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# Our Vision & Mission

Giving **Life & Hope** through affordable, sustainable & quality renal care and education & prevention of kidney disease in partnership with the community.

# Our Core Values

**N I C E R**

Nurturing  Integrity  Compassion  Excellence  Respect
I would like to express my utmost gratitude for your strong support, kindness and compassion for our kidney patients.

2019 has been an eventful and fruitful year as we commemorated 50 years of giving life & hope to our patients. As we look back, we are grateful to our founder, Professor Khoo Oon Teik, a well-known nephrologist, for establishing NKF with the support of the community. Through his vision, NKF went about establishing a financially sustainable dialysis programme by building dialysis centres at the void decks of HDB blocks, which provided easy access and convenience to patients living in the heartlands. Since then, we have made further progress because caring friends like you had, and continue to journey with us to ensure that no kidney patient is denied access to dialysis due to an inability to afford it, and to help them and their families rebuild their lives for a better future.

While we have reached a significant milestone in our history, we need to ask ourselves what about the next 50 years? In tandem with the ageing population, more than half of our patients today are aged 60 years old and above. They are getting older, frailer and their needs continue to become more complex, compounded by multiple chronic conditions such as cardiovascular disease, diabetes, hypertension and obesity. Hence, there is a crucial need to continuously transform ourselves to better serve the needs of our patients.

Being the forerunner in providing community dialysis treatment, we have embarked on an integrated renal care model to support the evolving health and social needs of our patients. In this regard, we aim to right-site all our patients at a dialysis centre within 5km of their residence as part of our community integration efforts to actively engage the grassroots and volunteers to have greater interaction with our patients. We are happy to share that 91% of our patients are currently right-sited.

In view of the diverse needs of our patients, we continue to adopt a collaborative approach by working closely with government agencies, social agencies and restructured hospitals to provide seamless, integrated renal care. In this regard, our first dialysis centre co-located within a polyclinic started operations in Punggol. More than 200 kidney patients in the northeastern region now have greater access to other medical facilities at subsidised rates. We are also looking at plans to set up dialysis facilities in community hospitals, within tertiary care hospital premises and community centres. This strategic move enables us to embed ourselves in the community as we provide integrated kidney care in the community.

Besides looking into infrastructural developments, it is also important to deliver good and sustainable care. Instead of a “one size fits all” approach, a more tailored care model through the availability of new treatment innovations is necessary to meet the multifarious needs of our patients. This will empower patients to choose the right modality and to make what they choose work well for them.

Hence, we have introduced another form of dialysis called haemodiafiltration (HDF) at our dialysis centres in Bedok and Serangoon. HDF is a process similar to the commonly known haemodialysis (HD). It removes small and bigger-sized toxins by drawing out large quantities of fluid from the blood, replacing it with clean fluid generated by the HDF machine. Recent studies have shown that HDF can reduce cardiovascular (heart disease) mortality, has better stability of blood pressure during dialysis and reduces some of the long-term dialysis related complications like joint pain and nerve compression at the wrist.

While NKF is committed to helping Singaporeans with kidney failure in all ways possible, we will continue to play a key role in raising awareness of kidney health upstream and supporting kidney transplantation. But, we cannot do it alone.

We will continue to forge partnerships with the social service sector, the government, healthcare agencies and the community.

I wish to thank you for all your firm commitment, sterling support and encouragement during the first 50 years, and we look forward to your continued support in the coming years.

Yours sincerely

Koh Poh Tiong
Chairman
Thank you for your steadfast support for NKF. Our work over the past 50 years would not have been possible without the care and compassion of people like you. While we have accomplished much, we need to be aware of the challenges that lie ahead and what we can improve upon or do differently.

Kidney failure continues to rise in Singapore with diabetes being the number one cause, accounting for 67% of new cases. More than half who have diabetes are unaware of their condition.

The burden of this disease carries significant financial impact as it is a long-term one, not to mention the high cost involved. To treat a patient with kidney failure costs $25,000 a year. Providing all of NKF’s 4,500 patients with holistic support and treatment care had incurred $105 million, which was an 11 per cent increase from the last FY.

While NKF’s mission is to provide affordable and sustainable dialysis for all who are in need for it, we recognise the urgent need to stem the incidence of kidney failure. The solution lies in education and prevention. However, tackling kidney failure and its leading causes like diabetes and hypertension in Singapore’s ethnically diverse population is challenging due to the different lifestyles, cultures and social circles amongst different races.

Getting people to change their eating habits and behaviour is never easy as they are typically very comfortable with what they are used to doing. We need to break the cycle and get them to look into the issue and not to take their kidneys lightly.

Prevention starts from young. When you reach out to the young, you are indirectly reaching out to their parents and grandparents too. It is also crucial that healthy and active lifestyle habits are anchored in a child’s formative years before it is too late to prevent these chronic diseases in adulthood. By promoting good eating habits and an active lifestyle, these young ‘change-makers’ would be able to proactively nudge their peers and family members towards a long-lasting healthier lifestyle in a casual setting and ultimately keep kidney disease and kidney failure at bay.

To step up our efforts, we launched our second mobile bus, K-MOVEAT, to drive home the message of kidney health. It enables us to move around Singapore to reach out to the community, particularly secondary school students and members of the public. The unique feature of the bus is leveraging on Augmented Reality (AR) technology for a 3-dimensional learning experience. Using a smartphone or tablet, users can explore the kidney’s anatomy and discover the facts about exercise and nutrition through AR games and content.

While we bring renewed hope to kidney patients, we want to open the eyes of people from all walks of life, young and old, to the dangers of a sedentary lifestyle and how unhealthy dietary choices may increase the risks of developing kidney failure and other chronic diseases.

Our suite of public education programmes are specially developed to make sure they cater to a wide spectrum of audience from the community, schools, corporates and even religious organisations. We also reach out to high-risk groups such as family members of kidney patients, the Malay/Muslim community and individuals who suffer from diabetes and hypertension, and to address risk factors such as unhealthy dietary habits and sedentary lifestyles.

I am happy to share that through our continuous public outreach efforts, more than 150,000 people learned about kidney health and were imbued with a greater awareness of kidney disease prevention. We want them to start monitoring their health and be committed to making small changes in their daily lives such as cutting back on sugary drinks, lowering salt intake, drinking more water, exercising more and going for kidney screenings.

To carry out our work effectively on multiple fronts, we need to start from within by building an engaging and vibrant workplace, as well as deepening our staff development and empowerment while providing opportunities to learn, grow and excel. Employee engagement drives up performance and productivity. This has resulted in our focus on progressive ideas such as the digitalisation of care at our dialysis centres which translates to nurses having more time for patients and better patient health outcomes.

Together, let us continue to build a healthier, happier and more resilient society.

Yours sincerely,

Tim Oei
Chief Executive Officer
Giving Life & Hope Because of You

Engaging and Empowering People

150,000 people learned about kidney health and were imbued with a greater awareness of kidney disease prevention

50,900 students and educators benefitted from kidney health education and activities

85,300 people participated in our kidney talks, events and roadshows through our outreach to the general public

300 patients' family members screened for early detection of kidney diseases

5,800 working adults reached through Kidneys @ Work workshops and awareness booths

7,700 people in the Malay/Muslim community, a high-risk group for kidney failure, benefitted from kidney disease education and prevention

10,900 people learned more about kidney functions and the leading causes of kidney failure at our Kidney Health Education Bus and overall, 46,500 since 2014

9,200 visitors discovered the wonders of the kidneys through the Kidney Discovery Centre and overall, 52,000 visitors since 2011

Kidney failure is irreversible
Journeying with Pre-Dialysis Patients

101 patients and family members benefitted from Know Right, Start Right programme to help them better understand the different treatment options and community support available.

$105 million cost of providing dialysis, medication and auxiliary services for kidney patients.

1,925 home visits to support patients on PD.

70% patients pay only $50 and below of which more than half are paying $0.

94% patient survival rate in the first year.

“I was new to peritoneal dialysis and was afraid. I receive a lot of encouragement and support from friends in the support group and now I can cope better.”
Mr Wan Fong How, who benefitted from the PD Support Group

“Through the eye programme, I found out from the doctor I had bilateral cataracts. I went for surgery and now my eyesight is better.”
Mr Jamal Jantan, who benefitted from the eye screening services

Caring for Patients

4,567 needy patients served.

37 dialysis centres islandwide (as at Sep 2019).

91% patients right-sited and receive dialysis within 5km of their residence.
Education & Prevention

150,000 people learned about kidney health and were imbued with a greater awareness of kidney disease prevention.

Data shows that diabetes remains the number one cause of kidney failure which accounts for 67% of new cases, and more than half who have diabetes are unaware of their condition. Fortunately, diabetes can be prevented or controlled, if diagnosed and treated early. Hence, NKF firmly believes that the key to reduce and prevent kidney failure lies in education and prevention, especially from a young age. Ultimately, we hope every Singaporean lives a life that is free from medical treatment and dialysis.

50,900 students and educators benefitted from kidney health education activities.

GENERAL KIDNEY HEALTH PROGRAMME

Schools

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

“'The assembly talk provided us with thorough information about kidney diseases and how we can prevent it. The health booth was both engaging and meaningful. Our students and parents had gained much knowledge from it.'”

Mr Shen Weixing, Teacher
Hong Wen School

85,300 people participated in our kidney talks, events and roadshows through our outreach to the general public.

Community

We empower and partner with people from all walks of life in the community, working hand in hand towards the prevention of kidney failure. We aim to raise greater awareness of kidney failure, its leading causes and negative consequences, as well as share tips to slow down the progression of kidney diseases.

Listen to Your Kidneys

Listen to Your Kidneys, held in conjunction with World Kidney Day, saw kidney experts share about the risks of getting kidney failure with members of the public and provided take-home tips to better kidney health. Participants also gained knowledge on healthy eating habits and benefited from kidney screening and kidney workout.

Sit-A-Thon

Participants learnt about the dangers of a sedentary lifestyle and how unhealthy dietary choices may increase the risks of developing kidney failure at this year’s Sit-A-Thon. Members of the public participated in many meaningful games and activities that involved sitting on “seats” such as stationary bikes, bean bags and dialysis chairs. Kidney ambassadors, who are our very own patient volunteers, also sat down with participants to share about living with kidney failure. We also successfully entered the Singapore Book of Records for the most number of Sit-to-Stand repetitions performed by an individual in a minute, and the most number of repetitions accumulated by all participants in eight hours.
Corporates

Kidneys @ Work Workshops

Through our latest interactive Kidneys @ Work workshops, participants learned through a series of hands-on activities and games on the leading causes of kidney failure, debunked common kidney myths and discovered useful tips on how they can address certain lifestyle and eating habits that may lead to kidney diseases.

“The Kidneys @ Work Interactive Workshop has provided the staff with greater awareness regarding kidney failure, prevention for diabetes and food intake, and also encouraged them to make a health pledge. The speaker was engaging and prompted questions from the participants. We have received many positive feedback and would like to have more health talks with NKF in the near future.”

Ms Farhanah Kamal
Clubhouse Assistant
Land Transport Authority Staff Club

TARGETED KIDNEY HEALTH PROGRAMME

NKF reached out to various high-risk groups such as patients’ family members, individuals diagnosed with diabetes and hypertension and the Malay/Muslim community for early detection and intervention purposes. We conducted free kidney screenings and educated them on healthy eating and exercise. They are encouraged to seek treatment if they have abnormalities in their screening results.

Patients’ Family Members

Kidney Education and Screening

Family members of kidney patients are at higher risk of developing conditions such as diabetes, hypertension and kidney disease due to hereditary, diet and lifestyle factors. Among the barriers that prevent family members from going for health screening include self-denial, no time, costs, not knowing where to screen or fear of needles.

300 patients’ family members were screened for the functions of their kidneys, diabetes and hypertension, which are the two leading causes of kidney failure. The screenings help to pick up early warning signs of kidney failure so that participants can take proactive preventive measures. They will be equipped with knowledge of healthy eating and ways of doing exercises so that they can take care of themselves.

“The participants gave positive feedback that NKF’s kidney health-related programmes were useful and effective in helping them pay more attention to their diet, exercise and lifestyle. This is very encouraging and we hope to see more of these conducted at the mosques to benefit the Malay/Muslim community.”

Mr Abdul Hafiz Aidi
Community Engagement Executive
Dahil Masjid Mosque

7,700 people in the Malay/Muslim community benefitted from kidney disease education and prevention

Malay/Muslim Community

Collaborating with various Malay/Muslim Organisations

NKF collaborated with different organisations such as the Malay Activity Executive Committees (MAECs) that are set up at Community Clubs and Mosques to reach out to the Malay/Muslim community. Health talks, kidney screenings and outreach booths were organised. Kidney patients also conduct sharing sessions. NKF reached out to 7,700 people in the Malay/Muslim community as part of this outreach initiative to encourage healthy eating and lifestyle habits.
10,900 people learned more about kidney functions and the leading causes of kidney failure at our Kidney Health Education Bus and overall, 46,500 since 2014.

**FUN LEARNING AT YOUR DOORSTEP**

**K-FORCE**

NKFP’s Kidney Health Education Bus, K-FORCE, is equipped with interactive exhibits to enhance exploration and play for Primary School students. Through exciting games and activities, students learn about what the functions of their kidneys, treatment options for kidney failure and how they can lead a healthier lifestyle.

**K-MOVEAT**

To reach out to Secondary School students and the general public, NKFP introduced its second Kidney Health Education Bus, K-MOVEAT. The activities on board K-MOVEAT are powered by augmented reality (AR) technology for a 3-dimensional learning experience. The bus is designed like a food truck and the NKFP SG app brings the cafe-like interior of the bus to life.

Using a smartphone or tablet, users can explore the kidney’s anatomy and discover facts about exercise and nutrition through AR games and content. In today’s dynamic day and age, K-MOVEAT’s AR content makes understanding kidney diseases and its preventive measures even more engaging.

Mr Ong Ye Keng, Minister for Education, launched K-MOVEAT on 24 August 2019.

“9,200 visitors discovered the wonders of their kidneys through the Kidney Discovery Centre and overall, 52,000 visitors since 2011.”

“Our students were given the opportunity to play with virtual food and sports by using game-based learning strategies during our Health Week. In this way, they gained knowledge about nutrition and kidney health in a fun and interactive environment.”

Mr Lee Kok Leong, Subject Head for Physical Education, Bukit Batok Secondary School, the first school K-MOVEAT visited

**EMBARK ON AN EXPERIENTIAL JOURNEY**

Kidney Discovery Centre for a Multi-Sensory Journey

The Kidney Discovery Centre continues to attract, engage and elevate visitors’ learning experience of kidney health through multi-sensory exhibits. Some of the new additions to the centre include the kidney arcade that combines arcade-style games with educational health messages and an animation video that allows visitors to glimpse into the human body and learn the difference between type 1 and type 2 diabetes.

“...the sessions and getting a real-life patient to talk to us about her experiences definitely added to the learning journey!”

Mr Noel Janson, Student
Anderson Secondary School
Journeying with Pre-Dialysis Patients

When patients are first diagnosed with kidney failure, they are at a loss. They are unsure which treatment option to choose, how it will affect their full-time job and the impact it will have on their lifestyle. There is a considerable amount of information that they need to digest during the decision-making process. However, a decision on the right treatment option has to be made soon to avoid possible complications and negative consequences of delay in treatment.

Know Right, Start Right Programme

This early intervention programme aims to journey with patients and assists them in decision-making by helping them to gain a better understanding of different treatment options and community support programmes available for a smooth care transition in the community.

Data shows that many patients often are not able to make a decision on their treatment choice. Comorbidities, social influences, values and beliefs, limited health literacy, socio-demographics and the need for autonomy are some of the barriers that place patients at a crossroad and affect their decision-making ability. The delay in deciding on treatment has resulted in poor patient outcomes.

In collaboration with restructured hospitals which have renal units, the programme aims to equip patients with adequate knowledge of the disease, treatment process, dialysis management and address psychosocial anxiety as early as possible so that patients do not delay treatment. It involves monthly pre-dialysis talks at the hospital as well as home visits which are useful for patients who have mobility issues or prefer a more personal conversation. Peer support groups consisting of youth to elderly patients also meet monthly to interact and motivate each other. 101 patients and family members benefited from the programme.

"Previously, I did not have a clear picture of which dialysis treatment option to choose and how it would fit into my full-time work. However, during the pre-dialysis talk, the NKF patient volunteer shared with me about home-based peritoneal dialysis treatment and how I can do it overnight while I sleep. He not only addressed my concerns but also mentally prepared me for the treatment. Because of this programme, I was able to see for myself how a PD catheter insertion looks like, and knowing that there are other patients and community services out there who can support me when I need help."

Mr Thomas Tan, 45, who chose peritoneal dialysis after his fears and apprehension were eased through Know Right, Start Right.

101 patients and family members benefited from Know Right, Start Right
Quality Patient Care

The total kidney patient and beneficiary population at 4,567 represented a 5% increase and the costs for dialysis, medication and auxiliary services amounted to $104.8 million, an 11% increase.

NKF helps kidney patients through:

- **Kidney Live Donor Support Programme**
- **Peritoneal dialysis at home**
- **Haemodialysis at our 37 dialysis centres**
- **Portable funding for patients who dialyse at private dialysis centres**
- **Children with kidney failure through the Children’s Kidney Centre**

$104.8 million cost of providing dialysis, medication and auxiliary services for 4,567 kidney patients
Kidney Transplant

Kidney transplant is the best treatment option aside from dialysis as the “transplanted kidney” can substitute almost fully the lost functions of the failed kidneys, and allow the patient to lead a normal life. There are 2 types of transplant donors – living and deceased. However, for deceased kidney transplant, the waiting is long and often futile. With medical advancements, patients can opt for a live kidney transplant which can cut the long waiting time.

**Patient Survival Rate**

<table>
<thead>
<tr>
<th>No. of Years</th>
<th>Kidney Transplant (%)</th>
<th>Dialysis (%)</th>
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<tbody>
<tr>
<td>5</td>
<td>96.7</td>
<td>61.3</td>
</tr>
<tr>
<td>10</td>
<td>90.8</td>
<td>36.5</td>
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Source: Singapore Renal Registry 2016

47 applicants have received support since the inception of the Fund

Kidney Live Donor Support Fund

To boost the uptake of live kidney donation, NKF has a Kidney Live Donor Support Fund in which only the recipient is required to pass the means test instead of both recipient and donor. The fund covers:

- Annual health screenings and medical follow-ups
- One-time reimbursement for loss of 2 months’ actual income of $8,500, whichever is lower
- Reimbursement of hospitalisation and surgical insurance premiums (capped at MediShield Life premiums)
- Pre-transplant screening and evaluation costs for up to 2 potential donors per kidney recipient
- Insurance coverage for Group Living Policy based on sum insured of $200,000

“A new life for my child”

Madam Saiwingworn Siliwaraporn, now 33, had her world turned upside down when her son was diagnosed with kidney failure at the age of five. She recalls the endless visits to the hospital, not knowing what was happening to him as she did not understand English back then.

**The best form of treatment**

Once Madam Saiwingworn learnt that a transplant was the best option for her beloved son to have a normal childhood, she offered to be a donor. In March 2018, they had a successful transplant operation. Madam Saiwingworn is also benefiting from NKF’s Kidney Live Donor Support Fund, which helps ease the financial burden on the single mother of two.

**Full of life and energy**

“He’s very naughty now!” she exclaims, laughing. Her son, now 11, is a mischievous boy who is full of energy. He’s glued to his phone and also loves collecting Pokemon cards. As he runs round the playground, it is hard to imagine that he was once a kidney patient.
Helping Beneficiaries on Peritoneal Dialysis
The number of beneficiaries was 577. We spent $1.63 million to support peritoneal dialysis patients in their treatment and rehabilitation.

PD Care Group
PD patients come together twice monthly to discuss challenges and caregiver burdens as well as support and encourage one another. It also gives us the opportunity to understand their needs and serve them better. Recreational outings are also organised for social bonding and integration. To encourage new patients who are undecided about starting PD, members of the group produced a booklet with the tagline “For patients, by patients”. The booklet also provides many practical tips and advice on how to cope with life on PD such as diet, travel and financial assistance.

Comprehensive PD Community Support Programme
NKF’s PD Community Support Programme continues to provide home-based holistic support to help PD patients manage their treatment well at home. Nurses make regular home visits to help patients prepare and adapt to PD, ensure a PD-safe environment as well as provide continuous support whenever they have issues coping with PD at home.

1,925 home visits to support patients on PD

$1.63 million provided for home care and subsidies

577 total number of beneficiaries

45 patients benefitted from the PD care group
Madam Yong Mui Fah, 66, had been suffering from high blood pressure since her early 30s and 10 years ago, doctors warned her that she may end up with kidney failure. She eventually had to begin dialysis in 2019.

**Her lifestyle and work not disrupted**

Without any hesitation, she chose peritoneal dialysis (PD), which can be done conveniently at home, rather than travelling to a dialysis centre for thrice weekly treatment. She is relieved that her job of 30 years as a cashier remains unaffected as she is able to carry out the dialysis procedure on her own at night for 10 hours while she sleeps. With this flexibility, Madam Yong can also continue to help look after her husband who has dementia as well as be active as a grassroots leader in her constituency.

**Continue to lead a fulfilling life**

A PD nurse visits her regularly to check on her condition and ensures she is coping well. Madam Yong is part of NKF’s PD Care Group where she attends recreational outings to bond with fellow patients, which she finds therapeutic. She said, “I’m happy with PD as there is no drastic change to my lifestyle and I’m able to continue doing the things that are meaningful to me.”
Haemodialysis

Caring for Haemodialysis Patients
We provide affordable quality in-centre dialysis to kidney patients at our 37 purpose-built dialysis centres located islandwide. Our patients undergo dialysis treatment three times a week, with each session lasting about four hours. They are cared for by 897 dedicated medical and allied health professionals, and support staff who provide them with quality treatment and care. A total of $94 million was spent on treatment and all-round care for the financial year.

Rising Trend of Haemodialysis Patients

<table>
<thead>
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<th>Year</th>
<th>Patients</th>
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<td>2011</td>
<td>2,398</td>
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<td>2,497</td>
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<td>2,518</td>
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<td>2015</td>
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<td>2016</td>
<td>3,182</td>
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<td>3,440</td>
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<tr>
<td>2018</td>
<td>3,572</td>
</tr>
<tr>
<td>2019</td>
<td>3,755</td>
</tr>
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Profile of Haemodialysis Patients

- **Age**
  - Male: 37%
  - Female: 63%

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

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

Our dialysis centre with expanded capacity

Liew Foundation-NKF Dialysis Centre (Clementi)
- Started operations in July 2019
- Refurbished and established with a generous $2 million donation from Liew Foundation
- Expanded patient capacity by 50% to 30 dialysis stations serving up to 180 patients

Our new dialysis centre

NKF Dialysis Centre Supported by Nglam Kia Hum & Family (Punggol)
- Started operations in September 2019
- Established with a generous donation from Mr Nglam Kia Hum and his family, contributions from other generous donors and a government grant
- 35 dialysis stations serving up to 210 patients

Introduced Haemodiafiltration – An Alternative Form of Dialysis

In our pursuit of better patient outcomes, NKF has introduced another form of dialysis called haemodiafiltration (HDF) at our dialysis centres in Bedok and Serangoon in March 2019. For a start, only two HDF machines are being placed at these two centres.

HDF, a process similar to haemodialysis (HD), removes small and bigger-sized toxins by drawing out large quantities of fluid from the blood and replacing it with clean fluid generated by the HDF machine.

Recent studies have shown that HDF can reduce cardiovascular (heart disease) mortality, has better stability of blood pressure during dialysis and reduces some of the long-term complications due to dialysis. Offering different forms of dialysis is one of our initiatives to enhance our delivery of care. It also enables us to better meet and support the diverse needs of our patients.
Nocturnal Dialysis Continues to Benefit Patients

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

“It’s a better way of life,”

Mr Abdul Jahar, 30, has been feeling much better on nocturnal dialysis these days. He works at a coffee shop in the day, then heads home to spend some quality time with his wife and two-year-old daughter. At about 10pm, he heads off to the dialysis centre where he will spend the night.

Initial worries were unfounded

Mr Jahar jumped at the chance to take up nocturnal dialysis when it was offered in 2016 as he had been fretting about how he was to manage his work and dialysis sessions.

It was a huge relief that he would be able to remain employed full-time while receiving the treatment he needed to be well.

Feeling better on nocturnal dialysis

“I definitely feel the difference being on seven hours of dialysis as compared to four hours. My body is more rested and I have more energy. Most importantly, my dialysis doesn’t interfere with work anymore!”

“...The quality treatment helps me lead an active lifestyle...”

Mr Fernandez Dennis Francis, 69, was working full-time in the army.

He was fit and often ran 21km marathons. However, he had a sweet tooth and often indulged in chocolates, ice-cream and soft drinks.

His diabetes led to kidney failure

About 12 years ago, the doctor told him he had diabetes. In 2012, he retired from the army and was looking forward to enjoying his golden years with his family. However, barely a few months went by when his leg began to swell. He found out that his kidneys were failing and ended up having to go on dialysis thrice weekly to sustain his life.

Leading a fulfilling life

With quality dialysis treatment and care, he is doing well and continues to lead an active and healthy lifestyle.

He goes jogging regularly and watches what he eats.

However, he regrets that he did not think of his health in his younger days. He said, “What’s most important is to take care of your health. Once you have kidney failure, there is no turning back.”
Portable Funding

Our Portable Funding Helps Kidney Patients with Multiple Medical Complications

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

$1.93 million total subsidies given out

172 total number of beneficiaries

Profile of Beneficiaries on Portable Funding

Age
- 650
- 261

Gender
- 60%
- 60%
- 40%
- 40%

Race
- Chinois
- Malay
- Indian
- Others

63%
26%
10%
1%

Receiving help from NKF

Due to his multiple conditions, he requires special treatment and care which makes him unsuitable for NKF’s dialysis programme. He is grateful to NKF for placing him in NKF’s Portable Funding to receive treatment at a private dialysis centre and he does not have to pay anything out-of-pocket.

Looking ahead with courage

Mr Goh suffered another blow in 2017 when he lost his wife of 41 years to breast cancer. Despite his misfortunes, he has not given up on life. He said, “Although I’m alone now with no family, dialysis gives me hope to keep going. I just take one day at a time.”

Mr Goh Kwee Lian, 66, suffers from many illnesses – kidney failure, heart problems, diabetes, high blood pressure and high cholesterol. He had to stop work as a delivery person after being diagnosed with kidney failure in 2013.

“I’m grateful for NKF’s support”
Increasing obesity rates have led to more children and young adults getting diabetes.

Miss Radheana Bte Zamri, 26, was diagnosed with obesity and diabetes during a check-up at school when she was just nine years old. She was prescribed oral insulin but refused to take it as she was just too young to comprehend the severity of her condition.

Her health deteriorated abruptly when she was in polytechnic, leaving her with no choice but to drop out of school. She experienced severe problems with her eyesight and underwent several surgeries. Unfortunately, the doctors were only able to save her left eye. Radheana’s kidneys failed when she was 21, making her the third person in her family to have to undergo dialysis.

Finding employment through NKF

When Radheana expressed a desire to find employment, NKF found her a position as a part-time retail assistant through our Patient Employment Rehabilitation Programme. It was a huge relief for Radheana as she had trouble finding a job that could accommodate her thrice weekly dialysis schedule. These days, she derives a sense of fulfilment from being productive and self-sufficient.
Accessibility within the Community

91% patients are right-sited

Bringing Dialysis Closer to Patients’ Homes

Being the forerunner in providing community dialysis treatment, we have embarked on an integrated renal care model to support the evolving health and social needs of our patients. In this regard, we aim to right-site all our patients at a dialysis centre within 5km of their residence as part of our community integration efforts to actively engage the grassroots and volunteers to have greater interaction with patients. 91% of our patients are currently right-sited.

“..."In life, we go through many trials & tribulations. I have found that having positive thoughts and being thankful for the good things I still have in my life helps a lot.”

Mr Azmi Saini, who is benefiting from Life@DC

Life@DC

Through our new programme Life@DC, NKF’s multidisciplinary teams and community partners support patients to build an empowering community from the ground up — for patients and by patients. At the core of Life@DC is creating a warm and inclusive community with a “kampung spirit” built on a strong foundation of care for each other, a communal space for patients to gather and make it their own, forging strong bonds and social integration through meaningful and engaging therapeutic activities; and sharing cherished moments and celebrating key occasions together. Through all these, patients can enhance their quality of life, reintegrate into the community through employment, and give back to the community.

Patients have to make 312 trips in and from the dialysis centre every year.
The care we provide patients is a holistic one. It goes beyond dialysis. It is never easy living with kidney failure as patients need to deal with many problems in life. Our aim is to walk alongside them to empower and engage patients so that they regain their dignity, confidence and positivity and, most importantly, the belief that they can overcome any adversity. Ultimately, improving patients’ lives and allowing them to live normally, and even fulfilling their dreams and aspirations are what NKF is committed to do.

CARE AND COUNSELLING

Admission Counsellors Walk with Patients

From the point of application, our counsellors will provide emotional and family therapeutic support to help patients and caregivers adapt to their dialysis regime and plan their rehabilitation.

PATIENT WELFARE

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

Transport Subsidies

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

Grains of Hope Programme

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

Bursary Awards for Patients’ Children

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

Patient Employment Rehabilitation Programme

This programme, sponsored by the Kwan Im Thong Hoa Cho Temple, helps patients find suitable employment. Patients are given support to increase their employability by providing skills training and upgrading, and are referred to external hiring partners. Within NKF, patients are engaged to provide services on a contract-for-service arrangement.

69 patients lacking a strong support system and are socially isolated are receiving support in the Grains of Hope Programme

$25,000 bursary amount in total given to 11 students from families of needy kidney patients

63 patients attended relevant training programmes to find jobs and 49 patients re-integrated into the workforce and regained sense of self-worth and dignity
DIET & NUTRITION

Counselling and Intervention

Kidney patients need to modify their diet habits to meet nutrition goals according to their health condition. A team of 11 dietitians provides nutrition information for appropriate dietary choices and counsel patients to make positive behavioural changes towards eating right.

Patients’ Nutritional Needs

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

Nutrition Education Programme

Patients and caregivers attend nutrition education sessions once a month in a small group setting at a dialysis centre. The sessions empower them with nutrition knowledge and skills to make appropriate dietary choices. It also gives them the opportunity to share their experiences in diet management and learn how to improve their diet habits through interactive nutrition activities. Cooking demonstrations were organised so that they can absorb knowledge better through experiential learning.

1,859 patients with nutrition-related problems received timely counselling and intervention

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

148 patients and 36 caregivers attended nutrition interactive group education

159 patients and 23 caregivers attended cooking demonstrations

PHYSICAL WELL-BEING

Fall Prevention Programme

NKF’s Fall Prevention Programme helps frail kidney patients as falls are a common cause of injury among them and most falls take place at home. Many of these falls are due to clutter, wet floors, chairs and beds that are too high or too low, loose cords and wires, inadequate lighting, poor step and stairway design, and wrong foot and eye wear. Other causes include lack of physical activity, poor muscle tone and visual impairment. Medical conditions and medications too can cause unsteadiness or affect balance, vision and alertness. One fall incident tends to lead to repeated falls over time due to reasons such as weakened reflexes and muscles after the first fall. Hence, with a decline in mobility and functional independence, patients may have to depend on a walker or wheelchair, restrict their mobility due to the fear of falling, miss dialysis sessions and suffer a compromised quality of life.

In collaboration with Singapore Institute of Technology (SIT), student volunteers who study Occupational Therapy (OT) are paired with a community volunteer to reach out to frail patients. They extend an effectual helping hand to kidney patients in making them understand that falls can be prevented at home through simple adjustments.

To ensure greater impact of the programme, NKF also produced a guidebook on preventing falls which are explained and given to patients and their caregivers. It covers simple falls risk checklist, information on the consequences of falling, home safety checklist to identify potential hazards, and tips on how to reduce risk of falls by making simple changes to daily activities.

21 volunteers helped 13 frail patients to take steps to reduce falls at home
Occupational Therapy
NKFs Occupational Therapy (OT) programme provides assessments and interventions to help patients perform day-to-day tasks and roles essential to their lives. The scope of OT also includes caregiver training, equipment prescription, lifestyle and home modifications, as well as utilising the available and appropriate funding and resources for needy patients.

234 patients benefitted from OT

50 nurses benefitted from OT training

100% success rate for 10 NKF-assisted cases for HDBs Enhancement for Active Seniors (EASE) home modification programme

Exercise Care Plan
Many patients have reduced functional capacity as a result of sedentary lifestyle and ageing, which also potentially gives rise to risk of muscle wasting and premature disability. Besides customisation of home exercise care plan and based on patients’ needs, exercise specialists will encourage and invite patients to attend weekly maintenance exercise classes located at the various clusters. In-centre programmes are readily available for medically-cleared patients at different locations such as in NKF HQ, Integrated Renal Centre, and many other satellite dialysis centres built with an exercise area. Taking a person-centred perspective, these physical rehabilitation platforms help improve their physical well-being and overall quality of life.

2,250 patients benefitted from the individualised home-based exercise care plan

50% patients do intradialytic exercises following the in-house exercise video

180 patients regularly attend in-centre active and maintenance activities with 75% showing improvement in muscle strength and balance

MUTIPLE CHRONIC DISEASE MANAGEMENT

Eye Screening Services
Besides having kidney failure, 64% of our prevalent patients are diabetic and require regular eye checks. NKF partnered Raffles Hospital to provide complimentary vision tests and eye checks for kidney patients. For cases requiring further medical follow-up, retina photography will be performed and referrals made to hospitals at a subsidised rate. 110 patients benefitted from the clinical eye programme.

Home Glucose Monitoring Kits
We also continue to provide free glucose monitoring kits to encourage diabetic patients to monitor their blood glucose levels diligently.

2,250 diabetic patients using free glucose monitoring kits at home

Podiatry Services
NKF continues to provide onsite podiatry services at various dialysis centres for easy accessibility as foot problems are common among kidney patients with diabetes. The scope of podiatry services include wound management, skin and nails treatment and footwear advice.

219 diabetic patients with foot problems benefitted from our podiatry services with

83 referred to hospitals for further treatment

3% reduction in lower limb amputation among diabetic kidney patients

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

194 patients benefitted from subsidised chest x-ray services
Kidney Care Goes Digital

A local study (done jointly by Duke-NUS and Ministry of Health) reported that the proportion of older adults with three or more chronic diseases increased from 19.8% in 2009 to 37% in 2017. More than half of NKF’s patient population are above 60 years old, and many suffer from multiple chronic conditions. Our patients spend around 624 hours a year on dialysis throughout their lifetime.

To make things more comfortable for our patients, improve patient health outcomes, productivity and achieve better integrated care, NKF has embarked on a digitalisation journey with the implementation of our Renal PointOfCare System. Key processes are automated and the patients’ records are digitised. This relieves the nurses of their manual work as much as possible and provides a centralised electronic medical record system for access by the doctors wherever they are, 24 hours a day.

Our patients receive a free smart card, which digitally records their pre-and post-treatment weight and other data like blood pressure while they are hooked up to the dialysis machines. In the past, nurses manually recorded patients’ blood pressure every 30 minutes or one hour, which tends to disrupt their rest. Now, the dialysis machine reads the treatment plan for the patient once the smart card is inserted.

NKF’s digitalisation transformation means that nurses have more time to build relationships, rapport and trust with patients. They have more time to talk to patients, clarify any doubts or questions patients may have, and even spot early distress signs in patients and refer them to medical social workers or counsellors for timely intervention.

World Kidney Day Nursing Symposium

NKF, in collaboration with the Singapore Society of Nephrology and the Singapore Nurses Association, organised a nursing symposium on 31 March 2019. The theme focused on creating awareness and education on kidney health as well as sharing on community access in kidney care. More than 300 nurses and allied health professionals participated.

Kidney Care Conference

NKF’s Kidney Care Conference, themed “Integrated Kidney Care: Advancing Together” was held on 25 & 26 May 2019 at the Lee Kong Chian School of Medicine (Novena). This 3rd year running conference provided multidisciplinary insights into the transformation and integration of chronic kidney disease care for the future, in the face of emerging complex challenges. It was also a platform for medical and allied healthcare professionals to share and exchange ideas as well as generate discussions to advance renal care.

For the first time, the conference was extended to renal experts in the Asia Pacific Region. We were also privileged to have five overseas distinguished speakers who hail from Canada, Hong Kong, Thailand, the United Kingdom and the United States to share their expert knowledge across the spectrum of renal care. Over 500 participants attended the conference which included counsellors, dietitians, nurses, partners, patient advocates, physicians, policy makers, rehabilitation specialists and social workers. Mr Chan Heng Kee, Permanent Secretary, Ministry of Health, was the Guest of Honour and Professor Tan Chorh Chuan, Executive Director, Office for Healthcare Transformation, Ministry of Health, was the Keynote Speaker.

NKF remains committed to the care of kidney patients through better treatment outcomes and prevention of kidney diseases.

Achieving Excellent Clinical Outcomes

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

94% patient survival rate in the first year
99% patients achieved desired outcome of Kt/V ≥ 1.2.
Fractioinal clearance of urea (Kt/V) is one key indicator for measuring dialysis adequacy
82% patients achieved Hb level of ≥10 gm/dl. Improving patients’ haemoglobin level results in better physical tolerance and quality of life
1.14** central venous catheter blood stream* infection rate, which is better than the international benchmark of 3.00

*Used for blood to flow from patient to the machine and back
** Per 100 patient months
Hand Hygiene

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

Supporting Research in Kidney Disease

The Venerable Yen Pei-NKF Research Fund continues to support renal research in the areas of clinical and translational research, focusing on projects on the prevention of kidney diseases/failure. There were 18 Grant Calls since 2007, with 94 projects funded.

Healthcare Humanity Award 2019

(Ministry of Health)

Nurses’ Merit Award 2019

(Ministry of Health)

Nurturing Staff to Learn, Grow and Excel

Other than providing learning and sponsorship opportunities to enhance the skills and competencies of our people, we focused on deepening the development of the management team to strengthen NKF’s core values of NICER (Nurturing, Integrity, Compassion, Excellence and Respect) through the implementation of NKF Leadership Development Roadmap.

Aligning to our Employee Value Proposition (EVP) to provide opportunities for our people to grow, learn, share and excel, we have also put in place an NKF Development Roadmap for all employees to equip them with the right skill sets as we steer together towards our Vision and Mission.

Ms June Lim
Support Services Deputy Director

“The NICER leadership programme helped me to be objective, strengthen relationships with staff to gain trust by being more open, and be more empathetic so as to motivate staff to adopt a mindset towards excellence.”

Mr Anthony Irish Yvoc
Clinical Nurse Manager

“The workshop helped me develop self-awareness and be equipped with qualities that I need to become an effective and competent leader.”

Community Hearts Programme

Our employees continued to adopt a social welfare organisation and contribute to its cause. As a team, employees work together to engage the community in learning and fostering closer bonds.

346 staff committed a total of 1,487 hours by doing volunteer work at 12 social welfare organisations

Singapore Health Quality Service Award 2019

Best Team Award – Clinical Practice Improvement
Nursing Infection Control Task Force

Best Team Award – Service Initiative Improvement
Transport Taskforce
Volunteering with a Heart

NKF Circle of Hearts

Through Circle of Hearts, volunteers provide friendship, care and emotional support to help patients cope in their journey towards rehabilitation with more than 4,400 of them from all walks of life engaged in various meaningful volunteer programmes and activities.

“Our volunteering stint with NKF started about a year ago when we had to fulfil our mandated community service hours. We spent a few months at NKF’s dialysis centre in Toa Payoh, befriending the patients every Saturday evening. Never did we expect ourselves to form such a strong bond with them. Now, we visit them every Tuesday evening and we talk about everything and anything under the sun. What started as a simple intent to bring joy and warmth to the patients has blossomed into so much more. They give us so much good advice and often turn our bad days into good ones. We have gained more in return.”

Ms Chine Wong, 19, contributed 64 volunteering hours & Ms Cai Xianni, 21, contributed 50 volunteering hours, ex-Hwa Chong Institution (College Section) students

“We want to expose our students to the different community groups in the society so that we can imbue in them a sense of empathy. When NKF approached us to have our students create affordable renal-friendly diets and conduct cooking demonstrations for their patients, we were impacted by the experience. Through the various interactions with NKF dialitians and patients, students are now more aware of the multiple food restrictions these patients face and the high percentage of malnourishment amongst them due to poor appetite. This partnership has not only allowed our culinary students a chance to exhibit their palatable creativity by paying it forward with the culinary skills they learnt, but also gave them insights into the lives of individuals who are determined to rise above their adversities in spite of the multiple layers of challenges they have. We hope these service learning opportunities would inspire our students in giving hope to others and help them grow in confidence.”

Ms Khairulzafiz Bte Yousoff, 36, Chef Lecturer, ITE College West
“My wife, Winnie, and I have been volunteering with NKF for over 10 years now. From being a home befriender in the Grains of Hope programme to participating in befriending sessions in the dialysis centres, every interaction we had was a meaningful one, a reminder of how important health is and to treasure what we have. It, too, struck me how important it is to build a community of support for those in need so that they do not fall through the cracks. Thus, I work closely with my full-time national servicemen in the HQ Republic Singapore Navy, Naval Personnel Department to encourage the young recruits to volunteer at NKF. I hope the younger generation would be inspired by their experience in NKF and would continue to do what they can for the vulnerable in the community.”

Mr Nirmal Singh Dhillon, 60, Staff Officer Engagement Branch, HQ Republic Singapore Navy, Naval Personnel Department, who has contributed 52 volunteering hours

“I used to be a patient with NKF. Thus, I understand the challenges and possible stigma that dialysis patients face. It is not only a physical health burden they carry but an emotional upheaval too. I hope to be able to do what I can to help lift them out of their gloom and advocate the importance of caring for one’s health to the public so that together, we can help curb the growth of kidney failure.”

Ms Geraldine Goh, 60, patient volunteer who contributed 23 volunteering hours

“Volunteering at NKF has been an enjoyable experience for me. I managed to make many good friends over the years and most importantly, it gives me the opportunity to pay-it-forward not only to other fellow patients by sharing my experience with them but to the Foundation as well for the help and support I have received and am still receiving. I will continue to volunteer here for as long as I can.”

Mr Ev Aik Wah, 61, patient volunteer who contributed 51 volunteering hours

Healthcare Humanity Awards 2019
(Ministry of Health)

Mr Joseph Chan
Patient Volunteer

Joseph, 76, has been volunteering with NKF on a weekly basis since 2013. He supports patients who are new to dialysis treatments by alleviating their fears and anxieties in the capacity of a fellow patient. He exemplifies how age and medical conditions do not deter one from contributing and helping other individuals.

Mr Robin Tay, 43, Manager of Programme & Community Services, The New Charis Mission

“At The New Charis Mission, we go on and beyond to bring and advocate change in communities. We are glad to be able to partner NKF to bring positive changes to their patients’ lives. Being able to witness and experience first-hand, the happiness and gratitude that radiate from NKF’s beneficiaries when we help them refurbish their homes, reaffirms us in our cause and mission. We know we are doing right and hope to encourage other community partners to hop onto this bandwagon of doing good for the less privileged.”
Giving
with Love and Compassion

Celebrating 50 Years Together

We celebrated our 50th anniversary on 5 April 2019 at the NKF Centre together with our community partners and supporters because it is compassionate people like you who have enabled us to come this far and make immeasurable difference to more than 10,000 lives. It is this spirit of togetherness that spurs us to work towards providing seamless, integrated community care for our patients so that they can get back on their feet, which encapsulates the theme of our milestone year – “Giving Life & Hope Together”.

"I believe this unwavering purpose and conviction on the importance of togetherness for a caring community has propelled NKF forward in the past 50 years."

Mr Tan Chuan-jin
Speaker of Parliament

$13.5 million
raised through LifeDrops, contributing to 55.5% of the overall donations

Monthly Giving through LifeDrops

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

Fundraising expenses amounted to 10.5% of the total funds raised, well below the 30% as stipulated by the Charity Regulations.

“No matter how small the contributions are, it all adds up in providing great assistance to those in need.”

Mr James Lim, who has been donating monthly for the past 18 years

Flag Day

Over 1,000 volunteers raised funds for needy kidney patients. They also helped spread kidney health messages donning our signature traffic light tee-shirts and distributing souvenirs bearing key health messages to members of the public. More than 350 notes of encouragement were collected to cheer the patients on in their rehabilitation journey. Our special thanks to Baxter Healthcare (Asia), Hoe Kee Hardware, Koh Kock Leong Enterprise and Roche Singapore for their continuous support towards NKF Flag Day.
NKF50 Charity Dinner
Funds raised went towards providing quality treatment and care for kidney patients. NKF also took the opportunity to thank four caring donors - The Sriwazanahabadi Foundation, Lew Foundation, San Wang Wu Ti Religious Society and Mr Ngiam Kia Hum & Family - for sponsoring the costs of establishing and renovating our new and existing dialysis centres.

Date: 31 May 2019
Venue: The Ritz Carlton, Millenia
Guest of Honour: Mr Chan Chun Sing
Amount Raised: $2,679,404
Expenses: $173,537

“I wish NKF all the best as it continues to partner the community, individuals and the government in its work - exemplifying the collective responsibility and Singapore spirit to improve the lives of fellow Singaporeans and build a stronger Singapore.”
Mr Chan Chun Sing, Minister for Trade and Industry

NKF 7-day No Sugary Drinks Challenge
About 8,000 students from 10 educational institutions participated in the 7-day No Sugary Drinks Challenge which encouraged healthy dietary habits at an early age. It also imbued in the young values of compassion and empathy for others, not just with words, but with action. The money saved on the drinks given up by parent and child went towards helping needy kidney patients.

Date: 22 January 2019 to 31 March 2019
Target Audience: Educational Institutions
Amount Raised: $34,713

Dialysis Machine Sponsorship
40 compassionate donors contributed over $1 million to sponsor 52 new dialysis machines. As one machine can benefit six patients, 312 needy patients are benefiting from these machines. NKF carried out plate-mounting ceremonies at various dialysis centres to recognise dialysis machine donors.

Buddhist Temples Raise Funds for Kidney Patients
In conjunction with Vesak Day celebrations this year, we raised close to $280,000 through 57 Buddhist temples, individuals as well as the support from Singapore Tote Board.

Support from the Malay Community
The caring support from the Malay Community through our various donation drives helped raise about $168,000 to benefit needy kidney patients.
Corporate Governance

Roles and Responsibilities of Board of Directors

The Board acts in the best interest of NKF with the aim of improving the quality of care for patients who are afflicted with kidney disease and raising awareness on kidney disease prevention. It also ensures there are adequate resources for the operations and programmes of NKF and that such resources are effectively and efficiently managed; that there are processes in place to ensure NKF complies with all applicable laws, rules and regulations; and there is an appropriate code of conduct, which upholds the core values of NKF and processes.

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

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

Board members are expected to avoid actual and perceived conflicts of interest. Where Board members have personal interest in business transactions or contracts that NKF may enter into, or have vested interest in other organisations that NKF has dealings with or is considering to enter into joint ventures with, they are expected to declare such interests to the Board as soon as possible and abstain from discussion and decision-making on the matter. Where such conflicts exist, the Board will evaluate whether any potential conflicts of interest will affect the continuing independence of Board members and whether it is appropriate for the Board member to continue to remain on the Board.

The Board has also ensured that NKF is in compliance with requirements in Financial Reporting Standards (FRS) and the Code of Governance for Charities and Institutions of a Public Character (IPC).

Composition of our Board of Directors

The Board strives to ensure that Board members, as a group, have core competencies in areas such as accounting and finance, business and general management, communications, healthcare, human resource, law, medicine, strategic planning and technology and that it incorporates a degree of diversity. All Board members must be independent. Independence refers to not having any family, employment, business and other relationships with NKF, any related companies or their officers that could interfere or be reasonably perceived to interfere, with the exercise of the Board member's independent judgment made in the best interest of NKF. The CEO is an ex-officio non-voting member of the Board and attends all Board meetings. In addition, other members of management are invited from time to time to attend and make presentations at Board meetings.

The Board believes that to be effective, it should not be too large, whilst at the same time, ensuring that there is a sufficient range and diversity of expertise and viewpoints with good gender mix and continuity of service. In light of regulations for charities and IPCs, the Board needs to have a minimum of 10 members. As at end of the financial year, the Board had 14 members, none of which having served more than 9 years running. Board members are not remunerated.

Key Corporate Governance Initiatives

NKF is committed to lawful and ethical behaviour in all our activities and requires that our Board members, employees, volunteers and consultants conduct themselves in a manner that complies with all applicable laws, regulations and internal policies. In keeping with this commitment and NKF’s interest in promoting open communication, NKF has complied with the Code of Governance for Charities and IPCs. NKF’s Governance Evaluation Checklist for the period 1 July 2018 to 30 June 2019 can be viewed at the Charity Portal www.charities.gov.sg.

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

Risk Management Practices

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

Chairman
Mr Koh Poh Tiong
Board Director and Advisor
Fraser and Neave Ltd (FNL)
Meetings attended: 2

Member
Assoc Prof Abdul Razak Salleh bin Omar
Deputy Medical Director
Raffles Hospital, Raffles Medical Group, Singapore
Meetings attended: 2

Member
Prof Chan Choong Meng
Senior Consultant
Department of Renal Medicine
Singapore General Hospital
Meetings attended: 2

Member
Dr Chong Yoke Sin
Managing Partner, Singapore
Globe Partners
Meetings attended: 3

Member
Mr Johnny Heng, PBM
Managing Director &
Chief Client Officer
Wealth Management, Asia and Japan
Nomura Singapore Ltd
Meetings attended: 3

Member
Mr Jerry Koh
Deputy Managing Partner
Advis & Gluck LLP
Meetings attended: 1

Member
Mr Arthur Lang, PBM
Chief Executive Officer
International, Singap
Meetings attended: 1

Member
Mr Benjamin Lee
Executive Director and
Founding Partner
CBP Global Wealth Advisory Ltd
Meetings attended: 3

Member
Ms Lee Huay Leng
Head, Chinese Media Group
Singapore Press Holdings
Meetings attended: 1

Member
Mr Bennett Neo
Chief Executive Officer
Sogan Beer-Alcohol Beverage
Corporation
Meetings attended: 2

Member
Mr Ng Boon Yew
BBM, BMBJ
Executive Chairman
Raffles Campus Group
Meetings attended: 1

Member
Prof A. Vanhusala
Senior Consultant
Division of Nephrology
Department of Medicine
Confirmitr
National University Centre for Organ Transplantation
National University Hospital
Meetings attended: 2

Executive Committee

Chairman
Mr Koh Poh Tiong

Members
Mr Johnny Heng, PBM
Mr Jerry Koh
(from 1 Feb 2018)
Mr Arthur Lang, PBM
(from 1 Feb 2019)
Mr Bennett Neo
(till 29 Jan 2019)

Organisation Chart

NKF EXCO Meetings Held:
23 October 2018
29 January 2019
30 May 2019

About 50% of patients are aged 61 years and above and are likely to have other medical complications.
13 Committees to Cover Key Areas of Management

NKF has 13 committees to assist the Board in covering key areas of management and improve our oversight of management and accountability to stakeholders. All committees have written terms of reference, which are approved by the Board. Minutes of committee meetings are provided to the Board.

Audit & Risk Committee

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

Chairman
Mr Johnny Hong, PAM

Members
Dr Daniel Chia
Prof Ho Yew Kei
Mr Keith Ng
Mr Alfred Shee (till 31 Jan 2019)
Ms Tan Peck Joo
Ms Wan Mei Kit

Committee Meetings Held:
9 July 2018
10 September 2018
14 January 2019
15 April 2019

Donor Relations Committee

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

Chairman
Mr Benjamin Lee

Members
Ms Jennifer Bay
Mr Chris Chiu (from 1 Dec 2018)
Mr Lawrence Kim (till 14 Nov 2018)
Mr Bennett Neo (till 14 Nov 2018)
Mr Tan Ah Peng

Committee Meetings Held:
8 October 2018
30 January 2019
28 May 2019

Finance Committee

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

Chairman
Mr Ng Boon Yew

Members
Dr Ang Hoo Yoo
Mr Chay Yee Meng
Mr Hui Choon Kit
Ms Susan See Tho

Committee Meetings Held:
23 July 2018
24 September 2018
21 January 2019

Tender Committee

The Tender Committee is a sub-committee of the Finance Committee. The Committee supports and advises the Finance Committee on the procurement process to help ensure cost efficiency and that it is transparent and competitive. It reviews risk implications which may arise from the purchases and proposes measures to avoid or minimise such risks. It independently evaluates the tenders submitted for each purchase in excess of $500,000.

Chairman
Mr Ang Hoo Yoo

Members
Dr Stephen Chew
Mr Lee Ho Wah
Ms Perna Chiew Pheng
Mr Tan Sin Siew
Dr Tan Seng Hwee

Committee Meetings Held:
10 October 2018
25 March 2019

Human Resource Committee

The Human Resource Committee (HRC) is a Board Committee of NKF established by a resolution of the Board of Directors of NKF (Board). The purpose of the HRC is to review and advise NKF on HR strategies, policies and key HR programmes supporting NKF’s strategic thrusts and priorities.

Chairman
Ms Wung Su-Yen

Members
Mr Koh Foh Tiong
Mr Henry Siew
Mr Tan Kim Kwang
Mr Zarina Pijerdi

Committee Meetings Held:
16 October 2018
15 April 2019

Investment Committee

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

Chairman
Mr Ng Boon Yew

Members
Dr Ang Hoo Yoo
Mr Chay Yee Meng
Mr Hui Choon Kit
Ms Susan See Tho

Committee Meetings Held:
23 July 2018
24 September 2018
21 January 2019
Nomination Committee

The Nomination Committee reviews the size, structure and composition of the Board and Board committees, succession plans for the Board, Board Committees and that of the CEO, as well as the competencies, independence and time commitment of directors. It also initiates the search for new directors and recommends new directors and existing directors for reappointment to the Board, as well as reviews the proposed appointment of committee members. It also reviews the process and tools for evaluating Board, Committee and individual director performance. The Committee’s recommendations are subject to Board approval and the appointment of members to the Nomination Committee and its terms of reference are approved by the Board.

Committee Meetings Held:
16 August 2018
28 January 2019

Outreach Committee

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

Committee Meetings Held:
12 November 2018
27 May 2019

Patient Advocacy and Volunteer Committee

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

Committee Meetings Held:
15 October 2018
8 February 2019
25 June 2019

Medical Advisory Committee

The Medical Advisory Committee advises the CEO and Medical Services in the clinical areas and serves as a link between the restructured hospitals and NKF.

Advisor
Prof. A. Vathsala

Chairman
Assoc Prof Abidah Kamarulzaman

Members
Assoc Prof Adrian Law
Assoc Prof Choo Choon Yin
Assoc Prof Daokuan Chong
Assoc Prof James Yip
Prof Lim Sue-Ham
Prof Ong Yong-Liang
Dr Shun Ching Yee
Dr Veloo Chinmoy

Committee Meetings Held:
12 November 2018
13 May 2019

IT Committee

The IT Committee oversees major IT project implementation, reviews the annual IT budget and ensures budget compliance.

Chairman
Dr Chong Yoke Sin

Members
Mr Chai Chin Loon
Mr Alvin Ong
Assoc Prof James Yip

Committee Meetings Held:
16 August 2018
28 January 2019

Patient Advocacy Panel (MRP)

The Medical Review Panel comprising nephrologists from the restructured hospitals reviews patients who fail the medical review for admission into NKF’s haemodialysis programme and wish to appeal against the rejection due to medical grounds.

Chairman
Assoc Prof Abidah Kamarulzaman

Members
Assoc Prof Adrian Law
Assoc Prof Choo Choon Yin
Assoc Prof Daokuan Chong
Assoc Prof James Yip
Prof Lim Sue-Ham
Prof Ong Yong-Liang
Dr Shun Ching Yee
Dr Veloo Chinmoy

Committee Meetings Held:
16 August 2018
28 January 2019

If you do not drink enough water, your kidneys will not get properly hydrated to perform their functions.
Patient Appeal Committee

The Patient Appeal Committee reviews appeal cases of patients seeking financial and social assistance as well as for admission into NKF’s dialysis programme. These cases fall outside NKF’s approved criteria for assistance and are referred to the Committee by NKF’s Community Care department. The Committee deliberates on these appeal cases and after careful consideration, makes recommendations to the CEO to accept, reject or provide alternative assistance to the applicants.

Chairman
Ms Esther Lim

Vice Chairman
Dr Wong Luey Min

Members
Ms Hui Soh Heng
Mr Lee Soh Swee
Mrs Padmini Krishnammal
Ms Jane Smeeth

Ms Tay Pei Pei
Mr Yeo Say Ann

Research Committee

The Research Committee reviews and selects clinical and translational research projects in the area of renal and renal-related diseases and ensures good stewardship and accountability for the way the fund is disbursed.

Chairman
Prof A. Vathsala

Members
Prof Chan Chiang Meng
Adj Assoc Prof Chrintho Ching Yaw
Assoc Prof Evan Lee
Dr Grace Lee
Dr Martin Lee

Adj Asst Prof Mohan Arumugam [NI 17 Sep 2018]
Dr Mesgali Nandakumar
Dr Tan Chian Suei
Prof Yap Hui Kim
Adj Asst Prof Yeo See Cheong

Committee Meetings Held:
7 January 2019
16 February 2019

Reserve Policy

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

Our current year reserves of $378 million are only adequate to fund 2.6 years of projected annual operating expenditure.

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

Taking into consideration projected income from dialysis treatment, NKF’s reserve coverage at 6.3 years was 0.4 years higher than last year and above the Board’s target of 5 years.

Projected Operating Expenditures

<table>
<thead>
<tr>
<th></th>
<th>FY 2019/20</th>
<th>FY 2020/21</th>
<th>FY 2021/22</th>
<th>Total for 3 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projected Operating</td>
<td>134</td>
<td>144</td>
<td>154</td>
<td>432</td>
</tr>
<tr>
<td>Expenditure</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Reserves Policy Statement

<table>
<thead>
<tr>
<th></th>
<th>Current Year (as at 30 Jun 2019)</th>
<th>Previous Year (as at 30 Jun 2018)</th>
<th>% Increase/Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Funds (Reserves)</td>
<td>378,429*</td>
<td>351,217*</td>
<td>8%</td>
</tr>
<tr>
<td>Restricted &amp; Designated Funds</td>
<td>38,363</td>
<td>40,255</td>
<td>-5%</td>
</tr>
<tr>
<td>Total Funds</td>
<td>416,792</td>
<td>391,472</td>
<td>6%</td>
</tr>
<tr>
<td>No. of Years Reserve Coverage of Annual Operating Expenditure</td>
<td>2.6</td>
<td>2.5</td>
<td>0.1</td>
</tr>
</tbody>
</table>

*Restated to include deferred income to fund future expenditures.
Financial Statements

OVERVIEW OF FINANCIAL RESULTS FOR THE YEAR ENDED 30 JUNE 2019

<table>
<thead>
<tr>
<th>Charitable Activities</th>
<th>FY 2018/19</th>
<th>FY 2017/18</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income related to Dialysis (Net of patients' subsidies of $7,216 for FY 18/19 and $8,379 for FY 17/18)</td>
<td>45,379</td>
<td>43,049</td>
<td>2,330</td>
</tr>
<tr>
<td>Expenses related to Dialysis</td>
<td>(104,775)</td>
<td>(94,033)</td>
<td>(10,742)</td>
</tr>
<tr>
<td><strong>Deficit from Dialysis</strong></td>
<td>(59,396)</td>
<td>(50,984)</td>
<td>(8,412)</td>
</tr>
<tr>
<td>MOH Subvention</td>
<td>40,976</td>
<td>35,977</td>
<td>4,999</td>
</tr>
<tr>
<td>Less</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenses related to Education &amp; Prevention</td>
<td>(1,477)</td>
<td>(1,078)</td>
<td>(399)</td>
</tr>
<tr>
<td><strong>Deficit from Charitable Activities</strong></td>
<td>(19,897)</td>
<td>(16,085)</td>
<td>(3,812)</td>
</tr>
</tbody>
</table>

This is funded by:

- Donations - LifeDrops: $13,457, $13,630 ($173)
- Donations - Others: $10,794, $9,714 ($1,080)
- Fundraising Expenses: $2,545, $2,944 ($399)

| Total Donations                        | $21,706    | $20,400    | $1,306   |
| Surplus from Operations after Donations| $1,809     | $4,315     | ($2,506) |

| Government Grants                      | $14,069    | $13,921    | $148     |
| Rental Income                          | $1,024     | $935       | $89      |
| Sundry Income                          | $168       | $93        | $75      |
| Administrative Expenses                | (10,796)   | (9,306)    | (1,490)  |

| Total Surplus from Operations          | $6,274     | $9,959     | ($3,685) |

| Investment and Interest Income (Net of fees) | $17,525 | $2,852 | $14,673 |
| Total Surplus for Financial Year        | $23,799  | $12,811  | $10,988 |

1. Total annual expenditure for FY 2018/19 was $120.7 million, $12.3 million higher than the last FY due to an increase of 197 patients and beneficiaries.
2. FY 2018/19 ended positively with a surplus of $23.8 million made up of operating surplus of $6.3 million and net investment income of $17.5 million.
3. Deficit from charitable activities of $19.9 million was higher than last FY by $3.8 million (24%). This was mainly due to the increase in expenses related to dialysis by $10.7 million.
4. Deficit from charitable activities was fully funded by donations of $21.7 million.
5. Administrative expenses at 8.9% of overall operating expenses were also fully funded by government grants.
6. Net investment and interest income was higher than last year by $14.7 million due to improved market conditions.

Annual Income $144.5 million

- Dialysis Income (Insurance claims & fee collection) $45.4 million (31.4%)
- Administrative $10.8 million (8.9%)
- Fundraising $2.5 million (2.1%)
- Education & Prevention $1.5 million (1.3%)
- Investment Fees $1.1 million (0.9%)
- MOH Subvention $41.0 million (28.4%)
- Donation/Sponsorship $24.2 million (16.7%)
- Government Grants $14.1 million (9.8%)
- Investment & Interest Income $18.6 million (12.9%)
- Rental & Sundry Income $1.2 million (0.8%)

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

Patients have a restricted diet and have to avoid food high in potassium, phosphate and sodium.
Our Dedicated Volunteers

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

NKP's Volunteers' Appreciation Day 2018 Awards

Organisations/Religious Groups/Educational Institutions

SCS
Advco Pte Ltd
Ahmad Ibrahim Secondary School
Alpha Phi Omega Alumni Association of Singapore
Anchorage CC Youth Executive Committee
Anderson Secondary School
AngloChineseSchool (Independent)
Barryfield Secondary School
Bedok Methodist Church
Bedok View Secondary School
BLC Community Services
Boon Lay Secondary School
Bukit Panjang Zone 6 RC
Bukit Panjang Zone 7 RC
Cedar Girls’ Secondary School
Changkat Changi Secondary School
CHIJ Katong Convent
CHIJ St Nicholas Girls’ School
Chongzheng Primary School
Chua Chu Kang Zone “3” Residents’ Committee
Ci Tean Community Club
Cognizant

Our Valued Supporters

Sien Consultants Pte Ltd
SUIT Corporation Pte Ltd
SymAsia Singapore Fund
Tampines Chinese Temple
Tampines West CCC Community Development & Welfare Fund
Tan Ean Kiam Foundation
The Buddhist Union
The Estate of Eesey Gerald Stephen
The Great Eastern Life Assurance Co Ltd
THE HOUR GLASS LIMITED
The Northern Trust Company Singapore Branch
The PWC Singapore Foundation & Co
The Community Foundation of Singapore
The Strivathanasahakian Foundation
Thomson Skin Min Foundation
Thong Teck Sian Tong Lian Sin Sia
Tiong Kong Buddhist Temple
Toa Payoh Sea Teck Seang Tong
Topas Pte Ltd
Tote Board Group
Trans Point Agency Pte Ltd
Tuas Pek Kong Keng Management Council
United Overseas Bank Limited
Vrisea Community Services
VNU Logistics Pte Ltd
Wah Loan Engineering Pte Ltd
Wing Ship Marine Services Pte Ltd
Woh Hup (Private) Limited
Woon Brothers Foundation Pte Ltd
Yahaya Abdullah Salleh (Yahaya Salleh Charity Trust
Zhongqiao Remittance Pte Ltd

72 73

Lack of exercise increases your risk of getting kidney stones

Cutten University Singapore Campus
Damai Secondary School
East Spring Secondary School, National Cadet Corps
Farrer Park Primary School
Flexlight Powerwall
Gilead Sciences Singapore Pte Ltd
Global Indian International School
Good Shepherd Convent Kindergarten
Gospel Baptist Church
Habitat for Humanity Singapore
Holy Innocents’ High School
HG Republic Singapore Navy, Naval Personnel Department
Hong Chong Institution (College Section)
Hong Chong Institution, Handicrafts@NKF
IBM Singapore Pte Ltd
Impact Life Church
Innovative Pest Management
iShine
ITE College West, School of Hospitality
J.P. Morgan Chase
Thanks to our caring sponsors, NKF has been able to set up dialysis centres across Singapore, providing convenience and easy access to kidney patients living or working in the heartlands.

**Dialysis Centres**

**Admiralty**

**The Hour Glass - NKF Dialysis Centre (Admiralty Branch)**

Bld 761, Woodlands Ave 6, #01-108
Singapore 730766

**Alkaff**

Hong Leong - NKF Dialysis Centre

Bld 102, Alkaff Crescent, #01-265
Singapore 398480

**Ang Mo Kio 1**

Japan Airlines - NKF Dialysis Centre

Bld 629, Ang Mo Kio Ave 9, #3-203
Singapore 569766

**Ang Mo Kio 2**

Western Digital - NKF Dialysis Centre

Bld 633, Ang Mo Kio Ave 3, #01-155
Singapore 560633

**Ang Mo Kio 3**

Pele-Hwa Foundation - NKF Dialysis Centre

Bld 655, Ang Mo Kio Ave 3, #01-3401
Singapore 560655

**Bukit Batok**

NTUC Income - NKF Dialysis Centre

Bld 103, Bukit Batok Central, #01-227
Singapore 540103

**Bukit Merah**

The Singapore Buddhist Lodge - NKF Dialysis Centre

Bld 128, Bukit Merah View, #01-22
Singapore 510326

**Bukit Panjang 1**

New Creation Church - NKF Dialysis Centre

Bld 274, Bukit Panjang Rd, #01-54
Singapore 760274

**Bukit Panjang 2**

Le Champ - NKF Dialysis Centre (Bukit Panjang Branch)

Bld 275, Bukit Panjang Rd, #01-96
Singapore 760275

** Clementi**

Law Foundation - NKF Dialysis Centre

Bld 326, Clementi Ave 5, #01-175
Singapore 120326

**Corporation**

NKF Integrated Renal Centre (IRC) Supported by the Sri Tirtha Maha Bodhi Foundation

500 Corporation Road
Singapore 469908

**Ghim Moh**

Wish Hosp - NKF Dialysis Centre

Bld 1, Ghim Moh Rd, #01-358
Singapore 270002

**Hougang**

Singapore Buddhist Welfare Services - NKF Dialysis Centre

Bld 114, Hougang Ave 1, #01-298
Singapore 530116

**Jungong West 1**

Sheng Hing Temp - NKF Dialysis Centre

Bld 744, Jurong West St 73, #01-19
Singapore 640574

**Jurong West 2**

NKF Dialysis Centre Supported by The Sri Tirtha Maha Bodhi Foundation

Bld 940, Jurong West St 91, #01-461
Singapore 640940

**Kim Keat**

Toa Payoh Hye - NKF Dialysis Centre

Bld 1, Kim Keat Rd, #02-2836
Singapore 340302

**Kallang Ayer**

Kwan Im Thong Hood Cho Temple - NKF Dialysis Centre (Kallang Ayer Branch)

Bld 43, Bandar M-language, #01-1038
Singapore 330143

**Marshall**

Jo & Gerry Eezy - NKF Dialysis Centre

Bld 204 Marshall Drive, #01-188
Singapore 730204

**Pasir Ris**

Tampines Chinese Temple - NKF Dialysis Centre

Bld 180, Pasir Ris St 11, #01-108
Singapore 810180

**Punggol**

NKF Dialysis Centre Supported by Ng Kim Kiong Family

681 Punggol Drive
Level 2 Punggol Polyclinic
Singapore #20681

**Queenstown**

NKF Queenstown Dialysis Centre

Bld 55, Starthome Ave, #01-145
Singapore 140055

**Singapore**

Insurance and Financial Practitioners Association of Singapore (IFPAS) - NKF Dialysis Centre

Bld 201, Serangoon Central, #01-30
Singapore 550021

**Sim Ann**

Kwan Im Thong Hood Cho Temple - NKF Dialysis Centre (Sim Ann Branch)

Bld 101, Sim Ann St, #01-892
Singapore 250101

**Tampines 1**

National Trades Union Congress - NKF Dialysis Centre

Bld 935, Tampines St 91, #01-333
Singapore 520395

**Tampines 2**

Wong Sui Hwa Eda - NKF Dialysis Centre

Bld 271, Tampines St 21, #01-99
Singapore 520271

**Teck Whye**

Leong Hwa Chan Si Temple - NKF Dialysis Centre

Bld 113, Teck Whye Lane, #01-466
Singapore 680113

**Toa Payoh**

Singapore Airlines - NKF Dialysis Centre

Bld 225, Toa Payoh Lor 8, #01-54
Singapore 310225

**Ubi**

Foi Hoi - NKF Dialysis Centre

Bld 311, Ubi Ave 1, #01-383
Singapore 400311

**Upper Boon Keng**

Sakyadhita - NKF Dialysis Centre

Bld 19, Upper Boon Keng Rd, #01-1220
Singapore 340197

**West Coast**

The Hour Glass - NKF Dialysis Centre (West Coast Branch)

Bld 701 West Coast Rd 9, #01-323
Singapore 120701

**Woodlands 1**

Thong Tack Chiong Lian Ting Sir - NKF Dialysis Centre

Bld 825, Woodlands St 81, #01-30
Singapore 738285

**Woodlands 2**

SCAL - NKF Dialysis Centre (Woodlands Branch)

Bld 365, Woodlands Ave 5, #01-490
Singapore 730365

**Yishun 1**

Toa Payoh Sze Tuck Seng Toh - NKF Dialysis Centre

Bld 203, Yishun St 21, #01-239
Singapore 760203

**Yishun 2**

Le Champ - NKF Dialysis Centre (Yishun Branch)

Bld 659, Yishun St 61, #01-168
Singapore 760639

**Yishun 3**

SCAL - NKF Dialysis Centre (Yishun Branch)

Bld 840, Yishun St 81, #01-382
Singapore 750840
The National Kidney Foundation’s Annual Report 2018/19 is a comprehensive summary of our activities and efforts throughout the year.

As a community care integrator, we embed ourselves in the community, working hand in hand with our partners in providing seamless, integrated renal care to meet the ever-evolving needs of kidney patients. We also bring kidney health education to the masses to prevent kidney failure.