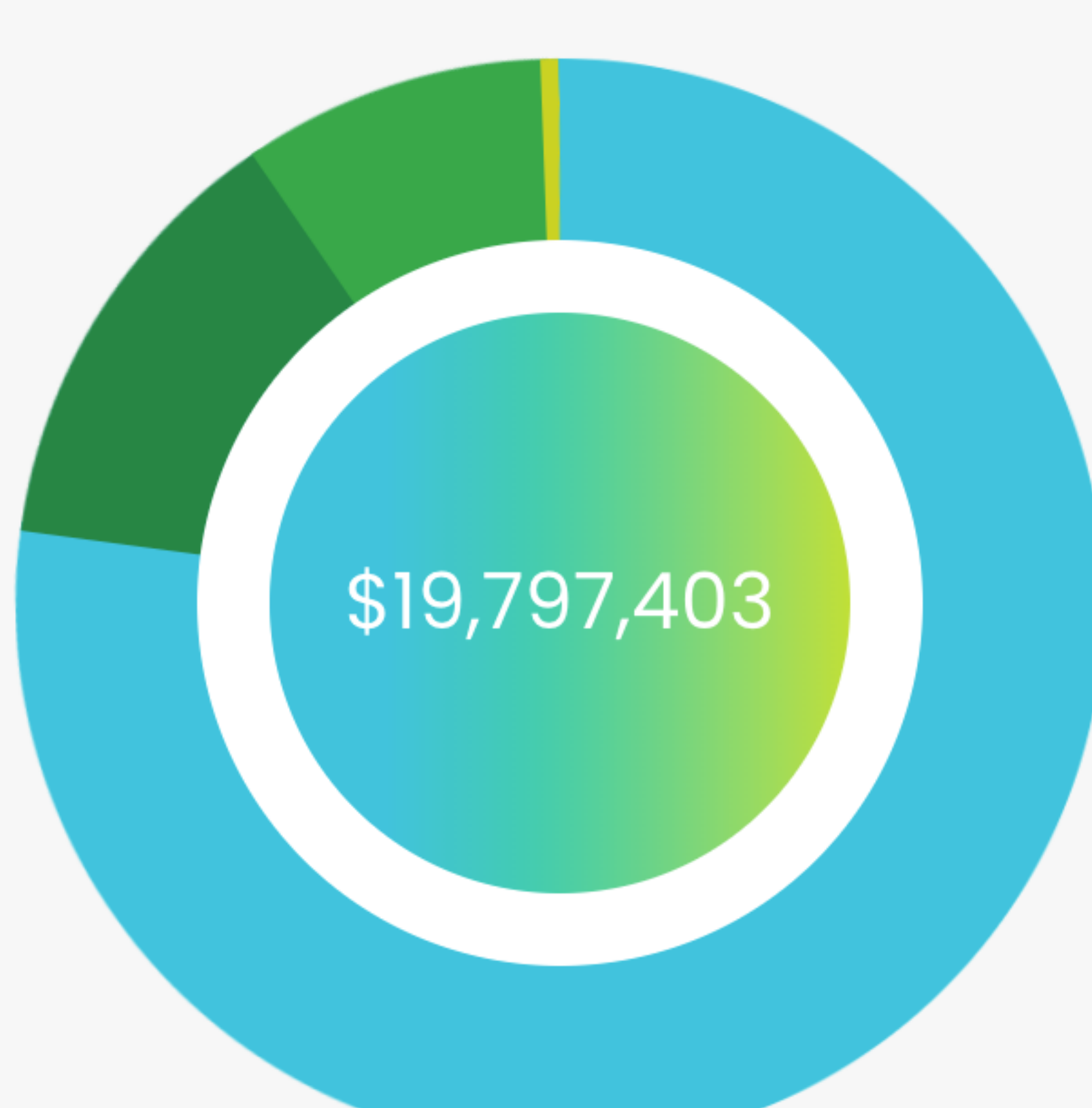
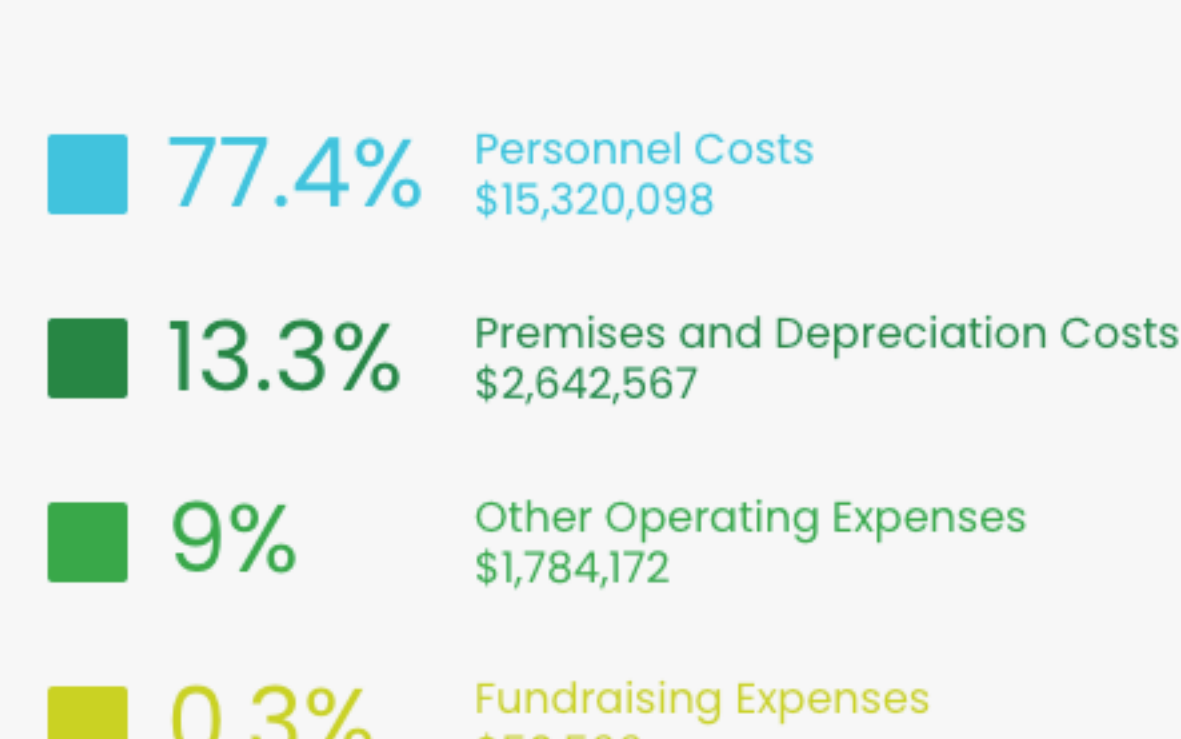
family portraits were captured in last year's Portraits@Home



2022 Income



2022 Expenditure



2022 Net Investment Loss : \$(538,637)

Fair value loss on investments : \$(542,248)

2022 Surplus : \$1,101,060

*All surplus is transferred to reserves in order to provide financial stability and sustainability. Our unrestricted funds are at 1.49 times of our annual operating expenditure. We intend to maintain the unrestricted reserves at a level which is equivalent to 2 to 3 times of the Organisation's operating expenditure.

Donor List

\$100,000 and above



\$10,000 – \$99,999



\$5,000 – \$9,999



\$1,000 – \$4,999



ABOUT US

HCA Hospice (HCA) is Singapore's largest home hospice care provider and a registered charity since 1989. We provide comfort and support to patients with life-limiting illnesses regardless of age, religion, ethnicity, nationality and financial status.

All of HCA's services are provided at no charge, serving about 3,558 patients annually. Our core service, home hospice care, provides medical care for patients, as well as psychosocial support for patients and caregivers. A 24/7 hotline ensures help is available round-the-clock.

We are also an NCSS Centre of Specialisation for palliative care and we conduct palliative care training for our caregivers. Our other services and programmes include day hospice care, paediatric palliative care (Star PALS), bereavement support and outreach programmes such as the Young Caregivers Programme (yCG).



Our Vision

To be the Centre of Excellence for home hospice care



Our Values

Compassion
Professionalism
Respect



Our Mission

HCA Hospice is committed to:

- Ensuring the best quality of life for our patients by delivering professional palliative care and providing compassionate support for their families
- Nurturing the dedicated individuals who make our work possible and serving our community through continued learning and development



Achievements

2021

Nurses' Merit Award
– Geraldine Lee

President's Volunteerism and Philanthropy Award – Leaders of Good
– Dr Chong Poh Heng

Singapore Patient Action Award
– Zainab Bte Bakar and Suhaili Bte Maat

2020

Community Care Excellence Award
– Nicole Peng and Carol Toh
– Family Foto Fair (Merit)

Healthcare Humanity Award
– Kay Janet Thomson (Honourable Mention) and Angela Tan

2019

Charity Transparency Award

Outstanding Social Worker Award
– Tan Ching Yee

Healthcare Humanity Award
– Nicole Peng (Honourable Mention) and Moe Gibson

Nurses' Merit Award
– Serene Wong

2018

Charity Transparency Award

**Charity Governance Award
Special Commendation Award**
– Risk Management

Community Care Excellence Award (Gold)
– Lily Li

Healthcare Humanity Award
– Carol Toh and Janice Soo

Nurses' Merit Award
– Tan Joo Eng

2017

Charity Transparency Award

Healthcare Humanity Award
– Liu Yan and Adeline Nge

Governance Report &
FINANCIAL
STATEMENTS



Financial Statements – HCA Hospice Care



Financial Statements – HCA Hospice Limited



Governance Report