

## HCA HOSPICE CARE

www.hca.org.sg Tel: 6251 2561  
12 Jalan Tan Tock Seng, Singapore 308437



### VISION

**“Centre of Excellence for Hospice Home Care”**

### SERVICE MODEL

- Hospice Care
- Public Education
- Supports & Trains Caregivers

### CLIENT TYPE

No of Clients Served	YE 2011	YE 2010
Patients (Hospice Home Care)	3,249	3,475
Patients (Hospice Day Care)	270	243
Family & Caregivers trained	557	564

### PROGRAMMES

- Provides hospice care in patients' homes and runs a hospice day care centre.
- Trains caregivers to care for their loved ones in their final days and provide them with psycho-social support (e.g. counselling, bereavement support).
- Raise public awareness about hospice care through student workshops that teach the young how to care for their loved ones who have life limiting illnesses.

### FINANCE

Year	YE 2011	YE 2010
Income (\$'000)	5,929	5,477
Expense (\$'000)	4,936	4,559
Surplus/Deficit (\$'000)	992	918
Surplus % of Expense	20%	20%
Reserve Ratio <sup>a</sup>	26 months	25 months
Charitable Expense %	Ratio not reported. See charity's financial statements for detailed activity expense.	

### GOVERNANCE/LEADERSHIP

### ORGANISATION

Chairman	Dr Seet Ai Mee	Registered Charity	Yes
Chairman Tenure	2003 – Present <sup>b, c</sup>	Registered IPC	Yes
Board Size	17	Sector	Health
CEO/ED Name	Dr R. Akhileswaran	Regulator	MOH
No of Employees	61 <sup>d</sup>	No of Years Operation	22
Salary Info Disclosure	Yes	Recognition/ Endorsement	<ul style="list-style-type: none"> <li>• Centre of Specialisation in palliative care (2008)</li> <li>• Appointed by NCSS to run palliative caregiver training (2004)</li> </ul>

<sup>a</sup> This is calculated using the formula: total reserve ÷ total expense.

<sup>b</sup> The frequency of council elections was changed from biennial to annual in 2006. Dr. Seet was re-elected as President since 2003.

<sup>c, d</sup> Based on verbal update by HCA in November 2011.

### IMPORTANT NOTICE

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# HCA HOSPICE CARE

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12 Jalan Tan Tock Seng, Singapore 308437

*Vision: A Centre of Excellence for Hospice Home Care*

- Singapore's largest provider of home hospice care
- Appointed by NCSS to train caregivers in palliative care
- Shares experience and expertise in palliative care, as a NCSS-appointed Centre of Specialisation

### Most Pressing Need:

- Development and recruitment of medical professionals to deliver high-quality palliative care.

<b>Sector</b>	<b>Hospice Care</b>	<b>Model</b>	<ul style="list-style-type: none"> <li>• Hospice Care</li> <li>• Supports &amp; Trains Caregivers</li> <li>• Public Education</li> </ul>		
<b>Client Type</b>	<b>Patients with life-limiting illness</b>	<b>No. Of Clients</b> <i>(From establishment to 31 Mar 2010)</i>	45,000 patients		
<b>Financial Health</b>	<b>Year</b>	<b>YE09</b>	<b>YE10</b>	<b>YE11</b>	<i>See FINANCE section and GLOSSARY for important notes</i>
	<b>Income</b>	\$5.11 m	\$5.48 m	\$5.93 m	
	<b>Expense</b>	\$4.12 m	\$4.56 m	\$4.94 m	
	<b>Surplus/Deficit</b>	<b>\$0.99 m</b>	<b>\$0.92 m</b>	<b>\$0.99 m</b>	
	<b>Operating Reserve Ratio</b>	<b>24 months</b>	<b>26 months</b>	<b>28 months</b>	

## ANALYSIS SUMMARY

<b>Programmes</b>	<i>Provides holistic end of life care and helps patients spend their final days at home</i>
<b>Finance</b>	<i>New and more sustained funding needed to extend help to children with life-limiting illnesses, build more day care centres and to move the office to a new location</i>
<b>Leadership</b>	<i>Leadership is innovative and actively engaged</i>
<b>Organisation</b>	<i>Recognized leader and enabler in the palliative care sector</i>

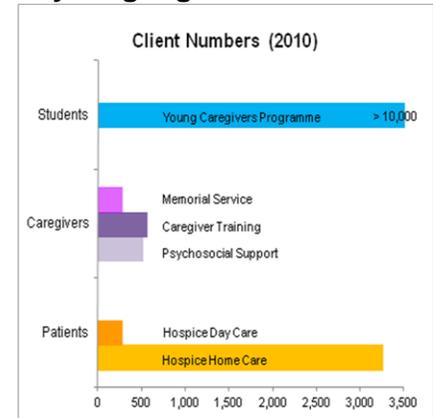
## BACKGROUND: Every dying person deserves to be properly cared for in their own homes

People with terminal illnesses should be able to treasure their final days and be surrounded by family and friends, ideally in the comfort of their own home. Palliative care is an important part of a terminally ill patient's final days. Hospices provide palliative care to patients in the last stages of their lives by reducing the severity of their symptoms, managing their pain and providing emotional and spiritual support. In Singapore, an estimated seven in ten dying people go without palliative care and six in ten do not die at home. Started in 1989, HCA Hospice Care is the largest provider of home-based hospice care services in Singapore.

## PROGRAMMES: Provides holistic end of life care and helps patients spend their final days at home

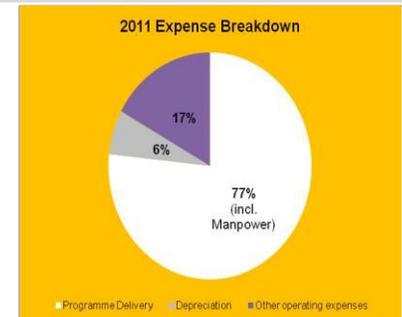
- HCA's medical teams provide hospice care in patients' homes for free. HCA provides palliative care training to caregivers; creates public awareness on hospice care and runs a hospice day care centre.
- HCA's nurses and doctors are trained to meet patients' medical, emotional and spiritual needs. They involve patients and their families in discussions about the patient's care and help them prepare for the end of the patient's life.
- HCA's trained social workers provide counselling and social services for patients and caregivers. This includes counselling, case management\* and a bereavement support programme for family members.
- HCA teaches young people to care for their loved ones who are elderly or have life limiting illnesses through its Young Caregivers Programme. The programme won the 2010 NCSS Innovation Award (Special Mention).

- HCA continuously improves its services. It sponsors its medical staff to attend specialized training in palliative care. It was one of the first VWOs\* to use electronic medical records and handheld devices to track and monitor patients' progress.
- HCA wants to expand its hospice care services to help patients of all ages and establish more day care centres to improve their access to community-based hospice care.
- **RESULTS: Positive impact on patients, families and caregivers, and the younger generation**
  - Close to 60% of patients who received HCA's palliative care fulfilled their wish of passing on at home. Most patients are elderly.
  - HCA trains over 550 caregivers per year. Over eight in ten felt they benefited from the training.
  - In 2010, the Young Caregivers Programme reached more than 10,000 students in 50 schools.
  - The feedback from the student participants suggested that most benefited by learning how to care for elderly people with illnesses and how to be more sensitive towards them.
- **MONITORING:** The medical team develops a care plan in consultation with patients and uses this plan to rigorously monitor patients' symptoms. HCA also applies strict medical standards to monitor the degree and quality of care and patient well-being.



### FINANCE : New and more sustained funding needed to extend help to children with life-limiting illnesses, build more day care centres and to move the office to a new location

- MOH and NCSS fund 75% of the cost of doctors' and nurses' visits to patients. The rest is funded by donations to HCA.
- HCA spends almost 75% of its funds on delivering programmes (e.g. public education, patient medication, etc). The largest amount is used for staff such as medical personnel.
- HCA needs funding to expand its palliative care services to children, build more day care centres and to move HCA's present headquarters from the current site which will be re-developed in a few years.



### LEADERSHIP : Leadership is innovative and actively engaged

- Leadership works boldly and creatively to achieve HCA's mission. For example, to more successfully recruit and retain hospice medical staff, HCA offers part-time work options.
- The Board is highly committed and actively engaged in decision-making processes. Every board member contributes to a working sub-committee and the board meets every two months to make decisions.
- HCA is making plans to ensure smooth board and executive leadership renewal.

### ORGANISATION : Recognized leader and enabler in the palliative care sector

- HCA is a recognized leader in palliative care. In 2008 NCSS appointed HCA as a Centre of Specialization in palliative care and in 2004, HCA became the national agency to train caregivers in palliative care.
- HCA publishes resources to help build Singapore's knowledge of palliative care and help the whole palliative care sector. It has produced a guidebook for palliative caregivers and for VWOs that are interested to develop palliative caregiver support programmes.

\*See glossary for definition.

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