



Annual Report
Jan 2025 to Dec 2025
Renal Health Services



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About Us

Purpose / Objects

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

Our Vision

Supporting Kidney Health for Singaporeans.

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

Our Mission

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

Our Core Values

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

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

Overview of Charity

Incorporation

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

Charity registration

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

IPC status

RHS has been accorded IPC (Institution of a Public Character) status since 23 Dec 2024 to present.

Registered address

1 Orchard Boulevard, #09-08, Singapore 248649

Auditors

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

Bankers

Standard Chartered Bank Singapore

The Development Bank of Singapore Ltd (DBS)

Lawyers and legal consultants

Shook Lin & Bok LLP and King & Wood Mallesons

Welcome Message from the Chairperson

January 2026: RHS continues to grow with purpose!

It is with deep gratitude and quiet pride that we present the Renal Health Services (RHS) Annual Report 2025, reflecting another year of meaningful growth, strengthened partnerships and continued commitment to those living with kidney disease.

Over the past year, RHS has grown not just in scale, but in depth and purpose. We have expanded our footprint with the opening of three new dialysis centres and two new medical clinics, while continuing to consolidate and strengthen our core programmes to better serve our beneficiaries. At the heart of these efforts are not only our patients, but also their caregivers, whose needs remain central to our mission.

In line with this, we have taken deliberate steps to ensure that the voices of those we serve are heard. The inclusion of a patient representative on our advisory board marks an important milestone in embedding patient-centred perspectives into our governance and decision-making.

Our progress has been made possible through close collaboration with regulators and healthcare authorities, ensuring that our services remain aligned with national standards and comparable to those in the public sector. This has allowed RHS to scale responsibly, with strong clinical governance and a continued focus on quality and safety.

Equally important has been the growing support from our donors and partners. We have formed new friendships and strengthened existing relationships, enabling us to sustain and expand our work. The RHS family continues to grow, united by a shared purpose to make kidney care more accessible, compassionate and sustainable.

As we look ahead, we remain committed to building on these foundations, continuing to innovate, and reaching more individuals and families in need. The journey continues and we are grateful to have you with us. Thank you for your steadfast support.

With best wishes on behalf of the Board,

Wee Xue Ting (Dr)

Chairperson, Board of Directors

Renal Health Services (RHS)

Leadership

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

Board of Directors



Dr Wee Xue Ting
Director and Chairperson

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

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



Kevin Lee
Director, Chair of Finance and Audit Committee

MBA, FCA (Singapore) and CPA (ASEAN)

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



Dr Srinivas Subramanian
Director, Chair of Appointments and Nominations Committee

MBBS, American Board Cert (Nephrology and Internal Medicine)

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



Dr Lee Ming Zhou
Director, Chair of Programmes Committee

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

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



Dr. Shariffa Syahidah Chishty
Director, Chair of Human Resource Committee

MBBS (London), GDFM (Singapore)

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



Dr Behram Ali Khan
Executive Director, Medical Director

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

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



Timothy Robert Cushway
Director, Chair of Investment Committee

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



Nelson Wong
Director, Chair of Fundraising and Corporate Communications Committee

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

ADVISORY BOARD



Sally Lee
Member Advisory Board (Legal and Regulations)

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



Heike Carolin Cushway
Member Advisory Board

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



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

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



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

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

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



A/Prof David Foo
Member Advisory Board (Medical)

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

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



Dr Norhisham Bin Main
Member Advisory Board (Medical)

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

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



Sim Mun Ooi
Member Advisory Board (Patient Advocacy)

I am a survivor living with Chronic Kidney Disease (CKD), a journey that has shaped my perspective on health, resilience, and advocacy. While managing a lifelong condition brings challenges, it also inspired my passion to support others on the same path. I share my story to raise awareness, remind patients they are not alone, and help transform struggle into strength. I believe CKD is manageable, and that medical, emotional, and social support are key to living a fulfilling life.



Muhammad Halim Bin Mohd Amin
Member Advisory Board (Medical)
BSN, Adv Dip Nephro-urology.

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



Amanda Sheroff
Member Advisory Board (Medical)
BSc Psychology, MSc Counselling, Post masters in family dynamics and women

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



Lum Zheng Kang
Member Advisory Board (Medical)
Ph.D., BSc (Pharm) (Hons)

Founder of Collabring, with expertise in health services research, pharmacy practice, programme evaluation, and implementation across healthcare and community settings. Focuses on empowering organisations to make informed, evidence-based decisions by translating research and real-world insights into practical guidance for service delivery. Chairperson of Training Academy, Pharmaceutical Society of Singapore.

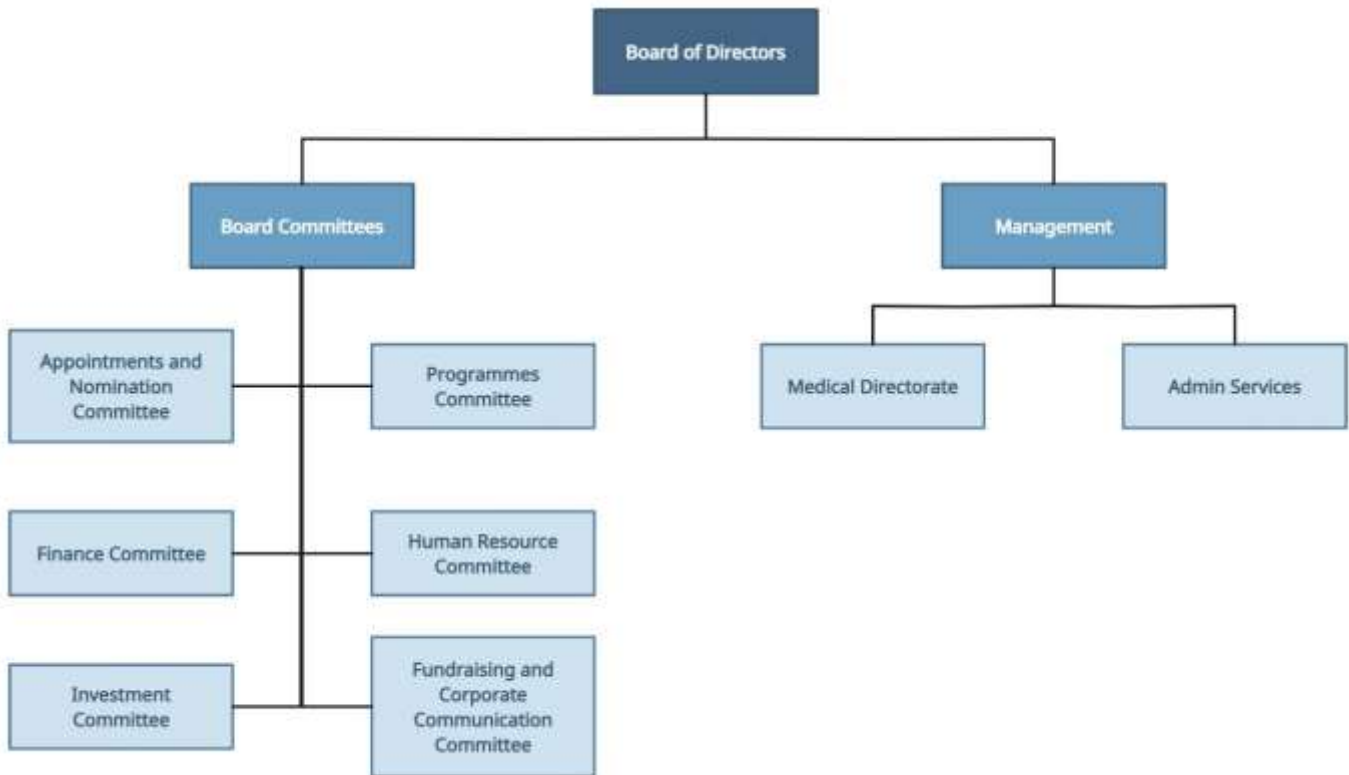


Rabia Shah
Member Advisory Board (Medical)

**BSc (Hons) Physiotherapy, Post grad Cert
osteoporosis and falls management**

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

ORGANISATIONAL STRUCTURE



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

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

RHS operates a differentiated model integrating clinical governance, public-private partnerships and innovation to complement Singapore's existing kidney care ecosystem.

Highlights of the Year

Summary Financial Performance

Grants, donations and income: \$ 1,126,414

Total expenditures: \$ 188,945

Restricted Charitable Funds and Programme Liabilities: \$ 714,648

Remuneration for board of directors and key management personnel: None

Key Financial Transactions

Charitable Activities/Programme Expenses: \$ 150,165

Governance and support costs: \$ 38,780

Total Unrestricted Funds and Reserves: \$ 954,660

Fund-raising Expenses: \$ 845

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

Purpose of Charitable Assets Held

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

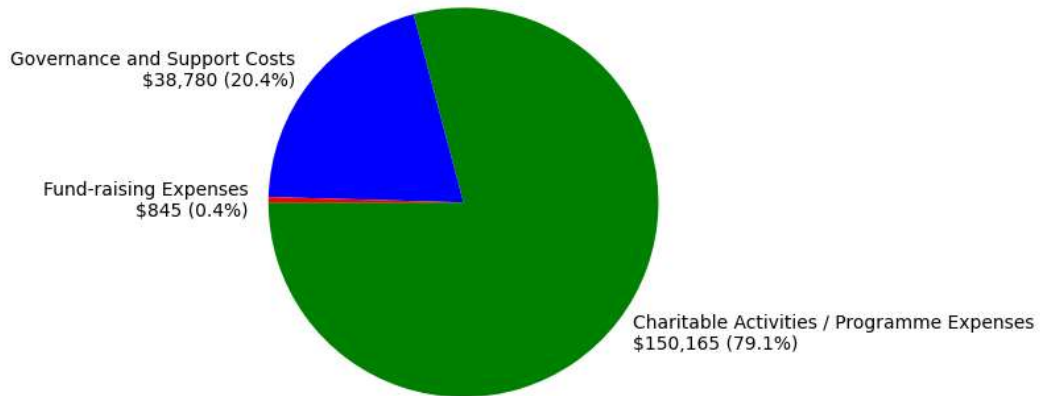
Funding to grow and sustain the eight core programmes of RHS.

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

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



RHS Expense Breakdown (2025)
Total Expenditure: \$189,790



> 99% of funds directed to programmes and operations

RHS places great significance on administering its charity organisation with robust governance controls and compliance. Our financial discipline has enabled RHS to scale its programmes while maintaining a high proportion of resources directed towards patient care and beneficiary support.

Furthermore, we were able to keep our cost of fundraising at under 1%, which is an outstanding achievement, despite being in our formative years. Our cost structure reflects a deliberate strategy to maximise patient impact through lean operations and volunteer-led leadership.

Over 1,000 beneficiaries supported across eight (8) core programmes, jointly run with our partners.

Leading by Example: RHS Leadership Volunteering to Drive Impact



RHS board members, advisors and volunteers donated over 3000 person-hours to help run the charity and its various programmes.

Our Work

Programmes and Activities

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

An overview of these programmes is as follows:

Kidney Disease Screening and Preventative Guidance

Early detection and community-based prevention to reduce the progression of chronic kidney disease.



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

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

The activities for this programme included the following:

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

- Conducting educational talks and engagement sessions with partners and community members to disseminate knowledge and awareness regarding kidney disease.

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

We estimate that our efforts led to over 500 beneficiaries being supported from this programme related activities.

Clinical Research and Trials for Innovation in Care

Advancing evidence-based kidney care through research, data and collaborative innovation.



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

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

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

These efforts form the foundation for future multi-centre collaborations and evidence-based programme design.

Early Access Programme for Treatments and Solutions

Providing timely access to emerging therapies and treatments before they become widely available.



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

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

Hemodialysis and Peritoneal dialysis provision and support

Expanding access to life-saving dialysis through community-based, cost-effective care models.



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

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

In collaboration with our partners, RHS was able to help identify certain high-need area that would benefit the communities with such dialysis facilities for the needy beneficiaries. Construction, operationalisation and MOH licensing of three (3) state-of-the-art, community-based kidney care centre with integrative services was achieved. Meticulously planned services, with innovative solutions to provide efficient and cost-effective care to RHS beneficiaries were made available in these facilities.

RHS through its Memoranda of Understanding (MOUs) with like-minded charities and healthcare organisations, performed extensive feasibility evaluations for provision of enhancing dialysis services. Existing dialysis services with our partners were also supported with consultative and advisory services.

We anticipate that with these activities, RHS was able to reach out to over 300 combined beneficiaries.

Palliative Care and Conservative Kidney Management Programme

Supporting patients with advanced kidney disease through holistic, dignity-focused care pathways.



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

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

Kidney Transplant Awareness and Donor Support

Promoting organ donation and supporting patients and families through the transplant journey.



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

RHS acknowledges the need for advocacy work to help promote organ donation and support for such patients. Due to our advocacy works we were able to identify and engaged key stakeholders involved in policies, guidelines, therapeutics and service provisions.

Through our efforts, we were able to reach out to families and caregivers of existing kidney failure patients, to help highlight the importance of donating kidneys to their loved ones. We helped facilitate their referral to national kidney transplant centres and provided support to both the patients and potential donors. We estimate that our efforts led to help over 50 beneficiaries with this programme.

Patient Advocacy

Empowering patients and caregivers by amplifying their voices and addressing gaps in care access.



At the heart of our charity organisation is the task of advocating on behalf of those who are disadvantaged to adequately access kidney care. To assess such needs, a valuable platform is a “patient advocacy group” (PAG). This initiative helps to connect those suffering because of kidney disease, share their experiences, seek

information, and vocalise their needs. These forums can also offer additional advantages of emotional support, education, and empowerment of beneficiaries, including patients and their families.

RHS was able to engage industry partners and organisations who are well placed to enable such PAGs. We also participated in any existing patient forums to further our activities. We estimate that through this programme, we were able to serve over 50 beneficiaries.

Social and Psychological Support Programme

Enhancing quality of life through integrated emotional, social and allied health support.



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

Feedback

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

admin@renalhealthservices.org

The Year Ahead

Charity's Future Plans

RHS remains fully committed to continue its work on its eight (8) core programmes.

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

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

Fundraising and Expenditure Plans

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

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

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

- Outreach drives to our established donors, as well as newly identified like-minded organisations and philanthropic individuals.
- Fund-raising focused engagements with key donors to explain how the donations would be effectively utilised.
- Online fund-raising campaign through Charity Commission's approved platforms.
- Applying for various grants available to registered charity organisations and IPCs.

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

- Building new centres and maintenance of our dialysis facilities and clinics for optimal performance.
- Charitable programmes and activities.
- Funding for needy RHS beneficiaries, through our Financial Support Framework.
- Fund-raising expenses for targeted goals achievement.

- Governance and oversight to maintain transparency and accountability.
- Administrative support for increasing efficiency and reducing overheads.

Charity's Commitments

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

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

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

Programme Support in the Year Ahead

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

- Giving.sg
<https://www.giving.sg/renal-health-services-limited>
- Give.asia
<https://give.asia/charity/renal-health-services>

Alternatively, please visit our website for more information on donations channels:

<https://renalhealthservices.org/donate/>

Governance

Role of the Governing Board

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

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

Term Limit of the Board

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

Board Inclusiveness and Diversity Policy

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

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

Board Meetings and Attendance

RHS allows all board members to call for board meetings. Full attendance across all scheduled board meetings was noted throughout the year. RHS conducted three (3) board meetings, including its annual general meeting (AGM).

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

Disclosure of Remuneration Received by Board Members

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

Disclosure of Remuneration of paid staff

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

RHS employs mission-critical clinical, support and administrative staff for efficient functioning of its dialysis centres and clinic. No staff received any remuneration exceeding any reportable levels under all applicable regulations.

Reserves Policy

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

Purpose of Restricted Funds

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

Conflict of Interest Policy

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

Board members also abstain and do not participate in decision-making on matters where they may have a conflict of interest. Where applicable, transactions are conducted at arm's length.

All conflicts of interest are reviewed and approved by the Board for necessary action.

Furthermore, all conflict-of-interest declarations are reviewed at the commencement of each RHS board of directors meeting and declared to our external auditors for

their annual review, including any related party transactions which may be applicable.

Board Committees

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

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

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

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

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

Healthcare Services Act (HCSA)

As the Ministry of Health (MOH) approved licensee under HCSA for dialysis and clinical services, RHS retains full responsibility for clinical governance, patient safety and regulatory compliance. RHS appoints statutory role holders under HCSA, to fulfil all governance requirements for safe operations of its healthcare facilities.

RHS is not only delivering care today, but building a sustainable model for the future of kidney health in Singapore.

RHS continues to scale responsibly within Singapore’s regulated healthcare framework, ensuring alignment with national standards while maintaining agility through its public-private partnership model.

Annual Report (Jan 2025 to Dec 2025)

Approved by the Board of Directors

Renal Health Services Limited (RHS)

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