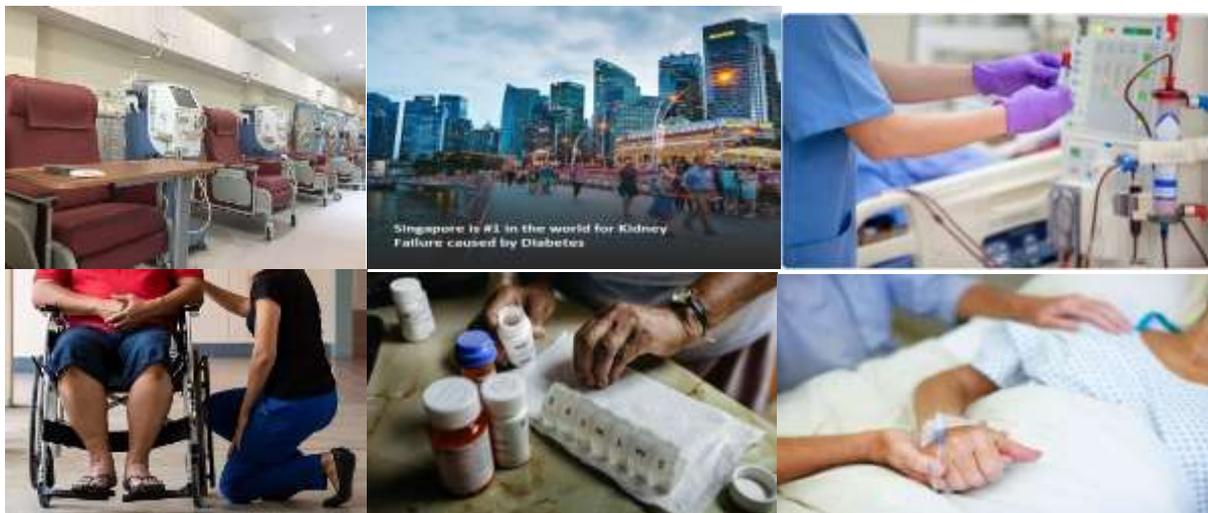


**Annual Report**  
**Jan 2024 to Dec 2024**  
**Renal Health Services**



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# About Us

## **Purpose / Objects**

A charitable organisation providing solutions to the gaps in kidney care for Singaporeans.

## **Our Vision**

Supporting Kidney Health for Singaporeans.

RHS supports, advocates and enables optimised kidney related health, patient well-being and holistic care for the Singaporean community.

## **Our Mission**

RHS with its unique public-private partnership model to support its not-for-profit projects, aims to drive down kidney healthcare cost and increase efficiency in reducing the incidence of chronic kidney disease (CKD), as well as providing accessible kidney failure treatment modalities to all members of the community, irrespective of their financial capability (support tiers based on means-testing).

## **Our Core Values**

RHS is a unique kidney care dedicated charity organisation, with a governing board and management team comprising of leading clinicians in Singapore, having strong training and experience spanning many decades. The team is proud to regularly consult patient representatives who guide the team on patient centricity.

We fully understand each step of the patient journey during their struggle with illness, having personally witnessed these issues in clinical settings and support the patient not only at a management level, but also with the patients at the front lines. Additionally, the board is supported by a wide variety of professionals from other occupations to give valuable inputs, as well as to aid in accountability and transparency.

# Overview of Charity

## Incorporation

RHS was incorporated as a company limited by guarantee on 11 January 2023 with UEN 202301525H and has a constitution as its governing instrument.

## Charity registration

RHS is a registered charity according to the Charities Act (Chap. 37), under MOH Sector Administrator on 22 July 2023.

## IPC status

RHS has been accorded IPC (Institution of a Public Character) status from 23 Dec 2024 to 22 Dec 2025.

## Registered address

Block 263 Boon Lay Drive, #01-583 Singapore 640263

## Auditors

UHY Lee Seng Chan & Co (a member of Urbach Hacker Young International Limited)

## Bankers

Standard Chartered Bank Singapore

The Development Bank of Singapore Ltd (DBS)

## Lawyers and legal consultants

Shook Lin & Bok LLP and King & Wood Mallesons

# Welcome Message from the Chairperson

January 2025 – RHS is growing stronger! Our journey continues...

It is with immense pride and gratitude that we present the Renal Health Services (RHS) Annual Report 2024: A reflection of our progress, resilience, and commitment to those battling kidney disease.

What a difference a year makes! From an emerging organisation with a bold vision, RHS has now become an established force in kidney care. Our donor support has grown significantly, allowing us to expand and mature our programmes. With additional dialysis and kidney care centres under construction: We are turning our vision into reality, bringing accessible, high-quality care closer to patients in need.

This year, we also strengthened clinical governance across multiple affiliated dialysis centres in Singapore, ensuring that best practices in kidney care are upheld. Our partnerships have flourished, creating new opportunities for collaboration and innovation. A crowning achievement was RHS receiving Institute of Public Character (IPC) status, a recognition of our unwavering commitment to transparency, accountability, and public benefit in Singapore's highly regulated charity landscape.

These milestones are just the beginning. As we continue to build, innovate and advocate, we invite you to walk this journey with us. The fight against chronic kidney disease is a shared responsibility, and together we can make a profound difference.

Thank you for your steadfast support. Here is to another year of impact and growth.

With best wishes on behalf of the board,

Wee Xue Ting (Dr)

Chairperson, Board of Directors

Renal Health Services Limited

# Leadership

The RHS Board works on a rotating chairperson basis and our current chair is Ms Wee Xue Ting (Dr).

## Board of Directors



### **Dr Wee Xue Ting (June 2023)**

#### ***Director and Chairperson***

**Pharm. D., BSc (Pharm), BCCP, BCPS**

Clinical Pharmacist with doctorate and specialty accreditation. Founder and CEO of a pharmacy company in Singapore. Passionate about patient care, especially in cardiorenal landscape. Her work includes provision of person-centred and value-based therapeutic care programs.



### **Kevin Lee (March 2024)**

#### ***Director, Chair of Finance and Audit Committee***

**MBA, FCA (Singapore) and CPA (ASEAN)**

Over 25 years experience in finance, strategy and management consulting. Has served as Group COO and Group CFO of regional healthcare enterprises. Held senior roles in leading investment banks and large international corporations. Active as teaching faculty in local universities in Accounting, Finance and Risk Management.



**Dr Srinivas Subramanian (April 2023)**  
***Director, Chair of Appointments and Nominations Committee***

**MBBS, American Board Cert (Nephrology and Internal Medicine)**

Senior Consultant Nephrologist, with over 20 years of experience in the medical field. Has served as Director of Clinical Services in large public sector renal medicine program. Active in clinical practice and community-based renal services.



**Dr Lee Ming Zhou (April 2024)**  
***Director, Chair of Programmes Committee***

**MBBS (S'pore),  
MRCEM, MPH**

Experienced physician with broad range of exposure to public health care sector, industry partners and academia. Passion in Public Health, healthcare management and service delivery. Has helmed research and publications regarding kidney disease landscape in Singapore, with a patient-centric approach and emphasis on public-private partnerships.



**Dr. Shariffa Syahidah Chishty (September 2023)**

***Director, Chair of Human Resource Committee***

**MBBS (London), GDFM (Singapore)**

Family physician with a specialty certification and interest in Lifestyle Medicine and Health Coaching (dual-certified). Medical advisor for health consulting firms. Active in community-based healthcare endeavours and ground-up initiatives to promote health literacy.



**Dr Behram Ali Khan (Jan 2023)**  
***Executive Director, Medical Director***

**MBBS, MD (USA), ABIM (Nephrology and Internal Medicine), FAMS (Renal)**

Senior Consultant Nephrologist and Asst Professor of Medicine, with over 25 years of experience in the medical field. Has served in various leadership positions, including Medical Director of dialysis providers, Long-Term Acute Care Hospitals and medical practices. Active in clinical practice, teaching and research.



**Timothy Robert Cushway (Jan 2023)**  
***Director, Chair of Investment Committee***

Experienced Healthcare Executive, with over 25 years of service in the healthcare sector and having several directorship positions. Has helped establish healthcare start-up companies, Clinical Research Office (CRO) and worked extensively in the pharmaceutical and therapeutics domains.



**Nelson Wong (September 2023)**  
***Director, Chair of Fundraising and Corporate Communications Committee***

CEO and co-founder of a Clinical Research Office (CRO), with over 20 years of clinical research experience. He has extensive management experience as an excellence lead for southeast Asia region for R&D. He has developed efficient CRO processes and best practice guidelines. Nelson has been successful in transforming small start-ups to regional providers for clinical research development.

## ADVISORY BOARD



**Sally Lee**  
***Member Advisory Board (Legal and Regulations)***

Senior lawyer and partner at Shook Lin & Bok LLP. Established practice in the areas of corporate law and corporate finance. Experienced in various industries, including healthcare sector and technology.



**Heike Carolin Cushway**  
***Member Advisory Board***

Experience Marketing and Communications professional, with more than 15 years of experience in corporations and start-ups. Helmed regional communications in a large multi-national company. CEO of healthcare enterprise, with passion for nutritional health, holistic care and complimentary medicine. She is a certified Health Coach with excellence in patient advocacy and team building.



**Peggy Leong**  
***Member Advisory Board (Volunteer management and resource identification)***

Peggy is a social service professional with a decade of experience spanning the healthcare, youth, legal, active ageing, and migrant worker subdomains. She is currently overseeing organisation development, strategy, communications, and operations at a charity. With a focus on sustainable change, she seeks to future-proof charities and transform them to create lasting impact in the community.



**A/Prof Bee Yong Mong**  
***Member Advisory Board (Medical)***

**MBBS (S'pore), MRCP (UK), FRFP (Edin)**

Head and Senior Consultant in the Department of Endocrinology, SGH and Clinical Associate Professor at the Duke-NUS Medical School, Singapore. Vice-President of Diabetes Singapore. Active in research around diabetes prevention and risk prediction of diabetic complications.



**A/Prof David Foo**  
***Member Advisory Board (Medical)***

**MBBS (Melbourne), MRCP (UK), FAMS (Cardiology), FACC, FRCP (Edin), FHRS**

Senior Consultant Cardiologist at TTSH, ex-President of Singapore Cardiac Society and Medical Director of National Healthcare Group Heart Institute. Chair numerous international conferences and is active in clinical trials, research and teaching.



**Dr Norhisham Bin Main**  
***Member Advisory Board (Medical)***

**MBBS (S'pore), Dip (Palliative Med) (Wales), MRCP (UK), MRCPS (Glasgow), FAMS (Geriatric Med & Palliative Med)**

Head and Senior Consultant in Geriatrics and Palliative Medicine at NTFGH. President of MHPA. Expertise in Advance Care Planning, Pain Management, Organ Failure, the Elderly and End-of-Life Care. Serves on community-based organisation committees for dialysis care.



**Angela Tan**  
***Member Advisory Board (Medical)***

**BSN**

Over 20 years of experience in dialysis nursing, including hemodialysis and peritoneal dialysis. Serving as Chief Nursing Officer at a dialysis provider, with focus on Evidence-Based practices, clinical outcome improvement and patient satisfaction. Active in both patient care and research activities.



**Muhammad Halim Bin Mohd Amin**  
***Member Advisory Board (Medical)***

**BSN, Adv Dip Nephro-urology.**

Over 15 years of nursing experience, with nurse manager duties at dialysis centres. Keen interest in patient care outcomes and quality of life. Clinical Management, administration and community engagement experience in community-based dialysis services.



**Amanda Sheroff**  
***Member Advisory Board (Medical)***

**BSc Psychology, MSc Counselling, Post masters in family dynamics and women**

Amanda Sheroff is a USA licensed mental health therapist with over a decade of experience. With a deep understanding of various therapeutic modalities, she provides an environment where individuals and families can explore their issues. Through collaborative and client-centred approaches, she empowers individuals to navigate challenges, develop healthy coping skills, and cultivate change in their lives.



**Jieun Wrigley**  
***Member Advisory Board (Medical)***  
**BSc International Relations, MSc Nutrition Science**

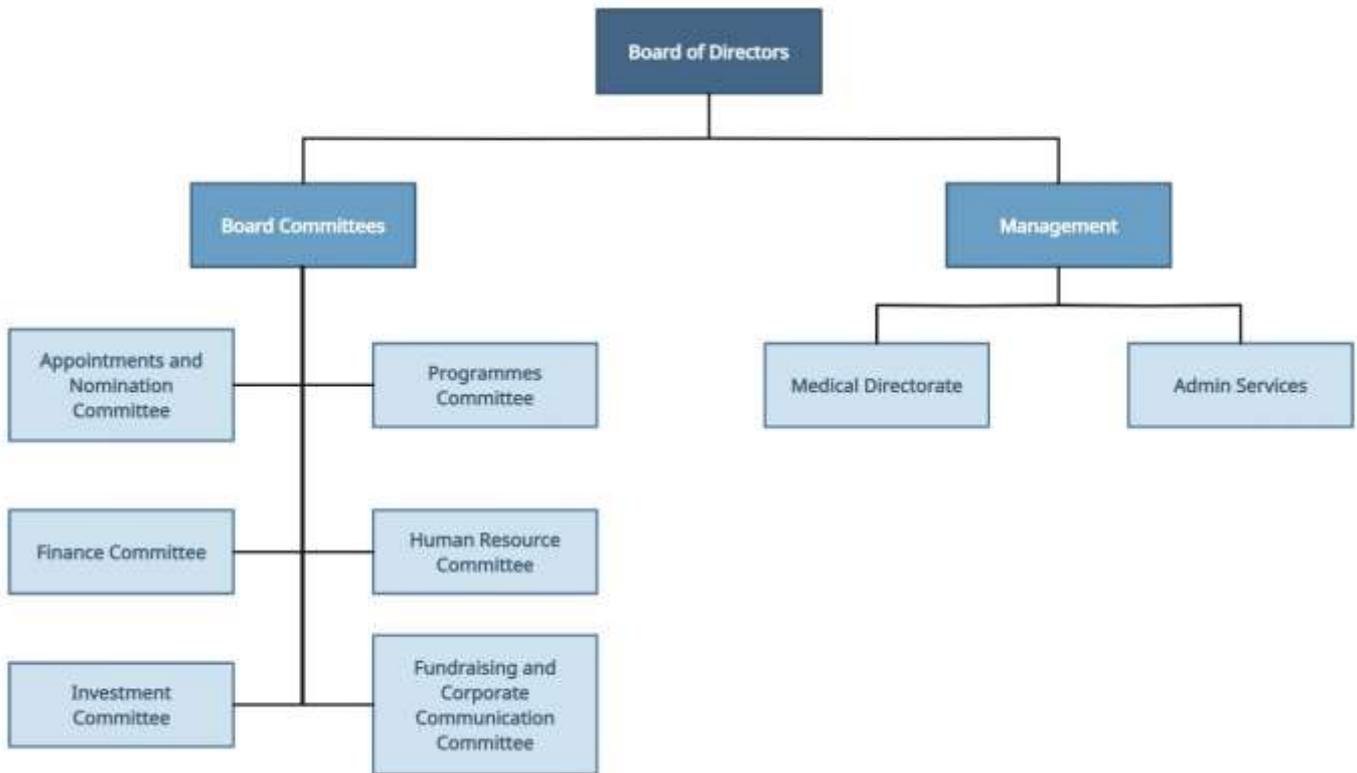
Jieun Wrigley, a Nutrition and Dietetics expert, employs a functional nutrition approach, holding memberships in the Singapore Nutrition and Dietetics Association. Using evidence-based methods, she identifies root causes of imbalances to offer personalized nutrition solutions. Committed to drug-free, food-first strategies, Jieun assists clients in restoring health and minimizing disease risks, fostering sustainable dietary habits for optimal well-being.



**Rabia Shah**  
***Member Advisory Board (Medical)***  
**BSc (Hons) Physiotherapy, Post grad Cert  
osteoporosis and falls management**

Rabia is a certified Physiotherapist with over 30 years of clinical experience in rehabilitation and musculoskeletal health. She has a special interest in the rehabilitation of patients with chronic health conditions. She uses holistic and evidence-based care to manage patients by using hands-on manual therapy, corrective exercises and education. She takes a collaborative approach to her multi-faceted rehabilitation intervention which allows renal patients to optimise physical, psychological and social functioning.

# ORGANISATIONAL STRUCTURE



Admin services may be performed by external parties engaged for services and by volunteers.

Organisational structure was subject to change during the year, based on operational requirements.

# Highlights of the Year

## Summary Financial Performance

Grants, donations and income: \$ 669,949

Total expenditures: \$ 277,977

Restricted Charitable Funds and Programme Liabilities: \$ 432,706

Remuneration for board of directors and key management personnel: None

## Key Financial Transactions

Charitable Activities/Programme Expenses: \$ 244,443

Governance and support costs: \$ 33,534

Total Unrestricted Funds and Reserves: \$ 17,191

Fund-raising Expenses: \$ 243

Fund-raising Efficiency Ratio: Less than 1% spent on fund raising activities

## Purpose of Charitable Assets Held

Building of comprehensive kidney care centre, with provision of dialysis services and integrative community care programmes.

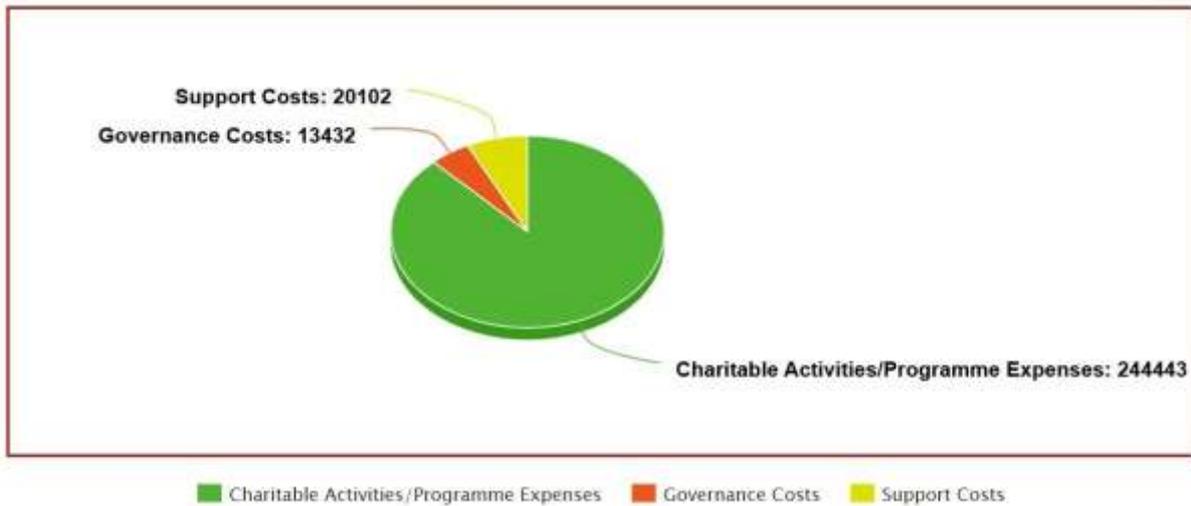
Funding to grow and sustain the eight core programmes of RHS.

Provision of funding to RHS beneficiaries, through the financial assistance framework for the needy.

Operational support and governance of our various programmes to ensure efficient and cost-effective provision of services to RHS beneficiaries.



Total Expenditure: SGD 277977



RHS places great significance on administering its charity organisation with robust governance controls and compliance. Our financials reflect such measures taken for appropriate support of our programmes and charitable activities.

Furthermore, we were able to keep our cost of fundraising to under 1%, which is an outstanding achievement, despite being in our formative years.

Beneficiaries supported across 8 core programmes, jointly run with our partners.

## Leading by Example: RHS Leadership Volunteering to Drive Impact



RHS board members, advisors and volunteers donated over 2000 person-hours to help run the charity and its various programmes.

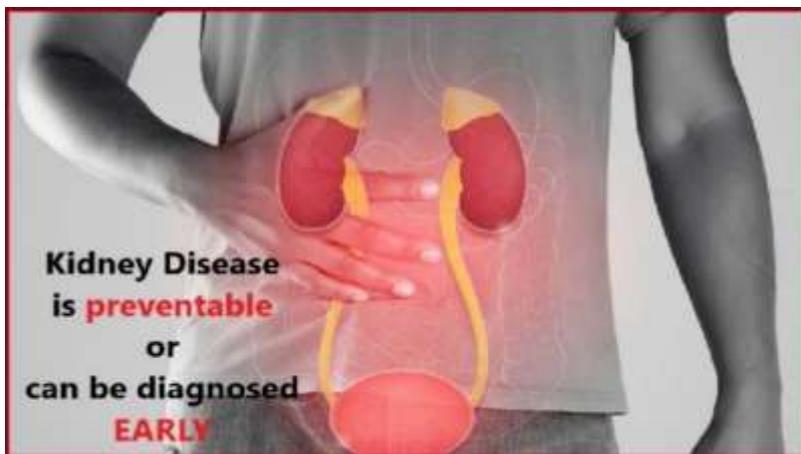
# Our Work

## Programmes and Activities

RHS believes in committing resources efficiently, with evidence-based methodology and with a focus on measurable outcomes for its programs. The work done this year for our 8 core programmes, will continue to strengthen these services in the future, based on clinical excellence and value-driven outcomes for our beneficiaries.

An overview of these programmes are as follows:

### Kidney Disease Screening and Preventative Guidance



It is estimated that over 300,000 Singaporeans suffer from chronic kidney disease (CKD), with many more presumed to be undiagnosed.

This programme included identifying kidney problems at an early stage, preventing further damage, and improving outcomes for individuals at risk or already diagnosed with kidney disease.

The activities for this programme included the following:

- Comprehensive review of guidelines for CKD screening both globally and locally.
- Identification of key tests needed for CKD screening.
- Engaging of community partners with infrastructure to support screening drives.
- Formulation of information resources in various formats: online, virtual talks, in-person sessions and events.
- Sharing of protocols and resources to conduct such screenings.
- Conducting educational talks and engagement sessions with partners and community members to disseminate knowledge and awareness regarding kidney disease.

RHS was successfully able to conduct the key deliverables mentioned above, with our partners. Informative materials were carefully curated and placed on websites, including informative videos. Multiple volunteer trips were made to community areas and partner clinics, where various members of public were engaged with information dissemination and health guidance.

We estimate that our efforts led to over 1,000 beneficiaries being supported from this programme related activities.

## Clinical Research and Trials for Innovation in Care



RHS recognised that research and trials are crucial in advancing our understanding of kidney diseases, improve diagnostic tools, help in development of new treatments, enhance patient-centred care, and influence health policies and guidelines.

Such programmes typically take years to formulate, conduct successfully and publish impactful results.

RHS successfully conducted various community-based research surveys and projects to help better understand the issues faced by those suffering from kidney disease, as well as their caregivers. With this information, RHS will reach out to like-minded organisations to partner in mitigating the challenges being faced by this vulnerable part of our community.

## Early Access Programs for Treatments and Solutions



We live in an era of rapidly advancing treatments for kidney disease and its related ailments. RHS understands the importance to have a programme which is dedicated in identifying such new and novel therapies or medications, which would allow our beneficiaries to be able to access them before they are subsidies and freely available. Such therapies can typically take several years before they are affordable for the masses.

RHS was able to successfully identify a number of such therapies and was able to help support a programme which allowed a pool of around 65 beneficiaries with our partners to be able to access these treatments either free or with minimal cost.

## **Hemodialysis and Peritoneal dialysis provision and support**



Dialysis is a life-saving therapy for patients with kidney disease, performed in community-based centres or at the patient's home. The number of kidney failure patients is projected to cross 48,000 by 2035 in Singapore, if nothing changes.

RHS recognises a proactive approach in having adequate access to dialysis facilities for beneficiaries who need this life-saving treatment.

In collaboration with our partners, RHS was able to help identify certain high-need area that would benefit the communities with such dialysis facilities for the needy beneficiaries. Ground-breaking was done on a state of the art, community-based kidney care centre with integrative services. Meticulously planned services, with innovative solutions to provide efficient and cost-effective care to RHS beneficiaries is envisioned when this facility.

RHS through its Memorandum of Understandings (MoU) with like-minded charities and performed extensive feasibility evaluations for provision of enhancing dialysis services. Existing dialysis services with our partners were also supported with consultative and advisory services.

We anticipate that with these activities, RHS was able to reach out to over 65 combined beneficiaries.

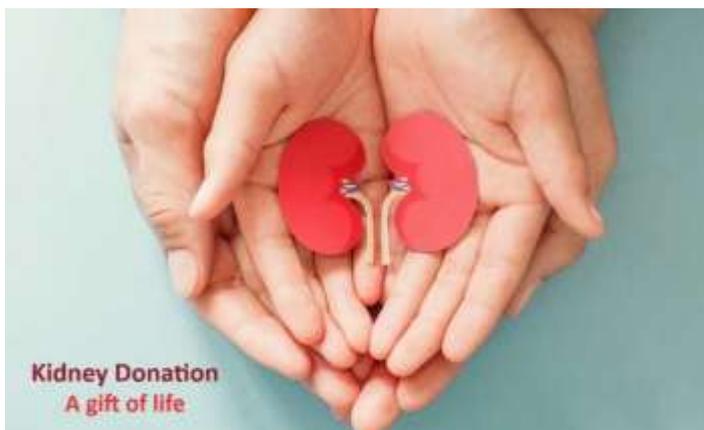
## Palliative Care and Conservative Kidney Management Programs



With an aging population and life expectancy exceeding 85 years in Singapore, it is prudent to develop a conservative kidney management program with option to provide palliative care for patients with kidney failure.

RHS strongly feels in a structured formulation of an end-of-life care program for kidney failure and was able to engage leading palliative care professionals in Singapore to be able to help curate such programmes. Efforts to study the current landscape in elderly care, identifying gaps in care in the community sector for provision of end-of-life care and a detailed understanding of the stakeholders involved in provision of such care was undertaken. Relevant agencies and health authorities were approached for sustainable funding of such initiatives. The RHS team remains committed to follow this through in the coming year.

## Kidney Transplant Awareness and Donor Support



Kidney transplant remains one of the best treatments for kidney failure. Sadly, the waiting time to get a kidney from a donor in Singapore can be as long as ten years.

RHS acknowledges the need for advocacy work to help promote organ donation and support for such patients. Due to our advocacy works we were able to identify and

engaged key stakeholders involved in policies, guidelines, therapeutics and service provisions.

Through our efforts, we were able to reach out to families and care givers of existing kidney failure patients, to help highlight the importance of donating kidneys to their loved ones. We helped facilitate their referral to national kidney transplant centres and provided support to both the patients and potential donors. We estimate that our efforts led to help over 30 beneficiaries with this programme.

## Patient Advocacy



At the heart of our charity organisation is the task of advocating on behalf of those who are disadvantaged to adequately access kidney care. To assess such needs, a valuable platform is a “patient advocacy group” (PAG). This initiative helps to connect those suffering because of kidney disease, share their experiences, seek information, and vocalise their needs. These forums can also offer additional advantages of emotional support, education, and empowerment of beneficiaries, including patients and their families.

RHS was able to engage industry partners and organisations who are well placed to enable such PAGs. We also participated in any existing patient forums to further our activities. We estimate that through this programme, we were able to serve over 30 beneficiaries.

## Social and Psychological Support Programs



RHS believe in holistic care management with support from allied health professionals in formulation of a comprehensive kidney care plan. In this regard, RHS board made earnest efforts to induct experts in nursing care, dietetics, pharmacy, nutrition, physiotherapy, life coaching, clinical psychologist and social work for its advisory board. With such broad-based expertise, RHS has helped support our partners in holistic care management of our beneficiaries, with focus on quality of life of both patients and care givers. RHS engaged health agencies and partners to share the details of these initiatives and for expansion of its implementation. We aim to build further on this continuing work with these persistent efforts performed each year.

## **Feedback**

RHS invites the readers of our annual report to provide feedback to our management to further improve our programmes. Please contact us at the following email address with your valuable inputs:

[admin@renalhealthservices.org](mailto:admin@renalhealthservices.org)

# The Year Ahead

## Charity's Future Plans

RHS remains fully committed to continues its work on its 8 core programmes.

We plan to continue our focus in these core initiatives in the year ahead, with strategies to consolidate ongoing activities and improve their outcomes measures.

We also pledge our commitment to look at new projects that may be the need of the hour for our at-risk beneficiaries and communities that we serve.

## Fundraising and Expenditure Plans

We have received support pledges from our partners and donors for us to continue our programmes with larger amounts of beneficiaries to be reached and to increase the impact of our various initiatives.

As an Institute of Public Charter (IPC), our cost-effective fund-raising through continued engagement of our supports and donors remains unchanged. Our commitment to engage volunteers by first volunteering ourselves and outsourcing as much of our administrative services by utilising shared resources to keep our overhead expenditure also remains unchanged for the following fiscal year.

Some key areas of fund-raising that we plan to engage are:

- Focused outreach drives to our established donors, as well as newly identified like-minded organisations and philanthropic individuals.
- Fund-raising dinner engagements.
- Online fund-raising campaign through Charity Commission's approved platforms.
- Applying for various grants available to registered charity organisations and IPCs.

Our expenditure plans for the following year will help to support the following:

- Charitable programmes and activities.
- Funding for needy RHS beneficiaries, through our Financial Support Framework.
- Fund-raising expenses for targeted goals achievement.
- Governance and oversight to maintain transparency and accountability.
- Administrative support for increasing efficiency and reducing overheads.

## Charity's Commitments

The charity remains committed to continue the work initiated in all 8 core programmes in the year ahead. We remain dedicated to utilising any unused funding received in the preceding year to be utilised on the furtherance of the funded projects.

RHS pledges to continue its collaborations by enhancing our public-private partnerships to help further sustain these programmes.

Our commitment towards allocating adequate resources for oversight, governance and independent audit will remain in place.

## Programme Support in the Year Ahead

If any of the programmes mentioned above have resonated with our readers, please consider donating through our following partners which are endorsed by the charities commission to receive your contributions:

- Giving.sg  
<https://www.giving.sg/renal-health-services-limited>
- Give.asia  
<https://give.asia/charity/renal-health-services>
- Simplygiving.com  
<https://www.simplygiving.com/nonprofit/rhs>

# Governance

## Role of the Governing Board

RHS Board's role is to provide strategic direction and oversight of our charity's programmes and objectives. The board of directors steer the charity towards fulfilling its vision and mission through good governance. Furthermore, several of the board members chair various committees with specific duties and agendas. As part of its role, the Board reviews and approves programmes activities, progress of projects and conducts its fiduciary oversight roles.

RHS fulfilled all statutory requirements as set out by ACRA and charities commission to fulfil its board approvals, declarations, resolutions and filings.

## Term Limit of the Board

To fairly distribute the time commitment required to govern the charity, to enable an environment of inclusiveness of ideas and to encourage sustainability of the charity, the Board has term limits set in the constitution in accordance with the prevailing rules and regulations set by the charities commission.

Furthermore, the position of the chairperson is rotated periodically to enable diversity in leadership.

## Board Inclusiveness and Diversity Policy

RHS takes active measures to keep the composition of the board diverse in relation to gender, race, religion and age. The nomination and appointment committees are specifically tasked to ensure inclusiveness without any prejudice.

RHS is a gender inclusive organisation with the board leadership position designated as "chairperson" without any gender denomination.

## Board Meetings and Attendance

RHS allows all board members to call for board meetings and attendance has been a 100% for all our directors in the board meetings throughout the year. RHS conducted 4 board meetings, including its annual general meeting (AGM).

Various RHS Board Committees met throughout the year with its respective members, to further the work of the RHS board in governance of the charity and presented their findings to the directors at the board meetings.

## **Disclosure of Remuneration Received by Board Members**

No remunerations were made to any board members for their services. Reimbursement of expenses incurred on behalf of the charity, were made strictly on cost basis.

## **Disclosure of Remuneration of paid staff**

To reduce overhead and improve the impact of the contributions of our donors and partners, RHS relies on time volunteered to conduct various duties and outsources other services on fair-market values that cannot be relied on volunteers alone.

## **Reserves Policy**

The charity has a reserve strategy for long-term stability of the operations and it ensures that there are sufficient resources to support the charity in the event of unforeseen circumstances. With our continuing efforts to reduce overheads and rely on volunteerism to support our charity organisation, the current level of reserves was deemed adequate by the RHS board of directors and verified by our external auditors.

## **Purpose of Restricted Funds**

The charity has disclosed its restricted funds in the Financial Statements, which have been audited by UHY as the assigned external auditor.

## **Conflict of Interest Policy**

All Board members and staff are required to comply with the charity's conflict of interest policy. The Board has put in place a mechanism for Board members and staff to declare actual or potential conflicts of interests on a regular and need-to basis.

Board members also abstain and do not participate in decision-making on matters where they may have a conflict of interest.

All conflict of interests are reviewed and approved by the Board for necessary action.

Furthermore, all conflict of interest declarations are reviewed at the commencement of each RHS board of directors meeting and declared to our external auditors for their annual review, including any related party transactions which may be applicable.

## Board Committees

RHS has met the requirements set by charities commission to formulate board committees for excellence in governance, transparency and compliance.

The committees are headed by various board members on a rotating basis and are supported by other board members, advisory board members and invited attendees (as needed).

The committee hold periodic meetings based on the needs of the charity, or on the request of its chairperson, the management team or the chairperson of the board.

Following is the summary of the existing board committees and its chairs:

- Finance and audit committee—Mr Kevin Lee
- HR committee— Dr Shariffa Syahidah Chishty
- Programmes committee—Dr Lee Ming Zhou
- Appointments and Nominations Committee—Dr Srinivas Subramanian
- Fundraising and Corporate Communications Committee—Mr Nelson Wong
- Investment committee—Mr Timothy Cushway

*Annual Report (Jan 2024 to Dec 2024)*

*Approved by the Board of Directors*

*Renal Health Services Limited (RHS)*

*The Board of Directors have made all responsible efforts to ensure the accuracy and completeness of the information provided. The Board commits to correcting any errors identified.*