

we believe in a *society* where  
every **MIGRANT WORKER**  
lives a life of *dignity*



ANNUAL REPORT 2018/19





# 972,600

*Work permit holders in Singapore  
(Including domestic workers)*

# 280,500+

migrant workers in the construction sector

*Data taken from MOM Foreign workforce numbers as of December 2018*



*"HealthServe is the only place where I feel like [i'm] being treated fairly with respect"*

- Migrant worker



*"I don't know where I'll be without HealthServe. If I can, I would even like to be a volunteer here!"*

- Y, a chinese migrant worker who stayed in our shelter and received emergency funds, MRT top ups and food.

# WORDS FROM OUR CHAIRMAN

A new pottery class led by an enthusiastic volunteer was one of the many highlights of 2018. The fashioning of formless clay into objects of art, each with a unique migrant story, perhaps sums up 2018 most beautifully; restoration, joy and friendship. Thank you for being a special part of this formation in community.

In 2018, HealthServe welcomed a new Executive Director Michael Cheah and appointed Dr. Natarajan Rajaraman, a medical doctor, to the newly created position of Head of Medical Services to oversee the operations of our clinics, as well as the development of new programmes, research, and education. With the increase in Bangladeshi workers coming to our clinics and centres, we also appointed a Bengali-speaking caseworker.

We are continually inspired by countless stories of changed perceptions and new friendships forged between migrant workers, volunteers and interns. We are grateful for the support of many towards our work to help the needy amongst the migrant worker community and celebrate with some of our volunteers who have won national awards and recognition for their service in HealthServe and their careers. We were particularly privileged to have Oliver Wyman Singapore support us pro bono with a fundamental review of our strategy so that we can continue to deliver meaningful impact to migrant workers.

In the 12 years since we started, we have focused on providing basic medical services and meeting other basic material needs of migrant workers in distress. In 2019, we will take a further step towards achieving HealthServe's vision of helping build a society where every migrant worker lives a life of dignity through the roll out of new mental health programs.

We continue to strive to joyfully deliver more impactful services to the migrant worker community through building meaningful partnerships and prioritizing vulnerable workers.



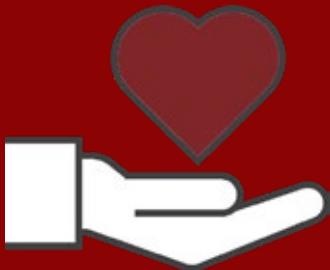
*"There are always glimpses of hope and generosity in the midst of despair. You have to look for these nuggets of joy that will keep you going."*

— Dr Goh Wei Leong —

*Thank you once again for being a part of our vibrant HealthServe community!*

HealthServe is a **non-profit IPC registered charity** that was **founded in 2006 on Christian values.**

We seek to bring healing and hope to migrant workers through the provision of medical care, casework support, social services, counselling, and mental health programs.



To serve disadvantaged migrant workers in Singapore through healthcare, counselling, casework and social assistance.



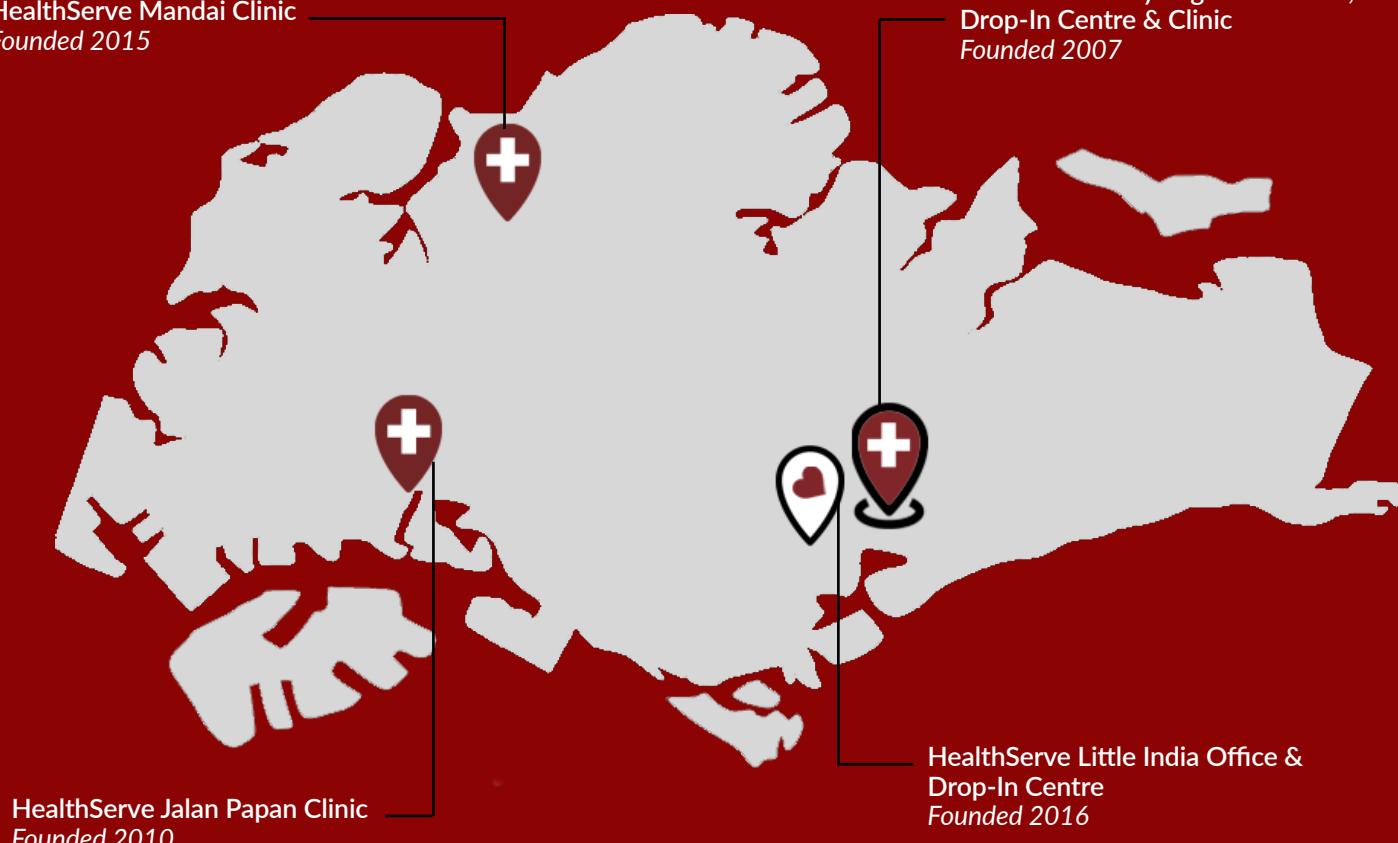
To advocate for and raise awareness of the needs of migrant workers.



To bridge communities through meaningful partnerships and being a platform for effective volunteerism.

HealthServe Mandai Clinic  
Founded 2015

HealthServe Geylang Main Office,  
Drop-In Centre & Clinic  
Founded 2007



# 2018



**1k+** dental consultations



**10.5k+**  
GP consultations



over  
**19,000**  
meals given out



**430+**

migrant workers  
supported with their  
work injury/salary cases



**37** injured  
migrant  
workers  
housed in  
our shelters



## Art Therapy

We restarted our monthly art engagement sessions outside our Geylang clinic and in November started pottery classes at our Little India Centre.

**500+** volunteers served in our clinics



# WHO WE HELP

Migrant workers' health needs encompass everyday medical problems such as coughs and colds, chronic diseases such as diabetes, workplace injuries such as fractures, and work-related diseases such as skin allergies from contact with cement. By law, all foreign workers are entitled to healthcare from their employers, supported by insurance. But in reality, some foreign workers face difficulties in obtaining this from employers and the alternative of paying for their own care can be prohibitively expensive because foreigners are not entitled to subsidized care from polyclinics and public hospitals.

HealthServe fills this gap by providing low-cost basic medical and dental care, and selected specialist services such as orthopedics, dermatology, physiotherapy, occupational therapy, and traditional Chinese medicine.

We also help injured and exploited migrant workers who are not adequately looked after by their employers. These workers may suffer a loss of their job, unpaid wages, threatened repatriation and removal from their accommodation. It can be difficult for them to afford daily necessities such as food and lodging. To meet these needs, HealthServe offers a variety of social services including free meals, subsidized transport, an emergency shelter and an emergency fund.



# ORGANISATIONAL STRUCTURE



# BOARD OF DIRECTORS

	Date of First Appointment	Role
<b>Dr Goh Wei Leong</b> General Practitioner, Manhattan Medical Centre	17th October 2006	Chairman and Co-Founder
<b>Ms Chan Chia Lin</b> Director, Holywell Private Limited	1st August 2014	Chairman, Fundraising Committee
<b>Mr Chan Kum Kit</b> Managing Partner, Verity Partners	20th June 2013	Chairman, Finance Committee
<b>Dr Calvin Chong Peng Choon</b> Assoc. Professor, Singapore Bible College	1st August 2014	Chairman, Services Committee (Non-Medical)
<b>Dr Jeremy Lim Fung Yen</b> Partner, Oliver Wyman	17th August 2017	Chairman, Services Committee (Medical)
<b>Ms Susan Kong Yim Pui</b> Director, QED Law Corporation	17th August 2017	Chairman, Audit Committee
<b>Mr Matthew Saw Seang Kuan</b> Partner, Lee and Lee	1st March 2012	Chairman, HR Committee

Our Co-Founder, Dr Goh served more than 10 years, since beginning of the Organisation in 2006.

Because of his medical background and his years of building relationships with the migrant worker community and other stakeholders, the Board is of the unanimous view that our co-founder Dr Goh Wei Leong remains uniquely qualified to advance the migrant worker cause and that he should continue to serve as Chairman of the Board. He is supported by a team of active independent board members with diverse and relevant professional skill sets. Six board committees oversee the key areas of the organisation.

# BOARD COMMITTEES

## Finance Committee

Mr Chan Kum Kit (Chair)  
Ms Chan Chia Lin  
Ms Serene Chee

## HR Committee

Mr Matthew Saw (Chair)  
Ms Chan Chia Lin  
Ms Janelle Tan

## Audit Committee

Ms Susan Kong (Chair)  
Dr Jeremy Lim  
Ms Lee Yuit Cheng

## Services Committee (Medical)

Dr Jeremy Lim (Chair)  
Dr. Tan Thong Kwan, Benjamin  
Dr. Yeo Cheng Hsun, Jonathan  
Dr. Yoong Su-Yin, Joanne  
Dr. Lam Jie Feng, Joshua  
Dr. Gan Wee Hoe  
Dr. Shawn Vasoo

## Services Committee (Non- Medical)

Dr Calvin Chong (Chair)  
Ms Donna Lim  
Ms Gail Lien

## Fundraising Committee

Ms Chan Chia Lin (Chair)  
Mr Choy Peng Wah  
Mr Darren Tay  
Ms Gopi Mirchandani  
Ms Serene Chee

# MANAGEMENT TEAM



# STAFF TEAM

Vina Siew

Finance Assistant

Cynthia Chia (since Feb 2019)

Executive Assistant

Daniel Li & Janna Benares  
Clinic Managers

Daniel Yeo, Yvonne Loo,  
Peterson Lee, Sudipta Biswas,  
Timothy Cheong  
Casework and Social Services

Willy Lau

Volunteer Manager

Justin Paul (since May 2019)

Mental Health Coordinator

Samuel Lim (since May 2019)  
Community Development Executive

Yimsung Kekhriesilie (till Jan 2019)  
Tai Seng Centre Manager

Pearl Quek (till Jan 2019)  
Finance Manager



In 2018, the team has expanded to include for the first time a Head of Medical Services & Research and Head of Communications & Engagement. We also welcomed a new Executive Director, caseworker and the return of a previous clinic manager. With the increase of Bangladeshis coming to our centres we hired our first Bengali speaking caseworker. In 2019, we appointed a Head of Finance and Operations, hired a Executive Assistant, Mental Health Coordinator and a Community Development Executive.

The charity does not have any paid staff, who is a close member of the family belonging to the Executive Head or a governing board member of the charity during the financial year.

# HEALTHCARE

Demand for our clinic services continues to grow. We see about 40-50 migrant workers at every clinic session, and served a total of more than 11,500 patients in 2018.

We attended to over 1,050 dental consultations in 2018. Despite expanding our dental services to all 3 of our clinics, the wait for a dental appointment can be several months, reflecting the strong demand: dental care is rarely covered by employers, and the cost of just a basic consultation is several times a worker's daily wage.

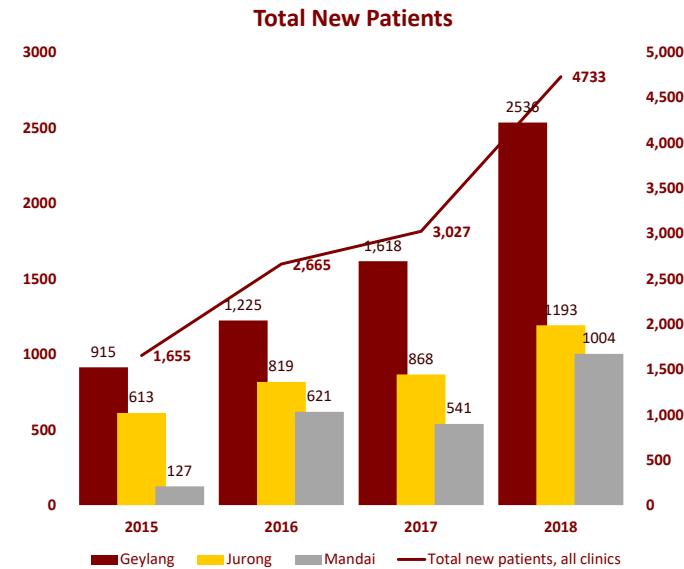
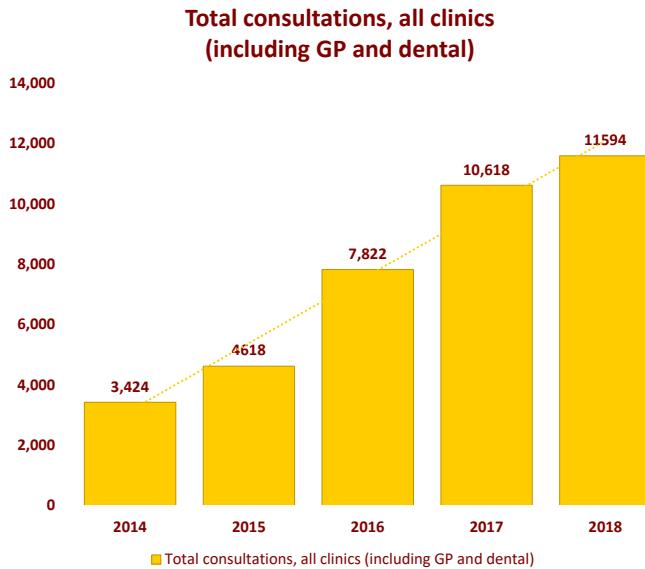
We are actively looking for more dentist volunteers to meet migrant workers' significant need for affordable dental care.

On the organisational front, we appointed Dr. Rajaraman Natarajam to a new position of Head of Medical Services and Research to oversee operations of all 3 clinics, development of community-based health programmes and research collaboration.

We also instituted improvements to back end processes in areas such as standard operating procedures, volunteer rostering and queuing systems and clinic management software to improve the quality of healthcare and experience of patients at our clinics.

We expanded our network of partners, with new schemes to redirect some patients that we are unable to serve ourselves, to partnering GPs and dentists.





 **1,760+**  
total clinic hours  
clocked

 **44%**  
of patients we serve are at  
our clinics for the first time





## Syed's story

Syed (not his real name) is a 30 year old Bangladeshi father of two, who had been working in Singapore for several years when he noticed lumps growing in his neck. He visited the HealthServe clinic in September 2018, and our volunteer doctor realized it could be early lymphoma. Thanks to the help of numerous friends and partners of HealthServe, we confirmed this diagnosis at a specialist clinic.

The next question was treatment. Chemotherapy can cure this form of cancer if given early, but its cost in Singapore was far higher than his insurance would cover. A real temptation for Syed was to just ignore the lumps and keep working as long as he could to support his young family back home.

We walked with Syed through this dilemma, and he finally decided to travel to India with medical documentation from our doctors in Singapore. We last heard from Syed in December 2018 from Mumbai, where he had started a 6-month chemotherapy regimen. We hope that Syed is able to make a full recovery.

## Clinic Patient Nationalities



■ Bangladeshi (85.87%) ■ Chinese (4.26%)  
■ Indian (8.53%) ■ Others (1.33%)



A black and white photograph showing a dental clinic. A dentist, wearing a surgical mask and gloves, is focused on treating a patient seated in a dental chair. The background features dental equipment and a sign that reads "HEALTH SERV".

Our dental clinics are in exceptionally high demand, with waiting times for appointments stretching up to six months. In 2018, with the help of our dedicated volunteer dentists and dental assistants, we served over 500 dental patients in Geylang and more than 550 patients in our clinics at Jalan Papan and Mandai.



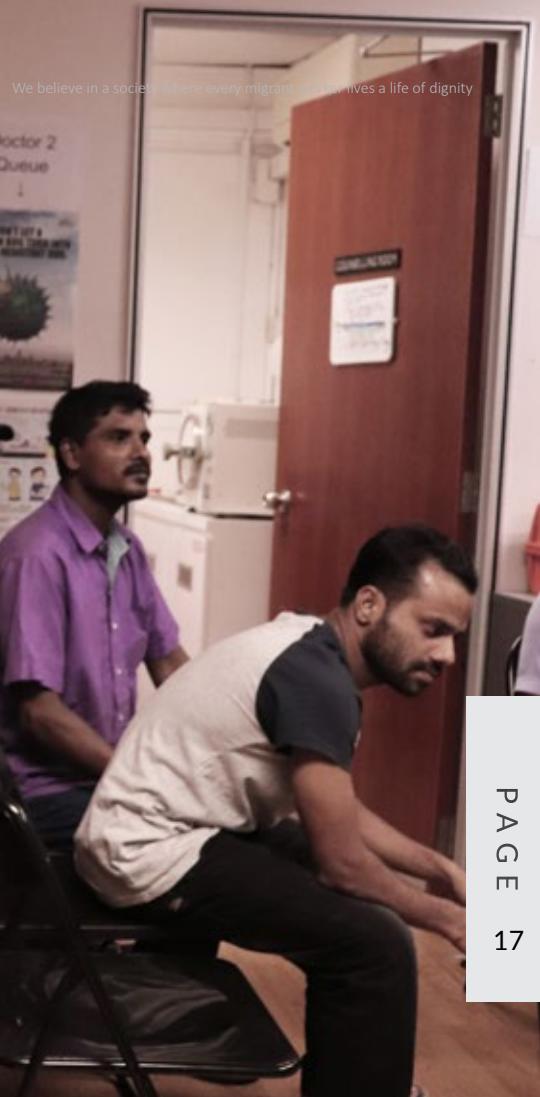
"Migrant workers deserve the same care i give to my own parents...I'm very struck by the bonds they have...they speak to each other, a lot of support.

Being strangers in a foreign land, that brotherhood is so important. I always feel happy when other migrant workers are so willing to help translate.

I'm there to give out encouragement and affirmation, not just drugs...i'll speak in their language if i can.

Just seeing their face light up makes me so happy"

- Shyamala, Volunteer Pharmacist at HealthServe since 2009/2010



We believe in a society where every migrant worker lives a life of dignity

# CASEWORK & SOCIAL SERVICES

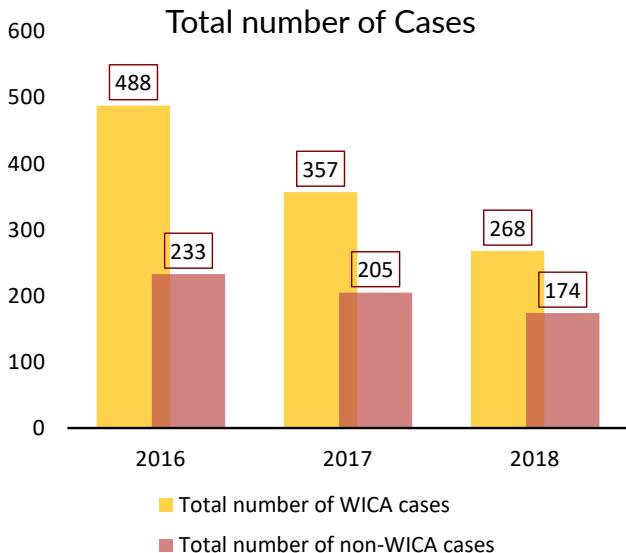
We assisted 442 workers in injury compensation and contractual work dispute cases in 2018. In casework, beyond helping workers in need with compensation and contractual claim applications, we provide mental and emotional support by accompanying them to their hospital appointments and visiting those hospitalised or in nursing homes and house those without adequate accommodation in our emergency shelter.

In response to the significant increase in South Asian migrant workers coming to HealthServe for help, we appointed our first Bengali speaking caseworker.

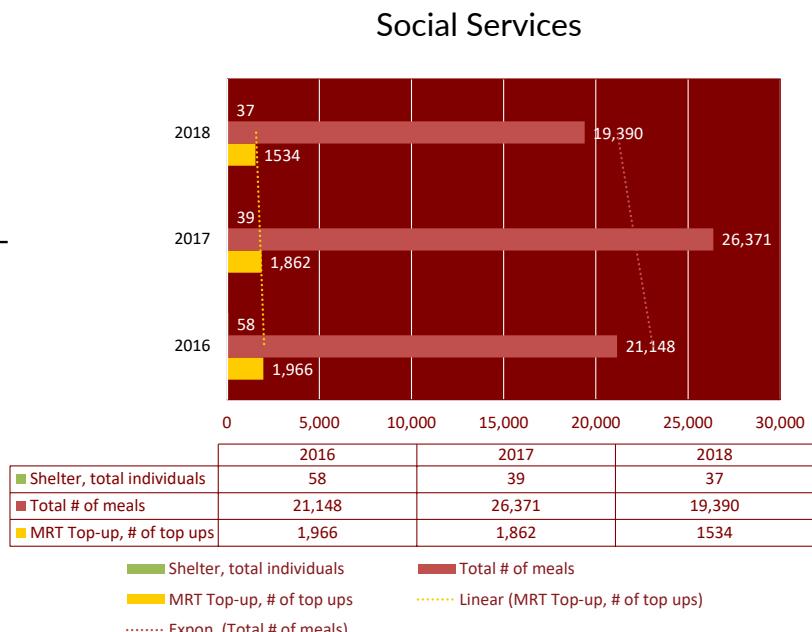
In 2018, one of our Chinese migrant brothers Ying Bin was featured in Wanbao newspaper's "Good Deed Good Heart" series for his continuous care and support to another migrant brother in a nursing home.

We also encourage our migrant beneficiaries to provide peer support to one another. This aspect is very meaningful in improving the esteem of the migrant workers community as evidenced by this highlight.



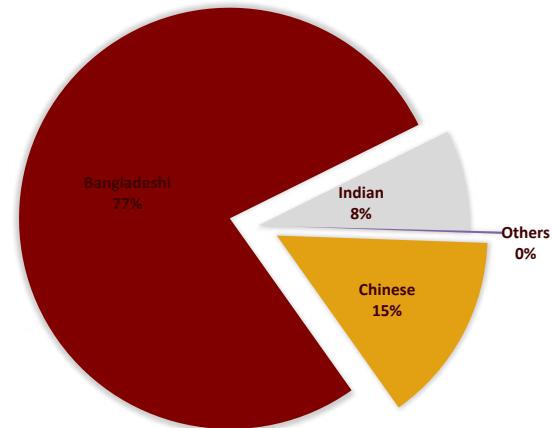


The apparent decline in the number of workers seeking casework and social assistance from 2016 reflected a change in our classification of casework. There had been an initial surge in numbers of workers captured under casework with the opening of our Little India office in 2016. However, many of the workers who came for help mainly needed meals, as they were being assisted in casework by other migrant worker charities. We have since tightened the definition of a case to include only workers who need assistance beyond free meals.





## Breakdown of nationalities in Healthserve's Casework Management and Social Services



Our food project in Geylang has given out over 8,100 meals for Chinese migrant workers on Special Passes and is supported by Migrant Worker's Centre (MWC). Our Little India food project runs three times a week and in 2018, every Wednesday a shelter resident anchors the cooking to provide healthier meals for our South Asian migrant brothers. In 2018, more than 11,000 meals were given out in Little India.



**\$31,800+**

MRT Top Ups were given out for Special Pass holders to attend appointments with MOM, ICA, hospitals and employers.

**\$12,200+**

Emergency assistance funds were disbursed to 35 over individuals.



“在这里，他们帮助了我们很多很多” *Here at HealthServe, the people have really helped us a lot* JJ's story

JJ is a 40-year-old Chinese migrant worker from Jiangsu province who first came to Singapore in 2006. In July 2018, he was injured when metal shards entered his left eye - his employment was terminated and he was not able to work.

He went through 3 surgeries to remove the metal shard and fragments lodged into the back of his eye sockets. The surgeries has caused him a deal of pain and discomfort. He didn't tell his elderly parents about his injury as he didn't want them to worry but kept in constant contact with his wife and son.

When he was at the hospital he happened to meet SX, a Chinese migrant worker who was receiving help from HealthServe and who then referred him to our Geylang centre.

He received both casework and social assistance which were helpful in relieving some of his financial burdens and has gone for our outings. He has admitted that he wouldn't know what to do without HealthServe's help and appreciates the company of fellow migrant brothers without whom he would be sad, lonely and bored. He attended counselling sessions while with us as he finds that these sessions help him to address internal hurts, which he found much harder to deal with than his external injuries.

He received his compensation in December 2018 and returned home to China. He expressed gratefulness to HealthServe and even donated part of his compensation as a way of showing his gratitude and paying it forward to others.

# MENTAL WELLNESS

Workers who have suffered worksite injuries or who have been exploited are usually under severe mental stress. Other than loss of income and physical incapacitation, workers struggle with the huge fear of being sent home while still in debt from loans taken on to pay for agent fees. There is a need to care not just for these workers' physical well-being but also their emotional and mental well-being.

HealthServe provides counselling services to such workers. With an increased need for counselling services and to increase our volunteer pool of counsellors, we partnered tertiary institutions to send their students doing courses in Counselling to put in their counselling practicum hours with us. For workers in more severe mental distress, we refer them to our panel of volunteer psychiatrists. Many of our beneficiaries have said that they have benefited greatly from our counselling sessions which helped them have a more positive outlook of their situation.

HealthServe believes in community support and creating a safe and caring environment for workers in distress. We will be focusing in 2019 and 2020 on further deepening our efforts in this area (See page 34). Other than counselling, we support the workers through the provision of skills development workshops, group work sessions, outings and even volunteering opportunities. In 2018, Some of these activities were organised in collaboration with various schools and organisations such as Nanyang Girls High School, Hwa Chong Institution, DBS Singapore, Life Community Services and Paya Lebar Methodist Church. We also continued working together with other partner NGOs and hospitals to raise awareness of medical professionals about migrant worker issues.





Becoming a tradition of sorts, when a Chinese migrant worker leaves, he sponsors a dumpling party, inviting the HealthServe community to join in making and cooking hundreds of dumplings!

more than  
**3000**  
dumplings (jiaozi) made  
from scratch and consumed in 2018



# over 100

classes, workshops,  
events, activities  
and outings were  
organised to empower,  
educate and improve  
mental wellness for  
migrant workers.



*"Healthserve has a very friendly and volunteer-centric culture"*

- Derek, Volunteer Nurse at HealthServe since 2013

*"...its really a community, like a family. Not like a conveyor belt. Come to know them, **become their family.**"*

- Dr Leyland, Volunteer Doctor at HealthServe for over 5 years on what is the most rewarding about volunteering at HealthServe

A photograph showing several volunteers in a medical or dental clinic. In the foreground, a woman in a pink patterned top is assisting a man in a white shirt. Another man in a blue t-shirt and glasses is looking down at the patient. A young man in a black t-shirt stands in the background, smiling. The setting appears to be a clinical office with a reception desk and informational posters on the wall.

# IN 2018 MORE THAN

**360**

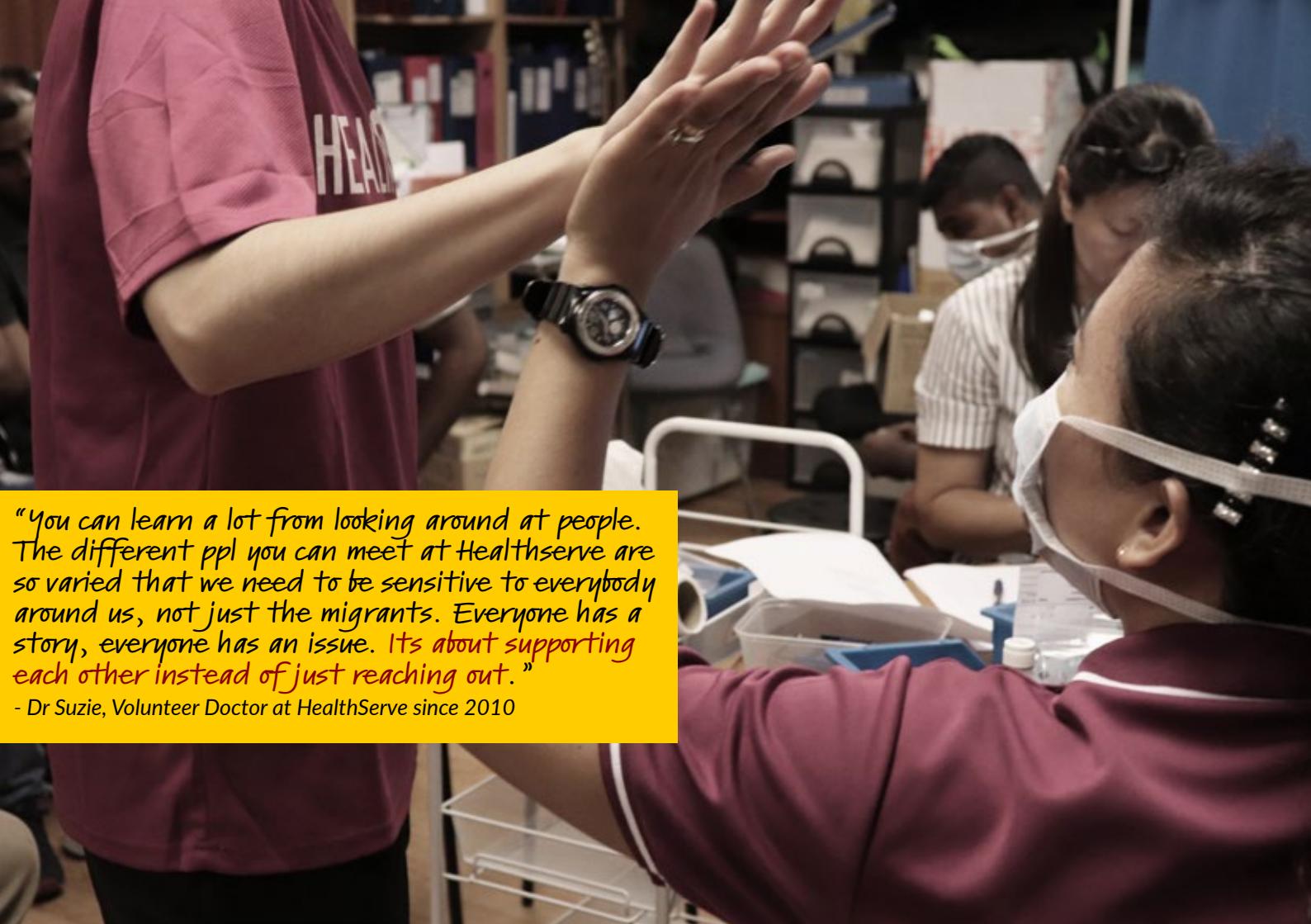
**840**

**26k+**

individuals went through  
our Volunteer Orientation

people served with us as  
volunteers.

hours served by volunteers



"You can learn a lot from looking around at people. The different ppl you can meet at Healthserve are so varied that we need to be sensitive to everybody around us, not just the migrants. Everyone has a story, everyone has an issue. Its about supporting each other instead of just reaching out."

- Dr Suzie, Volunteer Doctor at HealthServe since 2010



# IN 2018

**79**

interns went through our  
internship program

I feel that the best way to better understand the issues our migrant friends face and to bridge the cultural gap is to get to know migrant workers as people and being an intern at HealthServe gives us an opportunity to be on the ground.

- Kellerine, Communications & Engagement Intern 2018

# DRAGONFLIES

In May, HealthServe collaborated with award-winning theatre company Pangdemonium to host the play DRAGONFLIES to raise funds and to raise awareness of the migrant worker community.

Around 600 HealthServe supporters came together to enjoy a thought-provoking performance and post-show dialogue between the cast and our Co-Founder, Dr. Goh Wei Leong. The powerful play reminded us that we were all common humanity.

Including a grant from Toteboard, we raised over SGD370,000 to support HealthServe's work with migrant workers.



# A W A R E N T H I S



## VIP visits

This year we were privileged to host Ms Grace Fu, Minister for Culture, Community and Youth and Mr Zaig Mohamad, Minister of State, MOM at our centres to give them further insight into the work we do.

## National Day Feature

HealthServe made an appearance in the 2018 National Day video with the theme 'We are Singapore'. It included some of our migrant brothers who represent an invaluable part of our society.



## International Migrants Day

We supported the first-ever Global Migrant Festival held in Singapore and ran a social media campaign to increase public awareness on issues migrant workers face in Singapore. We also participated in the 'Yellow Helmet Challenge'. In the same week, we released a short video on Twitter showing HealthServe staff and interns appreciating migrant workers and to date it has received more than 400,000 views.

## Hospital Talks

In collaboration with two doctors, we have continued participating in monthly talks around hospitals such as NUH, KTPH, CGH, SGH, NNI and NTFGH. These talks are part of our public awareness initiative to educate and raise awareness amongst doctors about the issues migrant workers face when navigating the hospital system and how they can play a part to ensure migrant workers are treated with dignity within the medical care system.

## Research Highlight

The UCL-Lancet Commission on Migration and Health has published a report on 'The Health of the World on the Move' on 5th December 2018. One of the world's top medical journals, the Lancet Commissions are a global authority on whatever topic on health and medicine they report on. We are proud that a research paper written by HealthServe volunteers and staff has been referenced (refer to footnote 125).

## Media Features

In 2018 several volunteers from our community and our founder were featured in Singapore's major media channels including The Straits Times, Channel News Asia and Todayonline.

# FINANCIALS

<b>INCOME</b>	
DONATIONS	804,765
FUNDRAISING*	375,979
GOVERNMENT GRANTS	43,675
OTHER INCOME	234,201
<b>TOTAL INCOME</b>	<b>1,458,620</b>
<b>EXPENSES</b>	
PROGRAMMES	1,094,427
FUNDRAISING AND PUBLICITY*	49,000
ADMINISTRATION	254,069
<b>TOTAL EXPENSES</b>	<b>1,397,496</b>
<b>SURPLUS THIS YEAR</b>	<b>61,124</b>
<b>RESERVES</b>	<b>4,175,662</b>

\* Fundraising efficiency ratio - 7.8 %

# CORPORATE GOVERNANCE

Even as the work of HealthServe continues to grow, the Board is fully aware that for the success of and long term sustainability of its work, we need a strong Corporate Governance Culture.

## CONFLICT OF INTEREST POLICY STATEMENT

HealthServe Ltd has put in place its Conflict of Interest Policy (COI) to protect the Organisation's welfare and best interests over and above all priorities and objectives. The COI mandates that no staff or Board Director may engage in any external interest or business that may undermine or conflict with the Organisation's overall welfare. Declarations of interest by staff and the Board are required annually and when necessary. The charity did not have any paid staff, who is a close member of the family of the Executive Director or a governing board member during the financial year.

## WHISTLEBLOWING POLICY STATEMENT

HSL promotes an open, transparent, no-rank culture where employees are encouraged to whistleblow about any possible corporate or employee improprieties. HSL's whistleblowing policy is adopted to protect employees from any potential negative consequences for raising these improprieties.

## RESERVES POLICY

The reserves that we have set aside provide financial stability and the means for the development of our work. HealthServe's reserves policy targets a minimum of 2 years of operating expenditure.

## CODE OF GOVERNANCE FOR CHARITIES

HealthServe is committed and adheres to the Code of Governance for Charities & Institutions of a Public Character (IPCs) issued by the Charity Council.

## FUNDING SOURCES

HealthServe's main source of financial support are donations from individuals, foundations, corporates and churches, as well as the Care and Share grant.

## CODE OF CONDUCT

A Code of Conduct for staff and volunteers is in place and a formalised code of conduct for Board members was approved by our Board in June 2019.

## REMUNERATION DECLARATIONS

There is one staff whose annual remuneration was within the band of \$100,000 and \$200,000 in 2018.

## BOARD MEETINGS ATTENDANCE

This is intended to show the table of number of board meetings and the attendances of each board member:

	8-Feb	17-May	15-Aug	15-Nov
Dr Goh Wei Leong	✓	✓	✓	✓
Ms Chan Chia Lin	✓	✓	✓	
Mr Chan Kum Kit	✓	✓		✓
Dr Calvin Chong Peng Choon	✓		✓	✓
Dr Jeremy Lim Fung Yen	✓	✓	✓	
Ms Susan Kong Yim Pui	✓	✓	✓	✓
Mr Matthew Saw Seang Kuan	✓	✓		

# LOOKING AHEAD

One important but often neglected area of health is mental health. This refers to a range of issues such as depression and post-traumatic stress disorder. Recent studies suggest that these are extraordinarily common among migrant workers in Singapore. Moderate stress, mood/anxiety disorders is estimated at 15-20% amongst male work permit holders. There are many possible reasons for this, such as their dislocation from home, financial worries, stressful working environment or inadequate rest.

Drawing from our thousands of interactions with migrant workers and years of experience, HealthServe is in the early stages of launching Singapore's first comprehensive programme for mental health among migrant workers. Its main elements are educating workers to promote their mental well-being, screening to identify those who need additional support, facilitating workers to support one-another, and linkages with professional mental health workers to provide additional assistance when necessary.

We are grateful for the support and technical help we have received thus far from MOH, MOM, IMH, Shan You, and numerous other friends and partners.



"I feel useless and I feel like I don't want to live anymore"  
- Migrant worker who suffered a stroke

# CORPORATE INFORMATION

**TYPE OF ENTITY**

Company Limited by Guarantee

**DATE OF REGISTRATION**

17/10/2006

**REGISTERED ADDRESS**

1 Lorong 23, Geylang, #01-07 Building 4,  
Singapore 388352

**UNIQUE ENTITY NUMBER**

200615440H

**IPC STATUS**

1/11/2018 - 31/10/2021

**TELEPHONE**

6743 9774

**SECTOR ADMINISTRATOR**

Ministry of Health

**NATIONAL COUNCIL OF SOCIAL SERVICE MEMBERSHIP**

Full membership

**BANKER**

DBS Bank Ltd

**CHARITY STATUS**

Registered

**AUDITOR**

Lo Hock Lin

**HEALTHSERVE MAIN OFFICE**

1 Lorong 23 Geylang #01-07  
Building 4  
Singapore 388352

**HEALTHSERVE LITTLE INDIA OFFICE**

151A Jalan Besar  
Singapore 208869

**HEALTHSERVE MANDAI CLINIC**

Westlite Mandai Dormitory  
(Off Woodlands Road)  
36 Mandai Estate, #00-00  
Singapore 729940

**HEALTHSERVE PAPAN CLINIC**

5D Jalan Papan, #01-34/36  
Aspri Westlite Papan  
Singapore 619421

# 2018/19

## ANNUAL REPORT

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### MAIN OFFICE:

1 Lorong 23 Geylang #01 -07  
Singapore, 388352

Email: [info@healthserve.org.sg](mailto:info@healthserve.org.sg)  
Phone: +65 6743 9774

[www.healthserve.org.sg](http://www.healthserve.org.sg)

UEN 200615440H



In 2018, HealthServe staff, volunteers and interns personally sent off more than 24 migrant brothers at the airport.