

*A life of health,
well-being and dignity*



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OUR STORY

- 📌 About HealthServe
- 📌 Chairman's Message
- 📌 Executive Director's Message



ABOUT HEALTHSERVE

Founded in 2006 on Christian values, HealthServe is an IPC registered charity that advocates for a society where every migrant worker lives a life of health, well-being and dignity. As a healthcare NGO, we seek to bring hope and healing to the migrant worker community through the provision of holistic health and social care.

There are over one million work permit holders in Singapore. Access to affordable healthcare and social protection can be a problem for low-wage migrant workers. By law, workers are supposed to be covered for both inpatient and outpatient treatment by their employers but not all are, unfortunately. In addition, a power imbalance and fear of repatriation as well as cultural and language barriers often contribute to migrant workers not seeking or receiving timely assistance or proper medical treatment.

The more unfortunate among these workers get injured at work and may end up losing their jobs and incomes for

a protracted period. The wait for their work injury compensations can take months, even years.

To meet the needs of this disadvantaged community in Singapore, HealthServe has expanded its range of services over the years, from a small GP clinic to a healthcare NGO that provides dental services, specialist medical and rehabilitation care, counselling and mental health programmes, casework support and other forms of social assistance.

Since the pandemic hit, HealthServe has been at the forefront of caring for migrant workers' mental health and advocating for their needs and well-being.

Today, HealthServe remains very much a volunteer-run organisation, and a community at heart. Our work to support tens of thousands of migrant workers every year is underpinned by a large pool of medical and non-medical volunteers, partners and donors.

OUR VISION

Every migrant worker lives a life of health, well-being and dignity

OUR MISSION

- ▲ To bring hope and healing to migrant workers through the provision of holistic health and social care
- ▲ To advocate for the needs and well-being of migrant workers
- ▲ To bridge communities through meaningful engagement and partnerships

OUR VALUES



They define our community, and guide us in all that we do.





CHAIRMAN'S MESSAGE

2022 has been a year of recalibration for HealthServe, as we adjusted to the post-pandemic changes in the migrant worker landscape.

A compulsory primary care plan (PCP) and migrant medical centres offering affordable GP consultations have been introduced for migrant workers from the construction, marine and process (CMP) sectors. Consequently, the demand for HealthServe's GP services has declined. This is a very welcome development and allows us to focus resources in areas where needs remain substantial.

"A life of health, well-being, and dignity" is the theme of our Annual Report this year. It is underpinned by our holistic view of health - physical, social, mental and emotional health.

In medical care, we are concentrating on supporting migrant workers not covered by the PCP, as well as injured workers and those with complex medical conditions. This year, we started a chronic disease management programme. More than a hundred workers with chronic diseases benefitted from personalised follow-ups and health education led by our nursing-trained clinic manager.

Dental care is another area not covered by the PCP. With the four to six month-long waitlist at our dental clinic, we sought to increase our care capacity by expanding the list of private dental clinic partners who will treat our patients at subsidised rates. We also collaborated with the NUS Faculty of Dentistry which accepted referrals from our clinic and whose students volunteered at our first ever dental health screening carnival. As the year draws to a close, we have even started planning for the renovation of our dental clinic to include X-ray facilities.

In the area of mental health, we worked to enhance awareness of HealthServe's 24/7 crisis helpline, Singapore's first such service for migrant workers. Though movement restrictions had eased, the number of migrant callers to our crisis helpline doubled to 4,000 this year. With our long-term goal of empowering migrant workers to take control of their mental health, we stepped up on preventive care through training and education.

Across the various areas of our work, we have sought to increase the involvement of our migrant brothers as volunteers. This year, we introduced the HealthStars Health

Ambassador programme, enlisting migrant workers to share essential knowledge of common chronic diseases with their friends. By creating awareness of the benefits of healthier living habits, we aim to foster a community development mindset. For upstream mental health work, we trained 570 Peer Support Leaders, a more than three-fold increase from 2021.

Another change in the post-pandemic migrant landscape has been the greater involvement of the government, companies, educational institutions and individuals in supporting migrant welfare in Singapore. We are grateful for the partnership with the Ministry of Manpower (MOM), and its Assurance, Care and Engagement (ACE) Group in particular, whether in the funding of our crisis helpline or ground engagements to support workers in need. We are heartened by the interest of employers and dormitory operators in sending their supervisors to attend our mental wellness and psychological first aid training sessions, and the many corporate and individual volunteers participating in our outreach events.

We were relieved to have increased opportunities to gather as a community in 2022, as we moved clearly into COVID-19 endemicity. Notably, we celebrated HealthServe's 16th Anniversary through a charity gala dinner, our first large-scale in-person gathering since the pandemic. We were privileged to have the presence of Minister for Manpower and 2nd Minister for Trade and Industry, Dr Tan See Leng, at the event and equally thrilled to reconnect with many of our steadfast donors and supporters.



Ms Chan Chia Lin
Chairman, HealthServe Ltd

HealthServe received the President's Certificate of Commendation (COVID-19) award this year. This accolade belongs to the entire HealthServe community of management, staff, volunteers, donors, employers, dormitory operators, hospitals, churches, foundations, educational institutions, NGO partners, and government agencies.

I am grateful for the dedication and tireless efforts of the Management and Staff of HealthServe. I would also like to express heartfelt appreciation to my fellow Board and Committee members, especially Dr Calvin Chong, a long-serving board director who retired this year but who remains an active volunteer on our Services Committee and Mental Health Advisory Panel. In addition, we are delighted to welcome Eugene Seow, who brings deep experience in the social services sector, to HealthServe's Board.

We look forward to your support as we continue this journey toward a society where every migrant worker lives a life of health, well-being, and dignity.

EXECUTIVE DIRECTOR'S MESSAGE

From re-visiting pre-COVID nostalgia to celebrating new milestones with our migrant brothers, 2022 has been an eventful year for HealthServe as we adjusted to a post-pandemic norm.

We are grateful to be able to come together to celebrate HealthServe's 16th Anniversary this year through a charity gala dinner – our first since the pandemic! It was great to see many of our supporters in person again.

The relaxation of movement restrictions also meant that we could do more to reach close to 30,000 migrant friends – through HealthServe's direct services and various in-person outreach programmes.



Michael Cheah
Executive Director,
HealthServe Ltd

We launched Singapore's first large-scale dental screening and health education fair for over 400 migrant workers. We attended to over 8,500 calls to our 24-hour crisis helpline – an essential mental health service that turned a year old in 2022. We also crowned our first batch of HealthStars, migrant patients who readily stepped up to be trained as volunteer peer leaders in chronic disease care and dental health education.

These achievements were made possible with the support and commitment of over 800 volunteers and interns, to whom HealthServe is grateful.

2022 was a milestone year for HealthServe and the low-wage migrant worker community, as the government rolled out the long-awaited PCP and medical centres for migrant workers in the CMP sectors – a move that HealthServe has championed for years.

While significant progress in the primary care space has been made in recent years – undoubtedly a silver lining from the pandemic – other growing gaps remain, which HealthServe is committed to addressing.

We continue to see injured workers with unmet complex medical needs and migrant brothers with severe tooth pain coming through our clinic doors. As dental services are not covered in the PCP, we are strengthening our dental care capacity to meet the growing demand – where the waitlist remains at four to six months.

Mental health remains an important focus area, as we have observed a worrying increase in number of distressed migrant workers requiring our counselling services by multilingual counsellors. With a renewed emphasis on preventive care through training and education, our goal is to empower our migrant friends to take control of their mental health and improve their self-esteem.

As we strive to meet the evolving needs of low-wage migrant workers in Singapore, HealthServe continues to tackle constant challenges and headwinds. Post-pandemic dips in donations and volunteers, resource and operational constraints, and language and cultural barriers remain limitations in enabling timelier deployment and assistance on the ground for our migrant community.

HealthServe remains mission-focused on serving low-wage migrant workers who fall through the cracks.

Only with your continued trust and support can we do more. Thank you in advance for journeying alongside the HealthServe team as we actively lead every migrant worker towards a life of health, well-being and dignity.



A MISSION-DRIVEN TEAM

- 🏠 Co-founder & Board of Directors
- 🏠 Board Committees
- 🏠 Leadership Team
- 🏠 Organisational Structure



Co-founder & Board of Directors

As of 31 Dec 2022



DR GOH WEI-LEONG
Co-Founder & Advisor

GP,
Manhattan Medical Centre



CHAN CHIA LIN

Chairman
from 1 Aug 2020

Board Member
from 1 Aug 2014

Nominating & Human Resources
Committee (Chairman)

Director,
Lam Soon Cannery Pte Ltd



DR JEREMY LIM FUNG YEN

Vice Chairman
from 1 Aug 2020

Board Member
from 17 Aug 2017

Medical Services Committee (Chairman)

Mental Health Advisory Panel (Chairman)

Nominating & Human Resources
Committee (Member)

CEO,
AMILI (Asian Microbiome Library)

Director Global Health Programme, NUS
Saw Swee Hock School of Public Health



**DR CALVIN
CHONG PENG CHOON**

Director
from 1 Aug 2014
(until 30 Jun 2022)

Services Committee (Member)

Mental Health Advisory Panel (Member)

Associate Professor,
Singapore Bible College



DR CHAN LAI GWEN

Director
from 21 Sep 2020

Mental Health Advisory Panel
(Member)

Senior Consultant, Psychiatrist,
Tan Tock Seng Hospital



CHOY PENG WAH

Director
from 21 Sep 2020

Fundraising & Engagement
Committee (Chairman)

Audit Committee (Member)

Retired finance professional



EUGENE SEOW

Director
from 31 Dec 2021

Nominating & Human Resources
Committee (Member)

Services Committee (Member)

Vice President,
National Council of Social Services
(from 1 Aug 2022)



GAIL LIEN

Director
from 21 Sep 2020

Services Committee (Chairman)

Finance Committee (Member)

Governor,
Lien Foundation



SERENE CHEE

Director
from 21 Sep 2020

Finance Committee (Chairman)

Chairman,
LCEC Christ Methodist Church



SUSAN KONG

Director
from 17 Aug 2017

Audit Committee (Chairman)

Director,
QED Law Corporation

BOARD OF COMMITTEES

As of 31 Dec 2022

AUDIT

CHAIRMAN SUSAN KONG

Board Member

MEMBER Choy Peng Wah

Board Member

Lee Yuit Chieng

Chief Operating Officer,
LUMIQ

FINANCE

CHAIRMAN SERENE CHEE

Board Member

MEMBER Chan Kum Kit

Founding Partner,
Verity Partners

Gail Lien

Board Member

NOMINATING & HUMAN RESOURCES

CHAIRMAN CHAN CHIA LIN

Chairman of Board

MEMBER Dr Jeremy Lim

Vice Chairman of Board

Janelle Tan

Asst Vice President,
Dunn & Partners

Eugene Seow

Board Member

Janet Koh

Director, Human Resources,
Temasek Trust

SERVICES

CHAIRMAN GAIL LIEN

Board Member

MEMBER Dr Calvin Chong

Associate Professor,
Singapore Bible College

Eugene Seow

Board Member

Thomas Verghese

Vice President,
Cyber & Intelligence Solutions,
Mastercard Asia Pacific

FUNDRAISING & ENGAGEMENT

CHAIRMAN CHOY PENG WAH

Board Member

MEMBER Chandrima Das

Startup Investor & Board Advisor,
SaaS & D2C technology

Darren Tay

Head of Treasury Management,
Fullerton Fund Management

Gopi Mirchandani

CEO,
NN Investment Partners
Singapore

Thomas Verghese

Vice President,
Cyber & Intelligence Solutions,
Mastercard Asia Pacific

MEDICAL SERVICES

CHAIRMAN DR JEREMY LIM

Vice Chairman of Board

MEMBER Dr Gan Wee Hoe

Deputy Chief Executive Officer,
SingHealth Community Hospitals

Dr Shawn Vasoo

Clinical Director,
National Centre for Infectious Diseases

**Dr Tan Thong Kwan,
Benjamin**

Specialist Periodontist,
Poon and Phay Dental Surgeons

**Dr Yeo Cheng Hsun,
Jonathan**

Director and Family Physician,
Family Medical Clinic Chinatown

**Dr Yoong Su-Yin,
Joanne**

Founder and CEO,
Research for Impact, Singapore

MENTAL HEALTH ADVISORY PANEL

CHAIRMAN DR JEREMY LIM

Vice Chairman of Board

MEMBER Dr Calvin Chong

Associate Professor,
Singapore Bible College

Dr Chan Lai Gwen

Board Member

Dr Mok Yee Ming

Assistant Chairman,
Medical Board (Clinical),
Institute of Mental Health

Dr Mythily Subramaniam

Assistant Chairman,
Medical Board (Research),
Institute of Mental Health

LEADERSHIP TEAM

As of 31 Dec 2022



Michael Cheah
Executive Director
Joined 1 Feb 2018



Dr Benjamin Kuan
Deputy Executive Director,
Head of Medical Services
Joined 1 Mar 2020



Alvin Choo
Head of Finance
& Operations
Joined 25 Jul 2022



Jeffrey Chua
Head of Casework
& Social Services
Joined 1 Jul 2010



Joel Goh
Head of Mental Health
& Counselling Services
Joined 4 Oct 2022



Aubrey Bonje Arguelles
Senior Clinic Manager
Joined 7 Apr 2020



May Lim
Team Lead, Crisis Helpline
& Senior Manager, Casework
& Social Services
Joined 7 Jun 2021



Ang Kai Fong
Communications &
Partnerships Manager
Joined 3 Jun 2021



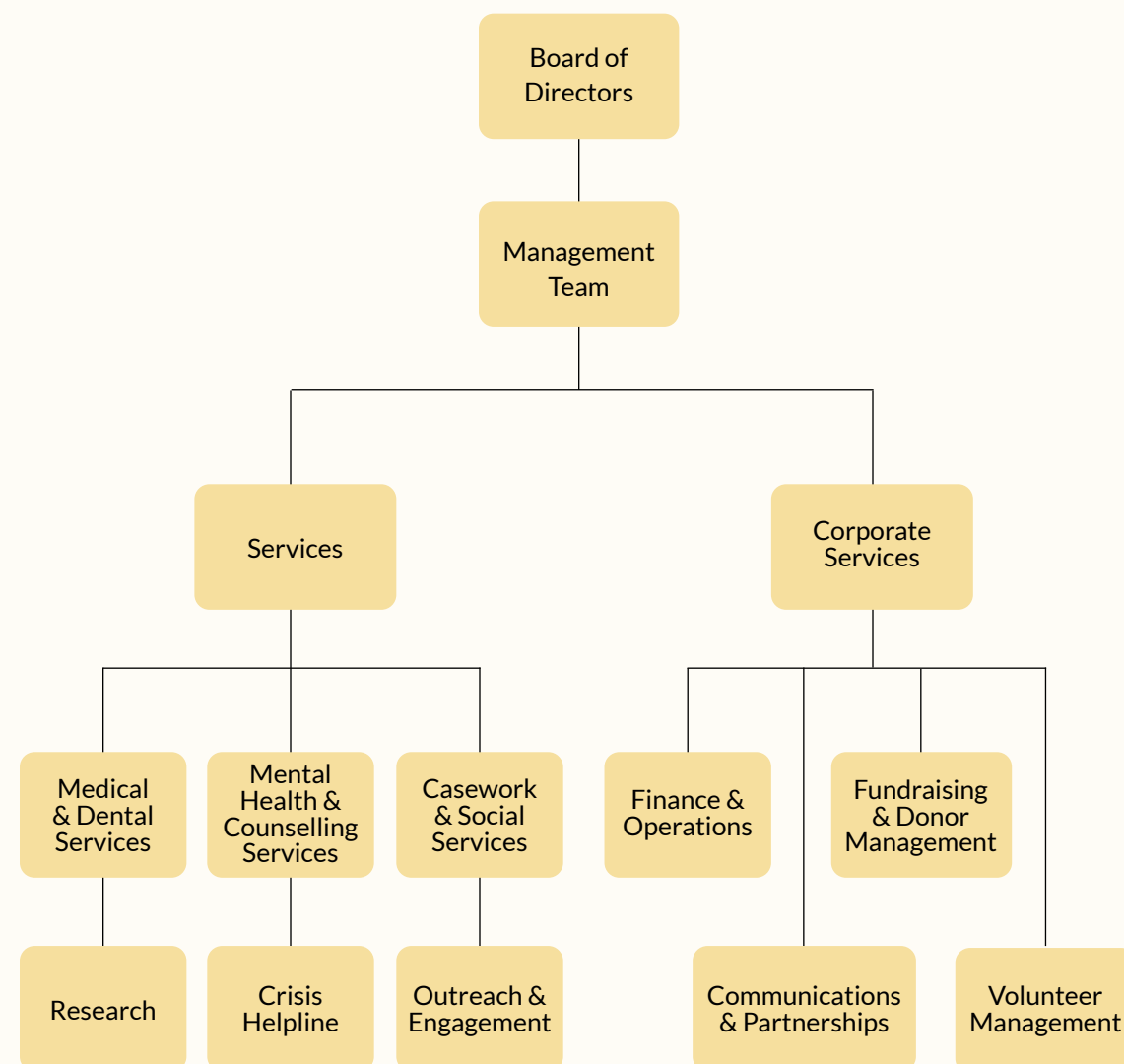
Peggy Tong
Donor Management &
Fundraising Manager
Joined 16 Aug 2022



Teresa Lee
Volunteer Manager
Joined 1 Jun 2022

ORGANISATIONAL STRUCTURE

As of 31 Dec 2022



IMPACT HIGHLIGHTS

 2022 in Numbers

 In the Spotlight

~30,000

MIGRANT WORKERS ENGAGED

With the support of hundreds of like-minded partners, donors and volunteers, here is a snapshot of HealthServe's collective impact in 2022.



2022 IN NUMBERS

Medical & Dental Services

7,700 MIGRANT WORKERS SUPPORTED



3,100
Acute care consultations

2,900
Chronic disease care consultations

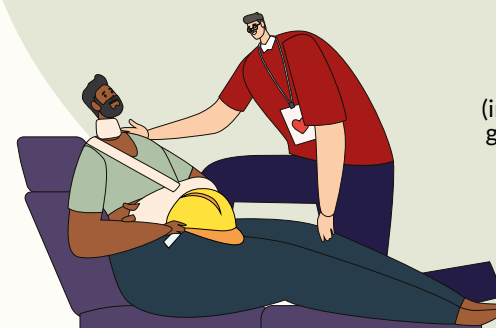
1,200
Dental care consultations

360
Specialist consultations

110
Rehabilitation (occupational and physiotherapy) sessions

Casework & Social Services

720 MIGRANT WORKERS SUPPORTED



3,100

Cases of social assistance rendered (in emergency financial assistance, meals groceries, phone and transport top-ups)

\$46,400

In social assistance disbursed (in cash/kind)

Mental Health & Counselling Services

7,100 MIGRANT WORKERS SUPPORTED

1,900
Participants of over 40 mental health education workshops

570
Peer support leaders trained over 50 trainings

4,000
Workers supported over 8,500 crisis helpline calls

660
Workers received counselling support



Community Outreach & Engagement

13,400 MIGRANT WORKERS SUPPORTED

10,300
Workers engaged through 34 outreach events and health screenings, of which

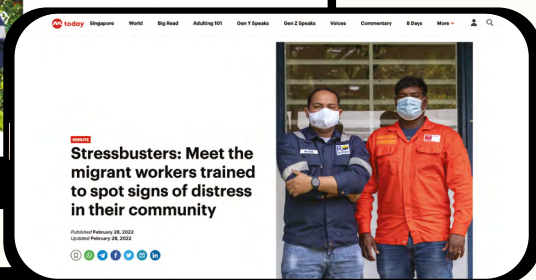
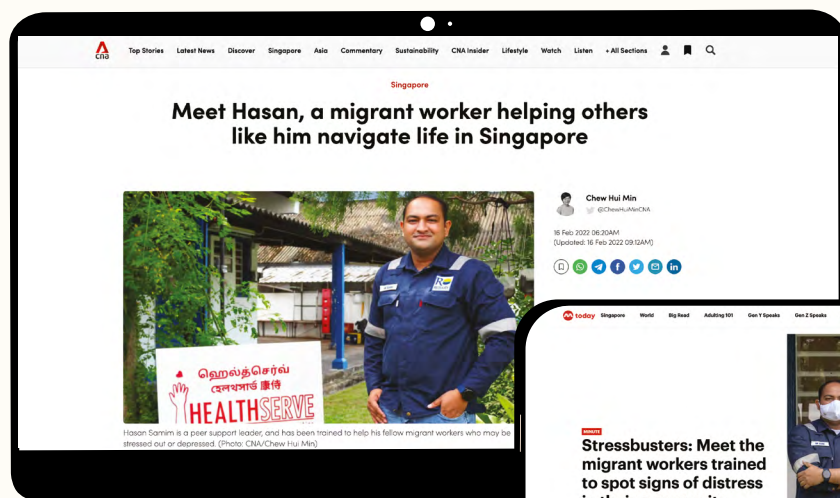
1,200
benefited from chronic disease health education over 11 health screenings

3,100
Workers received care packs



IN THE SPOTLIGHT

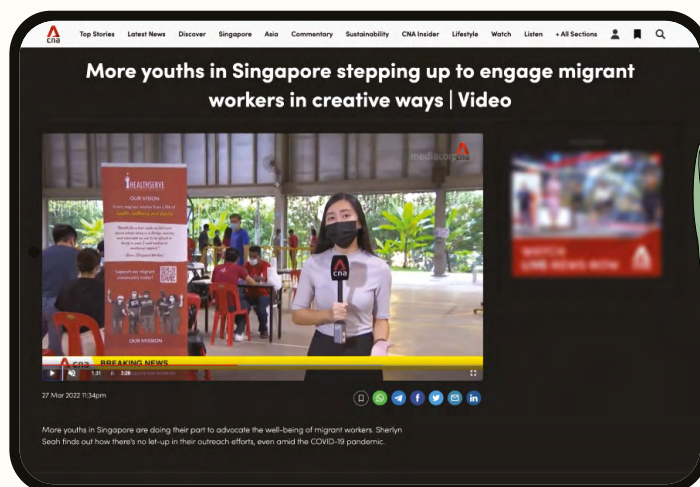
Meet Hasan, a migrant worker helping others like him navigate life in Singapore
Channel NewsAsia | 16 Feb 2022



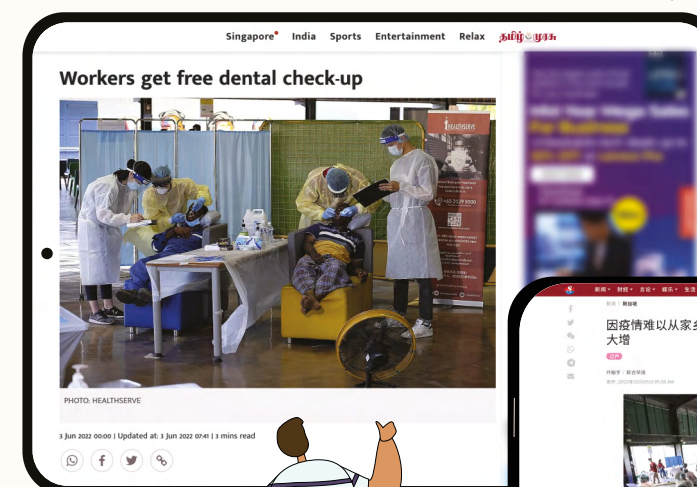
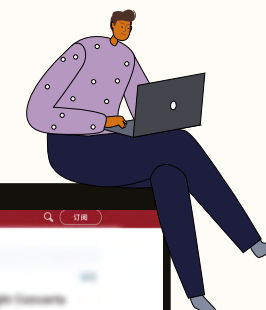
Stressbusters: Meet the migrant workers trained to spot signs of distress in their community
TODAY | 28 Feb 2022



More youths in Singapore stepping up to engage migrant workers in creative ways | Video
Channel NewsAsia | 27 Mar 2022



康侍接客工求助电话 月均增两倍至1700通
(HealthServe's crisis helpline receives double the monthly average of calls from migrant workers, amounting to about 1700 calls)
Lianhe Zaobao | 5 May 2022



Workers get free dental check-up
Tamil Murasu (Tabla) | 3 Jun 2022



因疫情难以从家乡买药 更多客工本地求诊康侍慢性病患大增
(Unable to purchase medications from home countries due to COVID-19, more migrant workers turn to HealthServe for treatment of chronic diseases)
Lianhe Zaobao | 5 Oct 2022



BRIDGING THE GAPS

- 📍 Medical & Dental Services
- 📍 Mental Health & Counselling Services
- 📍 Casework & Social Services
- 📍 Migrant Outreach & Engagement



MEDICAL & DENTAL SERVICES

Impact Summary

IN 2022, WE SUPPORTED **7,700** PATIENTS

2,900	Consultations for Chronic Disease Care
3,100	Consultations for Acute Care
1,200	Dental Consultations
360	Specialist Consultations
110	Rehabilitation (Occupational & Physiotherapy) Sessions



PIVOTAL SHIFTS IN MEDICAL SERVICES

Undeterred by challenges such as the emergence of the Omicron variant in 2022, the medical services team at HealthServe continued to establish new partnerships and collaborations.

One notable achievement was the initiation of the Chronic Disease Case Management Programme. Recognising the need to control medical conditions such as diabetes, high blood pressure, and high cholesterol, we launched this programme under the leadership of our nursing-trained senior clinic manager. Over a hundred workers enrolled and benefited from personalised follow-ups through phone calls, text reminders and health education. The programme resulted in the workers having greater awareness and knowledge about their existing health conditions, especially for hypertensive patients who were previously unaware of their medical afflictions. This success encouraged us to further emphasise upstream preventive health education for the wider community.

We also introduced the “HealthStars Health Ambassador” programme, which involved volunteer migrant workers sharing essential health knowledge of common chronic diseases with their peers. The HealthStars, many of whom have chronic diseases themselves, brought a valuable level of credibility and authenticity to the programme. By creating ground-up awareness for healthier living in the dormitories, we aimed to foster a community development mindset.

As pandemic safety measures eased, volunteerism and partnerships flourished once again. We express our heartfelt gratitude to the International Medical Centre’s staff team and Covenant Evangelical Free Church’s members for their invaluable contributions. Their support, especially during the surging Omicron waves when many volunteers were unable to participate, provided timely manpower to ensure uninterrupted clinic sessions.

A significant development in 2022 was the government’s introduction of the Primary Care Plan (PCP) for migrant workers in the Construction, Marine and Process (CMP) sectors. This plan required employers to subscribe their workers to a GP health scheme starting from April 2022. Enrolled workers were entitled to unlimited doctor visits for both acute and chronic medical conditions at designated medical centers and clinics islandwide, with a nominal co-payment fee. As a result, there was an easing in the number of patients seeking GP medical care at HealthServe, prompting us to reprioritise our medical clinic services for other low-wage migrant worker segments. We anticipate conducting studies in the coming year to gather more data on unmet health needs.



INCREASED DEMAND IN DENTAL CARE SERVICES

Dental care services remained in high demand by migrant workers throughout 2022. Despite deploying a second dental chair and collaborating with our panel of dental clinic partners, the waiting time for an appointment was protracted, ranging between four to six months.

Fortunately, HealthServe established a referral arrangement with the NUS Faculty of Dentistry. Under the supervision of professors and clinical tutors, migrant workers who required dental services could receive extractions, fillings, and restorations at the undergraduate dental student clinics. Furthermore, the NUS dental students actively volunteered at our first-ever large-scale dental health carnival for migrant workers in May 2022. Over 60 students, alongside our volunteer dentists, assisted in dental screenings and provided oral health education to approximately 400 migrant workers. The turnout and support from volunteers were heartening, showcasing the community's dedication to improving oral healthcare for migrant workers.

As the year drew to a close, plans for a comprehensive dental clinic revamp in 2023 were underway. The aim of the revamp was to install new X-ray facilities to enable greater clinical diagnosis and treatment planning. In addition, provision was made for a third dental treatment room, expanding our capacity to meet the growing needs of migrant workers.



ADVOCACY, RESEARCH AND EDUCATION

Thought leadership by sharing our experience and expertise in migrant healthcare remains an important aspect of our advocacy work. In addition to commissioning research projects, engaging aspiring youths through internship placements, immersion programmes, project work, and volunteerism continued to be key areas of our focus in 2022.

We resumed short immersion programmes, welcoming international corporate visitors, regional global health fellowships, and students from NUS Yong Loo Lin School of Medicine. Together, we explored the social determinants of health for low-wage migrant workers from a ground-up approach: visiting workers' dormitories, conducting community walks around Geylang, and interacting with beneficiaries at our clinic.

Three students from the University of Hong Kong's inaugural batch of the Global Health and Development course undertook a six-month placement with HealthServe. Their positive feedback regarding the programme encouraged their juniors to consider similar opportunities in the future.

On the research front, we organised the first large-scale dental health screening and education carnival for migrant workers in the CMP sector in May 2022. This event not only facilitated early dental treatment for workers but also provided valuable data on the prevalence of dental disease among migrant workers. The findings indicated poor oral hygiene and thus a higher need for acute dental care. These were shared with stakeholders to explore more systematic approaches to address these challenges.



A Migrant Worker's Resilience Through Adversity

Like many migrant workers, Shah* first came to Singapore in hopes of providing a better life for his family of six back in Bangladesh.

After starting work in 2007, a string of unfortunate events hit him: his father's cancer diagnosis, his wife's stomach ulcers, and eventually his own chronic medical condition – an inflammatory bowel disease that causes gastric issues, skin problems and chest pain.

As the sole breadwinner, Shah was under immense pressure to pay off mounting medical bills by taking on loans, causing his mental and physical health to deteriorate.

In 2020, his friend introduced him to HealthServe, where Shah received affordable and regular medical care at our Geylang clinic. Our casework team provided financial assistance and case support to equip Shah with better knowledge of insurance claims, which helped cover \$16,000 in medical bills.

However, Shah still had outstanding outpatient bills. To ensure he continued to receive treatment, HealthServe provided co-payment subsidies and partnered with a crowd-fundraising agency.

Now, under the care of specialist doctors in Tan Tock Seng Hospital, Shah is well on the road to recovery, and sleeps better while paying attention to his health.

It felt like my life was falling apart, but everything is in control now.

We are glad to have supported Shah and will continue to do so in his long-term care plan. The resilience shown by Shah and many migrant brothers who come to HealthServe inspire us to work towards a society where every migrant worker lives #alifeofdignity.

*Not his real name

Read full story here:



Hear From Our Volunteers

"When I started volunteering, I often looked forward to these sessions after work. It has been great to work alongside people with genuine hearts and a common shared purpose. My experience working with our migrant workers has taught me valuable lessons on compassion and humility, which allows me to view things from multiple perspectives. It also really warms my heart to witness the enthusiasm of our younger dentists, coming together and contributing to the cause."

Dr James Tai

Tai Dental Surgery
Volunteer Dentist & Dental Partner



"I started volunteering with HealthServe in hopes of gaining first-hand experience in the medical field, as well as to work with a marginalised community here in Singapore. I first joined as a clinic intern, before proceeding to volunteering as a clinic assistant. Throughout the process, I was constantly inspired by the passion and compassion demonstrated by the staff at HealthServe. It is a safe space where our migrant brothers can come forward to voice their concerns and struggles. This allowed me to view them not just as patients, but as unique individuals who have their own stories to tell.

One of my greatest takeaways from HealthServe is that no matter the role we play, we are always able to help someone in need. While I may not be able to solve all of their problems, just by simply offering a listening ear, I can help them feel less alone. This can then strengthen their resolve and have a big impact on how they overcome adversities.

It is not easy for our migrant brothers to move to a foreign land fraught with uncertainty, just to support their families back at home. As someone fortunate enough to live comfortably in my home country, I am grateful for the opportunity to help the migrant worker community in any little way that I can."

Lian Ray Han

Volunteer Clinic Assistant





**“It’s not so much in the medicine,
but in human connections where
the real healing takes place.”**

“Doctoring is what I do 24/7. This time, I wanted to shift the emphasis from medicine to relationship-building and to be a listening ear to those in need.”

Initially, Dr Buzz Lightyear* wanted to conceal his medical practitioner identity and volunteer as a friend to migrant workers. “This is what I said to the volunteer manager, but he told me HealthServe needed doctors, so I ended up volunteering as a doctor.” He says with a laugh.

As with most human interactions, friendships started to form over the course of events, between Dr Buzz, his co-workers, and patients.

On the topic of impactful encounters, Dr Buzz recalls a brother M. “He came to me unable to move his ring finger, which was painful and swollen from a drill malfunction. He was sent to the local emergency department, where the X-ray failed to detect the completely ripped tendon in his finger. After the doctors in the emergency department told him there was nothing wrong with him and sent him home, he came to HealthServe, desperate.”

Dr Buzz diagnosed the injury and arranged for M to see a colleague who specialises in hand surgery, after which brother M was able to return to work six months later. “Cases like this are completely satisfying. Especially when we go out for biryani together- at least now the rice doesn’t drop through his fingers!” He chuckled.



We asked Dr Buzz, one of our long-time volunteers, why he chose to give his time to the migrant worker community and HealthServe. “Practically every migrant worker carries with him a story of hardship, sacrifice and courage. Stories that echo those of our own ancestors who came to this country in similar circumstances, hoping to build a better life.”

*“Who builds our roads? Who sweeps our streets?
Who cares for Ah Ma and our babies? Any
narrative of Singapore’s success that fails to
mention their contribution is woefully incomplete.
They deserve to be treated with as much respect,
care, love and dignity as any other person.”*

“Each time I serve, it’s a gift to me of immeasurable value! In each encounter lies an invitation – for compassion, for selflessness and for growth. There are also people like Aubrey and Janna (HealthServe clinic managers) who exude steadfast calmness and level-headedness and put up with my nonsense.” Dr Buzz laughed. “In them, I also see examples of kindness and love, of how to be.”

“It is not so much in the medicine, but in human connections where the real healing takes place. Whatever you do, no matter as a friend, an intern, a confidant, a doctor, if not anchored in love and humility, is ultimately worthless.”

*Pseudonym coined by volunteer doctor

Read full story here:



MENTAL HEALTH & COUNSELLING SERVICES

Impact Summary

IN 2022, WE SUPPORTED **7,100** WORKERS

1,900	Mental Health Education Workshop Participants Over 40 Workshops
570	Peer Support Leaders Trained Over 50 Sessions
660	Migrant Workers Who Received Counselling Support
4,000	Migrant Workers Supported Over Crisis Helpline
8,500	Attended Crisis Helpline Calls



In 2022, CMP workers had to dive right into their unfinished projects to meet great demand after a long hiatus. Moreover, Singapore's workforce saw a 33% spike in the number of new migrant workers, bringing it from 311,100 to 415,000 by end-2022. Major changes in any migrant workforce would require an utmost focus and committed response towards addressing any mental health conditions that may follow.

Thus, HealthServe's Mental Health & Counselling Services (MHCS) worked closely with multiple stakeholders and partners to implement targeted interventions. These aimed to bring down the frequency and intensity of common adverse mental health episodes and enhance the collective mental well-being of the migrant community. Our efforts were backed by our growing volunteer pool as well as invested collaborators such as Altrad, Barclays, Chen Su Lan Trust, Centurion Corporation, Fortis Construction, JTC Corporation, MOM, fellow NGOs and many more. Without them, we would not have been able to achieve the collective impact to meet the underserved mental health needs of our migrant friends.

The joint effort brought about a quadruple increase in psychotherapy and counselling support; a threefold increase in Peer Support Leaders (PSLs) trained; and twice as many callers supported through the 24-hour crisis helpline between 2021 and 2022.

CRISIS SUPPORT AND INTERVENTIONS

From 1,900 migrant workers supported in 2021 to 4,000 workers supported in 2022, our team of Crisis Helpline Specialists and Crisis Helpline Volunteers worked round the clock to ensure crisis support is available to any worker in need, any time. With the gradual relaxation of safe management measures and CMP workers returning to work in full force, the team had to undertake new types of crisis calls, from poor living conditions within dorms to work injuries and employers' non payment of medical expenses. Cases requiring further intervention are referred to HealthServe's counsellors or case managers.

Hear From Our Volunteer

"In the evening of a weekday, a call from Mr Liew* came through. After confirming that we were from HealthServe, Mr Liew spoke in a relatively heavy Mainland-Chinese accent: 'Greetings, I want to speak to a counsellor. I have been working very long hours without a break. Lunar New Year is coming and I'm working for a food production factory. My whole body is aching from the laborious work. I'm off work today only because I had to see a doctor and my mental health is going down.'

I was taken aback by Mr Liew's clarity of intention, speech and composed disposition; amidst the hardship and challenging predicament that he was in. I listened and empathised with him, before noting his preferred timing for a call back and assuring him that one of our counsellors will reach out to him accordingly. I was very moved by Mr Liew's decision to call us for help. He was able to recognise the significant negative impact on his mental health and decided to reach out to us for help. We hope that when needed, more of our migrant friends will choose to take this step of connecting with available resources as soon as possible.

Apart from providing mental health support through our crisis helpline, we also learn of the other challenges faced by our migrant friends. This allows us to provide appropriate guidance and professional services with the help of other departments like the Case Management and Clinic teams.

HealthServe's 24-hour crisis helpline hopes to offer a channel for our migrant friends to reach out to and offer a more holistic and impactful support to them."

**Not his real name*

Stacie Tan
Crisis Helpline Volunteer



PSYCHOLOGICAL AND COUNSELLING SERVICES

With evolving psychosocial needs by migrant workers - including but not limited to anxiety, grief and loss, trauma, suicide ideation, self-esteem, adjustment issues, loneliness - our staff and volunteer team worked closely and swiftly to expand psychotherapeutic services. In 2022, HealthServe's counselling team supported 660 clients, a spike from 150 in 2021.

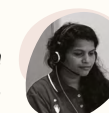
The team was activated several times to do grief work for workers who had suffered severe loss at the workplace. Our counsellors worked at de-escalating the crisis, helping affected workers process their emotions. This helped to provide catharsis for the major loss collectively experienced by the community.

Across the year, multiple psychotherapeutic approaches were employed. With the use of various interactive psychoeducation materials, our native-speaking counsellors facilitated conversations surrounding commonly ignored mental health issues with the clients. Thematic group work was also conducted throughout various worksites based on clients' most pressing needs.

Hear From Our Counsellor

"Grief work is a complex process that deeply affects both the clients and counsellors. For me, grief work sessions can be personally draining, especially when conducted consecutively. Nonetheless, by helping my clients accept and cope with grief, these sessions stimulate feelings of peace and play an integral role in one's healing process."

Durga Arivan
HealthServe Counsellor





Hear From Our Volunteer

“Counselling migrant workers has been a rich and rewarding experience. When I first joined, there were some unfortunate deaths due to suicides. Doing grief work with the migrant workers was my first assignment. I learned a lot about the difficult circumstances of their families, the difficulties of adjusting especially among the new workers, the burden of debts that many of them had to go through. My respect and admiration for them grew immensely as I saw how difficult their working conditions were. Rain or shine, they are always working. I also realised that HealthServe provides a powerful platform with respect to counselling, that allows these workers a safe space to share their stories. I got an opportunity to spread the importance of mental health to many of them. Providing a listening ear and empathising with their situation has enabled many of them to feel heard and be seen. Thanks to HealthServe for continuously providing opportunities for counselors to grow and learn alongside the migrant workers.”

Nalini Venkatachalam Iyer

Volunteer Counselor



Helping Our Migrant Brothers Cope With Grief

Have you ever lost a colleague at work?

A group of migrant workers in Singapore did, after their peer collapsed due to an unfortunate cardiac arrest. One of them got in touch with HealthServe via our 24-hour crisis helpline.

Recognising their signs of grief, our counselling team arranged to conduct grief psychotherapy to support the group of 37 migrant workers.

Our counselling team tailored the activities to suit the different needs of the workers. In small groups, our counsellors led them through various exercises from deep breathing to progressive muscle relaxation.

One of the workers, who was a close witness to the incident, was experiencing grief for the first time in his life. Before the session, our counsellor observed him to be in a state of shock, where he had found it difficult

to express his mixed emotions. The worker later shared that the session was eye-opening for him as it helped normalise the complex emotions he had been feeling for days.

Noticing another worker who was particularly silent and sad, our counsellor, Durga, approached him privately.

The worker shared that “being a man, as the head of the household,” he couldn’t show his sadness around his peers and colleagues.

Durga worked with him to process his emotions, giving him “permission” to grieve and emote, while explaining how that actually helps to cope with traumatic grief. Thankfully, the worker shared that he felt better after talking his feelings out. After lunch, he even approached Durga to share a packet of chocolate!

Read full story here:



EMPOWERING OUR PEER SUPPORT LEADERS

In 2022, we trained 570 PSLs, a huge leap from the 170 PSLs trained in 2021. Equipped with the ability to spot signs of distress, active listening skills to comfort their peers and the ability to connect their peers with the right resources based on their needs, PSLs continue to serve as crucial first detectors of distress signs on the ground. Their willingness to serve others enables them to make a big difference within the migrant community.

In addition to PSL training, HealthServe conducted mass mental health education at various worksites and recreation centres. Psychological First Aid training was also conducted for the employers and supervisors to provide better mental health support for their workers.

Hear From Our PSL

"Previously, these symptoms were in front of me, but I didn't know how to help. So after I'm getting this training, I'm fully aware and I really understand what is the main problem..."

(Before PSL training) it was just work and come home, rest, sleep, then I go to work again. But now I have done something for myself, for my own happiness. So it's (brought about) very good changes in my life."

Hasan Samim

Technician, HealthServe Peer Support Leader



Hear From Our Volunteer

"I have been working with HealthServe as a volunteer since 2020. I started my journey as a translator and later as a PSL trainer. I also conducted a few workshops on stress management, Mental Health workshops at construction sites and PSL trainings at the dormitories.

Every workshop taught me something new. I met many migrant brothers during these workshops. Everyone brought with them their unique stories, experiences, and perspectives, which enhanced my respect for them as individuals. Initially, most attendees were reluctant to speak their minds. However, after several workshops, they overcame their hesitation. They told us about the stress experienced by themselves and their peers. We shared with them various stress management tools, as well as ways to identify stress in others.

Volunteering at HealthServe allowed me to touch people's lives and make a positive impact. During or after the workshops, the migrant brothers confided in me about the depression or occasional suicidal tendencies that some of their roommates experienced. They also shared how the PSL training helped them to befriend colleagues in danger and possibly helped turn them towards the positive side of life.

"My experiences showed me that a HealthServe volunteer is more than just a volunteer but also a trusted friend to the migrant brothers. Some shared dormitory problems, family problems, and tribulations of living in Singapore away from familiar faces. Unfortunately, I knew I could not alter the situation or solve all their problems. But lending few empathetic words were sufficient to relieve some of their stress."

After the completion of PSL training sessions, seeing the attendees' confidence soar was an extremely positive experience for me. Seeing the glitter in their eyes while receiving the completion certificate gave me immense pride in my work and their grit. When I saw the difference in their outlook before joining the workshop and after the workshop – I knew I had made a small contribution to a better Singapore and humankind.

I thank HealthServe for providing me with this fantastic opportunity to employ my skills and experience. I would like to conduct more PSL training sessions to empower our migrant brothers to help others to overcome all obstacles in their lives and feel "included" while living in the Little Red Dot."

Saswati

Mental Health Education Volunteer



CASEWORK & SOCIAL SERVICES

Impact Summary

IN 2022, WE SUPPORTED **720** WORKERS

- 3,100** Cases of Social Assistance Rendered
- \$46,400** in Social Assistance (Cash/Kind) Disbursed
- 720** Workers Who Received Groceries
- 640** Transport and Mobile Top-ups Disbursed
- 1,700** Free Meals Distributed



CARING FOR MARGINALISED MEMBERS AS A COMMUNITY

Despite the improvement in the COVID-19 situation throughout the year, HealthServe's Casework and Social Services (CWSS) team continued to receive referrals through our clinic services, 24/7 crisis helpline, and other external partners. Notably, there was a rise in patients requiring specialist care or follow-up for their chronic conditions. In response to this growing demand, we fostered close collaboration with MOM's Assurance, Care & Engagement (ACE) group, dormitory operators, and other ecosystem stakeholders. Together, we aimed to provide comprehensive support to the migrant worker community, helping them overcome the lingering challenges caused by the pandemic.

The establishment of MOM's ACE group played a significant role in addressing the immediate issues confronted by migrant workers residing in dormitories. Officers on the ground were able to provide prompt assistance and support, ensuring improved and sustainable holistic care for our migrant workers – an outcome that HealthServe has long advocated.

Recognising that many injured workers still faced movement restrictions or mobility challenges, we visited our clients on a monthly basis to provide living essentials such as groceries and other necessary assistance. These interactions also allowed us to establish closer rapport with them and remind them that they were not alone in their time of need. Through HealthServe's regular visits to dormitories, we supported close to 500 clients.

To reach out migrant workers living in the community and raise awareness about HealthServe's services, HealthServe also organised visits with ACE to private residential premises in Geylang, where we checked in on over 130 workers' well-being.

By the conclusion of 2022, we had extended casework and social support to some 720 clients, predominantly addressing issues related to employment, repatriation, and work injuries.

Hear From Our Social Worker

"In the casework team, our focus is always on the client's overall wellbeing – physical, social, and emotional. A big part of our work lies in meeting clients' immediate basic needs. Only then are you able to progress to other things – educating them on their injury compensation rights, for example.

We also work closely with internal teams like our medical team and the mental health team, as well as external stakeholders and other systems including hospitals. Eventually, we hope to be able to empower them with knowledge, resources, and I think most importantly confidence. So that they know what to do the next time they get into dire situations. Not only can they help themselves, they can also support their peers in the future."

Xiu Yi

HealthServe Social Worker



A Grateful Voice from the Tuas Explosion

More than a year after the tragic Tuas explosion incident in February 2021, HealthServe bade goodbye to our Bangladeshi migrant friend, Jitu, who returned home after the conclusion of his Work Injury Compensation Act (WICA) case. Accompanying him at the airport was Jeffrey, HealthServe's Head of Casework & Social Services, who supported Jitu throughout his case.

"[I feel] very very good. My family [is] waiting for me," shared Jitu. It has been over a year since he last visited his family.

Jitu had worked in Singapore for nine years before sustaining a severe work-related injury during the explosion. Subsequently, HealthServe stepped in to support Jitu in providing financial assistance and psychosocial support.

Jeffrey recalls the moment when he first met Jitu at the Burns Unit of Singapore General Hospital (SGH) in March 2021. At that time, Jeffrey was liaising with many parties to support Jitu's recovery journey: the MOM's ACE group, Jitu's employer, his brother and SGH's Medical Social Worker. He vividly remembers that Jitu felt dejected and helpless after the accident.

He couldn't bring himself to look into the mirror and was unwilling to talk to his mother over a video call.

Aside from regularly visiting Jitu at the hospital, Jeffrey also arranged for Sudipta (HealthServe's counsellor) to support and encourage Jitu during this stressful period.

While Jitu's road to recovery was difficult, the pair enjoyed many happy

moments. Jeffrey was there for Jitu during his period of hospitalisation - from the Intensive Care Unit, the High Dependency Unit (Burns Unit) to Outram Community Hospital - up until he eventually returned to his dormitory. Jeffrey fondly recounts that every recovery milestone that Jitu reached was a joyous achievement.

"I think knowing that he has hope is probably one of the happiest moments - at least I know he was sort of out of the woods", Jeffrey shares.

Knowing that his employer has been fully supportive of his recovery is another happy moment. And his employer truly did a lot for him, allowing him to go through multiple surgeries to reconstruct and improve his features.

Throughout the course of their

interaction, Jeffrey has also learnt a lot from Jitu - such as the importance of gratitude, relationships and faith.

"I think he reminded me of the importance of friends and family support. He also holds 'no grudge' nor does he blame anyone for the accident." Jeffrey recounts.

Jitu constantly describes how grateful he is for the help he has received, and expresses, "HealthServe many many help me. Thank you for the healthcare."

While he is excited to go back to Bangladesh and spend time with his family, Jitu also shared that he plans on returning to Singapore in future, saying "I like Singapore. All, everything I like Singapore".

We are grateful to have met and helped a brother like Jitu. We thank him for the work that he has done for Singapore and wish him all the best!

Read full story here:



RESPIRE AND RELIEF

A popular programme for Special Pass holders, “Walk and Be Well” aims to encourage workers to head out of their dormitories and residences for therapeutic strolls in nature with our volunteers, allowing them some respite from their stressors. With the generous support of our donors and sponsors, we were able to bring our clients out to more places of interest in 2022! These included the Gardens by the Bay, Jurong Bird Park, River Wonders and the Singapore Zoo.

As a year-end treat, some of our clients even had the opportunity to enjoy Christmas at the stables, an initiative jointly offered by Birds of Paradise and EQUAL! It was heartening to see our brothers capture precious moments with the therapy horses and enjoy an outdoor movie screening while enjoying refreshing ice cream. Our volunteers and migrant brothers left with their hearts (and tummies) full.

Food brings people together in a way that nothing else can. Following a positive resolution of his case, a Chinese migrant brother initiated a Mid-Autumn Festival celebration at the HealthServe pantry where we held a dumpling party! We are blessed by the generosity of our migrant brothers who shared both their culinary skills and their culture with us.



“Really, I found out HealthServe (is) like family!”

We got to know Melon better when he joined our Going Home Programme, which addresses the psychosocial and rehabilitative needs of injured migrant workers.

It was in 2019 that Melon left his home in Dhaka, Bangladesh to work in Singapore, with hopes of supporting his family.

His stay in Singapore, however, was far from smooth-sailing. In Singapore, Melon found work in the plumbing industry. He had not worked for long when his employer tasked him with tidying up the company storeroom. While lifting a heavy object, he struggled under its weight, lost balance and fell.

“I go home, wah, I no take shower, I no eat”, he recalled. Despite having taken six pain relief tablets, he added that “night time very very pain”.

The next morning, he awoke in terrible pain, alone in his room and unable to move. He visited an outpatient clinic and was then referred to a restructured hospital. There, he discovered the cause of his immense pain - a CT scan revealed a spinal fracture.

Upon hearing that he should do an emergency surgery, Melon fretted. “If I do surgery, who want to employ me? If employer see my details, background, who want to employ me?”

“Nobody.”

As the eldest child, he felt the weight of caring for his family on his shoulders. “I need to work also, I still very young. I have family, parents. I need to work”, he shared.

Fortunately, he heeded the advice of a supportive community – from his mother, his employer’s daughter to his doctors – and decided to proceed with the surgery. During his recovery process in the hospital, a medical social worker attended to him regularly, and connected him with Daniel and Mr. Tim from HealthServe. Every day, they visited and bought food for him. Even after his discharge from the hospital three months later, they continued to visit him at his dormitory.

I am very proud of HealthServe, they help me too much. I never hoped some organisation can help this kind.

Melon has many friends in HealthServe. When asked who his friends in HealthServe were, he answered, “all are friends”. Truly,

Melon has befriended many in HealthServe, and I have heard many people speak warmly of the positivity and friendliness he brings with him wherever he goes.

He recounted that at his lowest point, Jasmine, one of HealthServe’s members, had counselled him via video call for an hour daily.

“That time, I am very serious, very very serious... I remember I crying... That time, I never hope I can recover”. Looking back, he shared that the help he had received and the friendships he gained kept him going.

Since the surgery, Melon’s health has improved significantly. He shared his plans to swim in the local river upon his return to Dhaka, an image my inner romantic was drawn to. One of us exclaimed, “Everyday can go!”

Read full story here:

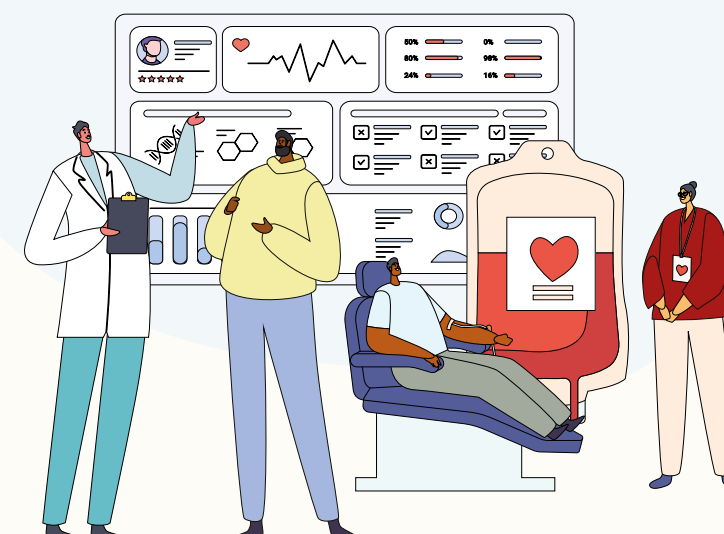


MIGRANT OUTREACH & ENGAGEMENT

Impact Summary

IN 2022, WE SUPPORTED **13,400** WORKERS

- 10,300** Workers Engaged Through 34 Outreach Events & Health Screenings
- 120** Workers Who Received Chronic Disease Health Education Over 11 Health Screenings
- 3,100** Workers Who Received Care Packs



At HealthServe, we strive to create a community where migrant workers feel embraced and supported.

In the past year, we successfully organised 11 health screenings across various Recreation Centres (RC) and dormitories around the island. These included a large-scale dental education and screening fair at Terusan RC, in collaboration with NUS School of Dentistry. These outreach events enabled us to engage over 6,700 migrant workers, emphasising the significance of maintaining healthy exercise routines, balanced diets, and managing stress.

We express our heartfelt gratitude to our dedicated volunteers, corporate sponsors, and partners such as Avantor Science, Baker McKenzie, Dairy Farm Group, Lighthouse Club, McKinsey & Company, Mott MacDonald, Singapore Red Cross Society and many others. Their unwavering support, both in resources and time, has made these events possible.

In addition to health screenings, we had the opportunity to distribute care packs to over 5,400 migrant workers residing in Little India, Geylang, and the Migrant Worker Onboarding Centre (MWOC) during the first half of 2022. We also partnered 24asia for their annual blood donation drive, where we shared about our services and crisis helpline with migrant blood donors.

To express our appreciation to the migrant community, we celebrated International Migrants Day (18 December) with a bang! This year, our staff team joined forces with MOMACE and JTC at two fun-filled carnivals at Birch Road and Terusan RC. We attracted nearly 1000 migrant friends to our booths, where they participated in educational games and enjoyed coffee sachets generously sponsored by Gold Roast.

Together with Kingdomcity church, Singapore, we were able to spread Christmas cheer to our migrant brothers through a day of enjoying concerts and plays, singing Christmas carols and receiving gift hampers. What a heartwarming day where individuals from different walks of life got to embrace their cultural differences and truly connect with one another.





Hopes of a Hero

Malek has been working in Singapore for almost ten years. Malek started coming to HealthServe at the beginning of this year when he was facing gastric problems. His friends had strongly recommended the affordable healthcare services that HealthServe offers, and since then, Malek has been coming here whenever he faces any medical issues.

This was his first time joining our art engagement activity. When asked about his experience, Malek shared that he actually enjoys drawing. But beyond that, he appreciates being able to just relax and share his story through this activity. If the opportunity arises, Malek would like to participate again.

I enjoy my time here (at HealthServe). I think the services are very good, and now can do this, talk to you.

Malek had drawn a family portrait of himself with his wife and son, whom he misses the most. He shared that it

hasn't been easy working in Singapore. With COVID-19 restrictions in place, he has not been able to visit home in more than two years. The last time Malek went home was in November 2019 and since then, he has been missing out on important events like the birth of his son, his first steps and his first birthday.

However, as the family man, Malek believes that it is his duty to work hard and build a brighter future for his son.

All my hopes are for my baby. My focus, only my family. If I can give them satisfaction and happiness is enough for me.

Malek's greatest wish right now is to go home and see his family, especially his son. After which, Malek hopes to return to Singapore and work towards becoming more financially stable. His ultimate goal is to set up a small business back in his hometown so that he can be closer to his family while providing for them.

Read full story here:



Hear From Our Volunteer

"Shortly after the pandemic began, I signed up as an Outreach volunteer at HealthServe. It was a complicated time for many but it was especially troubling to learn about our migrant brothers' mental health struggles while they were going through prolonged isolation in their dorms. From the news, I read about other issues concerning their access to healthcare at the time, such as the inability to obtain cheaper drugs from their home countries due to travel restrictions, and language accessibility while receiving treatment for COVID-19. I wanted to do whatever I could in my capacity, to support our migrant population.

I am part of an enthusiastic team of volunteers that facilitates the achievement of our brothers' health goals, relating mainly to diet, BMI and blood pressure control, to reduce the risk of chronic conditions. It is a real pleasure whenever we see any improvement in a brother's health indicators, such as a change from high blood pressure to numbers in the healthy range.

From the questions they ask, you can tell that many brothers care very much about their health. We work together knowing that their continued good health helps them live well, contribute to their families (I noticed pictures of small children on several mobile wallpapers), and simply feel good.

It has been a great privilege to serve our migrant brothers along with dedicated HealthServe staff and volunteers, whom I learn new things from each time we meet. It is humbling to think about how much our brothers have contributed to building Singapore, and at the very least, they deserve respect, dignity and access to quality healthcare."

Vania Ng

Volunteer Outreach Ambassador



WITH YOUR SUPPORT

- 🏠 The Power of Community
- 🏠 Collaborative Giving



THE POWER OF COMMUNITY

We have a lean staff team.

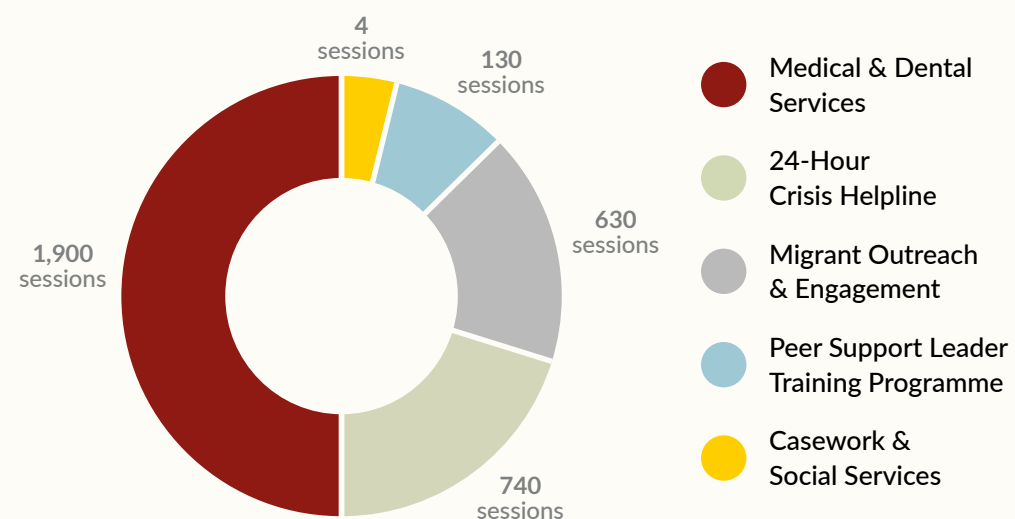
Our efforts to touch the lives of the ~30,000 migrant friends would not have been possible without the support of committed and passionate volunteers.

In 2022, we saw:

780
Volunteers

14,200
Volunteering Hours
Clocked Across

3,400
Volunteering
Sessions












We are very thankful to all our volunteers who selflessly lent their time, talent, and heart to support the work that we do at HealthServe. As a volunteer-backed organisation, we continue to rely heavily on volunteers to support our migrant community.

Our clinic operates with a team of dedicated medical and non-medical volunteers. To step up recruitment to meet the evolving medical needs by migrant workers, HealthServe ran two open houses in 2022 targeted at doctors and dentists.

To keep our crisis helpline available to all workers round the block, we continued to train and recruit volunteers on a bi-monthly basis. Our pool of outreach volunteers included tertiary students, working adults and staff from our corporate volunteers, including:

-  Avantor Science
  McKinsey & Company
-  Coupa
  Lighthouse Club (Singapore)
-  Mott Macdonald
  Singapore Red Cross Society
-  Baker and McKenzie

In addition, we have a small and growing pool of volunteers who support our migrant brothers through HealthServe's PSL training programme, counseling services and casework assistance.

We would like to express our heartfelt gratitude for our volunteers' unwavering dedication and commitment to serving our migrant brothers throughout the year. Their selfless service and contributions have helped to build a stronger and more resilient community by promoting compassion, empathy and understanding. Through collective action, we can achieve positive change and shape a more inclusive and equitable society for all.

Migrant Volunteer: I want to give back as I have received

I have many pain, but I no see doctor because I scared my boss cancel my work permit. I try to tahan (tolerate) the pain.

It is not uncommon to hear such comments from migrant workers. Many delay or even forgo medical treatment over fears of high costs or repatriation. This may cause their health to deteriorate, taking a toll on their finances.

HealthServe's HealthStars programme was founded on the belief that preventive care empowers our migrant friends to take charge of their own health, minimising the risks of serious illnesses that may jeopardise not just their jobs, but their lives. Our inaugural batch of HealthStars – migrant brothers who have volunteered to be peer leaders in chronic disease care and mental health – graduated in December 2022.

A familiar face to the HealthServe family, Imon is a regular volunteer at our health screening events, assisting

with translation and ushering duties. A responsible and diligent employee who seldom takes breaks from work, he shared that he had actually been taking leave to volunteer to help other migrant brothers!

Since the completion of his HealthStars training, Imon has been translating the knowledge he has learned into action. He has been educating his colleagues and dormitory mates about the symptoms of chronic diseases, healthy eating tips and basic dental care. Using a blood pressure machine and weighing scale from the HealthStars starter kit, Imon has even been helping workers measure their blood pressure and Body Mass Index!

In addition to caring for his peers' physical health, Imon also lends a listening ear to workers struggling with mental health issues. As a migrant worker himself, Imon can emphasise with the challenges faced by other workers and provide practical and emotional support. "I know what their problems are, so I try to ask about the same problems I face," he shares.

Imon's desire to give back stems from the help he had received from HealthServe. At the start of the pandemic, Imon was one of many who initially caught the virus. Overwhelmed by hunger, loneliness and anxiety, Imon was in a dark place.

And then, the help came.

Imon visibly brightened as he described how he received a care pack with food, clothes and notes of encouragement from HealthServe. This instilled in him a new-found purpose to give back, and so he decided to sign up as an outreach ambassador which kickstarted his volunteering journey with HealthServe.

When asked about his volunteering experience, Imon can barely hide his smile, as he says "When the brothers I help share their stories with me, I am happy." He believes that volunteering has been a journey of personal growth for him as it provides him with the opportunity to learn from

our HealthServe staff. "I have become better with HealthServe. Every time I come, I learn so much from everyone."

Imon hopes to encourage his peers to actively seek help, especially when it comes to their health issues. He observes that some workers may be hesitant in asking for help and attempt to shoulder all their problems on their own. While he believes in the power of individual strength and perseverance, he also believes in the importance of community support.

You don't need to be alone when others like HealthServe can help.

We are touched by the humility and compassion driving Imon's eagerness to give back. It is HealthServe's honour to have passionate individuals like Imon join us in ensuring that no migrant worker in need is denied access to basic healthcare.

Read full story here:



Hear From Our Volunteer

“Serving at HealthServe has always been a highlight of my week. I first began as a clinic assistant, where I was drawn by the opportunity to learn about healthcare for the underserved, and where I stayed for the love, companionship and kindness I discovered within the HealthServe family. Within the Geylang clinic, I had the privilege of interacting with the migrant brothers and listening to them share about their skills, concerns, hopes and dreams. Around me were healthcare and non-healthcare professionals, all coming down after a long day of work, with the same vision: to serve the brothers in different capacities.

I love helping with health education at health screenings because we get to explore ways to integrate healthy living into their lives, whether it's drinking one less can of Red Bull, or stretching before bed.

For some, this is the first screening that they have attended in their lives. When abnormal blood pressure or blood sugar levels are first discovered, it marks the first point in their lives that our migrant brothers realise that they are “sick”. I reassure them that they are in good hands because the symptoms were picked up early, and that the doctors will take good care of them. Most importantly, I always share that they can and should take charge of their health by focusing on their diet and fitness. Here, I see the salience of health education, where we equip them with knowledge about healthy living.

It was their tenacity in eating healthy and exercising that inspired me to take on the challenge of participating in Healthserve's virtual run fundraiser, together with other Health Educators and HealthServe volunteers. Together, we contributed \$2,120, a small sum but one we're happy with.

My proudest achievement in HealthServe was training five migrant workers to be HealthStars, or our peer Health Educators. We equipped them with knowledge about nutrition, physical activity, injury prevention, self-management, communication with peers, dental hygiene and blood pressure monitoring. It was immensely rewarding to empower them with the confidence to care for their health and share their newfound knowledge with their peers.

Words cannot describe how moved I was upon observing Hossain, Jahirul, Almas and Imon educate their fellow workers at a health screening. It was the culmination of everyone's efforts, and I was especially grateful to Aubrey for trusting me with this role.

Gratitude is a common feeling throughout my entire HealthServe experience. I was meant to share about how I have supported HealthServe and the brothers, but I always feel that I have received more than I give. I learnt valuable lessons about compassion, resilience, and hope, while discovering the joy of being part of something great.”

Bia

Volunteer Health Educator/
Trainer & Clinic Assistant



Hear From Our Volunteers

"Before we were allowed to man the 24-hour crisis hotline, each volunteer underwent a rigorous training course (which involved lots of role playing!) in empathetic listening, managing suicide crisis and ensuring safety on the hotline. This training has not only helped me become a better listener, it has helped me develop a deeper sense of empathy and patience to connect with our migrant brothers, especially when we have to overcome any language barriers.

I vividly recall a call where a migrant brother was very upset and frustrated that his employer was not making arrangements for him and his colleagues to get vaccinated, as concerns and worries were bountiful that they would be sent home if they remained unvaccinated due to the requirements then. Fortunately, the training kicked in and instead of trying to problem solve for our migrant brother immediately, all it took was to truly listen to his concerns, which calmed him down so that we could get the correct facts for a meaningful escalation to casework.

Being able to calm the migrant brother down in his hour of need had been a very meaningful and satisfying experience for me, as it goes to prove that the human connection surpasses age and language.

Till today, whenever someone finds out that I volunteer at HealthServe, I may get a puzzled look in return as it might not have occurred to them that our migrant brothers are an integral part of Singapore, who have made great sacrifices to work far away from their families to enable Singapore to become the home that we all love. My experience volunteering with HealthServe has been incredibly rewarding and I would highly recommend new volunteers to come take advantage of this opportunity to make a positive impact in the lives of our migrant brothers."

Ritchie Li

Crisis Helpline Volunteer



"The PSL programme is more than just a one-way training; it is a conversation among like-minded individuals. Bringing together people from diverse backgrounds and listening to their concerns and joys has had a tremendous impact on the participants. I have personally witnessed a shift in their mindset from the first session to the second. They have learned to interact and communicate with each other in a more positive manner.

The training not only equips participants with the skills to understand the mental well-being of others but also fosters self-awareness. In general, the reasons why migrant brothers come to Singapore are as such: to take care of their immediate family's financial well-being, support their family members to have a better life, save money to start a business in their home country, and prove to others that they can achieve something.

However, with all of these reasons, most migrant brothers still tend to prioritise their families' well-being over their own.

There is a Tamil proverb that says, "சுவர் இருந்தால்தான் சித்திரம் வரைய முடியும்," which means "Painting can only be done if there is a wall." As a trainer, I always emphasise to migrant brothers the importance of prioritising their own well-being.

I encourage them to save for themselves, even if it's just a dollar a day or the spare change they receive from their daily expenses.

After six months, when I met migrant worker A again, he shared that he felt fortunate to have attended the PSL training and followed my suggestion to save a dollar a day. Hearing such stories and knowing that I have made a positive impact on the lives of migrant workers fills me with pride as a PSL trainer."

Arul

Volunteer Peer Support Leader Trainer



COMMUNITY PARTNERSHIPS

#HealthServeImmerse

Awareness is always the first step to inspire meaningful action.

To equip our future doctors from NUS Yong Loo Lin School of Medicine with the knowledge to improve the holistic health and quality of life of local marginalised communities, we curated an immersion programme for close to 100 medical students across the year.

Students were introduced to the social determinants of health affecting low-wage migrant workers, and also given opportunities to connect with our migrant brothers on a more personal level and gain new perspectives. We hope our aspiring doctors were empowered by their new found learnings and inspired to provide more inclusive and holistic healthcare for their patients in the future.

In 2022, we also connected with other like-minded groups such as the Equity Initiative (EI) Fellows and student leaders from CAPTSLAM Queensway!

Our Geylang space was filled with fun and laughter when we hosted our migrant brothers and participants who bonded over hearty meals, meaningful conversations and traditional games.

We were heartened to see more youths and groups stepping up to do their part for the migrant workers in Singapore, and look forward to supporting future initiatives to build a more inclusive society for our migrant community.



COMMUNITY PARTNERSHIPS

HealthServe X Zhenghua Primary School

“How can we make migrant workers less lonely in Singapore?”

This was one of the many thought-provoking questions we received from Zhenghua Primary School students after an online storytelling session where we introduced them to the migrant worker community in Singapore.

The questions they asked, while seemingly simple and innocent, demonstrated their compassion for a marginalised community from a tender age. This empathy was also reflected in a subsequent engagement activity where students had the opportunity to distribute donations to some workers in the Bukit Panjang community, and also get to know them better through interviews and games.

As a society, can we do more to befriend the many migrant workers in our midst and have them feel a little more at home, while away from home?

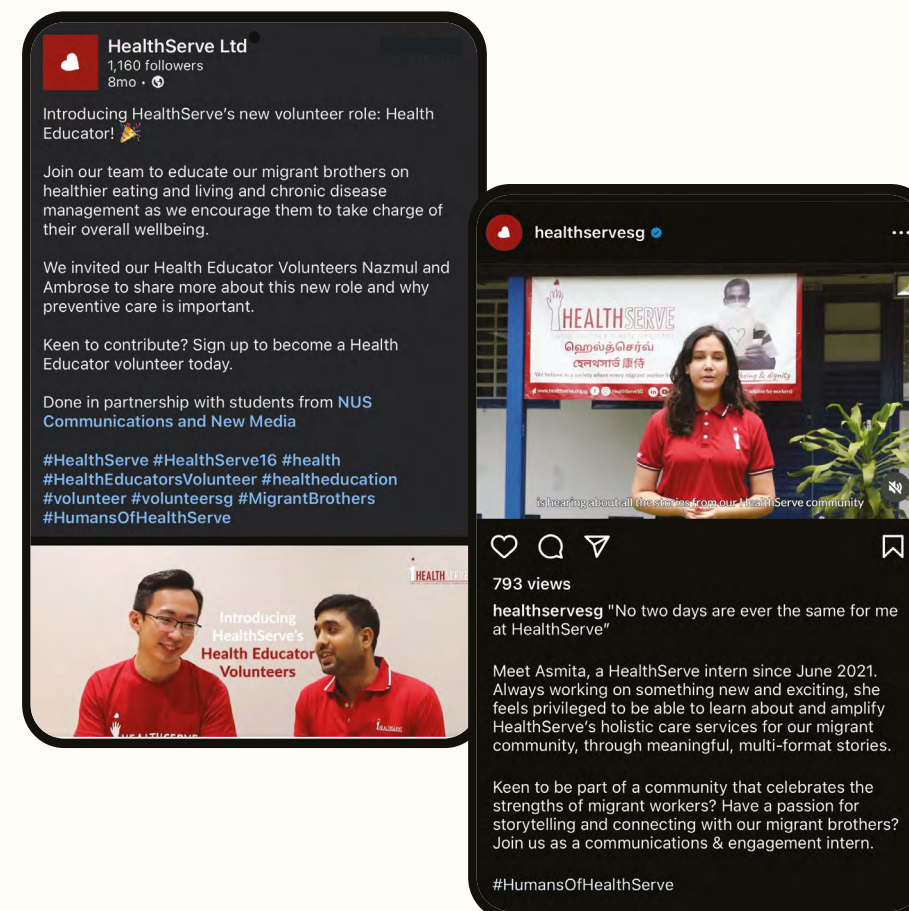


HealthServe X NUS Communications & New Media (CNM)

Storytelling, for good.

From conceptualising and producing health education videos for migrant workers, to volunteer and intern recruitment campaigns, the talented undergraduate students of NUS CNM supported HealthServe in our awareness building and community growth efforts across the year! We were glad to be able to share with students a glimpse of life at HealthServe, while providing a platform for them to contribute their skills to plug communications gaps within the non-profit space.

Thank you NUS CNM for reaching out and supporting HealthServe's mission of advocating for low-wage migrant workers' needs and well-being.



COLLABORATIVE GIVING

TOTAL AMOUNT RAISED

\$3,168,314

BY

1,639
DONORS

(1,578 individuals, 61 Corporates)



We are truly grateful for the generous support and care to our migrant community from donors and supporters alike. Even as the dust of the pandemic began to settle in 2022, it was imperative that the public awareness level of social health protection for the disadvantaged migrant community remained high. Through various fundraising initiatives and donation channels, we are both humbled and heartened to receive continued support from donors from all walks of life.

Drawing on lessons learned from challenges posed by the pandemic, HealthServe's fundraising team introduced new innovative initiatives to drive engagement. One notable example was the launch of the organisation's first virtual walk and run campaign #InTheirShoes, where we activated our extensive network of dedicated volunteers and interns to participate actively. By leveraging their reach on digital channels, we were able to broaden the appeal for public support in meeting the unmet needs of our migrant friends.

The impact of HealthServe's fundraising campaigns was further amplified by the generous support of Tote Board and philanthropic foundations' matching grants, which enabled HealthServe to maximise the impact of each donation.

Fundraising expenses were kept low. For 2022, HealthServe's fundraising efficiency ratio is 15%, well below the 30% as stipulated by the Charity Regulations.





KEY FUNDRAISING INITIATIVES

#InTheirShoes

Feb - Mar 2022

Going the extra mile for our migrant workers in need!

With the launch of our very first virtual run #InTheirShoes, we invited everyone to participate and support the migrant community by picking a challenge - running or walking 16 km, 32km or 64km - and completing it in two weeks to raise awareness and funds for the migrant worker cause.

Together with over 500 participants including our volunteers and migrant brothers, we clocked a grand total of 16,876km. We are grateful to the 384 donors who helped to raise \$431,966 to bolster HealthServe's primary care services, mental health programmes and social assistance for migrant workers!

Held on local running app 42Race, #InTheirShoes was also supported by the Tote Board and a philanthropic foundation to match every dollar raised by 180%.

Charity Golf – Yellow Helmets Edition

20 May 2022

Did you know that most low-wage general workers who perform heavy lifting wear yellow helmets?

HealthServe hosted our annual Charity Golf event at Sentosa Golf Course. In its third year, we invited our golfers to put on yellow helmets to demonstrate solidarity with our migrant worker community in Singapore.

The generous support of our 16 donors allows us to continue to bring healing and hope to the migrant worker community through the provision of holistic healthcare. Through the event, we successfully raised \$150,000.

Thank you Tong Eng Group and Altrad Group for sponsoring the event!



KEY FUNDRAISING INITIATIVES

#HealthServe 16th Anniversary Gala Dinner

20 Aug 2022

HealthServe celebrated its 16th anniversary with a gala dinner - it was our first in-person gathering since the pandemic! Over 350 guests were treated to mesmerising musical performances from Singaporean jazz artiste Joanna Dong, Voices of Singapore Children's Choir, Migrants Band Singapore and our very own HealthJam, made up of HealthServe's staff and volunteers.

116 donors from the gala dinner came together to raise \$683,119 in cash and \$40,000 donations-in-kind. We also received an additional \$250,000 matching grant from the Tote Board, which will go a long way towards supporting our migrant brothers in need. We are grateful and humbled by the community's support and their shared belief in HealthServe.

Special thanks to Minister Dr Tan See Leng for gracing the event as Guest of Honour.



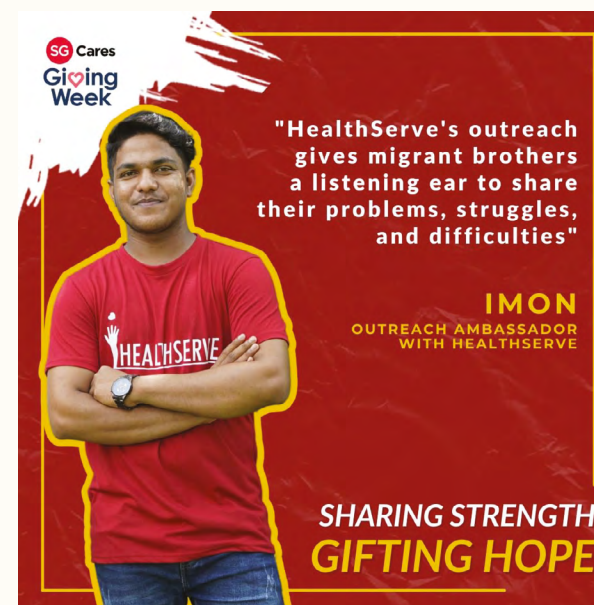
#GiftHope Year-end Campaign

Nov - Dec 2022

Sharing strength, gifting hope.

To raise awareness and funds for our preventive health programmes, we launched our annual #GiftHope campaign which featured two of HealthServe's close migrant friends Imon (Outreach Ambassador) and Selvaraj (Peer Support Leader). As HealthServe's migrant volunteers, they shared their perspectives on how HealthServe's health education and trainings had benefited their community and impacted their lives.

290 donors joined us to #GiftHope to our migrant workers and we successfully raised \$185,120. The Tote Board Grant enabled donation matching at 40%. With the support of our generous donors and partners, we are thankful to be able to scale up our health education efforts and empower our migrant community to take charge of their health and well-being.



We are grateful for the generous support from the following donors:

Corporate and Individual donors

\$200,000 to \$499,999

CHEN SU LAN TRUST

\$100,000 to \$199,999

AVANTOR SCIENCES FOUNDATION
THE COMMUNITY FOUNDATION OF SINGAPORE

\$50,000 to \$99,999

COOLEY SG LLP
FEATURE DEVELOPMENT PTE LTD
HOLYWELL FOUNDATION LIMITED
KKR SINGAPORE
LYGH CAPITAL PTE LTD
PAYA LEBAR METHODIST CHURCH
SINGAPORE CONCRETE INSTITUTE
(Joint Recipient With Lighthouse Club)
SINGAPORE LAND GROUP LIMITED
SYMASIA SINGAPORE FUND
TRIDENT TRUST COMPANY (SINGAPORE)
PTE. LIMITED
WESLEY METHODIST CHURCH

\$10,000 to \$49,999

AESOPICA PTE LTD
ACCLAIM SYSTEMS (ASIA) PTE. LTD.
AGROCORP INTERNATIONAL PTE LTD
BAKER & MCKENZIE.WONG & LEOW
BINJAITREE
CHRIST METHODIST CHURCH
CITIZEN ADVENTURES PRIVATE LIMITED
DORMITORY ASSOCIATION SINGAPORE LIMITED
DR WARREN LEE PAEDIATRICS

DRACO VENTURE PTE LTD
GRACEFIELD FOUNDATION LTD
JTC CORPORATION
KIMLY CONSTRUCTION PTE LTD
KINGDOMCITY GLOBAL LIMITED
KINGDOMCITY SINGAPORE LIMITED
LABOURTEL MANAGEMENT
CORPORATION PTE LTD
LIGHTHOUSE CLUB (Singapore)
MCKINSEY & COMPANY SINGAPORE,
PTE LTD
MIGRANT WORKERS' ASSISTANCE FUND
NATIONAL COUNCIL OF SOCIAL SERVICES
ORGANISATION DEVELOPMENT
NETWORK SINGAPORE
QUEENSTOWN BAPTIST CHURCH OF
SINGAPORE
TEE UP DORMITORY PTE LTD
THE SILENT FOUNDATION LTD
TL WHANG FOUNDATION LIMITED
TULSI ONG TRUST
YEOMAN CAPITAL MANAGEMENT PTE LTD

\$1,000 to \$9,999

ASTUITONE PTE LTD
CYS GLOBAL REMIT PTE LTD
EASTSPRING INVESTMENTS (SINGAPORE)
LIMITED
SHAKE SHACK SINGAPORE JEWEL PTE LTD
SOUL FOOD ENTERPRISE PTE LTD
ZHONGGUO REMITTANCE PTE LTD

Individuals who donated \$10,000 and above

ANDRESS GOH	LEE MING SAN
CAESAR SENGUPTA	LIM WEE PING
CHAN CHIA LIN	LIU CHEE MING
CHERYL LAM	MARGARET CHAN
CHERYL TAN	MARGARET WANG
CHUA SIEW ENG	NG BEE BEE
DARREN TAY CHIN KHAI	PAULINE CHEONG
EMI EU	PHILLIP TAO HING WANG
GOPI D/O BHAGU MIRCHANDANI	SP CHOO
HSIEH FU HUA	TAN CHUAN YONG
I WUEN LEE	TAN WEI LONG
JASON KING	TENG NGIEK LIAN
KENNETH KAN	WILLIAM TOK GEK SUN
KWEE KIANG CHENG	WONG PUI YING

*We are also thankful to receive donations- in-kind
and sponsorships from the following organisations:*

Avantor Foundation	Pentex Pte Ltd
Chocolate Gems	Raffles Singapore
Como Hotels And Resorts	STPI Gallery
DFI Retail Group	Taberna Wine Academy
Eastern Carpets	Three Star Brand
Fullerton Hotel	Viz Brand Pte Ltd
Lighthouse Club (Singapore)	Yuli Inc. Fine Jewellery
NETS Singapore	

Hear From Our Corporate Donor

SingLand

“At Singapore Land Group (SingLand), we aspire to build an inclusive and equitable society by driving sustainable environmental, social and economic change for the communities we operate in. In 2022, we launched our corporate philanthropy and volunteering initiative, SingLand Elevates to support meaningful social causes and uplift marginalised segments of our society such as differently abled individuals, underprivileged children, low-income families, and migrant workers. We do this through partnerships with various charities, non-profit organisations and social enterprises.

Migrant workers are essential and valued contributors to Singapore’s built environment. Given the synergies between the business of a real estate company and the migrant worker community, SingLand is invested in their well-being and believes in the importance of giving back to migrant workers.

During the pandemic, we worked with SDI Academy to provide migrant workers with online English language courses and upskilling opportunities. We also contributed to the non-profit COVID-19 Migrant Support Coalition (CMSC) who organised various events for those confined to their dormitories due to safe management measures.

Emerging from the pandemic, migrant workers’ access to affordable medical and dental care, mental health services and social assistance remains a priority as they continue to contribute towards Singapore’s economy.

SingLand’s three-year financial support for HealthServe will go towards programmes focused on mental health, dental care and chronic disease management for vulnerable low-wage migrant workers.

We want to recognise the migrant community’s contribution to Singapore’s built environment and show our appreciation for their hard work and sacrifices. We are heartened that with our support, more migrant workers can benefit from HealthServe’s holistic suite of services,” says SingLand Chief Executive Officer Jonathan Eu.

“In the future, we hope to broaden our efforts through staff volunteerism and committing time to support HealthServe’s outreach activities so that the migrant community can feel more at home in Singapore.”

“We must build stronger connections between the migrant and local communities for Singapore to be a truly inclusive and open society. We hope that more organisations will join us to support this often under-appreciated group.”

Mr Jonathan Eu

Chief Executive Officer,
Singapore Land Group (SingLand)



CORPORATE GOVERNANCE

The Board of Directors of HealthServe (the Board) recognises that good governance (establishing and maintaining a governance framework and processes concerned with managing the overall direction, effectiveness, supervision, risk management and accountability) is critical in ensuring that HealthServe is effective, transparent, sustainable and accountable to all stakeholders. In this regard, the Board and Management have been working towards establishing good practices that are in compliance with the recommendations of the Code of Governance for Charities and Institutions of Public Character issued by the Charity Council (April 2017) (the Code) as are applicable to HealthServe.

This report highlights the Corporate Governance practices that are in place during the Financial Year ending on 31 December 2022 (FY 2022). We are pleased to report that HealthServe has complied with the recommendations in the Code in all material respects.

We have completed and uploaded the Governance Evaluation Checklist (Enhanced Tier) for FY 2022 which is available for viewing by members of the public on the Charity Portal as well as our website: www.healthserve.org.sg/corporate-governance/.

BOARD GOVERNANCE

Composition of the Board and Board Independence

1. Independence

As of 31 Dec 2022, the Board comprises of eight members (Directors) who are all independent; there are no staff members on the Board. None of the Directors is related to any staff member. The Directors do not receive any remuneration for their services as Directors. All Directors are required to make a declaration of their independence and any potential or actual conflict of interest at least annually, and also on an ad-hoc basis during the rest of the year, as required. The Constitution of HealthServe has clear procedures for Directors' conduct where a potential conflict of interest may arise.

2. Skills Set and Diversity

Directors are individuals with leadership experiences in business, philanthropy, academia, pastoral fields and professional practices. Collectively, the Board has a broad diversity of expertise and experience including, but not limited to, accounting, finance, fundraising, legal, medical and business management. There is also gender diversity on the Board. With the completion of the recent Board renewal in FY 2022, five out of the eight directors (including the Chairperson) are female. Detailed information on each Director is set out in page 9 of this report.

BOARD RENEWAL (SELECTION, RECRUITMENT AND SUCCESSION PLANNING)

Each Director is appointed for a term of three years. The Nominating & Human Resources Committee is tasked with identifying and nominating suitable candidates as well as the succession planning for directorship or Board committee memberships according to the needs of the organisation.

The Board is conscious of the need for Board renewal from time to time and has been working on this continually and systematically to ensure that the transition is smooth and without disruption. There is no Board member who has served on the Board for more than 10 years.

We completed our well-planned Board renewal process in FY 2022. Dr Calvin Chong retired from the Board on 30 June 2022. The Board expresses its heartfelt thanks to Dr Calvin for his services and contributions to HealthServe in the 10 years of his appointment as a Director.

BOARD PERFORMANCE

1. Induction of New Directors

HealthServe has in place a comprehensive induction and orientation programme for all new Board members.

2. Continuing Training

Board members are also encouraged to undergo continual training as Directors through the various courses and webinars that are conducted by NCSS, NVPC, MCCY, Singapore Institute of Directors and other relevant organisations.

3. Code of Conduct

HealthServe has implemented a Code of Conduct for its Board members which is strictly adhered to by all Directors and Board Committee members who are not Board members.



4. Strategic Planning

The Board Chairman holds strategic planning sessions regularly with Management to review and set strategic directions for the organisation, while ensuring that HealthServe's programmes, services and activities are in line with its objectives.

5. Reserved Matters

With the various policies that are in place and in the constitution of HealthServe, there are critical matters that cannot be undertaken by Management without the approval of the Board, and these include undertaking obligations above certain financial thresholds, accepting new businesses and having critical communications on behalf of HealthServe.

6. Board Evaluation

The Board has in place a Self-Evaluation process which is led by the Chairman. Conducted on an annual basis, the exercise serves to assess the Board's performance and effectiveness - from its composition to procedures and accountability. All Board members completed the exercise in 2022.

7. Directors' Attendance at Board and Board Committee Meetings

There are at least four Board meetings a year (once per quarter), and ad hoc meetings are held from time to time when the need arises. Board meetings were well attended and there was an average attendance rate of 89% for all Board meetings in FY 2022. Board Committee meetings are held in accordance with the Terms of Reference of each Committee. Each Director sits on at least one of the Board Committees and actively participates in all Board meetings. Information on the participation of Board members in the various Committees are set out in pages 10 - 11 of this report. Directors who are unable to attend meetings in person are able to participate through video/audio/tele-conferencing.

Board Meeting Attendance

Directors	Number of Meetings	Attendance
Chan Chia Lin	4	4
Dr Jeremy Lim Fung Yen	4	3
Dr Calvin Chong Peng Choon (until 30 June 2022)	2	2
Dr Chan Lai Gwen	4	3
Choy Peng Wah	4	4
Eugene Seow	4	4
Gail Lien	4	4
Serene Chee	4	3
Susan Kong Yim Pui	4	3

Board Sub-Committee Meeting Attendance

Audit Committee		
Directors / Members	Number of Meetings	Attendance
Susan Kong Yim Pui	2	2
Lee Yuit Chieng	2	2
Choy Peng Wah	2	2

Finance Committee		
Directors / Members	Number of Meetings	Attendance
Chan Kum Kit	4	4
Serene Chee	4	4
Gail Lien	4	4

Fundraising & Engagement Committee		
Directors / Members	Number of Meetings	Attendance
Choy Peng Wah	4	4
Darren Tay	4	3
Gopi Mirchandani	4	4
Chandrima Das	4	2
Thomas Verghese (from 1 September 2022)	0	0

Nominating & Human Resources Committee		
Directors / Members	Number of Meetings	Attendance
Chan Chia Lin	2	2
Dr Jeremy Lim Fung Yen	2	2
Janelle Tan	2	1
Janet Koh	2	2
Eugene Seow	2	1

Medical Services Committee		
Directors / Members	Number of Meetings	Attendance
Dr Jeremy Lim Fung Yen	1	1
Dr Gan Wee Hoe	1	1
Dr Tan Thong Kwan, Benjamin	1	1
Dr Yeo Cheng Hsun, Jonathan	1	1
Dr Shawn Vasoo	1	1
Dr Yoong Su-Yin, Joanne	1	1

Services Committee		
Directors / Members	Number of Meetings	Attendance
Gail Lien	2	2
Dr Calvin Chong Peng Choon	2	2
Eugene Seow	2	2
Long Chey May (until 30 Sep 2022)	1	0
Thomas Verghese (from 1 September 2022)	1	1

Mental Health Advisory Panel		
Directors / Members	Number of Meetings	Attendance
Dr Jeremy Lim Fung Yen	1	0
Dr Chan Lai Gwen	1	1
Dr Donna Lim (until 30 June 2022)	NA	NA
Dr Calvin Chong Peng Choon (from 30 June 2022)	1	1
Dr Mok Yee Ming	1	1
Dr Mythily Subramaniam	1	0

8. Delegation By Board

To assist the Board in detailed consideration and provide more targeted oversight of various aspects of the operations of the organisation and to facilitate more efficient decision-making, seven Board committees were formed: the Finance Committee ("FC"), the Audit Committee ("AC"), the Nominating and Human Resource Committee ("NHRC"), the Medical Services Committee ("MSC"), the Services Committee ("SC"), the Fundraising and Engagement Committee ("FEC"), and the Mental Health Advisory Panel ("MHAP").

Each Committee is chaired by a Board member and includes other Board members and co-opted members who have the relevant expertise in the matters covered by the respective Committees. The appointment of Board Committee members is approved by the Board.

The Board is governed by its own Terms of Reference. Each Committee has a clear set of Terms of Reference which has been approved by the Board. Details of each Committee, its members and Terms of Reference can be found on HealthServe's website: www.healthserve.org.sg/corporate-governance/.

Set out below is a brief summary of the tasks of the Finance Committee and Audit Committee. Although the Board Committees are empowered to make their own decisions, the Board is ultimately responsible for all decisions made by the Board Committees.

FINANCE COMMITTEE

A key aspect of the financial governance of HealthServe lies in the work of the Finance Committee which has oversight of all financial matters of the organisation, including budget planning and monitoring; financial reporting and disclosure; and financial management and controls. The Finance Committee also provides guidance to both the Board and the management team on finance policies to ensure appropriate operational and accounting practices are established.

AUDIT COMMITTEE

The Audit Committee assists the Board in overseeing HealthServe's financial and risk governance by:

- (i) Ensuring there is a Risk Management Framework in place and overseeing the Company's compliance with the framework.
- (ii) Working with external auditors to identify potential concerns in HealthServe's statutory audit and internal controls; and report any irregularities and concerns to the Board. In this regard, the Audit Committee meets with the external auditors at least once a year without the presence of Management.
- (iii) Ensuring that reviews are conducted regularly on the Company's internal controls.

RISK MANAGEMENT AND INTERNAL CONTROLS

Review of Internal Controls

To further strengthen its governance as part of its regular review of internal controls, HealthServe engaged external consultants to review and refine its written policies and Standard Operating Procedures (SOPs) ensuring the incorporation of updated best practices. This internal review project has been largely completed in 2021 with a small component being completed in April 2022. Following the refinement of policies and SOPs based on the recommendations, the management team will continue to monitor and evaluate the workings of these policies and SOPs. A request for proposal (RFP) was conducted in FY22 to appoint an auditor to conduct internal audits of all of functional areas over a two-year period from January 2023 to December 2024.

Risk Management

Under the Risk Management Framework approved by the Audit Committee, the management team identifies and reports key risks and their respective ownership (at executive and functional levels) and presents them as well as mitigation plans quarterly to the Audit Committee and the Board. As part of the risk management process, all operating units are required to monitor and refresh their risk inventories, conduct risk prioritisation exercises, identify key and emerging risks, and develop the requisite risk controls and risk treatment action plans. In the risk management process, workplace health and safety as well as corporate sustainability are also taken into consideration. This is undertaken and reviewed continuously, and reported to the Audit Committee and the Board on a quarterly basis. In 2022, most of the risk incidents identified have been satisfactorily resolved with appropriate mitigation actions.

ADDITIONAL MEASURES TO ENHANCE CORPORATE GOVERNANCE

HealthServe has put in place various additional measures to enhance its governance, and below are some of the highlights:

Finance Policy and Procedures

The Finance Committee works with the management team to ensure compliance with the organisation's financial policies and procedures.

The Finance Committee reviews:

- (i) The annual budget with the Board Chairman before it is submitted to the Board for approval
- (ii) The monthly and quarterly financial reports to monitor actual spending against budget
- (iii) The annual financial statements prepared by appointed external auditors
- (iv) Recommended investments for the Board's approval

The Finance Policy which has been approved by the Board sets out:

- (i) A clear approval matrix for procurement and payments
- (ii) Budgeting guidelines for annual projected income and expenditure
- (iii) Guidelines for investments of cash and reserves
- (iv) Policies for anti-money laundering and anti-terrorism financing
- (v) Accounting guidelines for donations and donations-in-kind
- (vi) Income and receipt management guidelines

HealthServe has strict documented procedures and protocols to account for all incoming monies and donations; effectively monitoring the prudent utilisation of these resources.

Reserves Policy

The reserves that HealthServe has set aside provide financial stability and the means for the development of the organisation's work. In FY 2022, HealthServe met its reserves policy target of a minimum of two years of operating expenditure. For FY 2022, HealthServe's reserves ratio was 2.5, and the amount of reserves was \$10,035,745.

As of 31 December 2022, HealthServe has accounts with the following financial institutions: CIMB Bank Berhad, DBS, Fullerton Fund Management, Bank of China, RHB, HL Bank, and UOB. Besides the auditors Lo Hock Ling & Co. and Pinnally PAC, HealthServe has no bankers, lawyers, other auditors, investment advisers or any other advisers.

Conflict of Interest Policy

There is a clear Conflict of Interest Policy (COI) that mandates that no staff or Board Director may engage in any external interest or business that may undermine or conflict with the organisation's overall welfare. Annual declaration of interests by Board members, members of key management personnel, and all staff personnel is required in writing. When a situation arises where there is a conflict of interest, the Director or staff shall abstain from participating in the discussion, decision-making and voting on the matter. The charity does not have any paid staff who is a close member of the family belonging to the Executive Head or a governing board member of the charity during the financial year.

Whistleblowing Policy

HealthServe promotes an open and transparent culture, and is committed to the highest standards of integrity and professional conduct. HealthServe's whistleblowing policy aims to provide an avenue for employees and external parties to raise concerns relating to any aspect of the organisation's operations, including potential breaches of the Code of Conduct by employees. HealthServe treats such reports with strict confidentiality. The policy also serves to protect employees from any potential consequences for reporting their concerns. Should any party come across potential and actual corporate or employee improprieties, they are encouraged to write in to whistleblow@healthserve.org.sg immediately and in good faith.

Privacy Policy

As HealthServe's principal activity is the provision of medical services to its beneficiaries, it is crucial that the privacy of its beneficiaries' personal data is safeguarded. HealthServe is committed to treating all essential personal data collected with strict confidentiality, ensuring that it is protected and managed in accordance with relevant data protection laws of Singapore, international good practices and individuals' rights. Since 2014, HealthServe has complied the requirements listed under the Personal Data Protection Act, with the appointment of Data Protection Officers who are supported by a Data Protection Team. In FY 2022, an external consultant conducted a table-top exercise and review of HealthServe's personal data protection policy. The review found no breaches, therefore no changes were made to the policy. All employees undergo an annual online training and assessment programme created by Personal Data Protection Commission (PDPC) of Singapore, and all members of the Data Protection Team had also completed the Fundamentals in Personal Data Protection (2020) course. Reviews and assessments continue to be undertaken on a regular basis.

Fundraising Practices

HealthServe's main source of financial support are donations from foundations, churches and corporations as well as individual donors. The organisation is committed to ensuring that all fundraising activities are carried out ethically and in line with Singapore's fundraising laws. Its Donor and Fundraising policy sets out the organisation's position, principles and practices on fundraising and data transparency, ensuring accountability to all stakeholders, including the public. The Fundraising & Engagement Committee has an overview of all fundraising matters and provides guidance to both the Board and the management team on the policy to ensure appropriate operational and accounting practices are established.

To facilitate more targeted donations and greater accountability on HealthServe's part, we accept donations for both general and specific (restricted) purposes identified by donors. The Fundraising & Engagement Committee ensures that all restricted funds are used for its specified purpose(s) within the corresponding time period(s), where applicable.

Restricted Funds and Utilisation Timeframe	
Restricted Fund	Utilisation Timeframe
Medical and mental health programme funding from Barclays for mental health training, medical and dental care to migrant workers, health-themed education content for migrant workers, and COVID-19 relief.	Apr 2020 – Dec 2023
Chronic disease management programme funding from Avantor Sciences Foundation, for a nurse-led case management programme for migrant workers.	Feb 2022 – Jan 2023
Grant for migrant worker mental health programme for the provision of crisis helpline services.	Apr 2021 – Mar 2023
Pledged funds for migrant assistance and mental health programme from a donor, to enable the provision of casework and social services and mental health and counselling services for migrant workers.	Jan 2022 – Dec 2022
Grant for enhanced volunteer manager funding scheme for strengthening volunteer management capacity with a dedicated headcount.	Jan 2021 – May 2023
Tote Board's Enhance Fund-Raising Programme that matched HealthServe's previous fundraising campaigns for medical programme and migrant assistance programme.	Not time-bound
Designated funds from the Community Foundation of Singapore for migrant worker mental health programmes.	Not time-bound

Any remaining restricted fund amounts will be:

- (i) Returned to the donor(s) at the end of the restricted time period;
- (ii) Brought forward to a new time period*;
- (iii) Used for other specific purpose(s)*; or
- (iv) Re-classified to unrestricted funds*

*With prior consent by donor(s)

Programme Management

The key activities of HealthServe in the provision of medical services and mental health services to its beneficiaries demand a high level of specialised advice and guidance in the structuring, organising and operation of these services. In this regard, management has the guidance of a panel of highly qualified professionals in the Medical Services Committee as well as the Mental Health Advisory Panel (MHAP). Tasked to promote the development of clinical practice standards and benchmarking in the domains of mental health and psychosocial needs, the MHAP continues to guide the Board and the management team in reviewing related programmes, services and research in HealthServe.

Capability Building and Code of Conduct

HealthServe's operations and services are supported by a lean core team and hundreds of volunteers every year. HealthServe adopts current best practices for capability building, with a focus on the safety and well-being of personnel and volunteers, effective volunteer management, and good governance. Prior to engaging beneficiaries, all staff and volunteers of HealthServe are required to undergo onboarding and relevant training, and also agree and adhere to a Code of Conduct which sets out the principles, values and behaviours expected of them. In FY 2022, there were 11 new staff members onboarded who received orientation which included a briefing of the Code of Conduct. The Code of Conduct is made available online to all staff and volunteers. It is regularly reviewed and managed by HealthServe's management team.

Public Image

The public image and reputation of an Institution of a Public Character is critical to reflect the values and integrity of the organisation in order to instill confidence and peace of mind amongst its stakeholders. Aimed at safeguarding HealthServe's brand and reputation, HealthServe has in place a Communications & Media Policy for all members, which sets out principles and guidelines related to external and internal communications. This is regularly reviewed and enhanced to ensure the policy's relevance in line with the evolving media landscape.

REMUNERATION DECLARATIONS

The charity discloses that during FY 2022, there were two staff whose annual remuneration was within the band of \$100,000 and \$200,000; there is no staff whose annual remuneration exceeds \$200,000. In FY 2022, there were no paid staff who is a close member of the family of the executive head or board members. The process for setting remuneration of key staff is determined by the NHRC and approved by the Board. No staff is involved in setting their own remuneration.

GOVERNANCE EVALUATION CHECKLIST

The Governance Evaluation Checklist (GEC) covers the key guidelines in the Code of Governance for Charities and IPCs (the Code). Below is HealthServe's GEC (Enhanced Tier) for FY2022.

S/N	CODE GUIDELINE	CODE ID	RESPONSE (select whichever is applicable)	EXPLANATION (if Code guideline is not complied with)
Board Governance				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	Are there governing board members holding staff¹ appointments? (skip items 2 and 3 if "No")		No	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3		
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5		
Board Governance				
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years . If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
5	All governing board members must submit themselves for re-nomination and re-appointment , at least once every 3 years.	1.1.8	Complied	
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")		No	
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years .	1.1.13		
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	

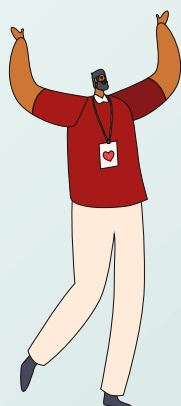
S/N	CODE GUIDELINE	CODE ID	RESPONSE (select whichever is applicable)	EXPLANATION (if Code guideline is not complied with)
Conflict of Interest				
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
Human Resource and Volunteer² Management				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
Human Resource and Volunteer² Management				
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteers serving in the charity? (skip item 15 if "No")		Yes	
15	There are volunteer management policies in place for volunteers.	5.7	Complied	
Financial Management and Internal Controls				
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures .	6.1.2	Complied	
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	

S/N	CODE GUIDELINE	CODE ID	RESPONSE (select whichever is applicable)	EXPLANATION (if Code guideline is not complied with)
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks .	6.1.4	Complied	
20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")		Yes	
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")		Yes	
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
	Did the charity receive donations in kind during the financial year? (skip item 23 if "No")		Yes	
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	
Disclosure and Transparency				
24	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
	Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if "No")		No	
25	No governing board member is involved in setting his own remuneration.	2.2		
26	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated.	8.3		
	Does the charity employ paid staff? (skip items 27, 28 and 29 if "No")		Yes	
27	No staff is involved in setting his own remuneration.	2.2	Complied	

S/N	CODE GUIDELINE	CODE ID	RESPONSE (select whichever is applicable)	EXPLANATION (if Code guideline is not complied with)
28	The charity discloses in its annual report – (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	
29	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
Public Image				
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

Notes:

- Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, e.g. an Executive Director or administrative personnel.
- Volunteer: A person who willingly serves the charity without expectation of any remuneration.
- Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity –
 - who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or
 - who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.
 A close member of the family may include the following:
 - the child or spouse of the Executive Head or governing board member;
 - the stepchild of the Executive Head or governing board member;
 - the dependant of the Executive Head or governing board member.
 - the dependant of the Executive Head's or governing board member's spouse.
- Executive Head: The most senior staff member in charge of the charity's staff.



*Thank you for sharing our vision of a
society where every migrant worker lives
a life of health, well-being and dignity.*



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