



**Children's  
Cancer  
Foundation**



ANNUAL REPORT **2019**



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## BOUNCE TO YOUR HIGHEST

Though the journey to recovery is arduous, our children and youth survivors do not allow cancer to define them. The four survivors (Lim Rui Ze, Nabillah Aniq Tan, Deca Lim and Lee Jue Lei) featured on the cover and inside pages have bounced back from their battle against cancer with the unwavering support of their families and the community. Now stronger and braver, they are bouncing higher and reaching further for their dreams and goals in life.



## ABOUT

# CHILDREN'S CANCER FOUNDATION

Founded in 1992, Children's Cancer Foundation (CCF) is a social service agency that provides children with cancer and their families the much needed support in their battle against the life-threatening illness. Over the years, CCF has helped more than 3,100 children and their families at different stages of the illness and recovery.

## VISION

To become a leading provider of resources and psychosocial services to children and their families impacted by cancer.

## MISSION

To improve the quality of life of children with cancer and their families and children impacted by cancer through enhancing their emotional, social and medical well-being.

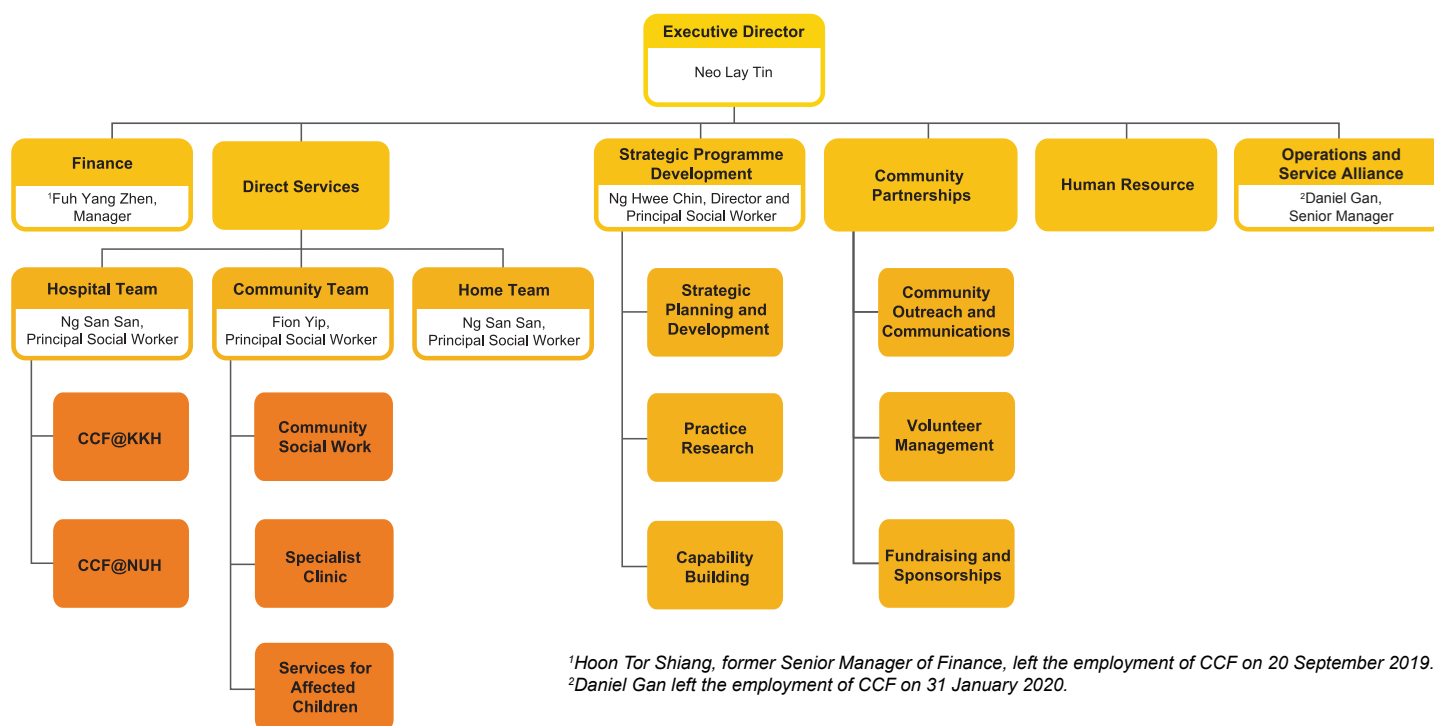
## VALUES

Integrity. We do the right things the right way.

Compassion. We serve with concern, kindness and empathy.

Excellence. We do good well by excelling in all that we do.

## ORGANISATION CHART



¹Hoon Tor Shiang, former Senior Manager of Finance, left the employment of CCF on 20 September 2019.  
²Daniel Gan left the employment of CCF on 31 January 2020.

**Date of  
Establishment**  
9 November  
1992

**Charity  
Registration  
No**  
0924

**Charity  
Registration  
Date**  
2 December  
1992

## EXECUTIVE DIRECTOR

### Neo Lay Tin

Joined in May 2011

Lay Tin is the Executive Director of Children's Cancer Foundation since February 2012.

She has more than 25 years of experience in corporate communications, spanning both the public and private sectors. She joined the social service sector in 2006 when she was appointed Director, Corporate Communications of National Council of Social Service.

In 2008, Lay Tin joined the Singapore Cancer Society where she helmed the organisation as its Chief Executive Officer until she left to join Children's Cancer Foundation in 2011.



# PATRON'S MESSAGE

"Fulfilling" and "inspiring" are two words that best describe my 23-year journey as the patron of the Children's Cancer Foundation (CCF).

During this time, I was privileged to be part of the CCF team reaching out to make a difference in the lives of more than 3,100 children with cancer and their families. Having a child diagnosed with cancer is distressing for both the child and his or her family. CCF's work and intervention have brought hope and comfort to our beneficiaries in the midst of pain, anxiety and helplessness.

Today, CCF offers a continuum of professional services, including art therapy, play therapy, family therapy and grief and bereavement support to cater to children at different stages of the illness and recovery trajectory. This purposeful journey will continue while the medical community presses on with its search for a cure and better treatment.

Every year, I attend the main Hair for Hope event, where thousands turn up over a weekend, braving long queues and waiting their turn to shave in support of children with cancer. I am truly inspired by their compassion and selfless giving. I am also touched by the sacrifices of dedicated caregivers, doctors, nurses, volunteers and staff who work tirelessly to provide our children with the best support.

In the past two years, CCF took steps to restructure itself from a Society to a Company Limited by Guarantee (CLG). As a CLG, CCF has a separate legal entity from its members, thereby removing the personal liability of CCF Society members, who are mainly caregivers of our children. I am pleased to announce that the CLG was successfully incorporated on 14 October 2019 and granted Charity and IPC (Institution of a Public Character) status on 21 February 2020. Apart from a change in the legal entity, the name Children's Cancer Foundation and all operations and services remain unchanged. The cutover took effect on 1 April 2020 with all assets and undertakings from the Society transferred to the CLG to be administered in accordance with the intended objects of the Charity.

Moving ahead, I am delighted to share that plans are underway to set up a holistic centre to enhance the level of integrated care. In addition to our existing service offering, the new centre will house rehabilitation and youth drop-in facilities to better serve the growing number of survivors. Transitional medical care services and a healthcare equipment loan library are also in the pipeline to help beneficiaries who need home nursing support. It is our hope that the new space will be a resource centre for caregivers, volunteers and healthcare practitioners to share knowledge and best practices on supporting children coping with illnesses.

These new initiatives would not be possible without the support of donors, partners and volunteers. I would like to express my deepest appreciation for their generosity and contributions. Together with our dedicated staff, let us press on in inspiring hope and building a better future for our children and their families.

**A/Prof Ho Peng Kee**  
**CCF Patron**





# CHAIRPERSON'S MESSAGE

Whenever I meet young survivors at the Children's Cancer Foundation (CCF), I am inspired by their strength, resilience and maturity. These survivors demonstrate such qualities way beyond their age. The four youths featured on the cover and inside pages of this Annual Report exemplify these qualities. They teach us invaluable lessons on recovering from setbacks and thriving in difficult times.

These youths do not allow cancer to define them. They do not succumb to their physical limitations and feelings of social isolation and rejection. They hold a never-give-up attitude. With grit and determination, they bounce back from their arduous fight against cancer to achieve their personal best, to live out their dreams.

Medical advances have significantly improved treatment outcomes and survivor rate for childhood cancer. However, more than positive clinical outcomes, the quality of life of children and youths affected by cancer also requires psychosocial support.

It is therefore heartening to know that our holistic care and continual support have empowered and helped our children and youths navigate through the highs and lows of their journey. In this difficult journey, CCF caseworkers and therapists are on hand to help these children and youths in their self-discovery and personal growth, thereby enhancing their confidence and optimism.

CCF also leveraged on our partnership with the KK Women's and Children's Hospital (KKH) to implement the Paediatric Oncology Survivorship Programme. This Programme aims to equip childhood cancer survivors with the resources and knowledge to lead healthy and independent lives.

Helping children with cancer requires a multi-disciplinary approach and community support. Hence, I wish to convey my heartfelt thanks to our donors, medical and community partners, volunteers and staff. Their unceasing support has made it possible for appropriate and timely help to be rendered.

Thank you for believing in the work that we do. Together, we have made a positive difference in the lives of our children and families!

**Mr Ho Cheng Huat**  
CCF Chairperson





# MANAGEMENT COMMITTEE (MC)

**A/Prof  
Ho Peng Kee**  
*Patron*

## MANAGEMENT COMMITTEE



**Ho Cheng Huat**  
*Chairperson*



**Caroline Lim**  
*Vice-Chairperson I*



**Stanley Lim**  
*Vice-Chairperson II*



**Nancy Thio**  
*Honorary Secretary*



**Emily Sim**  
*Honorary Treasurer*



**Benedict Leh**  
*Member*



**Chong Tsung Wen (Dr)**  
*Member*



**Gilbert Fan (Dr)**  
*Member*



**Go Ashokh Menon**  
*Member*



**Moh Hon Meng**  
*Member*



**Quak See Ten**  
*Member*

## ADVISORS

**A/Prof Chan Mei Yoke**

Senior Consultant, Department of Paediatric Subspecialties,  
Haematology/Oncology Service, KK Women's and Children's Hospital

**A/Prof Quah Thuan Chong**

Senior Consultant, Division of Paediatric Haematology and Oncology,  
Khoo Teck Puat-National University Children's Medical Institute,  
National University Health System

**A/Prof Lee Geok Ling**

Department of Social Work, National University of Singapore

**Dr Tay Miah Hiang**

Consultant Medical Oncologist, OncoCare Cancer Centre

**Neo Lay Tin**

Executive Director



## MANAGEMENT COMMITTEE MEMBERS

## SUB-COMMITTEES

Name/ Position	Designation/ Company	Date of Last Appointment as Board Member	Board member Since	Attendance at Board Meetings	Reasons for serving 10 years or more	AUDIT
Ho Cheng Huat <i>Chairperson</i>	Executive Vice President / Accelerate Technologies Pte Ltd	1.6.2019	1998	7/7	Provides institutional knowledge and experience which contribute to organisation's stability and continuity*	Chairperson    Moh Hon Meng Members       Nancy Thio Stanley Lim
Caroline Lim <i>Vice-Chairperson I</i>	Senior Financial Consultant / Professional Investment Advisory Services Pte Ltd	1.6.2019	2012	5/7	NA	STRATEGIC PARTNERSHIPS
Stanley Lim <i>Vice-Chairperson II</i>	Managing Director, Group Finance/ Sindicatum Sustainable Resources	1.6.2019	2017	7/7	NA	Chairperson    Chong Tsung Wen (Dr) Members       Benedict Leh Kevin Tay (Dr) Lisa Ooi (Dr)
Nancy Thio <i>Honorary Secretary</i>	Advocate & Solicitor / Neo and Lim	1.6.2019	2013	4/7	NA	SPECIAL PROJECTS
Emily Sim <i>Honorary Treasurer</i>	Director / A Write Impression Recruitment Consultancy	1.6.2019	2011	4/7	NA	Chairperson    Benedict Leh Members       Stanley Lim Moh Hon Meng Joyce Sit
Benedict Leh <i>Member</i>	Chief Operating Officer, Focus on the Family Singapore	1.6.2019	2016	7/7	NA	DIRECT SERVICES/PROGRAMME
Chong Tsung Wen (Dr) <i>Member</i>	Urologist / Singapore General Hospital	1.6.2019	2005	6/7	Provides medical advice and inputs	Chairperson    Gilbert Fan (Dr) Members       Shawn Koh Terence Yow (Dr)
Gilbert Fan (Dr) <i>Member</i>	Master Medical Social Worker / National Cancer Centre Singapore	1.6.2019	2013	5/7	NA	COMMUNITY PARTNERSHIPS/ VOLUNTEER MANAGEMENT
Go Ashokh Menon <i>Member</i>	Director / One Synergy Global LLP	1.6.2019	2017	7/7	NA	Chairperson    Go Ashokh Menon Members       Eng Kern Shen Arthur Lim
Moh Hon Meng <i>Member</i>	Cofounder / iFAST Corporation Ltd	1.6.2019	2014	6/7	NA	FINANCE
Quak See Ten <i>Member</i>	General Manager / Grifols Asia Pacific Pte Ltd	1.6.2019	1998	6/7	As above*	Chairperson    Emily Sim Members       Caroline Lim Quak See Ten
						HUMAN RESOURCE
						Chairperson    Gilbert Fan (Dr) Members       Emily Sim Bernadette Ng
						LEGAL ADVISOR
						Nancy Thio

Table 1.1



# CORPORATE GOVERNANCE

## **Conduct of Affairs**

The Management Committee (MC) conducts its affairs as set out in the CCF Constitution and the MC's Terms of Reference.

The MC provides guidance to the Executive Director in overseeing the smooth day-to-day operations of CCF. The MC also provides consultative, networking and resource support to the CCF Management Team to ensure smooth service delivery, compliance with all relevant laws and regulations and sustainability of CCF.

To assist the MC in the execution of its duties, the MC has delegated specific functions to various sub-committees. These sub-committees operate within the Terms of Reference approved by the MC.

The MC's decision and approval is required for the following matters:

- Corporate and services strategies and policies;
- Annual budget;
- Strategic alliances;
- Annual report and accounts;
- Interested person transactions and matters involving conflict of interest for a Director;
- Any material and significant matters.

The MC meets at least six times a year and more than half of the MC members must be present for proceedings to be valid. The MC members can also participate in decision-making via electronic communications and in writing. The number of meetings attended by the MC during the financial year can be found in Table 1.1.

## **MC Appointments**

All potential MC members will be invited to serve as sub-committee members. They are encouraged to attend three MC meetings prior to their appointment as MC members. This is to familiarise them with the strategic directions and operations of the organisation, including the governance framework and MC responsibilities.

Besides briefing at meetings and email circulars, the MC members are encouraged to attend training programmes when necessary, to keep apprised of relevant new laws, regulations and changes in the charity landscape.

## **MC Composition and Membership**

All MC members are independent and do not receive any remuneration for the services to the organisation. New MC members are selected based on:

- Knowledge of and/or specific skill sets
- Management experience
- Diversity
- Alignment to CCF's vision, mission and core values

MC members are elected yearly at the annual general meeting. There is a term limit of two years for the role of Honorary Treasurer.

## **Risk Management and Internal Controls**

The MC has overall responsibility of the charity's key risks to safeguard the charity's interests and its assets. They have an oversight function, ensuring that processes are in place, and are adequate and effective in fulfilling the mission of CCF. The audit committee assists the MC in providing risk management oversight while the ownership of day-to-day management and monitoring of existing internal control systems are delegated to the Management Team. To manage risks, CCF conducts an internal and external audit regularly to manage and monitor the internal control systems. CCF also adopts an Enterprise Risk Management (ERM) framework to monitor strategic, operational, compliance, reputational and financial risks.



# CCF INTEGRATED SERVICE MODEL

CCF adopts an integrated hospital-community-home service model to offer a spectrum of critical services to our beneficiaries.

## In the Hospitals

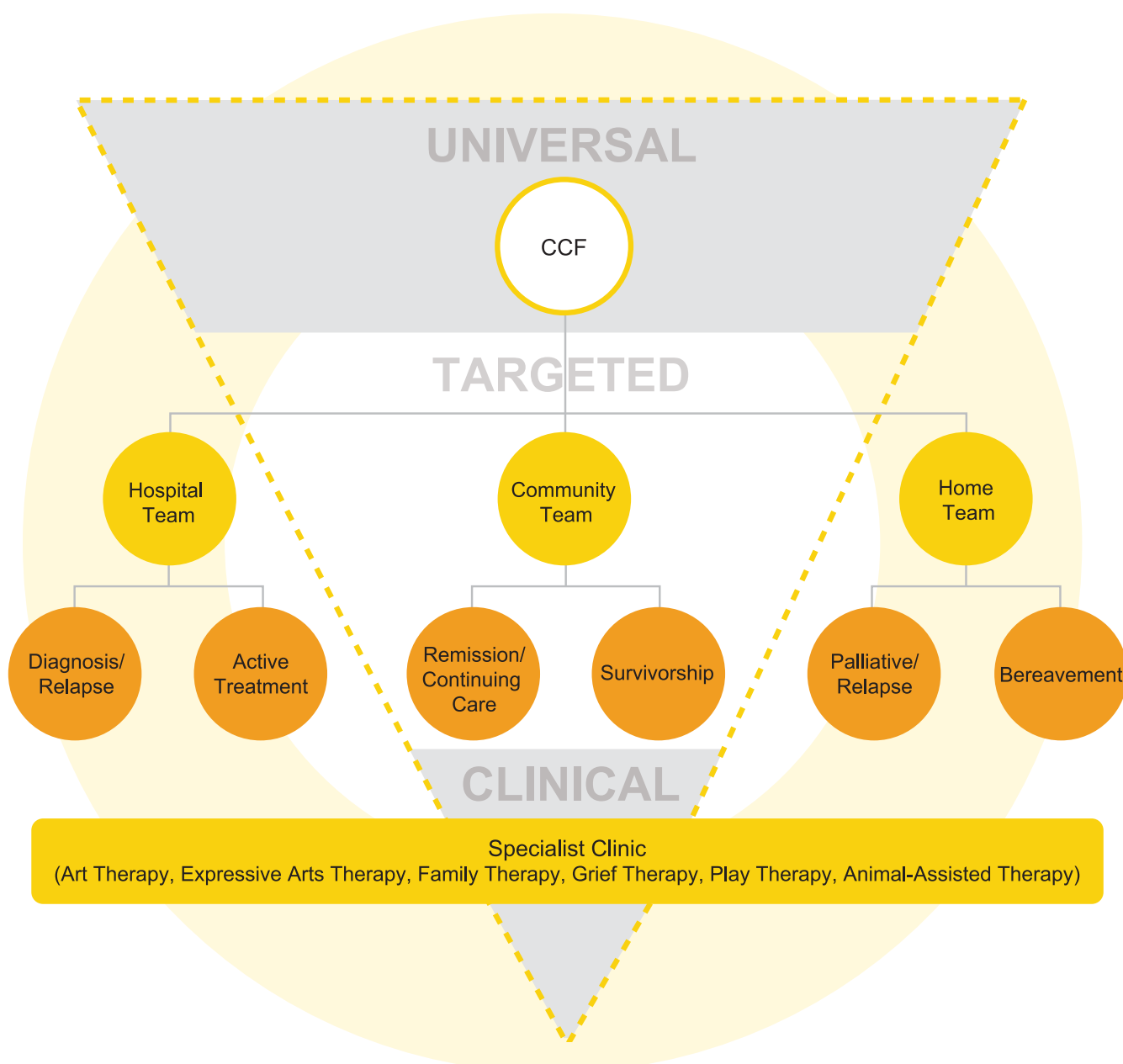
CCF helps children who are newly diagnosed with cancer and undergoing active treatment with their hospital experience. We offer emotional, financial and social support, with a focus on therapeutic play and psychotherapy for the children and support activities for their caregivers. Our caseworkers and counsellors are sited in KK Women's and Children's Hospital (KKH) and the National University Hospital (NUH) to work alongside our medical partners in the paediatric oncology wards.

## In the Community

With more children surviving childhood cancer, the CCF Community Social Work Team provides continual care to help enhance the quality of life for survivors. We help children return to school and support children affected by a family member who is diagnosed with cancer. In collaboration with corporate partners, we offer social and recreational activities for the children and their families. We continue to monitor and support survivors who have to cope with long-term side-effects due to cancer treatment.

## In the Homes of the Children

When a child is at the end stage of his/her life, it is a tremendously challenging time for the dying child and the family members. CCF professionals provide palliative and bereavement support to improve the quality of life of the affected families.





# YEAR IN REVIEW

## PROGRAMMES AND SERVICES

### CASEWORK AND COUNSELLING



#### Caseload

Families supported:	567
Newly diagnosed:	194
Bereaved:	17

#### Casework

Casework sessions:	8,301
Counselling sessions:	3,142
Home visits:	371

### FINANCIAL ASSISTANCE

**70** Families supported



### THERAPEUTIC PLAY SESSIONS



Medical Play:	317
Expressive Play:	207
Developmental-Supportive Play:	388
Other Therapeutic Play:	36

### HOSPITAL PLAY SERVICE SESSIONS



Supervised Play:	2,909
Bedside Play:	490
Child Life Services:	933

### MANPOWER

**60** Staff



### SPECIALIST CLINIC SESSIONS



Art Therapy:	268
Play Therapy:	302
Open Art Studio:	105
Expressive Arts Therapy:	4
Animal-Assisted Therapy:	22

### PALLIATIVE AND BEREAVEMENT SERVICE



Wishlink Projects:	7
Legacy Building Projects:	6
Love Continues (Bereavement Open Support Group) sessions:	10

### CAREGIVERS SUPPORT SERVICE



Caregivers Massage Sessions:	144
Caregivers supported:	612

#### Parent-Child Massage

Sessions:	35
Participants:	163

#### Time for a Caring Chat (TCC)

Sessions:	27
Participants:	104

### EDUCATION AWARDS



**72** Recipients

### PLACE FOR ACADEMIC LEARNING AND SUPPORT (PALS)



**54**

Students supported

**34**

Students transited to mainstream school

### SIBLINGS SUPPORT SERVICE



No. of beneficiaries:	61
Casework sessions:	245
Counselling sessions:	127
Therapeutic Play sessions:	331
Home visits:	327

### SCHOOLING PROGRAMME



Beneficiaries who received school-based support:	78
Classroom talks conducted:	18
Sessions with School Personnel:	114
Participants in back-to-school group work:	76

### CHILDREN IMPACTED BY CANCER

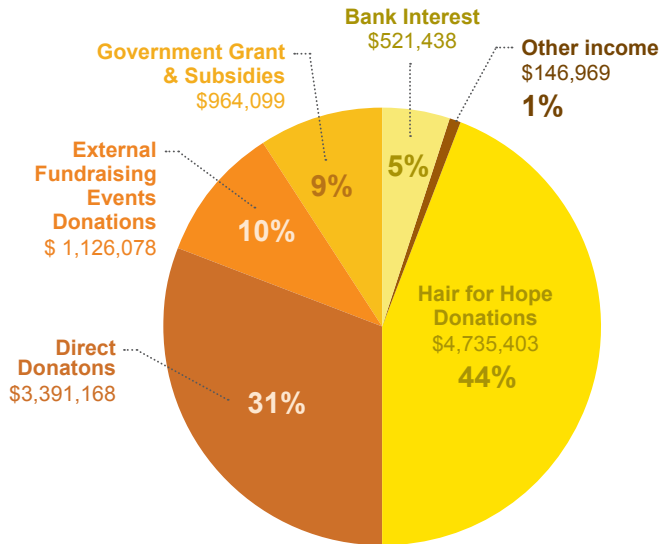


No. of beneficiaries:	131
Casework sessions:	672
Counselling sessions:	460
Therapeutic Play sessions:	606
Home visits:	720

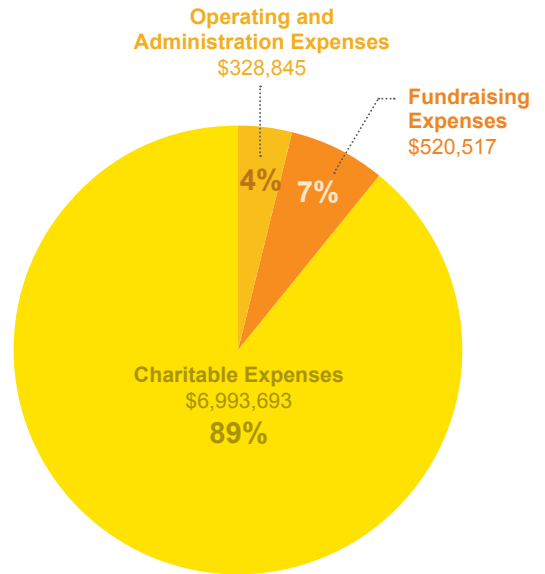


## FINANCIALS AND DONATIONS

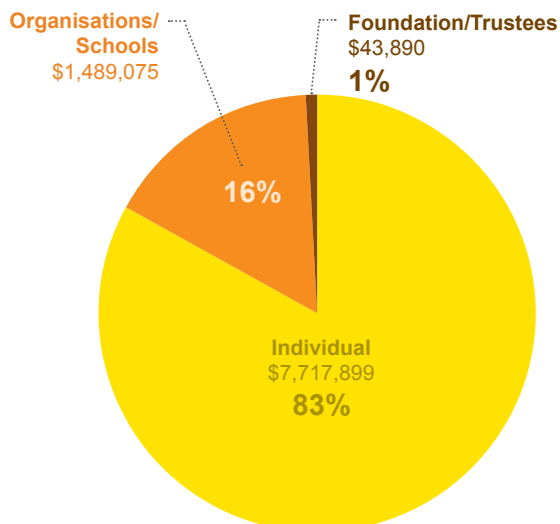
Breakdown of Total Income:  
**\$10,885,155**



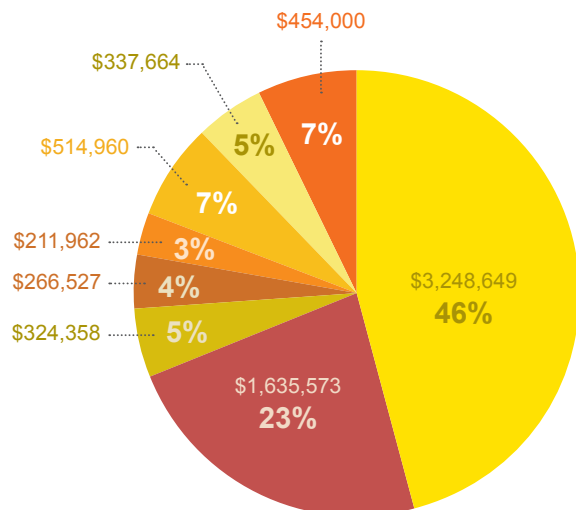
Breakdown of Total Expenses:  
**\$7,843,055**



Breakdown of Donation by Sector:  
**\$9,250,864**



Breakdown of Charitable Expenses:  
**\$6,993,693**



- Hospital Service
- Community Social Work Service
- Home Service
- Community Outreach (Public Education & Volunteer Engagement)
- Practice Research & Capability Building
- Service for children affected by cancer
- Specialist Clinic
- Medical Research & Education



# HIGHLIGHTS OF

# 2019



**ANIMAL-  
ASSISTED  
THERAPY  
(AAT)**

CCF introduced Animal-Assisted Therapy (AAT) in 2019. AAT, a therapeutic intervention that incorporates animals in the treatment plan, is designed to improve human physical, social, emotional, or cognitive function.

**PLAYCOVE**



PlayCove, a group play therapy was introduced to children between the ages of three and six at CCF's learning centre, Place for Academic Learning and Support (PALS), to provide children with sensory-rich play experiences to express their feelings and gain deeper awareness of themselves.



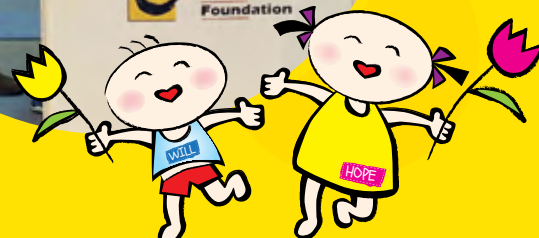
**HAIR FOR  
HOPE**



CCF's signature outreach event, Hair for Hope 2019 raised more than \$4.7 million in donations.

An inaugural Will and Hope Giving Roadshow was held to encourage regular giving to help CCF sustain the programmes and services that it provides for free.

**WILL AND  
HOPE GIVING  
ROADSHOW**





# CCF EVENT HIGHLIGHTS



## INTERNATIONAL CHILDHOOD CANCER DAY (ICCD)

ICCD is commemorated on 15 February annually to support children and adolescents with cancer, the survivors and their families. In 2019, CCF launched its second edition of #myGOLDpledge campaign with a public education talk at The Red Box. Supporters advocated for the cause by encouraging more individuals to step forward to support CCF through the video "Let's Talk about Childhood Cancer".



## CHILDHOOD CANCER SURVIVORS' DAY

For the second consecutive year, CCF held its Childhood Cancer Survivors' Day in conjunction with National Cancer Survivors' Day to provide a platform for survivors to connect, celebrate their journey to recovery and share their experiences with each other.



## YOUTH CAMP

The 2D1N Youth Camp was held at PAssion WaVe @ Sembawang from 7 to 8 September 2019. Through a series of activities, survivors learnt to make meaning of their life journey, accept their circumstances and pick up positive coping skills.



## HAIR FOR HOPE

Hair for Hope is CCF's signature outreach event that serves to raise childhood cancer awareness and funds. The symbolic act of shaving tells children with cancer that it is ok to be bald. Hair for Hope 2019 saw a total of 5,456 shaves and raised more than \$4.7 million in donations.



## CCF FAMILY DAY

The CCF Family Day was held on 14 September 2019 at Singapore Discovery Centre (SDC) where family members bonded over fun-filled games and activities. Themed "A Family That Plays Together, Stays Together", the event highlighted the importance of play in strengthening familial relationships.



## CHILDREN'S CAMP

Children aged seven to 12 years old learnt the importance of teamwork at the Children's Camp themed 'Animal Kingdom: Strength in Unity'. The Camp was held at the National Community Leadership Institute (NACLI) from 21 to 23 March 2019.



## CORE SERVICES

### CASEWORK AND COUNSELLING



Casework and counselling is one of CCF's core services that support children and families affected by cancer. Once a child is diagnosed, a CCF caseworker will be assigned to help the child and family cope with the impact of the illness through psychosocial support and practical assistance. The support is multi-faceted and tailored specifically to the child's diagnosis, developmental needs as well as the coping abilities of the child and family.

### THERAPEUTIC PLAY



**Therapeutic Play** helps to enhance a child's cognitive, emotional, physical and social developmental growth by using play as a tool to enable a more constructive response to the experiences associated with cancer diagnosis. CCF provides Therapeutic Play for inpatients and outpatients, siblings and survivors of childhood cancer.



**Medical Play** enables children to cope with intimidating medical procedures and hospital experiences by facilitating non-threatening interactions with actual medical equipment or toy representations of hospital apparatus.



**Expressive Play** provides healthy outlets for children to gain control of their feelings and behaviour.



**Developmental - Supportive Play** facilitates exploration, fine motor practice, general cognitive and social development in support of a child's holistic development.

### FINANCIAL ASSISTANCE



CCF Financial Assistance scheme helps to alleviate affected families' financial burden by providing the following support:

- Financial counselling
- Food and maintenance
- Transport vouchers
- Medical costs
- Special school assistance





IN THE **HOSPITALS**



## WHEN THE GOING GETS TOUGH, THE TOUGH GETS GOING

13-year-old childhood cancer survivor, **Lim Rui Ze** was in Primary One when he was diagnosed with Medulloblastoma.

When told that his skull had to be opened to remove the tumour, the little boy reacted with dismay and uneasiness.

Two days after surgery, he woke up completely paralysed, unable to eat, talk or move. He developed Cerebellar Mutism that severely affected his motor skills and speech among other abilities. It took Rui Ze five weeks of daily speech therapy, physiotherapy and occupational therapy to say “Dada” (Dad) and “Mama”; and another three months of exercise to restore his neck movement and muscle strength.

He faced another setback in 2016 when he developed Central Apnea with Hypercapnia, an imbalance of oxygen and carbon dioxide levels in his body. Rui Ze had to depend on a ventilator to assist his breathing through the night and for long periods in the day.

It was a difficult journey for Rui Ze and his family. To strengthen his muscles, Rui Ze attended swimming lessons for special needs and hand-cycling training sessions. He also began physiotherapy with the Lokomat machine, a type of robot-assisted walking therapy. With sheer grit and determination, he is now able to walk for short distances using a walking frame.

At CCF, there was a concerted effort to help Rui Ze prepare for his eventual return to mainstream school. He attended CCF’s Place for Academic Learning and Support (PALS), a learning centre that provides a holistic curriculum and personalised academic coaching in an infection-controlled environment.

“PALS has helped to bring a sense of normalcy to Rui Ze,” said Rui Ze’s mother, Shereen Wong. “He was happy to be back in a school environment as he could attend classes again, even though it was tedious for him to write due to his condition. The PALS teachers were encouraging [and] inspired him to work harder. He also enjoyed being amongst his CCF peers as they could have fun together.”

Shereen also brought Rui Ze to attend CCF Play Therapy sessions because he could not contain his anger due to his medical condition and would throw violent tantrums. “It took three years for him to resolve his issues and Joanne [CCF Play Therapist] is instrumental in helping him be the happy boy he is today.”

To pave his return to mainstream school, a CCF Community Team caseworker engaged the school authorities on Rui Ze’s special needs. A classroom talk was also held to educate his classmates about childhood cancer and prepare them on how they could support Rui Ze upon his return to school.

Despite the heavy school workload, Rui Ze always tries his best to complete his schoolwork. With special arrangements made with the Singapore Examinations and Assessment Board (SEAB), Rui Ze sat for the Primary School Leaving Examination (PSLE) with a computer and was given extra time to complete his papers. With sheer determination, Rui Ze is now a Secondary One student.

Having to re-learn and master almost everything at his young age, Rui Ze did not allow the challenges to break him:

*“I want to tell other children with cancer that it is a tough journey as what I have been through. But when the going gets tough, the tough gets going. You have to try your best in everything you do.”*





# IN THE HOSPITALS

Sited at KK Women's and Children's Hospital (CCF@KKH) and National University Hospital (CCF@NUH), our caseworkers and counsellors work in partnership with paediatric oncology medical teams to deliver holistic and multi-disciplinary support for children and families affected by cancer.

## FOR THE CHILDREN

### Hospital Play Service

Fun and engaging activities are organised with the aim of promoting a sense of normalcy and overall well-being for the children.



**2,909**  
Supervised Play sessions



**490**  
Bedside Play sessions



**49**  
Enrichment and Entertainment activities



**45**  
Festive Celebration and Birthday Treats



**5,613**  
Loans of books, toys, media equipment and other resources

### Child Life Services

Child Life Specialists help children make sense of their hospital experience, learn to handle difficulties with effective coping strategies and find personal mastery. They also enable the children to find inner healing and an improved sense of well-being.

**933**

Child Life Services sessions



Child Life Services



Festival Celebration



Entertainment activity



Admission pack: 3 to 6 years old

**153**  
Packs distributed

#### Admission packs

Comprised age-appropriate items to help newly diagnosed patients adjust to the hospitalisation experience.



## FOR THE CAREGIVERS



**Parent-Child Massage Sessions** equip parents with skills to massage their children to reduce stress and anxiety in the hospital setting. It also helps to promote emotional, social and physical well-being for both caregivers and their children as they build a closer relationship through touch.

**35**  
Sessions

**163**  
Participants

**Time for a Caring Chat (TCC)** is an open parent support group where caregivers share their experiences and exchange caregiving tips relating to the medical and psychosocial aspects of their children's illness. The sessions are facilitated by social workers and healthcare professionals.

**27**  
Sessions

**104**  
Participants

**Caregivers Resource** consists of a starter pack and guidebook to help caregivers of newly diagnosed children address their practical needs and concerns.

**144**  
Sessions

**Caregivers Massage Sessions** promote the well-being of caregivers at the hospital, and advocate the importance of self-care.

**612**  
Participants

**Caregivers Lounge at CCF@NUH** is a space for caregivers to unwind and energise themselves in between their caregiving duties.

**170**  
Packs  
distributed



### Testimony:

*The support we received from CCF was immeasurable. The toys at the Family Resource Centre provided the much needed distraction and entertainment when we were isolated from the outside world. I benefited most from the Time for a Caring Chat (TCC) sessions where parents cheered each other on. The Caregivers Massage sessions also helped to ease all the built-up aches and tension. I can never thank CCF enough for the lifeline they have thrown to us at our depths of despair. A big thank you to CCF team from the bottom of my heart!*

— Jerine Oh, caregiver of 8-year-old Koen





IN THE  
**COMMUNITY**



## LOOKING BACK, **PRESSING FORWARD**

**Nabillah Aniq Tan** was eight years old when she heard from her parents that she was a childhood cancer survivor.

She was caught by surprise as she could not remember her encounter with Neuroblastoma. This was because she was only one-year-old when she was diagnosed.

“Thinking back, I could remember faintly the buzzing and whirring sounds from the scanners whenever I went back to the hospital for reviews.”

Nabillah is now 14 and does not let childhood cancer define who she is. She is a teenager who shares similar challenges faced by her peers -- coping with schoolwork and managing busy study schedules, and following her passion for music.

Nabillah's love for music began when she first heard English singer and songwriter Adele's powerful rendition of “Rolling in the Deep”. She had since attended the Music Camp at the School of the Arts Singapore (SOTA), learning singing techniques and music note reading.



Currently a second soprano at her school choir, Nabillah sang the songs “You Raise Me Up” and “Fight Song” alongside The 2nd A's Band Group at CCF Survivors' Day 2018 to encourage CCF families to always fight on in the face of challenges and obstacles.

The performance was also Nabillah's show of appreciation to CCF for supporting her aspirations in music and singing. She has tapped on CCF's Opportunity Fund for an 18-month Beginner Piano Course, saying “I have always had a keen interest in piano as it can produce melodious sounds.”

The Fund, administered under the CCF Survivorship Programme, allows childhood cancer survivors to learn and develop new skills to achieve their dreams. Nabillah began her piano lessons in January 2019. She shared, “The course was rather dry to me initially but as it progresses, I enjoy learning and playing the piano as it helps me to destress from schoolwork.”

Nabillah has set her eyes firmly on the future as she strives to reach for her goal in becoming an oncologist and pursue her interests in music with optimism and steadfastness.

*“You must be brave no matter what happens. Don't let this stop you from living your best life, keep fighting and believe in yourself. You are not alone.”*

These are her words of encouragement to children who are still battling cancer.



Music

concert



# SCHOOLING PROGRAMME

While resuming school gives survivors a sense of returning to normalcy, they may face challenges in re-integrating to school life. CCF's Schooling Programme offers a comprehensive range of support services to facilitate the child's smooth transition back to school and beyond if student requires further assistance after returning to school.



## Children and Youth Support Service

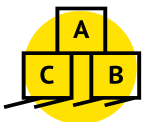
CCF caseworkers work directly with the child or youth to address their anxieties and ease the stress of returning to school. School visits, classroom talks and dialogues with school authorities are also conducted prior to their return to support each child's unique needs that may require special accommodation or considerations.

**78** Beneficiaries who received schooling support

**18** Classroom talks conducted

**114** Sessions with school personnel

**76** Participants in back-to-school group work



## Place for Academic Learning and Support (PALS)

For children and youths who are medically unfit to return to their schools, PALS is an interim learning centre in an infection-controlled environment that offers holistic curriculum and personalised academic coaching to prepare the students for a smooth transition back to school. PALS caters to students of different academic levels, from Nursery 1 to Secondary 5.

**54** Students supported

**34** Students transitioned to mainstream schools

In 2019, PALS extended its services to students with Special Educational Needs (SEN). English and Mathematics classes were offered for children with special needs and students who exhibit cognitive decline and developmental delay due to the impact of their illness.



### Testimony:

*PALS has helped my child keep up with what his peers are learning in school. The holistic curriculum has helped him to build his confidence and to stay happy. CCF has done a commendable job ranging from the two-way transportation, academic coaching to character building workshops. Most importantly, it allows children to have a sense of normalcy. I want to thank the PALS team for supporting and helping my child. Thank you!*

— Mother of 8-year-old V.S



## CCF Education Awards

This award scheme serves to recognise academic achievements of children and youths who have returned to school.

TOTAL Awards:

**72**  
Amount:  
**\$43,450**

**11**

Bursaries  
**\$4,500**

**32**

Scholarships  
**\$14,200**

**28**

Achievement Awards\*  
**\$24,400**

**1**

Good Progress  
**\$350**

\*includes PSLE, N-Level, O-Level, A-Level and ITE/Polytechnic/University



## Academic & Cognitive Workshops

**19**

Participants (two workshops)

The workshops provide practical knowledge covering cognitive function and learning strategies to help beneficiaries enhance their learning efficiency.





# SURVIVORSHIP

The Survivorship programmes are aimed at helping childhood cancer survivors regain a sense of normalcy and feel empowered to move into a new phase of their lives. These programmes provide them with continual support in their well-being and personal growth, and help them realise their potential.

## Camps and Psychosocial Events

Events	Participants
We are Survventure!	14
Children's Camp	44
Youth Camp	15
Childhood Cancer Survivors' Day	208
Family Day	84
Our Family Gives Back	23
End of Treatment Party	35
Peer Bonding Workshop	18



**Children's Camp** provides a platform for children to build new friendships and gain a better understanding of themselves.



**End of Treatment Party** aims at affirming the resilience and strengths of the children and youths.



The annual **Family Day** aims at strengthening familial relationships.

## Personal Development

- **Opportunity Fund** provides opportunities for survivors to rise above their challenges and develop new skills to realise their full potential.
- **Survivors' Service Learning Project (SSLP)** empowers survivors to build their self-efficacy through community service learning projects. In 2019, a group of survivors visited the KK Women's and Children's Hospital (KKH) to bring joy and hope to the inpatients and their caregivers. The overseas project was held at Yogyakarta, Indonesia where the survivors visited Children Cancer Foundation Indonesia (Yayasan Kasih Anak Kanker Indonesia or YKAKI) and the Dr. Sardjito Central General Hospital.

4  
Recipients

14  
Participants

## Social Groups

- **KidsConnect** provides a social platform for childhood cancer survivors aged three to 12 to build social skills and harness friendships through a series of activities.
- **YouthConnect** is a support platform for youth survivors aged 13 to 35 to connect with each other and make contributions to the society.

### Testimony:

*The Service Learning Project has broadened my perspective of the healthcare sector in a different country, allowing me to be more appreciative and grateful for what we have.*

— Ng Zhen An, CCF beneficiary



## FIGHT THE GOOD FIGHT

**Deca Lim** was 16 when he went for what he thought was a normal eye appointment at the KK Women's and Children's Hospital (KKH). The year was 2018 and he had experienced intense headaches that were followed by double vision. What happened instead was an immediate admission into hospital for an MRI scan, further tests and eventual diagnosis of Low Grade Glioma, a form of brain tumour.

"I was scared and started to have negative thoughts and feelings," Deca recounted. "I was also worried about my studies as I would be taking the GCE O-level exam in less than six months."

Just before his surgery to remove the tumour, Deca broke down for the first time since his diagnosis, overwhelmed by the fear and uncertainty of his future. "A great surge of emotions swept through me when I started thinking of the possible side-effects and the risks involved."

The surgery took more than 12 hours and intensive treatments followed, forcing Deca to take a year's break from his studies. He spent a year at CCF's Place for Academic Learning and Support (PALS) instead, receiving academic and psychosocial support to return to where he left off at school.

Deca resumed school in 2019 and completed the O-level exam. In September that same year, he also celebrated the end of his cancer treatment. Currently a junior college student, Deca hopes to pursue his passion in the pharmaceutical industry.

"It was challenging having to cope with both cancer treatment and prepare for O-levels," said Deca, when asked about his perseverance and positive mindset. "But PALS helped me catch up with my studies. I am grateful to my teacher for the supplementary lessons and for supporting me through the year which had greatly benefited me in grasping the concepts better."

"I also made new friends at PALS who have been through the same journey as me." Deca returned to CCF as a volunteer at the end of 2019, helping with the decoration and game booths for the 2019 PALS Year End Party. Reflecting on his cancer journey, Deca wants to encourage children with cancer to be strong and never give up:

*"Continue fighting, you will achieve success one day!"*





## SPECIALIST CLINIC

### Animal-Assisted Therapy (AAT)



Animal-Assisted Therapy (AAT) is a goal-oriented therapeutic intervention in which an animal meeting specific criteria is an integral part of the treatment process. It is designed to promote improvement in human physical, social, emotional, or cognitive function through the experience of human-animal bond. AAT is particularly beneficial for individuals who are resistant to treatment or have difficulties accessing their emotions or expressing themselves in talk therapy.

In a partnership with SOSD, volunteer handlers and their trained dogs from its Healing Paws Programme assisted the therapist to conduct the AAT sessions.

*"I enjoy playing fetch with Napoleon (AAT dog) and I find it interesting because he keeps my mind on him. I also have a friend to play with now!"*

— Danson, CCF beneficiary, 11 years old

5

Beneficiaries

22

Sessions

16

Home sessions

### Play Therapy

28

Beneficiaries

302

Sessions

179

Home sessions



5

Beneficiaries

**Childhood Bereavement Programme** allows children to commemorate their deceased loved ones. Using guided imagery, a form of relaxation technique in Play Therapy, the children are able to process their feelings of loss and affirm the strengths of one another.



11

Beneficiaries

**PlayCove** is a group therapy for children aged between three and six years old to aid in the development of their emotional regulation, expression and understanding through sensory-rich play experiences.

#### Play Space

Play Space is a creative space designed for patients and caregivers at KKH and NUH to strengthen caregiver-child relationship with art/play-based interventions.

25

Beneficiaries

10

Sessions



## Art Therapy

Art Therapy is a form of psychotherapy that helps children explore and express their thoughts, feelings and concerns through an array of art materials. In 2019, the number of Open Art Studio sessions at the KK Women's and Children's Hospital was increased from once to twice a week at Clinic K.



Through the process of art-making at the **Open Art Studio**, beneficiaries make sense of their shared experiences and emotions while providing support to each other.



**Photovoice** helps youth survivors reflect and express their cancer experience through photography.



**29**

Beneficiaries

**268**

Sessions

**151**

Home sessions



**468**

Beneficiaries

**105**

Sessions



**14**

Beneficiaries



**19**

Beneficiaries

## Expressive Arts Therapy

Expressive Arts Therapy uses a range of art modalities such as music, dance and movement, drama, poetry and creative writing, and visual arts as tools for psychotherapy. It aims at helping children and youths process their world and manage their difficult emotions in a safe and non-threatening way.

**HeartSongs**, an Expressive Arts Therapy programme, provides a positive participatory experience for childhood cancer survivors to express and re-tell their stories through lyrical writing and music.

With the help of song-writing instructors, eight survivors recorded their collective original composition titled "Live Life to the Fullest".



**4**

Sessions

## Family Therapy

Family can be a pillar of support when a family member falls ill. But relationships between family members can also be strained under pressure. Family Therapy helps family members process their emotions and thoughts to better cope with the stressors.





## SERVICES FOR AFFECTED CHILDREN

### Very Important Brothers and Sisters (VIBS)

Sibling(s) of children with cancer often experience an overwhelming array of emotions such as isolation and neglect due to caregivers' attention being channeled towards the sick child, resulting in change in family routines and dynamics. The VIBS programme aims at supporting, honouring and empowering siblings to be more resilient in the aftermath of their sibling's cancer diagnosis.



**Hospital Tour** is a guided tour designed to empower siblings with the knowledge of diagnosis and treatment processes associated with childhood cancer. A workshop was also conducted to increase caregivers' understanding of siblings' psychosocial needs and strategies to address these needs.



**Siblings' Day** is dedicated to affirm the siblings' strength and resilience. It also provides opportunities to build relationships and strengthen support within the sibling community.

**VIBS Got Mail** promotes communication through letter writing between children with cancer, their parents and siblings during the patient's hospital stay.

**SibsConnect** aims at rebuilding and deepening the bond between children with cancer and their siblings, which are often strained by the impact of cancer.

#### Testimony:

*The hospital tour is very good and informative as I learn that cancer is bad for the body. I would like to thank the medical professionals for saving my younger brother.*

— Jia Li Rui, Sibling of CCF beneficiary

<b>61</b>	<b>245</b>	<b>127</b>	<b>331</b>	<b>327</b>
Beneficiaries	Casework sessions	Counselling sessions	Therapeutic Play sessions	Home visits

### Children Impacted by Cancer (CIC)

When adults are diagnosed with cancer, they deal with tremendous stress in coping with the impact of the illness, and their children can often become the forgotten voice in the family. The children may feel unsettled over the sudden changes and develop difficult feelings arising from separation anxiety, fear of losing their caregivers, depression and poor family cohesion. Leveraging on CCF's experience and expertise in providing psychosocial support for children, the CIC Programme provides support for children who are affected by their caregiver's cancer diagnosis.



**Bereaved Family Retreat** is meant for bereaved children and their caregivers. It draws parents out of their busy routines to spend uninterrupted quality time with their children. Over the two days and one night of glamping, six parent-child duos experienced new ways of expressing their love to one another through interactive games. The parents also shared among themselves, their experience of losing their loved ones and their struggle with single-parenting.

**Project Wish** provides children impacted by cancer with an opportunity to fulfil a wish related to their ill caregiver and build a meaningful experience with their family.

<b>131</b>	<b>672</b>	<b>460</b>
Beneficiaries	Casework sessions	Counselling sessions
<b>606</b>	<b>720</b>	
Therapeutic Play sessions	Home visits	





IN THE **HOMES**



# PALLIATIVE AND BEREAVEMENT SUPPORT

When a child is at the end stage of life, it is emotionally challenging and stressful for both the child and family as they struggle to deal with the end-of-life issues. The palliative and bereavement programme helps children with poor prognosis and their families cope with medical, emotional, social and financial challenges.

## A Day of Remembrance (ADORE)

ADORE provides a comforting space for bereaved caregivers and medical professionals to commemorate the lives of deceased children who had put up a brave fight against cancer. It also serves as a platform for families and medical professionals to show support and comfort for each other.

In 2019, the theme of ADORE evolved around 3Rs – Remember. Reconnect. Renew – with the use of the sunflower as a symbol of standing strong and tall to find the light in the midst of challenges.

### Testimony:

*Thank you for inviting us to ADORE. It was beautifully organised and the sharing was very touching. I believe every event is a healing process, regardless of the number of years that have passed.*

— Sheela, mother of Leon

40 bereaved caregivers and seven medical partners attended ADORE on 27 April 2019 at the Botanical Gardens.

## Wishlink Programme

The Wishlink programme seeks to facilitate family bonding and meaningful memories for children with poor prognosis by fulfilling their wishes. It serves to provide a tangible experience to help bereaved parents sustain a continuing bond when their children pass on.





## Legacy Building Programme



The programme facilitates resilience in adversity by providing a positive and creative way for children with cancer and their families to make meaning of their cancer journey.



Nickson was diagnosed with Acute Lymphoblastic Leukaemia in September 2015. Despite battling cancer, Nickson's passion for basketball remained constant throughout his life. He was determined in going to the basketball court for shots even during the few days before his passing in December 2017. Through the legacy building programme, Nickson will be remembered for his spirit and brave fight against cancer.

## Love Renewed

First introduced in 2019, Love Renewed is an overnight retreat for bereaved caregivers and their families that involves the use of therapeutic space, nature and photography to facilitate self-reflection and renewal. Love Renewed hopes to strengthen familial relationships in the midst of grief and bereavement. It is also an opportunity to foster social support and promote self-care among the bereaved caregivers.



## Love Continues



Launched in 2017, Love Continues is an open support group that promotes learning and acceptance when living with loss and grief. Held monthly, the programme utilises creative arts as therapeutic tools to help bereaved caregivers integrate the reality of the loss into their lives, and reconstruct their continuing bond with their loved ones. It also provides a support system through the sharing of experiences and forging of friendships among the caregivers.



## Bereavement Kit



The Bereavement Kit, comprising CCF's publications on loss and grief, helps to prepare and support the bereaved families for the first year of bereavement following the death of their children.



**STRATEGIC  
ALLIANCES  
AND  
PRACTICE  
RESEARCH**





# STRATEGIC ALLIANCES

## PARTNERSHIP WITH KK WOMEN'S AND CHILDREN'S HOSPITAL

### CCF Paediatric Oncology Survivorship Programme

CCF established the CCF Paediatric Oncology Survivorship Programme in partnership with the SingHealth Duke-NUS Paediatrics Academic Clinical Programme in 2016. The programme aims at improving the quality of life and outcome of children with cancer and their families. This is made possible through the establishment of a comprehensive Asian-centric database of late effects and long-term health outcomes of childhood cancer survivors, whereby research findings would enhance illness management. In addition, the establishment of a world-class clinical model of care facilitates early detection and treatment, and hence, prevention of late effects.

Disbursed Funding in 2019

\$100,000

Total Disbursed Funding to date

\$340,000

Total Committed Funding from 2016 to 2020

\$450,000

### CCF Cellular Therapy Programme

In 2019, CCF embarked on the CCF Cellular Therapy Programme as an expansion of the Tan Cheng Lim – CCF Professorship in Paediatric Oncology. The seed funding was to support the Paediatric Bone Marrow Transplantation and Cellular Therapy Centre led by Professor Leung Wing Hang who chairs the Professorship, in the provision of the following four advanced treatment programmes for childhood cancer patients:

1. Natural killer (NK) cells for treatment of myeloid malignancies
2. Antibody in combination with NK cells for treatment of Neuroblastoma
3. T cells with chimeric antigen receptor (CAR-T) for treatment of B-cell malignancies
4. Haploidentical stem cell transplantation for treatment of haematological diseases

Disbursed Funding in 2019

\$500,000

Total Disbursed Funding to date

\$500,000

Total Committed Funding

\$1,000,000

### Psychosocial and Supportive Care Education Conference in Childhood Cancer

The CCF Psychosocial and Supportive Care Programme for Paediatric Oncology is a significant collaboration between CCF and KKH in advancing holistic care for children with cancer. This partnership covers neuropsychology support, rehabilitation, dietetics and nutritional care. The Conference, held on 27 August 2019, was organised as part of the Programme, to provide a platform for healthcare professionals and educators to learn the needs of children with cancer and how to better support these children.

## PARTNERSHIP WITH NATIONAL UNIVERSITY HEALTH SYSTEM

### NUHS Retinoblastoma & Ophthalmic Oncology Symposium

Held on 24 and 25 August 2019, the Symposium aimed at educating the medical professionals on the diagnosis and latest management of Retinoblastoma, and increasing awareness on the early signs and symptoms. It also provided a platform for sharing coping strategies during treatment and managing late effects with the patients and their families. CCF contributed \$4,000 to the organising of the event. At the Parent-Child/Patient session, a CCF parent shared about her caregiving journey while CCF presented on the survivorship programmes to raise awareness of CCF services for cancer survivors and their families.

Disbursed Funding in 2019

\$4,000



## NUHS Paediatrics Blood/ Marrow Transplant Programme

From 1 June 2018, CCF renewed our support for the programme, committing \$310,000 over three years to support the better coordination of patient care. The programme consists of three major components, namely:

1. Clinical Programme
2. Translational Research Programme
3. Survivorship Programme

Disbursed Funding in 2019

\$101,028

Total Disbursed Funding to date

\$169,717

Total committed funding

\$310,000

## PARTNERSHIP WITH NATIONAL UNIVERSITY OF SINGAPORE

### CAR-T Cell Immunotherapy Programme

Since 2018, CCF has committed a funding of \$2,500,000 to support CAR-T Cell Immunotherapy to improve the survival rates of children who suffered from relapsed or high-risk Acute Lymphoblastic Leukaemia.

Disbursed Funding in 2019

\$500,000

Total Disbursed Funding to date

\$1,000,000

Total committed funding

\$2,500,000

#### Testimony:

*Bradley was diagnosed with high risk Acute Lymphoblastic Leukaemia in September 2017, at the age of four. Unlike the majority of the children, Bradley did not respond well to the standard chemotherapy. Despite going through a few cycles of high dosage chemotherapy, he was never in remission. The family and doctors' only hope for a full recovery then was CAR-T cell therapy. Fortunately, the team in NUH managed to get his cells harvested and prepared him for the treatment in March 2018. Bradley has been in remission since then and we are grateful to the medical team for making this option available to Bradley and other children. We would also like to thank CCF for supporting this CART-T cell therapy programme.*

— Law Hwee Peng, mother of CCF beneficiary, Bradley Kum

## OTHER PARTNERSHIPS

### VIVA Foundation

Jointly organised by CCF and VIVA Foundation for Children with Cancer, the **CCF-VIVA Family Learning Exchange** was held in conjunction with the 13th St.Jude-VIVA Forum on 2 March 2019. CCF has been a longstanding learning partner of St. Jude-VIVA Forum since 2006, supporting the continuous training and education of local medical and allied health professionals at the Forum. The key topic for the Exchange was understanding the diagnosis of Acute Childhood Leukaemia (ACL).

### Singapore Cord Blood Bank

In 2019, CCF supported Singapore Cord Blood Bank in its work of saving lives through producing quality cord blood units to improve transplant outcomes, support cellular therapy and related research.



Disbursed Funding in 2019

\$40,000

Disbursed Funding in 2019

\$100,000



# PRACTICE RESEARCH

Towards evidence-based practices, the CCF research team conducts practice research and programme evaluation to ensure the relevancy of CCF services.

## COMPLETED

1

**Needs of children with cancer who have returned to mainstream school**

This study captured the sharing of 16 parents and four youth survivors on the challenges faced in returning to school after cancer treatments. Along the illness trajectory, parents and youths had engaged various systems including CCF, school, family and medical to support the schooling needs. This finding denotes the importance of the coordinated efforts needed to support children with cancer in their reintegration to school.

## IN PROGRESS

1

**Rehabilitation needs and associated challenges of childhood cancer survivors in Singapore**

Childhood cancer survivors may experience adverse physical late effects. In collaboration with students from NUS Chua Thian Poh Community Leadership Centre, a research study was conducted with 71 caregivers of childhood cancer survivors and allied health professionals to understand the rehabilitation needs and challenges faced. Findings from this study will help to inform future programme development in CCF.

2

**Standards of psychosocial care for children with cancer across the illness trajectory in CCF**

This study aims at benchmarking the psychosocial care provided by CCF against the established psychosocial standards of care for children with cancer. This exercise will help identify and examine the strengths and weaknesses of programmes and services provided by CCF across the illness trajectory. The study also highlights areas for service improvements in delivering quality psychosocial care for our beneficiaries.

3

**Awareness and perception of childhood cancer – A Singapore study**

This study collates data on public awareness and perception of childhood cancer based on a public survey of 351 participants between 18 and 70 years old.

4

**Needs assessment for siblings affected by childhood cancer: Parents' Perspectives**

74 parents who have had a child with cancer were surveyed to find out how the child's siblings were impacted by childhood cancer and to understand their needs. Findings from this study would provide for more informed practices and future programme development.





## Panel Conversation

### Panel speakers

- Caroline Lim, Vice Chair, Children's Cancer Foundation (CCF)
- Neil Lee Tai, Executive Director, CCF
- Katherine Lim, CEO, Community Foundation of Singapore
- Dominique Choo, Board Chair, Children's Cancer Foundation (CCF)
- [Name], Executive Director, [Organization]

**CAPABILITY**  
BUILDING



# CAPABILITY BUILDING

As a learning organisation, CCF believes in building the capability and competencies of our staff through training and development to equip them with the necessary knowledge and skill-sets to deliver quality client care and services. We also believe in the sharing and transfer of knowledge to benefit the sector and helping professionals and practitioners.

In 2019, CCF invited two foreign experts to conduct training for CCF social workers as well as local practitioners.

## Meaning Reconstruction: Grief Therapy Training by Dr Robert A. Neimeyer

CCF was the Learning Partner of a four-day training on Meaning Reconstruction Grief Therapy conducted by Dr Robert A. Neimeyer, Director of the Portland Institute for Loss and Transition & Professor in the Department of Psychology, University of Memphis.

Presented by the Portland Institute for Loss and Transition, the workshops comprised the sharing of advances in grief therapy, skills in integrating Expressive Arts in bereavement care, knowledge in reconstructing griever's relationships with the deceased, and addressing resistance to change in bereavement. 90 participants attended the workshops.

## Workshop and Public Forum on Hope-based Interventions by Dr Samuel Ho

CCF invited Dr Samuel Ho, Associate Provost (Institutional Initiatives) at City University of Hong Kong, to run a two-day workshop and a public forum on Hope-based Interventions in May 2019.

Over 50 workshop participants were introduced to the basic theories and techniques of positive psychology, followed by the application of positive psychology intervention strategies to understand and help patients with chronic and life-threatening illnesses.

Participants at the public forum learnt about the strategies in helping caregivers and patients build resilience and cope in times of adversity.

## IFC Pop Ups: Singapore

IFC Pop Ups is a specially curated one-day event to bring delegates the latest and most innovative and practical marketing and fundraising ideas and to creatively source for donations and strengthen relationship with donors. Held on 21 May 2019, CCF's Executive Director, Neo Lay Tin was invited to share the communications and engagement strategy in organising CCF's signature outreach event, Hair for Hope during one of the workshops - Essential Pillars for Successful Fundraising – Building the community.





CCF Senior Art & Sandplay Therapist, Yenn Ang, was a panellist at the Causeway Exchange 2019: Bridging Arts and Medicine through Collaboration and Practice.

## Causeway Exchange 2019: Bridging Arts and Medicine through Collaboration and Practice

Senior Art & Sandplay Therapist, Yenn Ang, represented CCF as a panellist at Causeway Exchange 2019: Bridging Arts and Medicine through Collaboration and Practice. She also conducted a workshop on Introduction to Sandplay Therapy.

Held at Kuala Lumpur Women & Children's Hospital on 27 September 2019, the conference provided delegates a closer look at healing through the arts and how it could be achieved through collaboration and practice.

## AM•EI Golden Apple Awards

CCF's Principal Social Worker, Ng Hwee Chin, was one of the awardees who received the Programme Excellence Award for their work on Palliative Care Course for Social Workers (Basic). Held on 27 September 2019, the AM•EI Golden Apple Awards was organised by SingHealth Academy to recognise and honour outstanding educators in SingHealth and Duke-NUS who demonstrated excellence in teaching.



Back row, second from left: Ms Ng Hwee Chin and awardees of AM•EI Golden Apple Awards



Second and third from left: CCF Executive Director, Neo Lay Tin and CCF Vice-Chairperson, Caroline Lim, represented CCF as panellists.

## SGOOD Programme – Fundraising, Outreach and Advocacy Workshop

Organised by the Singapore Institute of Directors (SID), the Singapore Governance for Outstanding Organisation Directors (SGOOD) Programme is designed around the learning needs of board members of social service agencies (SSA). Held on 31 October 2019, the workshop used CCF's Hair for Hope event as the case study of leadership in fundraising and stakeholder management. Participants also explored fundraising strategies and stakeholder management options and determine directions that would ensure organisational sustainability.

Both CCF Vice-Chairperson, Caroline Lim and CCF Executive Director, Neo Lay Tin were invited as panellists to share their insights on Hair for Hope as the delegates presented their thoughts on the case study.



A photograph of a group of children and adults playing drums in a room. The image has a strong yellow tint. In the foreground, a girl is sitting and playing a drum. Behind her, a boy is standing and playing a drum. To the right, another girl is standing and playing a drum. In the background, a woman is standing and watching. The room has a yellow wall and a yellow door. The text "COMMUNITY PARTNERSHIPS" is overlaid on the image in a white circle.

## **COMMUNITY** PARTNERSHIPS



## BE STRONG. BE CONFIDENT. BE YOURSELF.



*"I have survived cancer,  
I can survive anything!"*

This is 20-year-old **Lee Jue Lei**'s motto after she overcame an arduous battle with Medulloblastoma, a cancerous brain tumor.

Jue Lei was only 11 when she started having frequent headaches. Nothing unusual was detected in her countless visits to both Western and Chinese doctors till she was 15, when she started vomiting every night and lost her sense of taste for salty food. She could barely walk straight and often tripped over her own feet. There was also significant weight loss.

An MRI scan revealed the cause of her prolonged discomfort and pain. "My mind went blank when the doctor told me that I had a brain tumour," said Jue Lei. "I did not even have time to process the news and was whisked away to the operating theatre [almost] immediately."

Prolonged bed rest and post-surgery cancer treatments robbed Jue Lei of her normal functioning in her daily life. She could not stand unaided and was unable to walk well. But to Jue Lei, these physical difficulties paled against the challenges she had to face socially.

Due to her health condition, Jue Lei was unable to hang out with her peers. Her absence from school affected her ability to understand her schoolmates and interact with them. Over time, the feeling of isolation and loneliness started to kick-in.

"I am glad to have my family and CCF stand by me during this difficult period," Jue Lei reflected. "It was [tough coping] with these challenges and emotions. But I try to build more confidence in myself as I know that if I don't try, nothing will work out."

As a member of CCF YouthConnect, Jue Lei has made new friends and learnt new skills through various enrichment activities. The social support network for youth survivors is part of the CCF Survivorship Programme that aims at building self-confidence and facilitating self-discovery.

Jue Lei is indeed a survivor who does not let any obstacles get in her way. After attending CCF's Place for Academic Learning and Support (PALS) between July and December 2016 that helped her to catch up academically, Jue Lei returned to school in 2017. She received the Achievement Award at CCF's Education Awards 2019 for her academic performance.

Last year, Jue Lei decided to challenge her insecurities arising from the hair loss she suffered during her cancer treatment. Remembering how insecure and self-conscious she felt then, Jue Lei took part in CCF's annual outreach event, Hair for Hope, and shaved to tell cancer patients, especially the females, that it is ok to be bald.

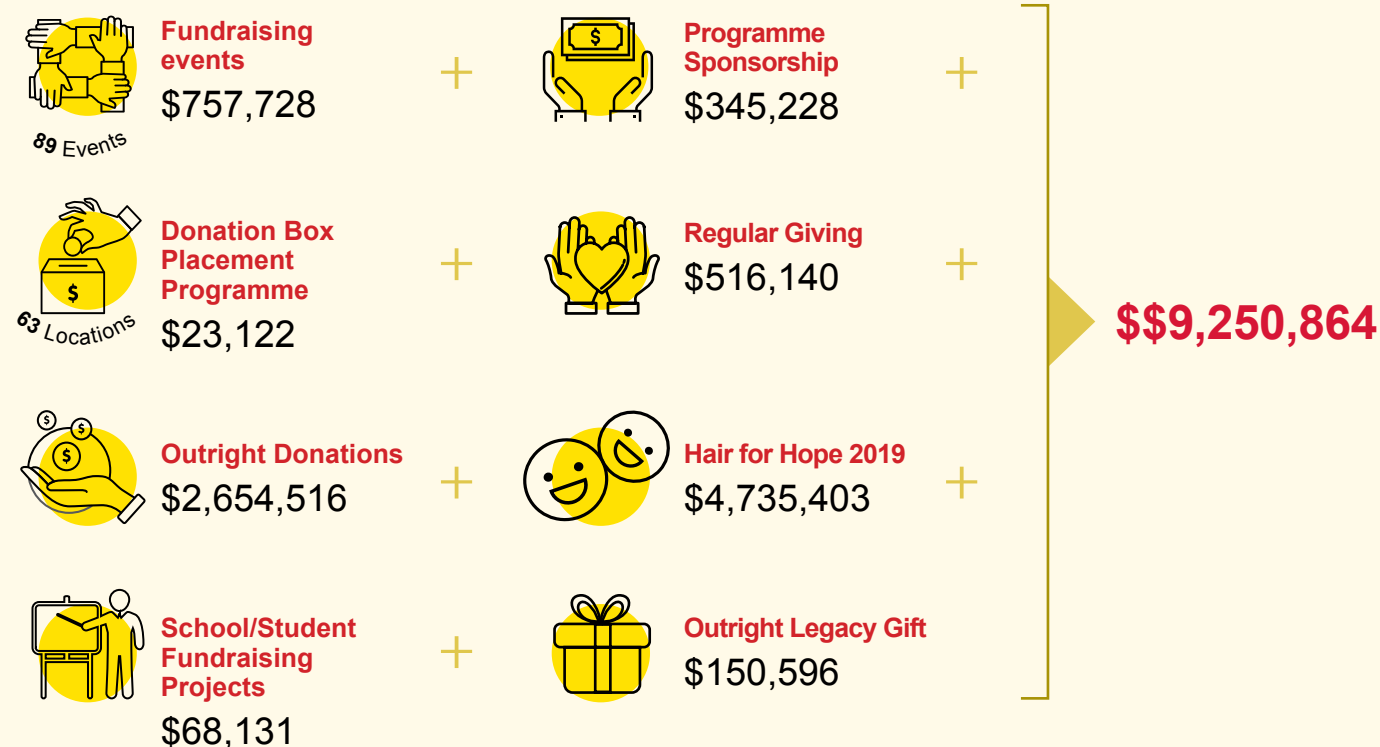
Jue Lei has overcome significant challenges and adversities to become a stronger person. With her motto in life, she is confident of her future and achieving her goals in life.





# FUNDRAISING AND SPONSORSHIPS

CCF is grateful to both individual and corporate donors for joining us in the fight against childhood cancer.



Qualcomm Foundation via Give2Asia has supported CCF since 2010. In 2019, Qualcomm Foundation via Give2Asia donated \$52,322.20 to support the purchase of Caregivers Packs and Teacher's Workshop fees for the CCF learning centre - PALS. Staff of Qualcomm also volunteered their time to pack 155 Caregivers Pack for parents of newly diagnosed children.



Organised by Mr Daniel Teo of The Private Museum and presented by the Canadian Alumni Network Singapore (CANsg) the "You Raised Me Up" charity concert raised a total of \$123,626.

## Will and Hope Giving Roadshow

In 2019, CCF held its inaugural Will and Hope Giving Roadshow to raise awareness among Singaporeans on childhood cancer and CCF programmes. The initiative also aims at promoting regular giving in the Singapore community to support children with cancer and their families.





## HAIR FOR HOPE 2019

Since its inception in 2003, Hair for Hope (HfH) has become CCF's annual signature outreach event to raise childhood cancer awareness and funds. In its 17th consecutive year, the HfH main event was held on 27 and 28 July 2019 at VivoCity. It was also the first time that the campaign was fronted by a celebrity ambassador, Andie Chen.

Local celebrity, Andie Chen (left), shaved to show support for children with cancer. He is seen here with CCF beneficiary, Joanna Chong and her father, Chong Hui Kwee.



**5,456**

Shavees  
(4,548 male, 908 female)



**52**

Satellite Partners



**\$4,735,403**

Total donations raised



**5.5%**

Event-related expenses

More than 2,800 shavees from all walks of life showed up at VivoCity to make their bald statements to tell children with cancer that it is OK to be bald.





# VOLUNTEER MANAGEMENT

Volunteers play a vital role in supporting the delivery of CCF's programmes and services. Their dedication and selfless contribution of time, effort and expertise have brought smiles on the faces of our children and families.

Volunteer Engagement	Number of Volunteers	Social & Recreational Events
<b>20</b> Orientation sessions <b>23</b> Tutors <b>60</b> Play Personnel <b>9</b> Befrienders	<b>289</b> Individual volunteers <b>337</b> Corporate volunteers* <b>7330</b> Student volunteers <b>49</b> Administrative support volunteers <b>481</b> Event volunteers <b>13</b> Skills-based volunteers <i>*engaged through S&amp;R activities</i>	<b>27</b> Social & Recreational Events <b>706</b> Number of beneficiaries



## CCF Appreciation Event

CCF Appreciation Event is held every year to recognise the invaluable contribution of donors, volunteers and supporters who are integral in helping CCF deliver our continuum of services for children and families affected by cancer.

The Appreciation Event 2019 was a special one for CCF and for the family of CCF beneficiary, Gillian Chen (1997 – 2018). The event was held in conjunction with "Revisiting Flitter", an art exhibition that featured the works of Gillian. Her art reflected on the sentimentality felt towards unwanted and neglected objects, breathing new life into hair, dust and flaking wall paint as she transformed them into works of art.

### Testimony:

*As I help the children and their families in their journey to final victory, the children teach me how to love and be patient. It is with this reason that I choose to volunteer with CCF. I know that from my contribution, CCF will directly impact this group of children in their most challenging times.*

— Tay Yong Hung, CCF Volunteer



In memory of  
**Gillian Chen**  
(1997 – 2018)



# PUBLIC EDUCATION

Public education remains as one of CCF's core strategy in driving and creating childhood cancer awareness.

## Talks and Outreach



# 119

Public education talks  
and workshops



# 196,575

Outreach

### International Childhood Cancer Day (ICCD)

A global collaborative campaign to raise childhood cancer awareness, ICCD is commemorated on 15 February annually to support children and adolescents with cancer, the survivors and their families. In 2019, CCF launched its second edition of #myGOLDpledge campaign with a public education talk at The Red Box. Supporters advocated for the cause by encouraging more individuals to step forward to support CCF through the video "Let's Talk about Childhood Cancer".



CCF beneficiary and childhood cancer survivor, Clement Choo, shared about his cancer journey, takeaways from his ordeals and how CCF has helped him and his family.



25 volunteers supported the event on 27 January 2019 at The Red Box.

### Youth for Causes (YFC)

Funded by Citi Foundation, the Citi-YMCA Youth for Causes encourages youths aged between 15 and 25 years old to raise public awareness, funds and mobilise volunteers for the social service agencies of their choice. In 2019, CCF partnered with six groups of students for the YFC programme.

#### Testimony:

*We have partnered with CCF for six years and we strongly believe in their cause which resonates with all of us. Our YFC experience was a fulfilling one, and we carried out multiple initiatives such as street sales, merchandise sales, and even holding our own fundraising concert. Through this, we raised childhood cancer awareness and funds for CCF. The CCF staff were very supportive and gave us valuable guidance that allowed us to receive overwhelming support for our initiatives. We are really grateful for the opportunity and look forward to working with CCF again in making a difference in the lives of the children and families.*

— The Dreamwork Project,  
Raffles Girls' School (Secondary)



### Childhood Cancer Awareness Month

September is Childhood Cancer Awareness Month, an annual campaign to raise childhood cancer awareness. To promote and strengthen community support for children and families affected by cancer, CCF produced three videos featuring CCF beneficiary, Lee Jue Lei and HfH 2019 celebrity ambassador, Andie Chen, and ran a #AskMeAnything online campaign where we invited netizens to find out more about childhood cancer and the works of CCF.



# MAJOR DONORS AND SPONSORS

CCF would like to express our deep appreciation to all donors and sponsors for their generous giving and support. Donors and sponsors listed below (in alphabetical order) have donated or organised events that raised \$5000 and above. While we have taken great care to ensure accuracy of the list, we seek your kind understanding for any inadvertent omission on our part.

## Organiser of Events – HAIR FOR HOPE SATELLITE EVENTS

### \$300,000 and above

Grab Singapore

### \$100,000 and above

Kong Meng San Phor Kark See Monastery  
SJI International  
PLAY@GOVTECH

### \$50,000 and above

Deutsche Bank AG  
Equinix Asia Pacific Pte Ltd  
GLOBALFOUNDRIES Singapore Pte Ltd  
HP Singapore Pte Ltd  
Kong Hwa School  
Novartis Singapore Pharmaceutical Manufacturing Pte Ltd (SGBO)  
Orange Business Services Singapore Pte Ltd  
Punggol 21 Community Club Women's Executive Committee  
Stamford American International School  
Wildlife Reserves Singapore

### \$30,000 and above

Hwa Chong Institution  
LKC Medicine and SCElse  
Ministry of Health, Health Promotion Board & Health Sciences Authority  
Montfort Junior School  
Montfort Secondary School

### \$5,000 to \$29,999

Anytime Fitness Yew Tee  
Aster by Kyra Pte Ltd  
BHP  
Building and Construction Authority  
DHL Singapore  
FarEastFlora.com Pte Ltd  
Flextronics Manufacturing Singapore Pte Ltd  
Gambas Community Emergency Engagement Committee (C2E)  
Go Ahead Singapore Pte Ltd  
Holy Innocents' Primary School  
Kajima Overseas Asia (Singapore) Pte Ltd  
Keat Hong Zone 10 RC  
Nexus International School, Singapore  
Ngee Ann Polytechnic Leo Club  
Northbrooks Secondary School  
PageGroup  
PCF Sparkletots Preschool @ Ang Mo Kio - Hougang (Blk 929/936/970//632/542)  
PON ASIA HOLDING PTE LTD  
Punggol Sapphires Residents' Committee  
Senoko Energy Pte Ltd  
Sentosa Development Corporation  
Singapore Polytechnic  
Social Collider  
ST Engineering (Electronics)  
ST Engineering Land Systems Ltd  
Thermo Fisher Scientific  
Ulu Pandan CC Youth Executive Committee  
Wood (Amec Foster Wheeler PacificAsia Pte Ltd)



Organisers of Events –  
**HAIR FOR HOPE GROUPS**

<b>\$100,000 and above</b>	<b>\$5,000 to \$29,999</b>
Credit Suisse AG	AB SCIEX (Manufacturing) A Division of AB SCIEX Pte Ltd Amgen Singapore Manufacturing Pte Ltd Baxter Healthcare SA Catholic High School Student Leadership Board CenturyLink Technology Singapore Pte Ltd CHEF'S HOPE Chung Ling Alma Mater Dunman High School EJ Boleh! Illuminions Roche Shavees Windsli Group
<b>\$50,000 and above</b>	
Hope & Beyond The Boys' Brigade 12BR(J) Singapore Company	
<b>\$30,000 and above</b>	
Botak United We Care 2019	

Organisers of Events –  
**FUNDRAISING**

<b>\$100,000 and above</b>	<b>\$5,000 to \$29,999</b>
Singapore Indian Chamber of Commerce & Industry (SICCI) The Private Museum Ltd	AmorePacific Singapore Pte Ltd Ang Soon Teck Alan ASSOCIATION OF ORTHODONTISTS (SINGAPORE) Centurion Corporation Limited Chua Ming Lee Evelyn Neo HP PPS Asia Pte Ltd Little Footprints Schoolhouse Pte Ltd Muji (Singapore) Pte Ltd Rentak 2019 Riders Aid Singapore Safari House Pte Ltd SGGolfCoach Supreme Cars Pte Ltd Thome Ship Management Pte Ltd Universal Entertainment Media Pte Ltd Wells Fargo Bank N.A., Singapore Branch
<b>\$50,000 and above</b>	
Jason Cai	
<b>\$30,000 and above</b>	
CISCO Systems CrimsonLogic Pte Ltd Sunflower Childcare Group Pte Ltd The Toronto-Dominion Bank	

**DONATION BOX  
PROGRAMME PARTNER**

<b>\$10,000 and above</b>
Cluny Lease Pte Ltd

Organisers of Events –  
**STUDENT PROJECTS/SCHOOLS**

<b>\$5,000 to \$29,999</b>
Project Elixir (YFC) Project Souhait (YFC) Team Lumos (YFC) The Dreamsworld Project (YFC)



## CORPORATE DONORS

### \$50,000 and above

Chew How Teck Foundation  
Qualcomm Foundation Fund @ Give2Asia  
The New Eden Charitable Trust  
Tote Board

### \$30,000 and above

BHP  
Fox-Chem Pte Ltd  
Novena Point Pte Ltd  
PAP Community Foundation  
Roche Singapore Technical Operations Pte Ltd

### \$5,000 to \$29,999

Aastar Pte Ltd  
Acadian Asset Management (S) Pte Ltd  
Air Line Pilots Association Singapore (ALPAS)  
Amber Electronics Pte Ltd  
Amorepacific Singapore Pte Ltd  
ASSOCIATION OF ORTHODONTISTS (SINGAPORE)  
Attorney-General's Chambers  
Beautylane Pte Ltd  
BinjaiTree  
Capital International Inc  
Dilhan Pillay Sandrasegara  
Drew & Napier LLC  
Easy-Fly Travel Pte Ltd  
Equinix Asia Pacific Pte Ltd  
Esteem Performance Pte Ltd  
ExxonMobil Employees' Co-operative Limited  
(In Liquidation)  
Far East Organization  
Flextronics Manufacturing (Singapore) Pte Ltd  
Fong Shen Maintenance & Engrg Pte Ltd  
Go Ahead Singapore Pte Ltd  
GSUM Titanland Capital Pte Ltd  
Hcs Engineering Pte Ltd  
Hsuen Chow Pte Ltd  
HY Building & Maintenance Services Pte Ltd  
Integrative Learning Corporation Pte Ltd  
International City Holdings Pte Ltd

Isaac Manasseh Meyer Trust Fund  
Joey Yap Pte Ltd  
Kajima Overseas Asia Singapore Pte Ltd  
Karexparts Pte Ltd  
Lee Foundation Singapore  
Lee Kim Tah Foundation  
Li Teck Chuan Cin Tong  
Lian Heng Canvas Trading Pte Ltd  
Lion City Rentals  
Loyang Tua Pek Kong  
Mayflower Primary School  
M I C E Matters Pte Ltd  
Metro Rail Construction Pte Ltd  
Muji (Singapore) Pte Ltd  
NK Group Pte Ltd  
Orange Business Services Singapore Pte Ltd  
Pegasus Engineering & Trading Pte Ltd  
Phillips 66 International Trading Pte Ltd  
QB Net International Pte Ltd  
Roche Singapore Pte Ltd  
Roxy Foundation  
RSM Chio Lim LLP  
Safari House Pte Ltd  
Skool4Kidz Pte Ltd  
Shenning Investments Pte Ltd  
Sin Chew Woodpaq Pte Ltd  
Softbank  
St Joseph's Institution International Elementary School  
Strumm's Holding Pte Ltd  
Supreme Cars Pte Ltd  
The Shaw Foundation Pte  
Thome Ship Management Pte Ltd  
Tong Eng Brothers Pte Ltd  
UOB Limited  
Willis Towers Watson Consulting (Singapore) Pte Ltd  
Wing Ship Marine Services Pte Ltd  
Woodlands East Industrial Commercial & Association  
Yardi Singapore Pte Ltd



## INDIVIDUAL DONORS

### \$50,000 and above

Masayoshi Son  
In Memory of Ser Yong Ann

### \$30,000 and above

Tan Hai Peng Micheal  
Winarto P Kurniawan

### \$5,000 to \$29,999

Addanki Supriya  
Agnes Hon Lin Chow  
Anna Ao  
Apelles Poh Hong Pang  
Bradley Kramer  
Cassandra Choong  
Chan Hian Siang  
Chatri Sityodtong  
Cheng Kah Wai  
Cheong Kein Fie  
Cheow Hoe Chan  
Chong Rong Hwa  
Chong Teck Yion  
Chua Hock Chye Frederic  
Chua Joo Hock  
Chua Siao Leng  
Chua Ting  
Chung Aram  
Dan Chong  
Dara Khosrowshahi  
David Devakumar Eliathamby  
David Tang Poh Kheng  
Dilhan Pillay Sandrasegara  
Dominic Chew  
Elisa Ding Kit Yeng  
Estate of Lim Shan Shan  
Gavin Sumantri Shen  
Gerald William White  
Goh Aik Shin  
Goh Hock Hua  
Goh Jia Le

Goh Pei Shan Melissa  
Goh Yew Lin  
Goh Yun Lin  
Hendricks Sutiono  
Ho Shank Kok  
In Memory of Benedict Naden  
In Memory of Koh Kwee Heok  
In Memory of Sim Guek Hoon  
In Memory of Tan Siam Ngoh  
In Memory of Phillip Francis Saruvamalai  
In Memory of Wong Kin Leng  
In Memory of the Late K. Sarojiniammal Kinian  
Jean Liu  
Karolina Lestiadi  
KC Ang  
Kenneth Beh Pang Kit  
Khailee and Elisa Ng  
Kim Don Won  
Koh Chuan Yong  
Koh Hsiao Huay  
Kwek Eik Sheng  
Kwon Sae Wook  
Lai Kok Wing  
Lim Bee Kwan  
Lim Eng Hong  
Lim Jew Tim  
Lim Kee Hua  
Low Eng Chew  
Lua Gek Pong Lawrence  
Muralikrishnan Rangan  
Natyala Suneeth Changarothe  
Ng Chong Wee  
Ng Kee Tong  
Ng Kim Chuan  
Nigel Wong Hai Tor  
Ong Bee Leng  
Ow Fook Choi  
P James  
Pang Lee Cheng Annie

Phua Kia How  
Reza Shokri  
Saw Ken Wye  
Serene Lee  
Sim Boon Lee  
Soong Wei San  
Susan Tien  
Tan Beng Joo  
Tan Chye Teck  
Tan Hock Koon  
Tan Sze Wee  
Tang Su Ping  
Teng Lin Fong  
Teo Soon Ann Spencer  
Tia Oon Huat  
Tng Chye Soon  
Toh Kwee Kee  
Tos Chirathivat  
Wee Kee Kang  
Wee Li Yen  
Wood Benjamin  
Yeap Lam Yang  
Yik Luen Hoong  
Zheng Wenqiang



# **CODE OF GOVERNANCE AND FINANCIAL REPORT**





## Code of Governance – Governance Evaluation Checklist for CCF

(1 Jan 2019 – 31 Dec 2019): Enhanced Tier

S/N	Code guideline	Code ID	Response
<b>Board Governance</b>			
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
	<b>Are there governing board members holding staff appointments?</b> (skip items 2 and 3 if “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	
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
	<b>Is there any governing board member who has served for more than 10 consecutive years?</b> (skip item 7 if “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	Complied
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied
<b>Conflict of Interest</b>			
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



## Code of Governance – Governance Evaluation Checklist for CCF

(1 Jan 2019 – 31 Dec 2019): Enhanced Tier

S/N	Code guideline	Code ID	Response
<b>Strategic Planning</b>			
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
<b>Human Resource and Volunteer Management</b>			
12	The Board approves documented human resource policies for staff.	5.1	Complied
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
<b>Are there volunteers serving in the charity? (skip item 15 if "No")</b>			
15	There are volunteer management policies in place for volunteers.	5.7	Complied
<b>Financial Management and Internal Controls</b>			
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
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
<b>Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")</b>			
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied



## Code of Governance – Governance Evaluation Checklist for CCF

(1 Jan 2019 – 31 Dec 2019): Enhanced Tier

S/N	Code guideline	Code ID	Response
<b>Fundraising Practices</b>			
	<b>Did the charity receive cash donations (solicited or unsolicited) during the financial year?</b> (skip item 22 if “No”)		
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	<b>Did the charity receive donations in kind during the financial year?</b> (skip item 23 if “No”)		
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
<b>Disclosure and Transparency</b>			
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
	<b>Are governing board members remunerated for their services to the Board?</b> (skip items 25 and 26 if “No”)		
25	No governing board member is involved in setting his own remuneration.	2.2	Complied
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	Complied
	<b>Does the charity employ paid staff?</b> (skip items 27, 28 and 29 if “No”)		
27	No staff is involved in setting his own remuneration.	2.2	Complied
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



## Code of Governance – Governance Evaluation Checklist for CCF

(1 Jan 2019 – 31 Dec 2019): Enhanced Tier

S/N	Code guideline	Code ID	Response
29	<p>The charity discloses the number of paid staff who satisfies all of the following criteria:</p> <p>(a) the staff is a close member of the family belonging to the Executive Head or a governing board member of the charity;</p> <p>(b) the staff has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p>OR</p> <p>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.</p>	8.5	Complied
<b>Public Image</b>			
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

In compliance with Code 8.4 of the Code of Governance, in terms of remuneration band, the breakdown shows a two-year comparison by headcount.

Remuneration Band	FY 2019	FY 2018	Remarks
S\$100,001 to \$200,000	4	6	None of the remunerated staff is a governing board member.

In compliance with Code of Governance:

- No governing board member is remunerated (Code 8.3)
- No staff is involved in setting his own remuneration (Code 2.2)
- No staff is a close member of the family belonging to the Executive Head or a governing board member of the charity (Code 8.5)



# Statement of Financial Activities

Reporting Year Ended 31 December 2019

2019	Unrestricted funds <u>General fund</u> \$	Restricted funds <u>Care and Share fund</u> \$	<u>Total</u> \$
<b><u>Incoming resources</u></b>			
Donations	3,734,611	–	3,734,611
Gifts in kind	1,785	–	1,785
Income from fundraising activities	5,516,253	–	5,516,253
Interest income	521,438	–	521,438
Grant income	220,902	743,197	964,099
Other incoming resources	146,969	–	146,969
<b>Total incoming resources</b>	<b>10,141,958</b>	<b>743,197</b>	<b>10,885,155</b>
<b><u>Resources expended</u></b>			
Costs of generating voluntary income	224,886	–	224,886
Fundraising expenses	295,631	–	295,631
Charitable activities expenses	6,250,496	743,197	6,993,693
Governance costs	45,592	–	45,592
Other operating and administration expenses	283,253	–	283,253
<b>Total resources expended</b>	<b>7,099,858</b>	<b>743,197</b>	<b>7,843,055</b>
<b>Net surplus before income tax</b>	<b>3,042,100</b>	<b>–</b>	<b>3,042,100</b>
<b>Balance as at 1 January 2019</b>	<b>29,551,169</b>	<b>–</b>	<b>29,551,169</b>
<b>Balance as at 31 December 2019</b>	<b>32,593,269</b>	<b>–</b>	<b>32,593,269</b>

Audited by RSM Chio Lim LLP

For the full audited financial statement, please visit CCF website at <https://ccf.org.sg/about-ccf/annual-reports>.



# Statement of Financial Activities

Reporting Year Ended 31 December 2018

2018	Unrestricted funds <u>General fund</u> \$	Restricted funds <u>Care and Share fund</u> \$	<u>Total</u> \$
<b><u>Incoming resources</u></b>			
Donations	3,267,637	—	3,267,637
Gifts in kind	4,720	—	4,720
Income from fundraising activities	5,429,377	—	5,429,377
Interest income	406,103	—	406,103
Grant income	369,990	390,000	759,990
Trust income	40,996	—	40,996
Other incoming resources	90,026	—	90,026
<b>Total incoming resources</b>	<b>9,608,849</b>	<b>390,000</b>	<b>9,998,849</b>
<b><u>Resources expended</u></b>			
Costs of generating voluntary income	226,134	—	226,134
Fundraising expenses	255,896	—	255,896
Charitable activities expenses	7,036,872	501,329	7,538,201
Governance costs	30,774	—	30,774
Other operating and administration expenses	280,073	—	280,073
<b>Total resources expended</b>	<b>7,829,749</b>	<b>501,329</b>	<b>8,331,078</b>
<b>Net surplus / (deficit) before income tax</b>	<b>1,779,100</b>	<b>(111,329)</b>	<b>1,667,771</b>
<b>Balance as at 1 January 2018</b>	<b>27,772,069</b>	<b>111,329</b>	<b>27,883,398</b>
<b>Balance as at 31 December 2018</b>	<b>29,551,169</b>	<b>—</b>	<b>29,551,169</b>

Audited by RSM Chio Lim LLP

For the full audited financial statement, please visit CCF website at <https://ccf.org.sg/about-ccf/annual-reports>.



# Statement of Financial Position

Reporting Year Ended 31 December 2019

	<u>Notes</u>	<u>2019</u> \$	<u>2018</u> \$
<b>ASSETS</b>			
<b><u>Non-current assets</u></b>			
Plant and equipment	6	154,896	206,773
<b><u>Current assets</u></b>			
Other receivables	7	106,973	446,239
Other assets	8	53,304	45,449
Cash and cash equivalents	9	33,150,924	29,688,440
<b>Total current assets</b>		<b>33,311,201</b>	<b>30,180,128</b>
<b>Total assets</b>		<b>33,466,097</b>	<b>30,386,901</b>
<b>FUND AND LIABILITIES</b>			
<b><u>Unrestricted fund</u></b>			
General fund	10	32,593,269	29,551,169
<b>Total fund</b>	10	<b>32,593,269</b>	<b>29,551,169</b>
<b><u>Non-current liabilities</u></b>			
Provision, non-current	11	74,365	74,365
<b><u>Current liabilities</u></b>			
Other payables	12	798,463	761,367
<b>Total liabilities</b>		<b>872,828</b>	<b>835,732</b>
<b>Total fund and liabilities</b>		<b>33,466,097</b>	<b>30,386,901</b>



## Statement of Cash Flow

Reporting Year Ended 31 December 2019

	<u>2019</u>	<u>2018</u>
	\$	\$
<b><u>Cash flows from operating activities</u></b>		
Net surplus for the year	3,042,100	1,667,771
Adjustments for:		
Depreciation of plant and equipment	156,332	142,423
Interest income	(521,438)	(406,103)
<b>Operating surplus before changes in working capital</b>	<b>2,676,994</b>	<b>1,404,091</b>
Other receivables	339,266	(34,155)
Other assets	(7,855)	15,255
Other payables	37,096	(28,359)
<b>Net cash flows from operating activities</b>	<b>3,045,501</b>	<b>1,356,832</b>
<b><u>Cash flows from investing activities</u></b>		
Purchase of plant and equipment	(104,455)	(84,009)
Interest income received	521,438	324,721
<b>Net cash flows from investing activities</b>	<b>416,983</b>	<b>240,712</b>
<b>Net increase in cash and cash equivalents</b>	<b>3,462,484</b>	<b>1,597,544</b>
Cash and cash equivalents, beginning balance	29,688,440	28,090,896
<b>Cash and cash equivalents, ending balance (Note 9)</b>	<b>33,150,924</b>	<b>29,688,440</b>



# Notes to the Financial Statements

31 December 2019

## 1. Related party relationships and transactions

The financial reporting standard on related party disclosures requires the Foundation to disclose: (a) transactions with its related parties; and (b) relationships between parents and subsidiaries irrespective of whether there have been transactions between those related parties. A party is related to a party if the party controls, or is controlled by, or can significantly influence or is significantly influenced by the other party.

A related party includes the board of management committee members, members of other sub-committees and key management of the Foundation. It also includes an entity or person that directly or indirectly controls, is controlled by, or is under common or joint control with these persons; members of the key management personnel or close members of the family of any individual referred to herein and others who have the ability to control, jointly control or significantly influence by or for which significant voting power in such entity resides with, directly or indirectly, any such individual.

All management committee members, members of other sub-committees and staff members of the Foundation are required to read and understand the conflict of interest policy in place and make full disclosure of interests and relationships that could potentially result in a conflict of interests. When a conflict of interest situation arises, the members or staff shall abstain from participating in the discussion, decision making and voting on the matter.

The members of the board of management committee and sub-committees are volunteers and receive no monetary remuneration for their contribution, except for reimbursement of out-of-pocket expenses, if claimed.

Significant related party transactions:

	<u>Related party</u>	
	<u>2019</u>	<u>2018</u>
	\$	\$
Annual funding to Singapore Cord Blood Bank Limited in which a management committee member is a director	<u>100,000</u>	<u>100,000</u>

## 1A. Key management compensation:

	<u>2019</u>	<u>2018</u>
	\$	\$
Salaries and other short-term employee benefits	<u>675,504</u>	<u>800,181</u>

The above amounts are included under employee benefits expense.

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Foundation, directly or indirectly. Key management personnel comprise the Executive Director and the direct reporting senior officers.



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## 2. Employee benefits expense

	<u>2019</u>	<u>2018</u>
	\$	\$
Short term employee benefits expense	3,611,218	3,738,807
Contributions to defined contribution plan	593,561	608,866
Other benefits	148,015	190,749
<b>Total employee benefits expense</b>	<b>4,352,794</b>	<b>4,538,422</b>

The employment benefits expenses is charged to resources expended as follows:

	<u>2019</u>	<u>2018</u>
	\$	\$
Costs of generating voluntary income	138,516	136,265
Charitable activities expenses	3,963,877	4,157,623
Other operating and administration expenses	250,401	244,534
<b>Total employee benefits expense</b>	<b>4,352,794</b>	<b>4,538,422</b>

## 3. Reserve policy

	<u>2019</u>	<u>2018</u>	<u>Increase /</u>
	\$	\$	(Decrease)
<u>Unrestricted fund</u>			%
Accumulated fund ("Reserve")	32,593,269	29,551,169	10.29
Ratio of Reserve to Annual Operating Expenditure	4.16:1	3.55:1	

The Foundation shall maintain a reserve that is equivalent to at least 3 years of its operating expenses. This is to ensure continuity in providing the necessary services to its beneficiaries.

With the unanimous approval of the board of management committee members, the Foundation is able to draw down from its reserve to meet its operating expenses to ensure ongoing services are not disrupted.

On a yearly basis, the board of management committee members reviews the amount of reserve that is required to ensure that the reserve is adequate to fulfil the continuing obligations of the Foundation.



## Notes to the Financial Statements

31 December 2019

### 4. Commitments

- a) Another two non-profit organisations share its community space with the Foundation and the latter has agreed to bear certain maintenance incurred for the community space. The maintenance charged in the statement of financial activities for the reporting year was \$247,821(2018: \$217,585). Future committed payments related to the maintenance of the community space as of 31 December 2019 are as follows:

	<u>2019</u> \$	<u>2018</u> \$
Within one year	208,969	174,436
After 1 year but within 3 years	—	43,609
	<u>208,969</u>	<u>218,045</u>

- b) The Foundation has committed a 3-year funding to NUH for the Paediatrics Blood/ Marrow Transplant Programme, on terms agreed by both parties for the period from June 2018 to May 2021, capped at the amounts listed below:

		<u>Approved funding amount</u> \$	<u>Actual disbursed amount</u> \$
Year 1	June 2018 to May 2019	100,000	99,861
Year 2	June 2019 to May 2020	105,000	69,856 (Till 31 December 2019)
Year 3	June 2020 to May 2021	105,000	—

- c) The Foundation has committed funding of \$450,000 to SingHealth Duke-NUS Paediatrics Academic Clinical Programme for the purpose of establishing the CCF Paediatric Oncology Survivorship Programme on terms agreed by both parties. A total of \$340,000 have been disbursed as of 2019. The Foundation intends to disburse the remaining \$110,000 in 2020.
- d) The Foundation has committed a funding of \$400,000 to Singapore Cord Blood Bank Limited for the purpose of building community (hybrid) cord blood banking on terms agreed by both parties from 2017 to 2019. All funding have been disbursed as of 2019. In 2019, the Foundation has committed an additional funding of \$300,000 to be disbursed between 2021 and 2023.
- e) The Foundation has committed funding of \$2,500,000 to National University of Singapore for the CAR-T cell immunotherapy programme on terms agreed by both parties. A total of \$1,000,000 has been disbursed as of 2019. Remaining funds of \$1,500,000 will be disbursed in 3 yearly tranches ending in 2022.
- f) The Foundation has committed funding of \$1,000,000 to KKH Fund, part of SingHealth Fund for the expansion of the Tan Cheng Lim – CCF Professorship in Paediatric Oncology on terms agreed by both parties. A total of \$500,000 has been disbursed as of 2019. Remaining funds of \$500,000 will be disbursed in 2020.

	<u>2019</u> \$	<u>2018</u> \$
Funding to partners for the year	<u>1,345,028</u>	<u>1,893,229</u>









UEN Number: S92SS0103J

**CCF COMMUNITY OFFICE**

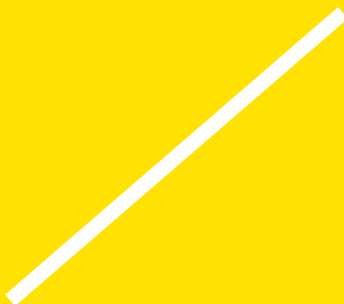
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