

Marketplace



Our Approach and Targets

In 2018, the Group continued to grow financially and contributed positively to the economy through creation of rewarding jobs in Singapore and regionally. Through efficient use of resources coupled with strong financial management, it was able to grow responsibly as a company in order to provide its staff, shareholders and partners with positive economic returns.

RMG's doctors, dentists and nurses continued to engage in community outreach activities such as conducting basic health screening sessions, giving health education talks and advice on healthy ageing to senior citizens and distributing masks at community centres in various parts of Singapore. Talk participants are encouraged to share their knowledge among their social circles, thereby raising the awareness of healthy ageing in the community. Our doctors are also involved in running clinics for foreign workers on a regular basis.

In addition, we invested in strategic corporate social responsibility programmes to contribute to the well-being of the Singapore community.

Moving forward, the Group targets to maintain a financially strong and healthy balance sheet and cash flow to create long-term value for its stakeholders.

Achievements in 2018

RAFFLES SHIELD

As part of the Group's strategic expansion plan, Raffles Health Insurance entered into the integrated shield market by launching the Raffles Shield in August 2018. The main aim of the Raffles Shield is to provide hospital and surgical coverage, as well as promote healthcare by providing policyholders access to affordable health management and wellness programs. Raffles Shield is intended to encourage responsible and appropriate healthcare consumption across various stakeholders to reduce premiums payable by policyholders in the long run. Entering the integrated shield plan market will allow the Group to expand its customer base upstream and increase sales on both the insurance and health fronts, in addition to creating a positive impact on the industry by addressing certain gaps in the market.

LOCAL VENDORS

To support local vendors, the Group chose to procure from Chinese local suppliers for Raffles Hospital Chongqing. The Group maintained the local-based suppliers procurement level at 99% in terms of expenditure and supplier-based for local-based suppliers. This allows us to give back to the community where we operate in.

PROCUREMENT

Raffles Hospital in Chongqing adopts similar procurement practices and procedures as Singapore, while incorporating their local customs and regulations.



GREEN INVESTMENTS

In its recent A&A works at levels 1, 2, 10 and 13 of Raffles Hospital, the Group spent close to half a million dollars on green investments – expenditure that has positively direct or indirect impact on environment and are potentially cost saving in the long run. These include water saving sensors and energy saving lights.

DIRECT JOBS CREATIONS

As at 31 December 2018, RMG provided 2,538 direct jobs. Our total operating costs (including staff costs) amounted to \$410.0 million in the Year 2018. This contributes to the respective local economies and communities.

LOCAL COMMUNITIES CHARITY ⁽⁴¹³⁻¹⁾



Zion Home for the Aged

The Zion Home for the Aged is a shelter and home for aged females that was established in 1979. Since June 2015, doctors and TCM physicians from RMG have visited the Zion Home for the Aged on a monthly basis to provide medical consultations, acupuncture service and advice for the residents. Residents who require further specialist consultations are referred to Raffles Hospital for X-rays, laboratory tests and medication by specialist doctors with costs borne by Raffles Hospital.

Memories Café

In 2018, RMG through AMF continued to support the Alzheimer's Disease Association through the Memories Café. This social event provides a change in environment for caregivers and persons with dementia to share their experiences in a safe and supportive setting.

PCF Sparklecare

RMG's specialists, doctors and staff made quarterly visits to two PCF Sparklecare centres in Simei and Yew Tee. They interview, consult and examine the elderly dementia and stroke patients together with PCF's physiotherapists and occupational therapists to determine adjustments with their rehabilitation programmes onsite.



Project Kidney

RMG supported students from Raffles Girls School with funding, doctors and equipment to educate, assess and assist 15 elderly with kidney problems at Tembusu ElderCare Centre.

Shop for a Cause

To spread the festive cheer, close to 20 staff of RMG went shopping on 22 December 2018 for daily necessities to be given to 30 less privileged families under the auspice of Bethesda Care Services as well as for residents of the Zion Home for the Aged. The group also sang Christmas carols and treated the elderly residents of Zion Home for the Aged to a yummy festive lunch.



South Central Community Family Service Centre (SCFSC)

RMG's nutritionists conducted a cooking demonstration and a supermarket tour to help less privileged families under the SCCFSC to eat well without expensive ingredients and fuss-free cooking.

COMMUNITY PCF Dental Screening

Raffles Dental provided free basic dental check-up for pre-school children in 2018. The volunteer dentists would indicate the children's oral hygiene on an assessment sheet for them to bring back to their parents. Goodie bags comprising of a set of kids' toothbrush and toothpaste were also given out to the children during the event.



Health Screening

In 2018, a total of 96 persons underwent free Faecal Occult Blood Test (FOBT) screening conducted by the Group. Those who are found to have blood in their stools are encouraged to further do a colonoscopy or gastroscopy with packages that can be fully covered by Medisave.

In conjunction with Breast Cancer Awareness Month in October, RMG offered discounted mammogram screening packages. 1,405 packages were taken up between 1 October and 31 December 2018.



Enhanced Screen for Life (SFL)

Raffles Medical supports SFL, the national screening programme by the HPB that offers Singaporeans and Permanent Residents health screening recommendations and the necessary follow-up based on age and gender. With effect from 1 September 2017, PG cardholders, CHAS cardholders, and all other eligible Singaporeans can access subsidised Chronic Disease blood test, Colorectal Cancer test and Cervical Cancer test with one post-screening consultation at a subsidised fee at Raffles Medical's CHAS clinics.

Primary Care Network

Raffles Medical has been officially awarded under MOH PCN Scheme for five years. MOH will provide funding of operational and administrative support to Raffles Medical General Practitioners for managing patients with chronic disease conditions. Raffles Medical's PCN has nurse counsellors, care coordinators, and chronic disease registries to help manage patients with more complex chronic conditions and care needs. New services offered are Diabetes Foot Screening, Diabetes Retinal Photography and Nurse Counselling.



Health Supplements

The Group provides complimentary supplements to members of the community through various events such as health talks and charity events.



EDUCATION

Bursary Award

56 bursaries were disbursed to the Group's staff for their children's education under the Raffles Medical Group Bursary. The financial assistance aims to give them a head start in their life and career.

Clinical Training and Internships

RMG provided clinical supervision to 404 students and received 70 internship students from various post-secondary educational institutions such as National University of Singapore, Nanyang Technological University, Singapore Management University, Singapore Institute of Technology, Nanyang Polytechnic, Ngee Ann Polytechnic, Singapore Polytechnic, Temasek Polytechnic, Republic Polytechnic and Institute of Technical Education.



These clinical and internship placements comprise diverse areas, which include nursing, radiography, laboratory, pharmacy, biomedical engineering, business management, communications, accounting, finance and information technology.

In 2018, RMG trained 1,336 corporate clients as well as healthcare professionals in Life Support courses such as Basic Cardiac Life Support, Automated External Defibrillator, First Aid Awareness and Standard First Aid.

The local outreach programmes exemplify the enduring commitment of RMG to contribute to the development of healthcare professionals, with the goal of improving the quality of healthcare.

Marketplace



RMG is committed to create direct and indirect economic value for our stakeholders including patients, staff, investors, the community and the environment continuously. Through our business polices and operations, RMG

- Delivers financial returns to the investors;
- Supports infrastructure through taxes and other payments to government; and
- Contributes to the local economics and communities by creating jobs, generating income and transferring efficiency gains.

For information on our financial performance, please refer to the Annual Report 2018.

SUPPLY CHAIN (102-9, 102-10)

The Group is committed to ensuring that the welfare of workers and labour conditions within its supply chain meet or exceed recognised standards. There are no significant changes to organisation and its supply chain.



ETHICS AND ETHICAL TRADING (102-17)

The Group will ensure that its staff uphold professional standards and workplace standards and behaviours that are consistent with the Group's requirements. It is committed to working against corruption in all its forms, including extortion and bribery.

All new hires are required to attend Raffles Onboarding Programme and Creating Service Delight within the first three months of employment. Staff are briefed on values, principles, ethics, standards and norms of behaviour.

The Group collaborates with its suppliers and contractors to achieve its policy aspirations in the delivery of products and services. It encourages vendors to adopt responsible business ethics and practices for mutual benefits. The Group is also committed in ensuring that the welfare of workers and labour conditions within its supply chain meet or exceed recognised standards. For material projects, an open tender is compulsory to ensure fair competition.

PROCUREMENT PRACTICES (204-1)

The Group works with suppliers, sub-contractors and other service providers to help achieve its policy aspirations in the delivery of products and services. To this end, it encourages vendors to adopt responsible business policies and practices for mutual benefit.

The Group is committed to ensuring that the welfare of workers and labour conditions within its supply chain meet or exceed recognised standards.

SUPPORTING LOCAL VENDORS

The Group contributes to the national economic development by supporting locally-based businesses. We advocate ethical business practices through the establishment of policies and practices that ensure a fair selection and procurement process. We maintain good relationships with our vendors through on-going engagement during meetings and tender interviews, to ensure continuity of services and to keep them abreast of our latest developments.

Our business activities with them had in turn supported a significant number of indirect jobs creations. The choice of local vendors is always a first option due to proximity, product availability and the trusted quality of products. Working with local vendors is also a standard practice across all healthcare organisations in Singapore and abroad.



ANTI-CORRUPTION (205-1, 205-2)

We recognise the need to manage the Group’s exposure to corruption risk through good corporate governance, business ethics and strong internal controls in our business processes.

We conduct an annual risk assessment applicable to all business units in the group. The assessment allows us to identify and mitigate areas of high risk, including corruption.

Staff undergo e-learning courses on anti-corruption and bribery during the year. The various whistle-blowing channels are also highlighted during the training.



We provide guidelines on how staff should respond appropriately pertaining to gifts from customers or business associates. These guidelines serve to protect and uphold the reputation, professionalism and integrity of RMG and its staff, as well as to avoid corporate obligation to customers or business associates resulting from gifts or favours received.

All members of senior management, physicians as well as staff who are involved in procurements make an annual declaration of possible conflict of interest. For risk management purposes, certain group of staff except physicians and nurses are required to take a block leave break of at least five consecutive working days at least once a year. The block leave should be scheduled at the beginning of the year.

We conduct annual vendor evaluation to ensure that contractors and suppliers comply to certain performance standards as required by the Group.

WHISTLE-BLOWING

The Group has a Whistle-Blowing Policy and procedures which enables staff and other persons to raise in-confidence, whether anonymously or otherwise, concerns on possible improprieties relating to accounting, financial reporting, internal controls, auditing or other matters, without fear of reprisal in any form.

Under these procedures, arrangements are in place for independent investigation and for appropriate follow-up actions to be taken. To facilitate and encourage reporting, the Whistle-Blowing Policy together with the dedicated whistle-blowing communication channels such as email and postal address as well as telephone contact numbers are available on the Group’s intranet, and are easily accessible by all staff and other persons. Necessary safeguards are taken to protect whistle-blowers.

Direct channels to the Audit and Risk Committee as well as to the Executive Chairman are also available for reports involving any Director and Senior Management.

TRANSFERRING EFFICIENCY GAINS

We have a centralised procurement team handling purchases of our network of clinics located island wide. This had enabled us to achieve economic of scales and operational efficiencies. These efficiency gains were passed on to our patients and customers in the form of providing more affordable healthcare products and services.

PRECAUTIONARY PRINCIPLE OR APPROACH ⁽¹⁰²⁻¹¹⁾

The Group does not explicitly refer to the precautionary approach or principle in its risk management framework. We seek to contribute to society through responsible profit generation, which ties in with our core values.

MEMBERSHIP OF ASSOCIATIONS ⁽¹⁰²⁻¹³⁾

The following is a non-exclusive and non-exhaustive list of associations the Group and its staff are members to:



Cambodia

- Cambodian Federation of Employing Bodies Association (CAMFEBA)
- Japanese Business Association (JBAC)

Japan

- All Japan Hospital Association
- Japan Medical Association
- Japanese Society of Travel and Health
- National Federation of Health Insurance Societies
- Osaka Medical Practitioner's Association

People's Republic of China

- Alpha Omega Alpha Honor Medical Society (Elected)
- American Chamber of Commerce (AmCham) (China (Beijing) / (Dalian) / (Nanjing))
- American Federation of Medical Research
- American Society of Nephrology
- American Society of Pediatric Nephrology
- Canadian Association of Pediatric Nephrologist
- Canadian Pediatric Society
- European Chamber (Nanjing)
- German Chamber of Commerce (China North)
- International Society of Hemodialysis
- International Society of Peritoneal Dialysis
- Japanese Association (Tianjin)
- Japanese Chamber (Beijing)
- Japanese Club (Beijing)
- Nanjing International Club (Nanjing)
- National Kidney Foundation
- Sacramento Pediatric Society
- SingCham (Beijing / Chongqing / Shanghai)
- Society of Pediatric Research (Elected)

Singapore

- Allied Health Professions Council
- Duke-NUS Medical School
- General Insurance Association of Singapore
- Lee Kong Chian School of Medicine (NTU)
- Institute of Singapore Chartered Accountants (ISCA)
- Management Development Institute of Singapore (MDIS)
- Mayo Clinic Care Network
- National Healthcare Group Board
- Singapore Business Federation (SBF)
- Singapore Dental Council (SDC)
- Singapore Institute of Management (SIM)
- Singapore Medical Association
- Singapore Medical Council
- Singapore National Employers Federation (SNEF)
- Singapore Nursing Association
- Singapore Nursing Board (Insurance / overseas)
- Traditional Chinese Medicine Practitioner's Board (TCMPB)
- Workplace Safety and Health Council (Healthcare)
- Yong Loo Lin School of Medicine (NUS)

Vietnam

- Australian Chamber of Commerce (AusCham)
- Japanese Business Association of HANOI (JBAV)
- Japanese Business Association of Ho Chi Minh City (JBAH)
- The British Business Group (BBGV)

LOCAL COMMUNITIES CHARITY ⁽⁴¹³⁻¹⁾

RMG strives to be a good corporate citizen and has developed various CSR programmes over the years. One such initiative is the creation of a charity organisation, AMF, in 2003. The Foundation, initially founded by a group of doctors and nurses in RMG, reaches out by serving the medical and healthcare needs of the poor and the under-privileged. Beyond AMF, RMG also supports various worthy causes.

Health Screening

RMG supports the early detection of top cancers in Singapore through various initiatives. These include free FOBT kits and discounted mammogram screening packages.



Community Outreach

RMG's doctors and nurses regularly engage in community outreach activities such as conducting basic health screening sessions, giving health education talks and advice on healthy ageing to senior citizens and distributing masks at community centres in various parts of Singapore. Participants who attend the talks are encouraged to share their knowledge among their social circles, thereby raising the awareness of healthy ageing in the community. Some of the doctors are also involved in running clinics for foreign workers on a regular basis.

COMMUNITY INVESTMENTS

AMF was created in 2003 by a group of doctors and nurses in RMG, to reach out by serving the medical and healthcare needs of the poor and the under-privileged.

Our investments in these strategic corporate social responsibility programmes contributed to the well-being of the Singapore community.

EDUCATION

Bursary Award

Introduced in 2011, the Raffles Medical Group Bursary provides financial assistance to the Group's staff for their children's education, thus giving them a head start in their life and career.

Clinical Training and Internships

RMG trains physicians, nurses, allied health and healthcare managers in collaboration with local medical schools, polytechnics and vocational institutions to provide clinical training for undergraduates and postgraduates. These include clinical attachment and supervision for residents enrolled under the NUHS Family Medicine Residency Programme, as well as Family Medicine training postings for medical students from the National University of Singapore's Yong Loo Lin School of Medicine and Duke-NUS Graduate Medical School, and the Nanyang Technological University's Lee Kong Chian School of Medicine.

In addition, RMG partners with Nanyang Polytechnic, Ngee Ann Polytechnic, Singapore Polytechnic, Temasek Polytechnic, Republic Polytechnic, Singapore Institute of Technology and Institute of Technical Education to offer clinical placements in diverse areas including nursing, radiography, pharmacy, laboratory and physiotherapy.



As a private healthcare institution, RMG adds value to the educational experience of each student / trainee by providing not only clinical experience, but also exposure to private sector standards of service excellence and business management.



CUSTOMER PRIVACY (418-1)

Patient confidentiality is an important aspect of healthcare and the Group strives to maintain that. On top of that, RMG has clear policies pertaining to PDPA drawn up since 2014. The Group ensures it obtains patient consent for collection and, use and disclosure and processing of personal data for healthcare related use only. We work closely with third parties who support the healthcare delivery (including insurance companies and other healthcare companies) to ensure compliance to the RMG PDPA policy. Patients can at any point in time choose to unsubscribe or opt out from SMS reminders. Staff are guided to call patients only for matters related to direct patient care. The Group's privacy statements can be found on the corporate website (www.rafflesmedicalgroup.com).

In line with the PDPA Act, RMG has appointed Data Protection Officers to ensure that adequate action is taken to protect customers' personal data. Policies are in place to address data protection issues.

As a Group, RMG received zero substantiated complaints in the year. No complaints were raised to regulatory bodies. No leaks, thefts, or losses of customer data have been identified in the year.



The IT department and the Medical Record Office manage secure databases to safeguard personal data and patient records. RMG adheres to security best practices in the Healthcare and Financial Institutions industry. The Group has been audited against the Monetary Authority of Singapore Technology Risk Management Framework. The Group engages Managed Security Services Providers to counsel the Group accordingly. RMG staff undergo orientation, e-training and are regularly updated on the latest cybersecurity threats and best practices.

For protection of our patients and corporate client data, we have various security technologies in place such as Web Application Firewalls (to detect DDOS, web application cyber-attacks), Next Generation Firewall (to prevention unauthorised intrusions), Advanced End Point Prevention (to prevent zero day exploits) and Security Monitoring by a Managed Security Provider. This is in addition to the alignment of industry security best practices with our people (through security awareness programmes) and processes as well.



COMPLIANCE (419-1)

The Group is committed to comply with all the statutory and regulatory requirements. Management submits periodic reports and updates on such compliance to the Ministry of Manpower as well as other relevant government agencies and regulatory bodies.

Policies and processes have been set in place for compliance and adherence to national standards and regulations including those of licensing, infection control, workplace safety and other statutory requirements.

RMG is committed to exercise the utmost vigilance wherever its products and services are involved, whether or not they are distributed by one of its distribution channels. This vigilance extends to third party products and services where, for example, the Company is acting as the distributor.



All Raffles Health Insurance staff complete an e-learning programme from an accredited Institute of Banking and Finance training provider. The training modules include:

- (a) Anti-Money Laundering and Counter-Terrorism Financing;
- (b) Personal Data Protection Act (Singapore);
- (c) Sanction (Global);
- (d) Fraud Prevention (Global); and
- (e) Business Continuity Management (Global).



SOCIOECONOMIC COMPLIANCE (419-1)

As a responsible and a leading provider of integrated healthcare services, the Group is committed to work closely with government agencies and regulators to comply with the statutory and regulatory requirements in the regions that the Company operates.

Management is committed to make regular periodic reports and updates to the MOH and MOM in Singapore as well as other relevant government agencies and regulatory bodies in the regions that the Company operates.

Policies and processes have been set in place for compliance and adherence to national standards and regulations including those of licensing, infection control, workplace safety and other statutory requirements.

The Group has not identified any significant non-compliance with national standards and regulations.