Policies and Practices of the Organisation

Strategic Planning

The Board reviews and approves the vision and mission of HCA. Strategic planning sessions are conducted annually with the Board, Board Committees and Patron to ensure that the programmes and activities are in line with its objectives. As part of the charity's capacity and capability plans, the Board reviews and approves of the annual Workplan and Budget and monitors the progress of the plan regularly.

Human Resource Management

The Human Resources (HR) Department has in place policies and procedures for regular supervision, appraisal and professional development for staff. The performance appraisal system assesses staff fairly and objectively and seek continual improvement to raise standards and productivity.

HCA ensures that all staff are compensated fairly through a competitive performance and remuneration package. The remuneration strategy for the Organisation is approved by the Board on the advice of HCC. No staff member including the CEO is involved in the setting of his/her own remuneration.

HCA believes in recognising employees efforts in terms of performance, behaviour and achievements and for their contributions to HCA's cause. Through robust recognition and reward mechanisms, HCA aims to attract and retain these employees thereby building an organisational culture where good work performance and efforts are valued and appreciated. HCA has introduced a series of wellness initiatives and enhanced benefits with the aim of enhancing HCA's employer value proposition. Non-monetary awards are also awarded to strengthen employee bonds with HCA, and express appreciation towards our staff and volunteers. Recognising mental wellness support and enhanced staff engagement as emerging priorities, we have committed to addressing these needs effectively.

People are HCA's most important assets. Hence, we develop our staff through capacity building and enhancing capabilities, while continually identifying talents for further training and development.

Volunteer Management

Volunteers are critical to the success of HCA and they contribute to HCA by committing time and resources for the benefit of our patients and caregivers. Full-time staff and volunteers are considered equal partners of the Organisation and have the right to meaningful assignments, the right to be treated fairly, the right to effective supervision, the right to full involvement and participation, and the right to recognition for work done.

New volunteers go through due process of screening and are expected to adhere to HCA's Code of Conduct, Confidentiality undertaking and Personal Data Protection Act policy. Volunteers are required to undergo orientation as part of our onboarding programme which provides an overview of HCA's mission, vision, programmes and activities. HCA also conducts training sessions for regular volunteers to better equip them to carry out their activities effectively and to remain engaged in the long run.

Code of Conduct

HCA has in place a Code of Conduct for Board and Board committee members, employees and volunteers. They are expected to conduct themselves in a manner that complies with all applicable laws, regulations and internal policies and uphold our core values: Compassion, Professionalism, Respect, Integrity and Collaboration.

Risk Management and Internal Controls

HCA has put in place proper risk management and decision-making policies and maintains robust internal controls and processes to ensure transparency and accountability.

HCA takes an active approach towards risk management. We established an enterprise risk management framework in 2017 which is updated and refreshed periodically. As part of the enterprise risk management process, HCA maintains an updated Tier 1 risk register quarterly. Risk control owners monitor the changing landscape in their respective areas, assess the adequacy and effectiveness of controls and put in place mitigating controls where applicable. Quarterly reports are reviewed with the ARC and updates are provided to the Board.

HCA has in place an Approval and Authorisation Framework (AAF) comprising the Approval and Authorisation Matrix (AAM) and policies. AAM spells out the delegation of authority and limits of approval in all key decision-making areas such as budget, procurement, payments, hiring and performance appraisal. AAF is reviewed regularly and the Board approves any updates.

The Board approves the annual budget appropriate to HCA's plans for the year. The Finance department oversees and monitors the administration of the budget to ensure that expenditures remain within the budget approved by the Board. Variance analysis and explanations are furnished and discussed where there are significant variances from budget.

HCA's Standard Operating Procedures document procedures and controls for all key functional areas such as procurement, receipts and payments. HCA safeguards its assets by maintaining a fixed asset register. All fixed assets are properly recorded, tagged and sighted periodically, and have adequate insurance coverage.

HCA enlists the services of Internal Auditors which works closely with the ARC and the management to systematically assess the system of internal controls of the Organisation. Reviews are conducted regularly based on agreed-upon scope. Processes are reviewed according to prescribed timelines. Findings and implementation of improvement recommendations are reported to the ARC regularly. The Board is kept informed of the ARC's review of internal audit reports, and management controls in place.

Loans Policy

HCA does not render any loans, donations, grants or financial assistance to any parties which are not part of the charity's core charitable programmes.

Investment Policy

HCA's Investment Policy Statement (IPS) sets out HCA's investment objectives, risk tolerance, investment strategy & parameters and the reporting & monitoring process for the investment of HCA's financial reserves. The IPS provides the framework within which the Board and the FIC oversee the management of HCA's investment portfolio.
HCA's key investment objective is the preservation of capital with long term stable growth after inflation adjustment to provide an additional source of income to support HCA's mission.

Reserves Policy

The reserves of the Organisation provide financial stability and sustainability. The unrestricted funds are funds which are available to be used for any of the Organisation's purposes.
The Board of Directors intends to maintain the unrestricted funds at a level which is equivalent to 2 times of the Organisation's operating expenditure. The Board of Directors reviews the reserves annually, to ensure that the reserves are adequate to fulfill the Organisation's continuing obligations.

Purpose Of Restricted Funds

Restricted funds are donations and grants received that are set aside for specific projects and expenses, planned to be used in accordance with donors' wishes or stipulated by government ministries. HCA does not have endowment funds. HCA discloses its restricted funds in the Financial Statements.

Anti-Money Laundering and Countering the Financing of Terrorism

HCA operates solely in Singapore and do not support or sponsor any overseas programmes and beneficiaries. HCA ensures strong governance and financial controls are in place to combat anti-money laundering and terrorist financing activities.

Fundraising Practices

HCA's fundraising approach is to act fairly, transparently and ethically in the best interests of serving the Organisation's charitable objectives. HCA has in place processes and practices to ensure that all fundraising activities are conducted in accordance with the fundraising guidelines by the Charity Council. HCA ensures that funds received are properly documented and received, and that donor confidentiality is respected. Funds and donations are used in accordance with donors' intentions and the specific purpose as communicated when soliciting for donations. HCA also ensures that information provided and communicated to the donors and general public is truthful and do not contain misrepresentation and material omission. The Organisation maintains a fundraising efficiency ratio below 30%.

Information Technology Governance and Security

HCA has an Information Technology Policy that provides the foundational framework for managing IT practices and safeguarding its digital systems. The policy sets out roles and responsibilities for oversight by the Board and ITC, and guides areas such as IT infrastructure, asset management, access control, and cybersecurity. It outlines measures to preserve the confidentiality, integrity, and availability of information, and includes an IT Security Incident Response Plan to mitigate cyber risks.

HCA has also attained the Data Protection Trustmark (DPTM) certification in recognition of its robust data protection practices.

Public Image

HCA publishes and regularly makes available information regarding our programmes, activities, audited financials, Board members and management through our annual report, marketing collaterals, website and social media platforms.
Apart from engaging mainstream media to communicate our core messages and promote public awareness for palliative care, HCA also organises a range of activities such as tours and visits, events, filming and photography requests as part of public engagement. HCA actively tracks press coverage as well as the tone of the reports and these are reported to the Board.