




Deepening Our Impact

ANNUAL REPORT FY2019/20



At Methodist Welfare Services (MWS), we understand the importance of caring for our community, especially for those in need. Just as times have changed, we too have expanded our spectrum of care to meet the specific and diverse needs of people in vital Impact Areas. In all that we do, we strive to care for the chronically ill, frail and destitute; engage the socially isolated; empower families in distress; and rehabilitate at-risk youth.

Our Annual Report FY2019/20 is designed to reflect our commitment to **Deepening Our Impact**, using strong typography supported by design elements to reinforce our focus on our Impact Areas, strengthen community ties and achieve our vision of enabling the disadvantaged and distressed to have life to the full.

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MWS is a member of NCSS
 IPC Registration No.: IPC000360
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 UEN: S81SS0088H
 Bank: The Development Bank of Singapore Limited
 Auditor: Baker Tilly TFW LLP
 Pro Bono Legal Service Provider: Drew & Napier LLC

Brand Story

Since 1981, Methodist Welfare Services (MWS) has been serving the disadvantaged and distressed, regardless of age, race and religion. From a single home for 24 sick seniors, MWS has extended our spectrum of care over the years to meet the specific and diverse needs of vulnerable seniors, families and youth.

We empower people to have life to the full by lifting them out of poverty. On top of financial poverty, we also aim to address poverty in the areas of psychosocial as well as physical and emotional health. We strive to achieve this by providing an integrated and holistic helping process for every person who comes through our doors.

INTEGRATED SERVICES

MWS serves our beneficiaries through an integrated and holistic suite of care offered by a team of professional staff across an island-wide network of 20 centres and programmes. Recognising the complexity of the issues that our beneficiaries face, we take a whole-person approach that considers their total physical, emotional and psychosocial needs, while leveraging on their inherent strengths.

The MWS service network makes cross referrals and multi-pronged interventions from varied disciplinary professionals possible. Our continuum of care provides step-up support ranging from community-based social and health programmes for seniors to residential nursing and rehabilitative care, to home-based care and hospice services. Our family services cover counselling and therapy, debt matching and asset-building programmes, as well as trauma-based interventions.

HOLISTIC CARE

We adopt a person-centred and holistic approach in addressing the challenges that our beneficiaries face. This means that in all we do, we aim to uphold the dignity of our beneficiaries by making their needs a priority and respecting their preferences. Our holistic approach includes understanding the circumstances and root causes to bring about interventions that can make a sustainable difference in their lives.

As our society and the needs of the community change over time, our role has also evolved beyond being a provider of remedial services. We are therefore building on our experience to:

- Empower those in need to adopt transformational mindsets and harness skills and resources to change their lives;
- Advocate for those who have fallen through the cracks by championing preventive care services and initiatives;
- Nurture current and new talents to acquire the necessary skills and knowledge, and pursue innovative ways to serve effectively.

Working in close partnership with the community, we look forward to the day where all who call Singapore home will truly be able to have life to the full.

Vision

To be Christ-centred, in enabling the disadvantaged and distressed to have life to the full.

Mission

To enrich the quality of life for the disadvantaged and distressed, through integrated and holistic services in partnership with Methodist churches and the community.

NURTURE

EMPOWER



Reduce poverty



Alleviate the strains of modern family life



Help the elderly age in place



Rehabilitate at-risk youth



Nurture the potential of children



Person-Centred and Holistic Approach

Values

- | Trust | Respect Worth and Dignity of People |
- | Uncompromising Integrity |
- | Service before Self | Teamwork |
- | Sound Governance |

ADVOCATE

Keep Doing Good



Rev Dr Chong Chin Chung

Bishop
The Methodist Church
in Singapore

Patron
Methodist Welfare Services

**HE HAS SHOWN YOU, O MORTAL, WHAT IS GOOD.
AND WHAT DOES THE LORD REQUIRE OF YOU?
TO ACT JUSTLY AND TO LOVE MERCY
AND TO WALK HUMBLY WITH YOUR GOD.**

Micah 6:8

MWS exists not just to provide critical care to meet the extensive needs of its beneficiaries, but to assess and implement more proactive and effective initiatives to bring about greater blessings to those in need. The ultimate aim is to keep deepening and extending the MWS purpose. This is encapsulated in the words, "Deepening Our Impact", which aptly describes the focus of MWS' work.

In 2020, we have learnt many precious lessons.

In early February 2020, the scourge of the COVID-19 outbreak started in Singapore and grew rapidly. Between April and June, it was revealed that more than 300,000 foreign workers were not receiving adequate care. They were living in cramped quarters that were lacking in amenities and space for activities. Under these conditions, the COVID-19 virus spread rapidly and widely, with hundreds of new cases diagnosed every day. Since then, the Government and other groups and organisations have sprung into action to support these foreign workers through direct care and improvement of their living environments.

During the circuit breaker, the Government was able to quickly build fully-equipped facilities for workers who tested positive for the virus and needed treatment. Tens of thousands of workers were also moved to vacant HDB flats, school buildings, school hostels, and even cruise ships moored at sea, so that they could stay safe and healthy.

The Government has promised that it will conduct a comprehensive review to improve living conditions in the workers' dormitories, meals and general welfare.

Perhaps to some observers, the incident has brought to light the harsh living conditions of foreign workers in Singapore. However, despite our image as a gracious and caring society, the Government did not try to cover up or evade the situation.

In fact, we saw the Government's determination and commitment to pour resources into addressing the problems. This is something charitable organisations must bear in mind – to never rest on their laurels, or be complacent with their accomplishments. Instead we are to work tirelessly to achieve excellence, and welcome opinions, dissenting views and feedback. We must not condone carelessness and irresponsibility, but be ready to correct ourselves when we have erred. This is how we can live up to the trust and hope that society at large has placed on us.

Finally, let us encourage one another by using Paul's words to inspire Christians to do good. He said: "Let us not become weary in doing good, for at the proper time we will reap a harvest if we do not give up." (Gal 6:9)

Thanks be to God, for his infinite favour to those who walk in his will!

The annual report typically highlights the various facets of the initiatives and activities that were undertaken by the organisation during the financial year. As a charity, MWS has to account for the plans that they have implemented, the fulfilment of its mission and the utilisation of funds and donations to their stakeholders and donors. The financial report gives a clear reflection of the work and activities that MWS has done.

I am gratified that MWS consistently delivers exemplary results year after year. I would like to express my appreciation and thanks to the Chairperson and members of the Board of Governance, and the MWS Group Executive Director and the team that she leads. All the fruits of their labour were made possible only because of the trust and faith of generous donors and the good work performed by volunteers who have contributed in so many ways and at various levels. I am thankful for all of you!

Building a Charity Powered by God's Love



Mrs Fong Loo Fern

Board of Governance

Chairperson
Methodist Welfare Services

MY GOAL IS TO SEE MWS DEVELOP INTO A CHARITY THAT NOT ONLY SERVES ITS BENEFICIARIES WITH OUTSTANDING CARE BUT ONE THAT IS POWERED BY VOLUNTEERS.

Having served on the MWS Board of Governance as Member and Honorary Treasurer, I am honoured to be appointed as Chairperson in 2019. It has been a journey in which I have received abundant blessings and experiences. I am most moved by the MWS vision of being Christ-centred. Our purpose is to empower the disadvantaged to have life to the full, and in doing so, be a channel for God's love in the community.

My goal is to see MWS develop into a charity that not only serves beneficiaries with outstanding care but one that is powered by volunteers. I believe that there are many baby boomers in Singapore who have the capacity to contribute, and I would like to see more of them step up to do so with their skills, experiences and finances. With the launch of the MWS Community – Volunteer Management System, we have a powerful tool to engage, manage and build a large base of volunteers. We need to optimise the benefits to build a strong base of very committed volunteers.

MWS has a competent management team that is able to work together to achieve our goals. It is during times of crisis that leaders rise up to meet new challenges and become stronger in the process. The COVID-19 pandemic is a game changer for Singapore and the world. We all have to change the way we live, work and play. For those who have lost their livelihoods and businesses, many would have to adjust drastically and grow in resilience to see the light at the end of the tunnel.

MWS is positioned in many ways to help. Our MWS Family Service Centres will have more distressed families to manage. We will need to increase our headcount of social workers to handle heavier caseloads. Our campaign to raise \$1.35 million to provide financial assistance to 1,000 low-income families affected by the COVID-19 pandemic will run until end October 2020. When our MWS Senior Activity Centres reopen, they will be essential conduits in the community for seniors who need more support as well as seniors who can help others. There are so many opportunities for MWS to do good better. I believe we can roll up our sleeves and be innovative in organising volunteers to help those who need it most.

Looking back, one of the highlights of 2019 was organising the inaugural MWS Charity Ball themed "All Jazzed Up!" in October 2019. The event was successful because we had a great team working tirelessly together, and with God's blessings, we were able to exceed the \$700,000 target that was set.

The work that MWS does every day to enrich the quality of life for the disadvantaged and distressed is only made possible by our community of supporters. I would like to thank the charitable foundations, trusts, individual donors, Methodist churches, corporations, schools, volunteers and MWS staff for enabling us to reach out and help 8,400 beneficiaries under the care of MWS. I would also like to express my heartfelt appreciation for the faithful service of my fellow MWS Board of Governance members, and the support and dedication of our Centre Governance Committees and Working Committees.

Deepening Our Impact



Ms Junie Foo

Group Executive Director
Methodist Welfare Services

MORE THAN EVER, CHARITY ORGANISATIONS MUST HAVE THE COURAGE AND RESOLVE TO COLLABORATE AND CO-CREATE SOLUTIONS AND INITIATIVES TO SUPPORT THE DISADVANTAGED.

also established a common practice framework that is underpinned by trauma-informed care across MWS Family Service Centres. MWS Senior Activity Centres are moving towards an asset-based approach which recognises and channels the strengths and resources of our seniors to create a positive influence in the community.

Last year was also marked by the further expansion of our service network. In July 2019, MWS Covenant Family Service Centre established a satellite centre in Buangkok. We also launched the MWS Family Support Programme in October 2019 to provide training and guidance to parents of pre-teens and teens through 72 schools in 2 regional clusters of Pasir Ris/Punggol/Tampines, and Hougang/Sengkang/Serangoon.

The year 2020 will be remembered in history as the watershed for the world because of the COVID-19 pandemic. Our centres have had to adapt and act on a daily basis to manage the disruptions and changes to the way we work and serve people under our care. The social distancing restrictions made us take a harder look at the mental health of our staff and beneficiaries. This has become one of our top priorities. At MWS, our Employee Assistance Programme provides staff with access to dedicated external counsellors and our chaplaincy team is ever ready to provide pastoral care.

It was indeed timely that MWS embarked on a risk assessment exercise before the COVID-19 pandemic surfaced. We will expedite the action plans to manage and contain the identified risks.

More than ever, charity organisations must have the courage and resolve to collaborate and co-create solutions and initiatives to support the disadvantaged. A consultative approach between policymakers and charitable organisations will result in the creation of better insights, measures, ideas and results. We aim to build more collaborations with like-minded partners – the Government, donors, volunteers, churches, schools and the business community – to create sustainable positive change.

Our commitment to governance and transparency was once again recognised by the Charity Council in 2019 when we were conferred the Corporate Transparency Award. This reaffirmed the dedication of our MWS Board of Governance (BOG), Finance and Audit Committees, and MWS staff in upholding our values of uncompromising integrity and sound governance.

I would like to express my deepest appreciation for the support of our newly appointed Chairperson of the MWS BOG, Mrs Fong Loo Fern, Board Members, the Executive Committee, Centre Governance Committees, Working Committees, donors, volunteers, Methodist churches and partners.

I could not end this message without a special word of thanks to MWS staff who are the heart and soul of our services. Every one of you radiates tremendous strength, grace and courage, especially evident during the COVID-19 crisis. Thank you for making personal sacrifices to care for the people we serve and for being such great team players. God bless.

2019 marked my first full year at MWS during which I continued to learn about our beneficiaries, caregivers, partners and volunteers. The insights, knowledge and ideas that I received have been vital in guiding me on how MWS can deepen our impact and do good better.

At MWS, we are passionate about empowering the disadvantaged and distressed. In each one of our beneficiaries, we see their hopes, strengths and abilities that will enable them to have life to the full. Our role is to help them and believe in them.

My personal goal is to take MWS to the next level of doing good. This means not only providing professional services and giving high levels of care, but making sure these services are impacting beneficiaries' lives more deeply and helping them to reach their goals.

MWS has set new pathways of providing holistic and integrated care for all our beneficiaries. At MWS' nursing homes, the MWS Philosophy of Care is focused on improving the quality of life for our residents by giving them a greater sense of individuality, choice, privacy and family. We have



* Discontinued as of 31 December 2019

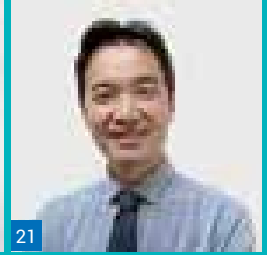
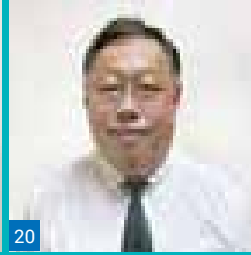
** Absorbed into Central Care Governance Committee from 1 April 2020

Our Board

- | | |
|--|---|
| <p>1 MRS FONG LOO FERN
Chairperson</p> <p>2 MR EUGENE TOH MING HONG, PPA(G)
Vice-Chairperson</p> <p>3 REV DR DANIEL KOH KAH SOON
Honorary Secretary</p> <p>4 MR RAYMOND KHOO PENG ANN
Assistant Honorary Secretary</p> <p>5 MR ROBIN CHEONG CHAK KHIONG
Honorary Treasurer</p> <p>6 MR TERENCE WEE JIN ZOO
Assistant Honorary Treasurer</p> <p>7 MR YOW CHI MUN
Board Member</p> <p>8 MR TAN CHIAN KHONG
Board Member</p> <p>9 DR TAN HAI CHUANG
Board Member</p> <p>10 MS JOANNE LOW EU MIN
Board Member</p> <p>11 MS CHEW KIM LING
Board Member</p> <p>12 MR PHILIP OH
Co-opted Board Member</p> <p>13 MR WENDELL WONG HIN PKIN
Co-opted Board Member</p> <p>14 REV DAVID GWEE
Co-opted Board Member</p> | <p>15 MR ALBERT LIM SONG KHIANG, PBM
Co-opted Board Member</p> <p>16 MR LAM WEI CHOONG
Co-opted Board Member</p> <p>17 MR WILSON SAMPATH
Co-opted Board Member</p> <p>18 MR SAMUEL TAY
Co-opted Board Member</p> <p>19 DR TEO LI BEE
Co-opted Board Member</p> <p>20 MR KIM SEAH TECK KIM
Ex-Officio, The Secretary of the Trustees of The Methodist Church in Singapore
Appointment from 01.04.2016</p> <p>21 MR DARIUS CHUA TAN PEAK
Representative, The Methodist Church in Singapore
Appointment from 19.10.2015</p> |
|--|---|
-
- STEPPED DOWN**
- **MRS LOH CHAY LENG**
Board Member (From 08.09.2007 to 14.09.2019)
 - **DR LEE WEE LEONG**
Board Member (From 17.09.2011 to 14.09.2019)
 - **MS CHRISTINE PUSHPAM TAMBYAH**
Co-opted Board Member (From 16.09.2017 to 14.09.2019 & 27.09.2014 to 26.09.2015)
Assistant Honorary Secretary (From 26.09.2015 to 16.09.2017)
 - **MR RONNIE GAN SEOW KHAW**
Co-opted Board Member (From 10.03.2012 to 14.09.2019)
 - **MR GEORGE LOH CHEE PING**
Co-opted Board Member (From 26.09.2015 to 14.09.2019)
 - **ASSOC PROF SUNIL KUMAR SETHI, PPA(G)**
Co-opted Board Member (From 14.09.2019 to 18.03.2020)

NOTE:

All board members were appointed from September 2019 to present, unless otherwise indicated.
Full details on board members can be found in the MWS Corporate Governance Report FY2019/20.





2020



13 NOV 2019
MWS CLUSTER DIRECTOR FOR RESIDENTIAL SERVICES, MRS JENNY BONG, HONOURED WITH THE MINISTER FOR HEALTH AWARD 2019

Jenny was one of only 2 people to be given this award in recognition of her sterling service to the ministry and for making a difference to healthcare in Singapore.

Jenny was MWS' Group Executive Director from 2008 to 2018 during which she led the organisation in its transformation into a leading charity with 20 centres and programmes across Singapore.



16 JAN 2020
MWS HOME CARE STAFF HONOURED AT THE SINGAPORE HEALTH QUALITY SERVICE AWARDS (SHQSA)

Organised by SingHealth Duke-NUS Academic Medical Centre, the SHQSA is a nationwide award to recognise and celebrate the exemplary efforts of healthcare professionals in improving patient experience. Four staff from MWS Home Care, namely, Ms Kayla Seet, Ms Cindy See, Mr Subramaniam T Ramachandra, and Ms Noor Kesuma Manap were honoured with a Silver award.



24 AUG 2019
OFFICIAL OPENING OF MWS SENIOR ACTIVITY CENTRE – GOLDEN LILY@PASIR RIS

Located in a mature estate, the Centre is the site of the first Community Nurse Post in Pasir Ris. It aims to bring holistic care closer to elderly residents in the neighbourhood.

The Centre is a joint partnership with Pentecost Methodist Church and is part of MWS' community eldercare services that reach out to socially isolated seniors.

25 SEPT 2019
OFFICIAL OPENING OF MWS SENIOR ACTIVITY CENTRE – KEBUN BARU

The Centre officially launched the first club for men called Space4Men. It is a dedicated space for activities that promotes men's health and social well-being.

The Centre is a joint partnership with Ang Mo Kio Chinese Methodist Church and reaches out to seniors aged 55 and above in the community.



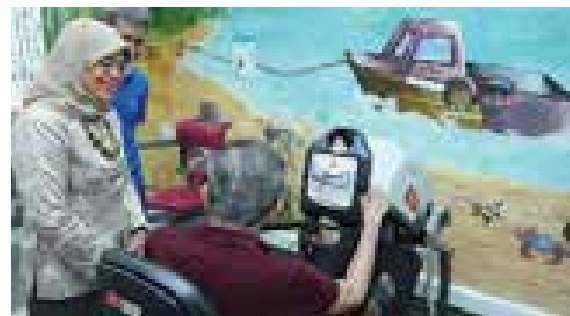
3 DEC 2019
MWS RECOGNISED AT THE ANNUAL CHARITY TRANSPARENCY AWARDS 2019

For the third consecutive year, MWS was honoured with a Charity Transparency Award for large charities. This award is a validation of the high standards of governance and accountability that MWS upholds every day for our donors, volunteers, partners and stakeholders.



13 FEB 2020
PRESIDENT HALIMAH YACOB'S VISIT TO MWS CHRISTALITE METHODIST HOME

At a time when COVID-19 was just beginning to rear its head in the community, Mdm Halimah took time to visit our residents at the Home. She engaged in meaningful conversations with our residents, much to their delight, and also presented essential hygiene products to the Home.



Key Highlights

A QUICK SNAPSHOT OF THE KEY RESULTS FOR FY2019/20

8,400

TOTAL PEOPLE SERVED INCLUDING
DIRECT CLIENTS AND SERVICE COUNTS

-30%

2,081

SOCIALLY ISOLATED & FRAIL
SENIORS IN THE COMMUNITY

-3%



713

CHRONICALLY ILL, FRAIL &
DESTITUTE IN RESIDENTIAL CARE

-4%



5,553

FAMILIES IN DISTRESS

-38%



53

AT-RISK YOUTH &
DISADVANTAGED CHILDREN

-37%

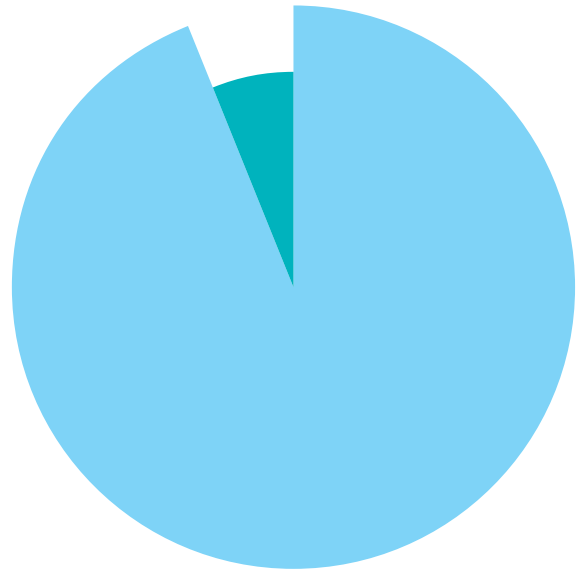


The drop in the number of total people served in FY2019/20 was mainly attributed to the suspension of MWS Community Services – Punggol's programmes since January 2020 and the closure of MWS D'Joy Children's Centre on 31 December 2019. In addition, MWS Family Service Centres organised fewer community outreach programmes in order to focus on strengthening its practice framework and core services.

FUNDRAISING

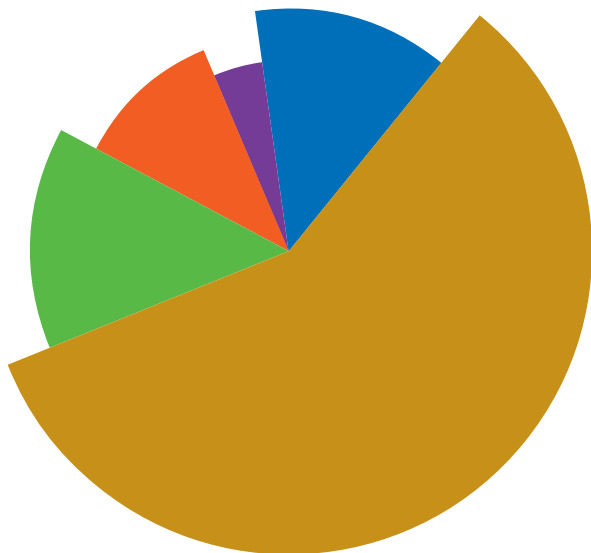
\$12.8
MILLION RAISED
+23%

6.7% FUNDRAISING COST
93¢ OF EVERY DOLLAR RAISED
went directly to MWS centres and programmes



In FY2019/20, MWS received donations and sponsorships amounting to \$12.8 million. MWS kept its fundraising cost to 6.7% of funds raised, well below the 30% ceiling guideline set by the Charity Council.

OPERATING EXPENDITURE



\$45.2
MILLION
+10%

- Chronically Ill, Frail & Destitute in Residential Care: 58%
- Families in Distress: 14%
- Socially Isolated & Frail Seniors in the Community: 11%
- At-risk Youth & Disadvantaged Children: 4%
- Management & Shared Services: 13%

Any deficits incurred by programmes were underwritten by MWS.

Deepening our Impact in Doing Good: Delivering on our Strategy

The current COVID-19 pandemic will continue to present difficult challenges in fundraising, programme design, capability building, staff welfare, volunteer engagement and daily operations in the coming years. While MWS will stay the course in implementing the strategy developed for the next 3 to 5 years, it is critical for MWS to be more nimble and creative in tackling these emerging issues in planning. These include:

- Ensuring sustainability of funding for our services;
- Reshaping our services to meet new presenting issues from our clients;
- Training and reskilling of staff including nurses, social workers and administrators to acclimate to and thrive in new ways of working;
- Caring for the mental well-being of staff and beneficiaries;
- Keeping volunteers engaged; and
- Redesigning processes to maintain efficiencies and effectiveness.

MWS' strategy is established on 2 key principles and comprises 4 main pillars:



PRINCIPLE 1: COMPLEX ISSUES NEED HOLISTIC INTERVENTION

We go beyond addressing the presenting issues to consider people's aspirations, values, lifestyles, social circumstances, need for social inclusion and the underlying trauma triggers of behaviours.



PRINCIPLE 2: VULNERABLE PEOPLE HAVE STRENGTHS AND ASSETS

Clients are not helpless 'victims'. They can be empowered to draw on strengths and resources to create more positive and sustainable change.

STRATEGIC PILLAR	OBJECTIVE
A: Reorganising to Provide Holistic Care	Synergise resources and enhance processes to improve decision making and service delivery.
B: Adopting an Insight-informed Approach for Effective Intervention	Ensure that our care approach and interventions are underpinned by in-depth client insights.
C: Empowering Beneficiaries in Preventive Care and Community Activation	Nurture beneficiaries and their communities to uplift vulnerable people in their neighbourhoods and create a more sustainable support network.
D: Equipping Staff to Meet Tomorrow's Needs	Ensure greater consistency in standards that are scalable and responsive to the needs of the community.

REVIEW OF RESULTS AND PROGRESS

A. REORGANISING TO PROVIDE HOLISTIC CARE

- **Integration of MWS Home Hospice and MWS Home Care** – The Home Hospice and Home Care teams, functions and operations are now fully integrated. Renamed MWS Home Care & Home Hospice, the teams provide seamless care for clients living in the community.
- **Reorganisation of MWS Senior Activity Centres (SACs)** – MWS' network of 7 SACs has been consolidated under a single Head of Centre to achieve synergies in programme development, volunteer engagement and staff deployment.

B. ADOPTING AN INSIGHT-INFORMED APPROACH FOR EFFECTIVE INTERVENTION

- **MWS Family Service Centres (FSCs)** completed the development of a Service Delivery Standards Framework and a Competency Framework for MWS FSC Social Workers/Social Service Practitioners in 2019. The Service Delivery Standards Framework sets the direction of the Centres' services, and informs practitioners about the guiding principles of care and practice that undergird our services. These principles keep the needs of a vulnerable person central to all its services.

The Competency Framework incorporates trauma-informed care knowledge in the Centres' services, which anchors the way staff understand, interact with, and collaboratively craft case plans with families. To integrate an understanding of the impact of trauma on the biopsychosocial functioning of individuals and families, the Centres conducted a series of internal training sessions on trauma-informed assessment and practice for all staff.

As a result of the frameworks and internal training, the Centres' staff are now more able to empathise with the circumstances of the families. Group work and community work activities are also heavily influenced by trauma-informed principles.

- **Client-centred Wraparound Approach** – The MWS Covenant FSC – Buangkok team adopted this approach in their casework by preparing the client and various stakeholders to meet on a common platform to discuss the needs of the client. This platform allows for the client's voice to be heard, and empowers the client to successfully advocate for the services he or she needs. This not only allows agencies to understand the needs of the client more holistically, it also enables the client to feel more empowered, heard and understood as he or she interacts with formal help systems.
- **Understanding Caregiver Stress in Palliative Care** – MWS Home Care adopted the Zarit Burden Interview, a tool to assess caregivers' burden. With a heightened understanding of caregivers' psychological state, MWS is better able to provide effective care to patients and support to their caregivers.
- **MWS Thought Leadership** – MWS contributed to the discourse on a number of social and healthcare issues. These include:
 - **Child sexual abuse discussed on Channel NewsAsia's The Pulse** – Alvin Goh, Cluster Director of MWS Family Services joined other experts to discuss how perpetrators abuse their victims' trust, and shared his understanding of survivors' thoughts and emotions.
 - **The role of the community in catalysing social mobility at the "Working with Low-income Families through the Life Course: Challenges to Social Services"** seminar organised by the National University of Singapore's Social Service Research Centre (NUS SSR). Cindy Ng-Tay, then MWS

Director of Professional Standards spoke on the systemic factors that perpetuate intergenerational poverty, and what can be done to increase social mobility. She also shared her views on CNA938. The presentation was subsequently published in the NUS SSR 2019 Conference Proceedings.

C. EMPOWERING BENEFICIARIES IN PREVENTIVE CARE AND COMMUNITY ACTIVATION

- **The MWS Family Support Programme** was launched to support parents who needed training and guidance in parenting their primary school children and teens. Through this evidence-based programme, parents can look forward to acquiring skills and techniques to improve the relationships with their children.
- **A Community Nurse Post** was set up at MWS Senior Activity Centre - Golden Lily@Pasir Ris to support seniors' healthcare needs at their doorstep. This service also aims to detect illnesses early and provide expedient care.
- **MWS Senior Activity Centres** have been applying the asset-based community-led development approach in various aspects of their operations. Encouraged by the Centres, seniors actively led activities, conducted lessons, developed interest groups, planned festive events and even performed simple handyman work. Seniors were also recruited as befrienders to reach out to isolated seniors in the community.

D. EQUIPPING STAFF TO MEET TOMORROW'S NEEDS

- **Training in Dementia Care** – MWS employees from corporate services received basic training in dementia awareness as did volunteers at MWS Senior Activity Centre - Golden Lily@Pasir Ris. The eventual aim is to equip all staff across the board with the necessary knowledge to make MWS a dementia-friendly organisation.
- **Training in Trauma-informed Care (TIC) Practices** – MWS FSCs conducted a 6-month long induction programme that incorporated TIC perspectives for new hires. Several FSC staff also underwent external training. TIC was also practised as part of the FSC team culture. In addition, staff were supported to recognise the impact of personal trauma on their lives.



Mrs Cindy Ng-Tay (middle) sharing her views on the role of community in catalysing social mobility on CNA938.

Elevating Outcomes in Residential Care

UPDATE ON CARE REMODELLING OF MWS BETHANY NURSING HOME – CHOA CHU KANG

In 2018, MWS rolled out a new care approach for our residential services. Developed around the Family Nursing Model, the key features are:

- Each resident is a member of a 'family' unit which has its own residence;
- Each MWS staff is assigned to care for a specific 'family';
- The resident's next-of-kin is also part of the 'family' unit.

This care philosophy is central to the Care Remodelling of MWS Bethany Nursing Home – Choa Chu Kang. Spanning over 3 years, spaces are being transformed

into cosy Family Residences and a dementia-friendly environment. Garden terraces, a café and minimart, efficiently laid out nursing stations and bright communal spaces were added to provide an airy and light feel. Works are scheduled to be completed by early 2021.

Please refer to page 28 for more details on how the Care Remodelling has transformed our residents' care experience.

We would like to extend our sincere appreciation to all our donors, sponsors and the Ministry of Health for supporting this project.



Peace Residence was the first to be completed in June 2019. It is one of 5 Residences, and will house 69 residents in 8 'family' units.



Retro inspired screens provide privacy for residents while keeping them within the line of sight of our care staff. Such design touches also play down the institutional feel of traditional nursing homes.

Each 'family' unit houses 2 families of 5 residents. It has its own living room to give a homely feel and allows the residents to mingle and relax.

Each Residence also provides space for residents to watch TV, read or have coffee with family members. These various living spaces give residents more choices of living spaces and freedom beyond the bedside, and are aimed at improving their sense of well-being.

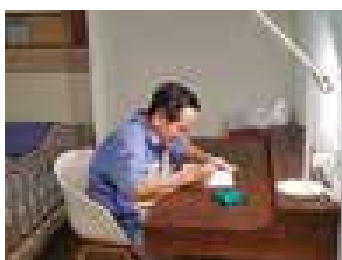




Each Residence has a Common Activity Area that is modelled after the living and dining areas of a family home. Residents can enjoy their meals in a bright and cheerful setting. Modular furniture can be moved around to accommodate group activities.



Residents can choose to wear their own clothes and engage in activities they like. Providing choices like these restore dignity and a sense of independence.



Home styled furniture like this natural wood desk infuse a warmer feel and provide space for enjoying more private moments.

BEHIND THE SCENES

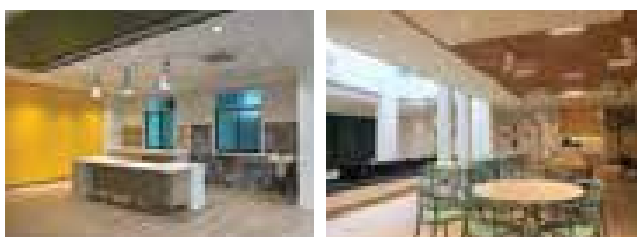
The Care Remodelling Project's complex and comprehensive plan started with a brief that made residents' needs the main guiding pillars.

Workshops were held for the project team to understand the emotional state of people battling chronic illnesses. Through this process, the team identified ways to enhance positive experiences and emotions, and mitigate negative ones. In addition, the team explored ways to increase the privacy, self-esteem and motivation of residents in the space design and improve user experience while maintaining operational efficiency.



The new and expanded Therapy Gym is equipped and refurbished to create a more conducive environment for essential rehabilitation and therapy.

This experiential process had the project team examining the path that residents take from their beds to the bathroom, with and without aids. The team's objective was to make the trip easier and safer even for those who are less ambulant. Being able to visit the bathroom fairly independently greatly impacts on the residents' psychosocial and emotional well-being. This experiment resulted in the relocation of the bathrooms to create a much safer and empowering resident experience.



Café Joy is built on Level 1 next to the main entrance. It is part of the Community Space where engagements between residents, volunteers and the community can take place.

The Minimart which is located next to the Café is a key part of the new care philosophy. Residents who complete small jobs or participate in social activities earn 'home dollars' which can be redeemed for rewards such as drinks and treats.

A courtyard with a calming water feature, a multi-purpose hall and a communal dining room round out the welcoming features of the Community Space.



Staff of MWS Bethany Nursing Home – Choa Chu Kang and their Centre Governance Committee representative Audrey (bottom left) at a workshop to develop the design brief.

Bringing a Deeper Meaning of Dignity and Community to Seniors

MWS Community Eldercare Services are offered through 7 MWS Senior Activity Centres (SACs) and an integrated MWS Home Care & Home Hospice network. They provide a continuum of care to seniors ranging from the active to the chronically ill in the community and at the seniors' own homes.

The Centres engage pre-frail seniors from the low to middle-income group. They generally have a lower level of self-care and a higher risk of loneliness and depression. Through these engagements, early detection of chronic illnesses as well as referrals to relevant community resources can be made.

The Centres adopt an asset-based approach to identify and mobilise the strengths of the seniors and the community to bring about sustainable change and to build connections. Seniors are encouraged to be active participants rather than observers in the process. One key initiative is the Community Befriending Programme in which the seniors are galvanised to identify and engage home-bound seniors in the community.

MWS collaborates with volunteers and community partners to offer programmes that integrate health and wellness activities to meet the seniors' psychosocial, emotional and learning needs.

Through these various preventive programmes, the ultimate aim of the Centres is to optimise the seniors' well-being and empower them to age in place.

MWS Home Care & Home Hospice serves the clinical, personal and emotional needs of frail and chronically ill seniors within their own homes. The team also supports their caregivers by giving them respite, and providing psychological support and training in the care of their loved ones.

To keep isolated seniors engaged during the COVID-19 pandemic, MWS continued its Community Befriending Programme, and conducted programmes online.



WHO WE HELPED

2,081
(-3%)

Seniors cared for at home and in the community



HOW WE HELPED

COMMUNITY SUPPORT



Living Healthily

Seniors benefitted from convenient daily access to senior gyms and health activities to maintain or build physical strength and mobility.



Building Connections

Our Centres provided seniors with a sense of belonging. Social ties and connections were developed over shared memories, reaching milestones, and celebratory moments.



Empowering Seniors

Seniors were empowered to take control of their physical, emotional, mental and social well-being.



Contributing Back

Seniors found purpose in using their skills and befriending isolated neighbours.

PROGRAMME HIGHLIGHTS

Taking the asset-based approach, seniors initiated and organised several activities and programmes at the MWS SACs.

- Festive Celebrations and Décor. Seniors took care of the decorations of the centres for festive celebrations. The decorative items were handmade and put up by the seniors.

1,128*
(-9%)

Isolated seniors engaged through social, health and wellness activities in the community

953
(+6%)

Frail and ill seniors received home-based care

11,635
(+9%)

Home visits made by MWS care teams

* Based on seniors in MWS' 7 Senior Activity Centres.

12%*
(-3%)

Aged 55-65 years

88%*
(+3%)

Aged over 65 years

221*
(-6%)

Received crucial support while living alone

74*
(-8%)

Occupy rental flats

* Based on seniors in MWS' 7 Senior Activity Centres.

HOME-BASED SUPPORT



Home-based Care

Patients with life-limiting conditions were provided with medical and nursing care round the clock in the familiarity of their own homes.



Holistic Care

Patients received home personal care, housekeeping, help with errands and daily activities.



Coordinated Care

Seniors were assured that their medical, nursing and personal care needs, and requests for financial aid were met.



Caregiver Support

Caregivers received training, respite as well as emotional and bereavement support when loved ones passed away.

- Outreach to other Seniors: Seniors from MWS Charis ACE - Geylang East and MWS SAC - Fernvale Rivergrove planned and coordinated regular craft activities for residents at Geylang East Nursing Home and St Luke's Eldercare respectively. These initiatives gave them a sense of achievement and purpose.

Tapping Seniors to be Co-creators and Contributors

MWS SENIOR ACTIVITY CENTRES



The MWS network of 7 Senior Activity Centres (SACs) located in the heartlands do more than just organise activities to engage seniors aged 55 and above. Activating seniors in the care of their own physical and psychosocial health is the main differentiating focus. This involves a distinct shift from seniors as service users to co-creators and contributors. Towards this end, a group of seniors was appointed to form a Council of Seniors to provide peer leadership and play a major role in planning and leading activities.

The Community Befriending Programme is a key initiative that activated seniors to reach out to potentially isolated elderly residents in the community. Noticing that there were fewer men participating in the centre, male members

were encouraged to establish “Space4Men” at MWS SAC – Kebun Baru. The men were empowered to organise activities and programmes to meet their specific interests, health and social well-being within their own dedicated space.

Seniors were also enabled to take ownership of their health through preventive care. Group exercises and senior-friendly gyms conveniently located within the Centres allowed seniors to improve their physical strength and mobility. A variety of wellness and exercise programmes were conducted in collaboration with volunteers and community partners. One example is the Community Nurse Post set up at MWS SAC – Golden Lily@Pasir Ris to bring healthcare services closer to elderly residents living in the area. This convenient service allowed seniors

to benefit from early intervention of chronic diseases, preventive care and forward planning. The Centres also offered nutrition programmes to encourage healthier eating among the seniors.

As part of holistic care, the Centres fostered social ties and connections to meet the seniors’ psychosocial needs. Staff facilitated activities such as cooking, music, and arts and craft in which seniors contributed their skills and learnt from one another. Educational and health talks by experts also helped them pick up new skills and enriched their minds. Regular outings to places of interest and intergenerational activities with students provided more opportunities for bonding.

1,128
(-9%)

Socially Isolated Seniors Served



MWS SENIOR ACTIVITY CENTRE – GOLDEN LILY@PASIR RIS

Established 2017
A partnership with Pentecost Methodist Church

121
Seniors Engaged
+8%

43
Members Who Live Alone
+105%

MWS SENIOR ACTIVITY CENTRE – KEBUN BARU

Established 2017
A partnership with Ang Mo Kio Chinese Methodist Church

89
Seniors Engaged
-47%

10
Members Who Live Alone
-41%

MWS SENIOR ACTIVITY CENTRE – GREENTOPS@SIMS PLACE

Established 2016
A partnership with Geylang Chinese Methodist Church

132
Seniors Engaged
-14%

40
Members Who Live Alone
-17%

MWS SENIOR ACTIVITY CENTRE – TECK GHEE VISTA

Established 2016
A partnership with Ang Mo Kio Methodist Church

178
Seniors Engaged
-11%

32
Members Who Live Alone
-42%



**MWS SENIOR ACTIVITY CENTRE –
FERNVALE RIVERGROVE**

Established 2016

A partnership with Sengkang Methodist
Church**204**

Seniors Engaged

+13%**42**

Members Who Live Alone

+14%**MWS CHARIS ACE – GEYLANG EAST**

Established 2014

A partnership with Charis Methodist
Church**238**

Seniors Engaged

-8%**35**

Members Who Live Alone

-8%**MWS WESLEY SENIOR ACTIVITY
CENTRE – JALAN BERSEH**

Established 2010

A partnership with Wesley Methodist
Church**166**

Seniors Engaged

-5%**19**

Members Who Live Alone

-5%

Providing Seamless Support for Frail and Ill People at Home

MWS HOME CARE & HOME HOSPICE



Through a suite of home-based services, MWS Home Care & Home Hospice enables patients with chronic diseases to age in place within their community. Our multi-disciplinary team delivers individualised holistic care to ensure that their needs are met. Besides professional medical and nursing care, we also provide home personal care, housekeeping, errand-running and support patients with Activities of Daily Living in the comfort of their own homes.

As part of our strategy to provide seamless care through an integrated network, MWS Home Care & Home Hospice coordinates with other MWS centres to support patients who wish to receive home-based care. The teams work with MWS Nursing Homes to identify residents who may be discharged and need home care services. MWS Senior Activity Centres also identify and refer home-bound seniors in their communities for assessment and support.

In our person-centred care approach, patients and their families are engaged in order for us to develop a deeper understanding of their overall needs.

Our Home Hospice services aim to improve the quality of life for patients with chronic illnesses who opt to spend their final days at home. A team of doctors, nurses and medical social workers makes regular home visits and provides round-the-clock support for pain management, medical care and nursing care. In addition to the range of care services which include therapy, counselling and case management for patients, families and loved ones are also supported through caregiver training, bereavement assistance as well as psychosocial and spiritual care. To prevent caregiver burnout, our medical social workers actively monitor caregiver burden with a standardised tool and provide the necessary interventions.

MWS HOME CARE & HOME HOSPICE

Established 2007

953

Patients served, including discharged cases


+6%


11,635


Home Visits Made


+9%


Resident Profiles

 **694 (+12%)** Patients on Home Hospice Programme

 **71 (+6%)** Patients on Home Personal Care Programme

 **150 (-14%)** Patients on Home Medical Care Programme

 **252 (+3%)** Patients on Home Nursing Programme

 **105 (-2%)** Patients on Physiotherapy & Occupational Therapy

 **259 (-8%)** Patients on Home Care Programme

Deepening Familial Feel in Care Practices

MWS provides residential care through 2 MWS Nursing Homes and a Welfare Home for the homeless and destitute.

We serve mainly low-income seniors with chronic diseases and ageing needs who need round-the-clock care. MWS takes a holistic approach in meeting their physical and psychosocial needs. In addition to medical, nursing and rehabilitative care, we also provide spiritual and psychological support to residents and their caregivers.

To align with the MWS care model of centering eldercare and palliative care on the family, MWS implemented the Family Nursing Model. More information on this model can be found on page 28.

To keep residents safe during the COVID-19 period, the Homes expended more on medical supplies such as infra-red and digital thermometers, alcohol swabs, surgical masks, and personal protective equipment, as well as sanitisation of our facilities.



WHO WE HELPED

713*
(-4%)^



Chronically ill, frail or destitute served

* Includes those deceased and discharged

^ Number of residents served in FY2018/19 was adjusted from 1,640 to 739 due to changes in how services/programmes are grouped.

539
(-4%)

Residents cared for in our 2 nursing home

174
(-2%)

Destitute and the homeless given shelter and care

687
(-2%)

Residents received physical therapy

98
(+1%)

Residents received dementia therapy

NOTE:
Capacity at MWS Bethany Nursing Home – Choa Chu Kang was reduced in FY2019/20 due to centre refurbishment related to the Care Remodel.

HOW WE HELPED



HOLISTIC CARE

MWS takes a holistic approach in caring for our beneficiaries by meeting their basic, psychosocial and spiritual needs. These include medical and nursing care, rehabilitation and therapy, social and recreational activities as well as caregiver support.



MEDICAL CARE

Given by doctors trained in geriatric and palliative care.



NURSING & REHABILITATIVE CARE

Given by nurses and allied health professionals.



DAILY LIVING CARE

Shelter, meals and safe haven provided for the destitute and sick.

Profile of Residents by Cognitive Ability

265
(+2%)

able to remember, think, learn new skills or solve simple problems

413
(No change)

have difficulty remembering, thinking, learning new skills or solving simple problems

35
(-47%)

bed-bound or uncommunicative, and hence not tested

Nursing Care Needed

13*
(-7%)

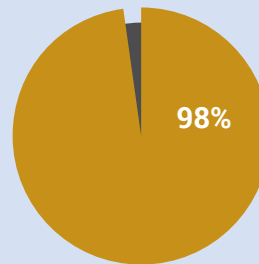
semi-ambulant, and need some physical assistance and supervision in ADL

268*
(-3%)

wheelchair or bed-bound, and need moderate assistance and supervision in ADL

258*
(-5%)

highly dependent, and need total assistance and supervision for every aspect of ADL



● Wheelchair or Bed-bound

* Based on data only from MWS' 2 Nursing Homes.
ADL: Activities of Daily Living include washing, toileting, dressing, moving around, feeding, and transferring (e.g. from bed to chair).

PROGRAMME HIGHLIGHTS

The ability to make personal choices is important to a person's psychosocial well-being.

In FY2019/20, 2 programmes were implemented to restore the freedom of choice and decision making to residents and affirm their strengths and abilities.

Resident-initiated Recreational Activities

In October 2019, residents from one of the Homes organised a karaoke performance for the first time.

They performed familiar oldies for other residents, next-of-kin, volunteers and MWS staff.

Gift Shop showcasing Residents' Art

A gift shop was launched in October 2019 to display artworks and crafts created by residents. These included candle holders, tissue paper holders and pom-pom rugs. The creations were showcased once a month on a pushcart and visitors could give small donations to bring these items home.

Individualising Care Plans for Every Resident

MWS CHRISTALITE METHODIST HOME

MWS CHRISTALITE METHODIST HOME

Established 1997
The Home is a community outreach partnership between MWS and Christ Methodist Church.

174

Residents, including the homeless, destitute and abandoned, as well as discharged cases
-2%

171

Residents received physiotherapy
(No change)

Resident Profiles



63 (+15%) Participated in the Home Earning Scheme



16 (+45%) Entered the Day Release Scheme



71 (-1%) Placed on programmes for dementia or cognitive impairment

MWS Christalite Methodist Home provides 24/7 care and shelter for the destitute and homeless. The Home has been stepping up specific care for every resident. In addition to targeted therapy sessions to improve residents' physical functions, cognitive therapy and social activities were also provided to help delay the onset of dementia or slow down the decline.

The MWS Allied Health team conducted regular assessments and tailored HUR exercise programmes for each resident to optimise the benefits to their overall physical fitness. Those who participated regularly saw significant improvements in their BERG Balance Scale (BBS) scores, a measure of ability to balance, while many improved their walking ability. The average overall BBS score increased from 41.45 to 45.41. One resident who had a total knee replacement operation was able to transit from using a walking stick to walking independently after only 5 months of physiotherapy.

Residents with cognitive impairment and dementia were placed on a range of therapy programmes to maintain or delay the decline in their cognitive functioning. Such programmes include the Sunshine Club which gathers for daily social activities, cognitive stimulation programmes, as well as reminiscence therapy, games, sports, and art and music sessions. Participants improved their Bradford Well-being Profile scores, an indicator of overall well-being, achieving between 21 and 27 points out of the highest possible score of 28.

Almost 40% of the residents participated in the Home Earning Scheme which allowed them to perform simple chores around the Home to enhance their sense of self-worth and earn an allowance. Sixteen residents participated in the Day Release Scheme that enabled them to work outside the Home to prepare them for reintegration back into the community.



Providing More Choices that Respect Diverse Needs

MWS NURSING HOME - YEW TEE



With its strong focus on person-centred care, MWS Nursing Home – Yew Tee respects the personal choices of residents and provides opportunities for them to develop their strengths. This can be within the assisted living residence that promotes independent and community living as well as the wide selection of engagement programmes.

There were 2 key programmes introduced to meaningfully engage the diverse abilities of residents. The Arts Programme was rolled out in January 2019 to boost the confidence and self-esteem of residents, and improve their cognitive functioning and memory. Residents got to choose activities spanning a wide variety of creative art forms. About 67% of the residents took part in the sessions and became more active and sociable. They were more willing to try new activities and demonstrated greater resilience despite their medical conditions. They also showed improvements in hand-eye coordination, alertness and focus.

The second programme was the Dementia Music Group. Designed for seniors with mild to severe dementia, this weekly activity run by staff and volunteers promotes alertness, communication, and reminiscence through old songs. From singing old and themed-based songs to dancing in their seats, 70% were reported to be more engaged since the programme started in February 2018.

The Home also piloted new initiatives to engage the residents socially and enable them to develop their interests and sense of purpose. These included the involvement of residents in hydroponic gardening as well as organising karaoke performances.

MWS NURSING HOME – YEW TEE

Established 2017

216

Residents including discharged cases

-4%

193

Residents received gym- or ward-based physical therapy

-9%

Resident Profiles



8 (No change)

Semi-ambulant who need some physical assistance and supervision



121 (-5%)

Wheelchair-bound who need moderate assistance and constant supervision



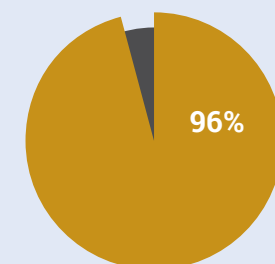
87 (-4%)

Bedridden residents who need total assistance and supervision



27 (+8%)

Placed on the dementia programme



● Wheelchair or Bed-Bound

Care Remodelling to Enhance Care Outcomes

MWS BETHANY NURSING HOME - CHOA CHU KANG

MWS BETHANY NURSING HOME - CHOA CHU KANG

Established 2000

323

Residents served, including discharged cases

-4%

323

Residents received gym- or ward-based physical therapy and occupational therapy

+1%

Resident Profiles



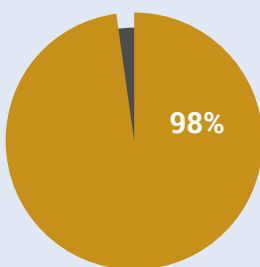
5 (-17%) Semi-ambulant who need some physical assistance and supervision



147 (-1%) Wheelchair or bed-bound who need moderate assistance and constant supervision



171 (-6%) Bedridden residents who need total assistance and supervision



● Wheelchair or Bed-bound

NOTE:

Capacity at MWS Bethany Nursing Home – Choa Chu Kang was reduced in FY2019/20 due to centre refurbishment related to the Care Remodel.

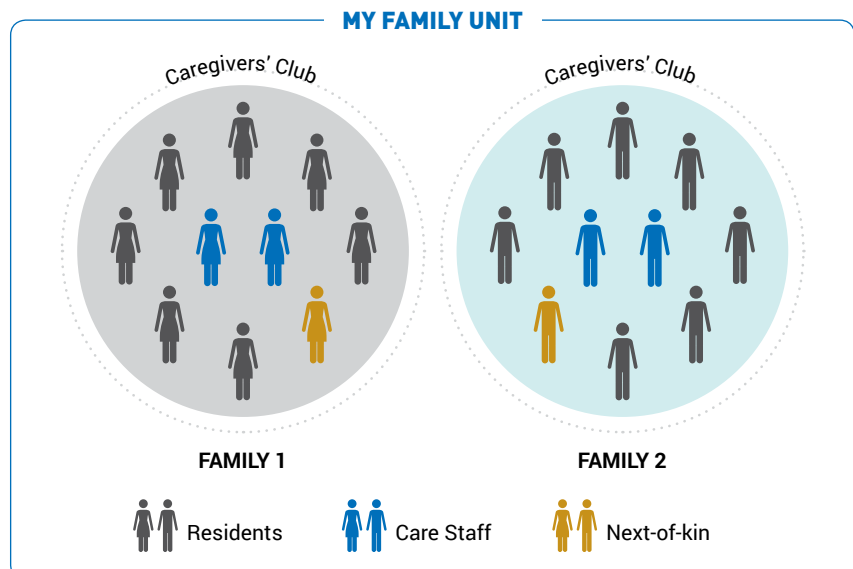


In line with the MWS Philosophy of Care, the Home embarked on major Care Remodelling to implement an enhanced care model. Amongst the key new features are dementia-friendly living spaces and the creation of a home-like environment for residents to receive more person-centric care.

Family as the Foundation of Care

The Home's Philosophy of Care is based on the Family Nursing Model characterised by the following features:

- Every resident is a member of the 'family' unit housed in their own space and Residence;
- Each MWS staff is assigned to care for a specific 'family';
- The resident's next-of-kin is also part of the 'family' unit



The MWS Philosophy of Care focuses on improving quality of life by practising 3 principles:

- Resident-directed: this means recognising individual needs and preferences
- Holistic and integrated care
- Communal belonging

Each resident has an Individual Care Plan that reflects his or her personal choices, including when they have their meals, the clothes they wear and activities they want to participate in.

Residents get to enjoy 'family' time, interacting with other residents during meal times and recreational activities in a home-like environment. For example, residents now have their meals in family dining areas instead of the canteen. This is intended to allow residents to help one another like a family, and in turn, develop their own strengths.

Living in a Home-like Environment

Private spaces within the Residences have been created to allow residents and their visitors to spend time together in a home-like environment. Visitors can now interact with residents at their

bedside, and also in the 'family room' where they can enjoy eating together and chatting with one another. Children also feel more connected with the residents in this cosy living space.

Enhanced Therapy and Engagement

New facilities have been built to enhance the therapy and rehabilitation of residents. These include ceiling hoists installed in the Residences that can now be used for a 30-minute Therapeutic Walking Programme developed by the MWS Allied Health team for those who have difficulty standing and walking. Since the programme started in July 2019, 83% of the participants reported a reduction in knee joint pain and were able to walk more comfortably and confidently with the aid of the ceiling hoist. Overall, 91% were able to maintain their walking ability.

The Home also enhanced the engagement of wheelchair- and bed-bound residents. Residents could choose from a variety of activities to participate in on a daily basis. The nursing team also brought bed-bound residents out of the Home for nearby outings. By end 2019, all wheelchair-bound

residents were engaged in some form of activity daily while 54% of bed-bound residents went on at least one outing.

Launch of the Caregivers' Club

Many caregivers experience guilt about placing their loved ones in a nursing home. In addition, they may feel inadequate in caring for them. Our 2 MWS Nursing Homes collaborated on the launch of the Caregivers' Club in August 2019.

Besides providing a support system for the next-of-kin in the form of training and psycho-education, weekly small group gatherings and events were also organised. Caregivers at MWS Bethany Nursing Home – Choa Chu Kang met for weekly sessions to support and share coping mechanisms with one another. Next-of-kin from both nursing homes also gathered once every 3 months to learn new skills on self-care and caregiving.

Overall, 95% of these caregivers found the Caregivers' Club to be a supportive, helpful and enjoyable platform that expanded their social network and provided healthy coping strategies.



Beneficiary Story: Empowering Seniors to Shine



About 2 years ago, Ms Cynthia Tang experienced a series of unfortunate events. First, she was diagnosed with brain cancer which reduced her mobility and left her wheelchair-bound. Then, she fractured her arm and fingers during a bad fall. After the falling incident, she experienced weakness in her hand and had difficulty using her arm. As a result, she became reliant on others for her daily activities. Formerly an executive editor, Ms Tang not only lost her independence but also her confidence.

With her sister's encouragement, Ms Tang joined MWS Senior Activity Centre – Fernvale Rivergrove in 2019. As she was wheelchair-bound and wore a hat due to her condition, she was very shy and self-conscious initially. She would sit by herself in a corner and read the newspaper, participating in the occasional Bingo game and singing session.

Ms Tang was paired with 2 regular members to ease her in. These senior buddies arranged for volunteers to visit and befriend her regularly. After 6 months, she started to visit the Centre more regularly.

One day, the Centre needed someone to translate presentation slides for a talk from English to Chinese for the seniors. Knowing Ms Tang's proficiency in the Chinese language, staff approached her for help.

Centre Supervisor, Ms Prescillia Lee said: "Besides translating the presentation slides, Cynthia was also the Chinese interpreter during the talk. Even though she was breathless at times, she did not give up. We're very encouraged to see our seniors contributing their skills to help others."



By stepping forward to contribute to the Centre's programme and activities, Ms Cynthia Tang (left) has regained her confidence and self-belief.

Beneficiary Story: His Progress Amazed His Family

After contracting high fever as a child, Mr Ho Nam Fatt became intellectually disabled. He is unable to take care of himself and perform daily living tasks like taking public transport on his own, and required long-term care and supervision. Now at 84 years old, he is also afflicted with multiple health issues including heart disease.

When his mother passed away 10 years ago, his youngest brother and sister-in-law became his main caregivers. They felt overwhelmed caring for Mr Ho as he would frequently fall and refuse to take his medication. The couple finally sought help and Mr Ho

was admitted to MWS Nursing Home – Yew Tee in 2018.

Under the care of a multi-disciplinary team, Mr Ho was placed on a holistic rehabilitation programme. Besides attending individualised gym sessions twice weekly and group sessions weekly to improve his strength, he was also placed in the Dementia Music Group and Art Programme to meet his psychosocial needs. Initially quiet and listless, Mr Ho is now more sociable and alert. He is also able to move around on his own and only requires some help when he takes the stairs.

Relieved from the daunting demands of caregiving, his family is less stressed and thankful for the improvements that they have seen in Mr Ho.

"Over the last 2 years of his stay, he has amazed us with his progress. He's stronger physically and more sociable. He is intellectually challenged and has always been reclusive. Now he enjoys art and singing, and has even built rapport with the staff and volunteers," said Mr Ho's sister-in-law.



Diving Deeper into Family Issues

The MWS Family Services Cluster supports families in distress through 4 MWS Family Service/Satellite Centres, the MWS Family Development Programme which focuses on debt alleviation and asset building, and the MWS Family Support Programme that provides training and guidance to parents of primary school children and teens. We also care for at-risk youths through a community-based rehabilitative programme.

Families in distress often grapple with complex and multiple issues that are underlined by financial insecurity. Contributing factors include low education and wages, domestic violence, incarceration and chronic illness.

Our interventions focus on getting to the root of deep-seated issues and employ a holistic and integrated approach. These may involve casework and counselling, therapy, group work, debt clearance and asset-building, befriending, parenting guidance, financial literacy education and referrals.

MWS collaborates with community partners including public sector agencies, other social service organisations, volunteers and churches to co-create a sustainable helping network for clients.

Due to the COVID-19 pandemic, MWS has seen a rise in the number of people coming through its doors, leading to a heavier caseload for social workers. To better serve more families, MWS has increased its manpower spending to hire more social workers and staff to attend to their needs.



WHO WE HELPED

5,553

(-38%)

Families and individuals with complex challenges served



HOW WE HELPED



SUPPORT

Providing professional casework and counselling



EMPOWER

Imparting knowledge and skills, and giving choices



REBUILD

Building positive and healthy relationships

TYPES OF ASSISTANCE OFFERED

1,622 (-1%)

Counselling and Casework

Includes a detailed assessment of the client's situation and a case plan with specific intervention goals to address the risks and concerns identified.

2,412 (-31%)

Information and Referral

Providing clients with essential information or redirecting them to other agencies (e.g. employment firms).

Monthly Household Income of Families served:

40% (-30%)

No income

39% (+19%)

\$2,500 or less

21% (+11%)

More than \$2,500

Top Presenting Issues:

29% (No change)

Financial Issues

8% (+2%)

Parenting Issues

5% (-1%)

Accommodation/
Shelter

16% (No change)

Family Violence

6% (+4%)

Family Issues

5% (+1%)

Marital Issues

14% (+1%)

Emotional Issues & Mental Health

IMPACT

4,476 (-31%)

Families and individuals supported through information and referral, casework and counselling, group work and community work at Family Service Centres

161 (+29%)

Low-income families empowered with financial assistance and asset-building resources

893

Families reached through a parenting programme

23 (-99%)

Families and individuals served through community services

Status of Client's Well-being at point of Case Closure

99% experienced lowered risks and complexity of needs

90% showed ability to meet needs and/or manage risks

82% experienced enhanced self-reliance and resilience

79% achieved half or more goals

Goals were specific to the client's situation and set jointly by social work practitioners and the client's families. These included increased safety for family, financial stability, employability and caregiver functioning.

PROGRAMME HIGHLIGHT

1,358 (-63%)

Community Outreach Programmes

Engaging families through activities that raise awareness about parenting and other social issues, as well as community resources.

161 (+29%)

Poverty Alleviation Programme

A research-based approach that empowers beneficiaries to clear debt, which increases their thinking capacity to make good decisions, and build assets through a monthly matching scheme.

ESTABLISHED SERVICE DELIVERY STANDARDS FRAMEWORK FOR MWS FAMILY SERVICE CENTRES

Mooted in 2018, the framework encompasses MWS' professional code of conduct and ethics as well as MWS' Philosophy of Care which embodies trauma-informed care and principles.

The Standards Framework sets clear directions for our programmes and activities, particularly in safe and person-centric practices to support clients affected by trauma.

A series of professional development workshops and a Competency Framework for social service practitioners were launched to implement these standards.

Laying Down Trauma-informed Care Practice

MWS FAMILY SERVICE CENTRES

MWS Family Service Centres (FSCs) serve the complex needs of multi-stressed families in the community through an integrated suite of interventions. In 2019, the Centres adopted a trauma-informed care practice which focuses on the adverse life experiences of clients.

The Centres aim to integrate an understanding of the impact of trauma on the biopsychosocial functioning of individuals and families in their interventions. This enables the Centres to prevent, reduce and ameliorate the effects of trauma.

The Centres supported families in tackling complex issues such as family conflicts, interpersonal issues, marital disputes, parenting/child management, financial difficulties, abuse, and family violence. They also provided information and referral services to clients who were directed to relevant community resources.

The Centres' Psycho-educational and Support Group conducted needs assessments and therapeutic activities designed for families under their care. Children, parents, and individuals underwent group work to help them work through relationship issues, parenting challenges, and behavioural issues.

Another key focus of the Centres was community outreach. MWS Covenant FSC – Hougang partnered with 2 primary schools to raise awareness of family violence issues and the importance of early intervention. It conducted regular case discussions and trained teachers in engaging parents.

The Centre expanded its services by setting up a satellite centre at Buangkok which began operations in July 2019.



MWS COVENANT FAMILY SERVICE CENTRE – HOUGANG & BUANGKOK

Established 1987

A partnership with Paya Lebar Methodist Church

1,352

Families and individuals served
-9%

568

Clients received counselling and casework
+3%

719

Clients received information and referrals
+6%

65

Clients were reached through community outreach programmes
-74%





MWS FAMILY SERVICE CENTRE – TAMPINES

Established 1991
A partnership with Pentecost Methodist Church

1,052

Families and individuals served
-65%

507

Clients received counselling and casework
-14%

545

Clients received information and referrals
-70%

NOTE:
The Centre did not organise community outreach programmes in FY2019/20 in order to focus on strengthening its practice framework and core services.

MWS FAMILY SERVICE CENTRE – YISHUN

Established 2000

2,072

Families and individuals served
+4%

524

Clients received counselling and casework
+12%

1,148

Clients received information and referrals
+11%

400

Clients were reached through community outreach programmes
-20%

MWS COMMUNITY SERVICES – PUNGGOL

Established 2011
A partnership with Changi Methodist Church

23

Families and individuals served*
-99%

* Drop in number was due to the suspension of the Centre's programmes from January 2020. The Centre provided parent education and support to children from single parent families.

Empowering Low-income Families in Asset Building

MWS FAMILY DEVELOPMENT PROGRAMME

MWS FAMILY DEVELOPMENT PROGRAMME

Established 2016

161

Families with reduced financial hardship

+29%

161

Families on debt clearance and savings matching

+29%

125

Families received monthly cash assistance

+17%



169 (+5%) Children benefitted from support for education expenses



10 (-58%) Families moved from Debt Clearance to Savings mode



30 (+15%) Families on assistance for 3 consecutive years since FDP started



69 (+1%) Families on second or third year of assistance



\$2,209 (+4%) Average savings in 1 year by each participating family



\$1,826 (+115%) Average debt cleared in 1 year by each participating family

The MWS Family Development Programme (FDP) is a poverty alleviation programme focused on asset-building and targeted low-income families in the bottom 10% household income group in Singapore.

The primary aim of the programme is to increase the net worth of families by enabling them to clear debt and accumulate savings. For every \$1 contributed by the families to reduce debt or add to their savings, MWS matched with \$2. Families who are released from debt experienced significant drop in stress and anxiety, and have greater emotional capacity and cognitive bandwidth to plan for the future. The number of families supported through the programme increased by 29% to 161 in FY2019/20. Another 169 children also received financial assistance to cover educational expenses. Families did extremely well in clearing debt – the \$1,826 on average was double the amount cleared in the last financial year.

Since it started in April 2016, MWS FDP has empowered over 380 families through MWS Family Service Centres and in collaborations with other charities and Methodist churches.



Enhancing Parenting of Children from At-risk Families

MWS FAMILY SUPPORT PROGRAMME



MWS FAMILY SUPPORT PROGRAMME

Established 2019

72

Schools Engaged

893

Families Engaged

159

Enrolled in Triple P Online*

* Due to the COVID-19 situation, face-to-face consultation sessions were suspended in February 2020 and families were offered Triple P Online instead.

Launched in October 2019, the MWS Family Support Programme (FSP) is an upstream initiative designed to guide individuals who need support in parenting their pre-teens and teens. The addition of FSP to MWS was a strategic move to enhance our integrated network to support families in distress.

The programme is run by an MWS team of Family Life Education Trainers certified by the Ministry of Social and Family Development. MWS collaborates with schools in the 2 regional clusters of Pasir Ris/Punggol/Tampines, and Hougang/Sengkang/Serangoon to offer evidence-based programmes such as the Positive Parenting Programme (Triple P) and Signposts for Building Better Behaviour.

Within its first 6 months, MWS FSP shared its programmes and multi-disciplinary approach with school leaders and key personnel from 72 schools in 6 towns. The team started conducting Triple P in January 2020 and has since completed 20 face-to-face consultations with families who required support.

Using Deeper Insights of Trauma to Support Positive Transformation

MWS provides a community-based haven for troubled and at-risk girls aged between 15 and 21 years old. Most of them are referred by the court to serve their probation while some are abandoned by or estranged from their families.

The girls receive 24/7 care within a safe and nurturing environment. They are supported through a holistic and individualised therapy programme that considers the insights and impact from trauma that they have experienced.

We collaborate with partners, volunteers and the community to provide therapy, continuous education and supervised employment; equip them with critical life skills; and facilitate reconciliation with their estranged families.

Our ultimate aims are to bring about emotional healing, restoration of relationships and reintegration into the community.



WHO WE HELPED

10

(-38%)

Young women given second chances



HOW WE HELPED

Out of 10 young women:

8

Received trauma-based intervention

8

Reconciled with their families through restoration of relationships

9

Reintegrated into community, where:

6 Returned to school

3 Found employment

1

Received a scholarship/bursary

80%

of the girls experienced 4 to 7 Adverse Childhood Experiences (ACE) by the time they entered MWS Girls' Residence, while 20% had 1 to 3.

ACE refer to traumatic events that may have negative, lasting effect on a person's health and well-being. These are categorised by abuse, neglect or household dysfunction. The higher the number of ACE, the greater the impact on the individual's behaviour, health and well-being.

PROGRAMME HIGHLIGHTS

MINDFUL MOVEMENT PROGRAMME

This programme integrates mindfulness principles and practices with movement to help girls understand and express themselves, and aims to modify behaviour in an affirming, non-judgmental environment.

The programme's main benefits are reducing stress, encouraging expression of emotions, and promoting positive self-image and confidence.



CLOSURE OF MWS D'JOY CHILDREN'S CENTRE

MWS D'Joy closed its doors on 31 December 2019 as a result of falling enrolment contributed by changes in the childcare sector that provided more options for parents.

We served 43 preschoolers from 1 April to 31 December 2019.

Empowering At-risk Girls' Renewal through Trauma-informed Care

MWS GIRLS' RESIDENCE

MWS GIRLS' RESIDENCE

Established 2011

A partnership with General Conference
– Women's Society of Christian Service

10*

Residents

-38%

*Including those referred by the courts and government agencies

80%

Received trauma-informed therapy

Therapy

Individualised trauma-informed care plan.

Reconciliation

Family engagement, bonding and counselling.

Reintegration

Mentoring, education and employment support.



MWS Girls' Residence offers a safe, nurturing and conducive environment for troubled and at-risk girls to receive emotional, social, and psychological rehabilitation. Aged between 15 and 21 years old, they were mandated by the Court to serve their probation in a residential facility or referred by the Child or Adult Protective Service of the Ministry of Social and Family Development for care and protection.

The Residence aims to bring about positive changes in the girls' emotional well-being through a holistic programme built around trauma-informed care. Guided by the Social and Emotional Learning Framework, individualised counselling, character-building and emotional learning activities were provided for every girl.

Recognising that the family is a crucial factor in the girls' progress, the Residence intensified its outreach to parents or relatives to involve them in key decision-making. Care plans were shared openly with the residents

and their parents. Family counselling sessions and bonding activities were also conducted every month to facilitate reconciliation.

Additionally, girls were empowered to plan for their future. To help them reintegrate back into the community, the girls were encouraged to return to school to complete their education or pursue vocational training. The Residence partnered with volunteers from local universities to tutor the girls up to 3 times a week from April to October 2019.

Workshops were organised to cultivate life skills such as assertiveness, self-agency¹ and protective behavioural skills. One example is the "Busting Sexual Abuse Myths" workshop which educated the girls on the violence cycle, common myths, and the red flags of violence in dating relationships. They were also introduced to positive skills in self-expression including a mindful movement programme and hip hop lessons that promote inner healing.

1 The capability to influence one's functioning and the course of events by one's actions.

Uplifting Disadvantaged Children through Holistic Education

MWS D'JOY CHILDREN'S CENTRE

MWS D'Joy Children's Centre provided affordable childcare and preschool education for children aged 2 to 6. The Centre focused on experiential learning and holistic development to enable preschoolers to cultivate literacy, numeracy and social skills.

To cater to individual learning needs, lesson plans were customised, different styles of learning were integrated and coaching was personalised. The teachers also worked closely with the parents and kept them up to date with regular reviews of their children's progress.

MWS D'JOY CHILDREN'S CENTRE

Established 2000

A partnership with Hingwa Methodist Church

43

Preschoolers Nurtured

-37%

The Centre was closed permanently on 31 December 2019 due to falling enrolment.



Beneficiary Story: Holistic Care for a Family in Crisis

Mr Yan Yuelong works as a cook in a hawker centre and is the sole breadwinner for his family of 7, consisting of his wife, mother-in-law and 4 children. Although he worked long hours, the 42-year-old barely made enough to cover basic needs. The situation worsened when his mother-in-law was diagnosed with kidney failure. Desperately needing help, his wife approached MWS Covenant Family Service Centre – Hougang.

The Centre first helped the family with their financial issues. An application was put in for subsidies to cover the transportation costs of sending Mr Yan's mother-in-law for dialysis treatments and medical appointments. The family was also placed on a food ration programme which provided milk and diapers for the younger children.

Besides attending to his immediate needs, Mr Yan was placed on the MWS Family Development Programme (FDP) to help the family work towards financial stability and build assets to buffer against crises. Starting out with zero savings, Mr Yan committed to set aside \$100 a month which was matched \$2 for every \$1 by the programme. After being on FDP for 2.5 years, they have accumulated savings of more than \$9,000 to use for emergencies and their children's education.

Staff of the Centre also observed that the couple had difficulties in parenting their children and enrolled them in parent-child interaction therapy to equip them with parenting skills. Guided by the MWS holistic approach that recognises and taps on clients' strengths, MWS Social Worker, Ms Lynette Tan would encourage the couple whenever they applied the skills that they had learnt on their children. The couple has since shown more confidence in managing and disciplining their children.

"We are very grateful for the help from the Centre and happy to see our savings grow. The help we received has been very practical and helpful, and we feel less stressed," said Mr Yan.



Beneficiary Story: Leaving Her Past Behind



At just 18 years old, Michelle* had already experienced the deep loss of a loved one and years of trauma. After her mother passed away when she was only 10, her father put Michelle and her sister in the care of relatives while he went overseas to work. Unfortunately, she suffered physical and verbal abuse when living with her aunts. Years of abuse and neglect caused her to self-harm and she eventually admitted herself to the Institute of Mental Health for safety.

Michelle was referred to MWS Girls' Residence in 2017 so that she could be in a safe and stable environment where she could attend school and learn independent living skills. In her first year, she was afraid of being close

to people as she blamed herself for bringing bad luck to others. Her school grades were poor and negative peer influences led to anti-social behaviour such as bullying classmates. She also picked up smoking and drinking due to stress.

Case workers at the Residence introduced Michelle to expressive therapies like Sandplay and Art Therapy to bring out her inner thoughts, memories and feelings. Gradually, she became more in touch with her emotions and learnt how to express her feelings.

Reflecting on her progress, Michelle shared: "My greatest achievement is learning to forgive myself and to let go, so I do not allow myself to be tied down by my past."

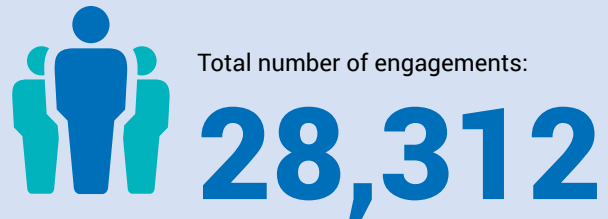
Staff of the Residence also facilitated the reconciliation between Michelle and her estranged father and sister. Through regular phone calls and meetings, Michelle has since reconnected with them.

Volunteer tutors and supplementary lessons at school also made a difference to her school grades. Last year, Michelle passed all her subjects in the N-Level examination and was promoted to Secondary 5. The help and positive change that she experienced has inspired her to pursue a Diploma in Social Work so that she can help others.

* Not her real name.

Volunteering Highlights

THANK YOU TO ALL OUR VOLUNTEERS WHO HAVE GIVEN THEIR TIME, TALENT AND SKILLS TO BRING ABOUT POSITIVE CHANGES.

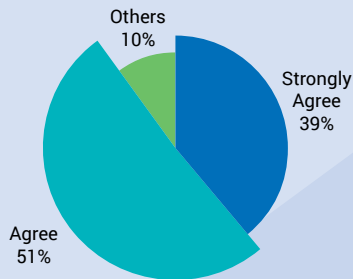


WE ASKED OUR VOLUNTEERS THE FOLLOWING QUESTIONS IN OUR ANNUAL VOLUNTEER SATISFACTION SURVEY.

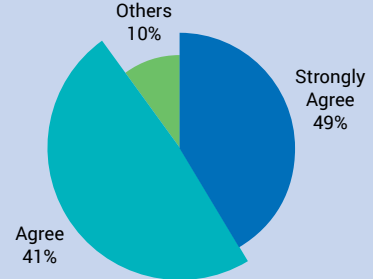
Sample size of 249 respondents spread across all centres.

Key percentages were calculated by adding 'strongly agree' and 'agree' responses.

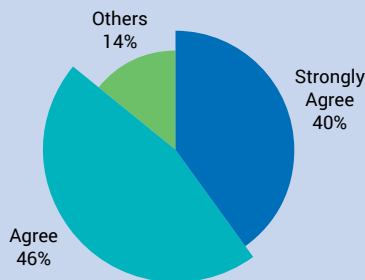
90% Believed that they made a difference



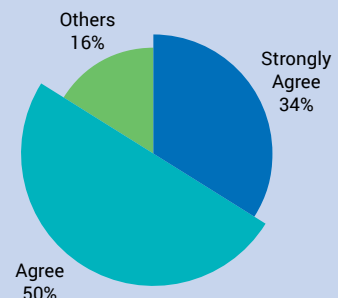
90% Felt appreciated by centre and programme staff



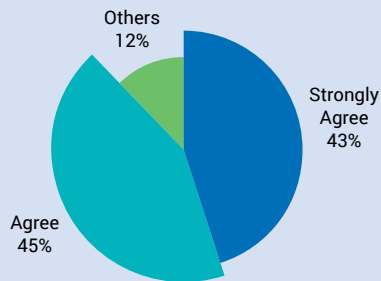
86% Would recommend others to volunteer at MWS



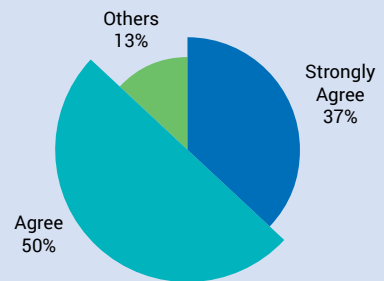
84% Were satisfied with their role



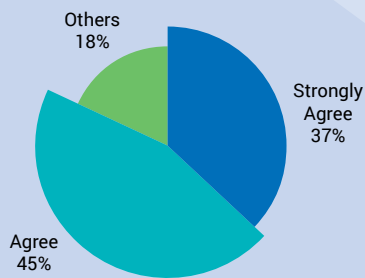
88% Felt their values are aligned with MWS causes and values



87% Felt happy using their skills and experiences



82% Felt a sense of belonging



Volunteers' Impact

Finding Fulfilment by Helping Others to Discover their Talents

Joyce Quek

One of the first volunteers with MWS Nursing Home – Yew Tee, Ms Joyce Quek has been serving faithfully since 2017. Alongside 2 others, she spearheaded the Expressive Art programme which has benefited 30 residents so far. As the name suggests, the special feature of this programme is enabling residents to express themselves through art. Ms Quek shared her joy of watching the seniors grow from passive observers to active and excited participants.

“You can see some of them holding their artwork fondly and taking it out to appreciate,” she said.

As a retiree herself, Ms Quek finds fulfilment in helping the residents discover their talents and boosting their self-esteem through art. Feeling that her efforts have made a difference in the lives of the residents, she is inspired to continue volunteering and engaging more seniors meaningfully.



Ms Joyce Quek (right) who spearheaded the Expressive Art programme is thankful that her efforts have made a difference in the lives of the residents.

When Passion and Giving Come Together

Connecting Cycling Superstars

Combining their passion for cycling and a desire to give back to the community, Connecting Cycling Superstars (CCS) has been organising various heartwarming activities for the residents at MWS Bethany Nursing Home – Choa Chu Kang since 2017. From organising Chinese New Year celebrations to games, CCS has brought much cheer and joy to the residents.

A member of CCS who initiated this volunteering effort, Ms Jacqueline Loh finds deep satisfaction in seeing CCS and beneficiaries develop mutual connections.

“The residents now recognise us and would greet and wave at us when we visit,” she said.

Volunteering has given greater meaning to CCS members. Many went on to invite family members who are non-cyclists to volunteer with them.



Spending Meaningful Time

Far East Organization

Since 2019, staff from Far East Organization have been organising lunches and creative programmes for the residents of MWS Christalite Methodist Home. Conducted once every 2 months, the volunteers held activities with interesting twists that not only improved their dexterity, but also brought on smiles and laughter.

Recounting the sessions, Ms Tan Chia Hui noticed the joy on the faces of the residents during the sessions.

“As a volunteer, my greatest value is giving the residents something meaningful to look forward to,” she said.

Ms Tan was encouraged by the rapport the volunteers have built with the residents, and how the residents looked forward to their time together.

Fundraising Highlights

WITH THE COMPASSIONATE AND GENEROUS SUPPORT OF OUR DONORS, SPONSORS AND SUPPORTERS, MWS ACHIEVED OUR FY2019/20 FUNDRAISING TARGETS THROUGH A SERIES OF CHARITABLE EVENTS.

MWS Fellowship on the Greens 2019



10 JULY 2019
ORCHID COUNTRY CLUB

The 31st edition of the MWS Charity Golf Tournament saw the participation of 261 golfers. Convened by Wesley Methodist Church, the Organising Committee consisted of Chairperson, Mr Sonny Chuah and members, Mr Benjamin Kan, Mr Leow Kim Liat, Ms Loong May Lin and Mr Rodney Tan.

After a day of friendly competition, Wesley Methodist Church won the Dr Tay Eng Soon Challenge Cup (Men's Team Champion), while Barker Road Methodist Church took home the Rosalyn Tay Challenge Cup (Women's Team Champion).



(Left to right) Organising Committee Chairperson Mr Sonny Chuah, Guest-of-Honour Mr Chong Kee Hiong, Special Guest Mr Seah Kian Peng and Mr Ong Kian Min on the greens.

\$464,741
Raised

14%
Efficiency Ratio

MWS Charity Ball - All Jazzed Up!

28 OCTOBER 2019
THE RITZ-CARLTON,
MILLENNIA SINGAPORE

With the theme “All Jazzed Up!”, the inaugural MWS Charity Ball was a celebration of life to uplift the less privileged and give them a reason to celebrate life.

Guest-of-Honour, Minister for Health, Mr Gan Kim Yong, joined over 500 guests for a night of jazz by Singapore’s “King of Swing” Jeremy Monteiro and performances by WindWorkz: The Big Band and MWS staff. Over \$700,000 was raised through the sale of dinner tables, auction of art and lifestyle items as well as outright donations.

The gala’s Organising Committee comprised Mrs Fong Loo Fern as Chairperson, and members Ms Joanne Low, Ms Doreen Mok, Ms Siah Yuet Min and Ms Yvonne Li.



Organising Committee Chairperson Mrs Fong Loo Fern presenting Guest-of-Honour Minister Gan Kim Yong with a calligraphy created by an MWS beneficiary.

\$662,127*
 Raised

18%
 Efficiency Ratio

* This figure excludes donations raised through platforms that are accounted for separately.



MWS Board Member Dr Tan Hai Chuang sharing a happy moment with a guest.



Guests having a ball of a time at the event.



Guests having fun posing for photos at the photo booth.



Singapore jazz stalwart Jeremy Monteiro performing jazz classics.

MWS Hong Bao Donation Drive 2020

JANUARY 2020

An annual fundraising exercise in partnership with schools, the MWS Hong Bao Donation Drive encourages children and youths to give a portion of their hong bao money to the disadvantaged and distressed. A total of 14 schools and kindergartens participated in the drive.

\$123,667
Raised

3%
Efficiency Ratio

The Giving Methodist 2020

**FROM 26 FEBRUARY TO
END OCTOBER 2020**

Spearheaded by MWS and The Methodist Church in Singapore (MCS), The Giving Methodist (TGM) aims to galvanise all Methodists to perform acts of love in benefit of the poor, needy, distressed and sickly seniors during the season of Lent.

In celebration of MCS' 135th anniversary, MWS created the "Eat Share Connect" idea – a communal dining outreach to bless the community, and promote interactions. However, as a result of the social distancing measures implemented to counter the COVID-19 pandemic, the campaign's focus shifted wholly to raising \$1.35 million. All of the donations will be channelled to support 1,000 distressed and low-income families facing more hardship due to pay cuts or loss of jobs.

The campaign aims to raise \$1.35 million by end October 2020 to bless each family with \$1,350.



The campaign will provide financial assistance to households from the bottom 10% income group who struggle with the costs of daily living.

\$213,011
(as of 31 March 2020)
Raised

14%
Efficiency Ratio

Donors Speak

“ Followers of Christ emulate their Master when they desire to glorify God by supporting a good cause, just as Christ seeks to glorify the Father (John 14:13). But we all know how difficult it is to help others holistically without adding to their troubles. That is why believers may prefer to donate their God-given resources to Methodist Welfare Services (MWS), knowing that MWS' professional helpers are able to assist others well. At the same time, we know that MWS will give glory to God on behalf of the donors, by letting their light shine before others (Matthew 5:16). ”

Chestmed Pte. Ltd

“ A key part of our mission at Lew Foundation is to support and improve the lives of the less fortunate. MWS Nursing Homes offer care, comfort and compassion to some of the most vulnerable members of our community. Partnering MWS to care for the frail has been very rewarding and provides us with the opportunity to contribute to an important field of work, extending the scope and impact of our philanthropic efforts to include those who benefit from the thoughtful, community-centred eldercare they provide. ”

Lew Foundation

“ Our family believes it is important to actively participate, engage with and support Church and community social initiatives. As members of the Methodist family, the Christ-centred approach towards outreach efforts, causes stood for, and the needs they work to meet, are some of the reasons why we contribute towards Methodist Welfare Services (MWS) and its initiatives. The Family Development Programme in particular, which seeks to help marginalised households in low-income brackets actively reduce debt obligations through counselling and financial aid, is one such initiative that resonates with us. We all have a calling and responsibility to be good stewards with the resources and blessings God has placed under our care. We pray that lives will continue to be touched and changed, and that Jesus' love and grace will shine through MWS and every gift given and received. ”

Anonymous Donor

Centre Governance Committees

MWS BETHANY NURSING HOME – CHOA CHU KANG

Chairperson	Mr David Wong Cheong Fook, BBM (L), BBM, PPA, PBM
Members	Mr Chan Kum Kit Mr Andrew Lee Ms Mak Wei Munn Dr Esther Tan Dr Dex Khor Teik Heng Mr Lam Wei Choong Dr Lydia Au Shu Yi Mr Charles Loh Chee Khiong Dr Tan Hai Chuang
Ex-Officio	Mr Yeo Puay Hin Mr Lam Kok Keong

MWS CHARIS ACE – GEYLANG EAST

Partner Church: Charis Methodist Church

Chairperson	Prof Lionel Lee Kim Hock
Vice-Chairperson	Mr Robert Goh Say Hong
Secretary	Mr Richard Tan Keng Hee
Members	Mr Khoong Hock Yun Dr Tan Soh Cheok (Stepped down on 08.02.2020) Mr Luke Loh Giap Wang (With effect from 08.02.2020) Ms Gladys Han Pitt Yeen (With effect from 08.02.2020) Mr Too Shiun Jye (Stepped down on 08.02.2020)
Ex-Officio	Mr Too Shiun Jye (With effect from 08.02.2020) Rev Lui Yuan Tze (With effect from 08.02.2020) Rev Jasper Sim Shenq Chyi (Term ended on 31.10.2019)
Board of Governance Representative	Mr Eugene Toh Ming Hong, PPA(G) (With effect from 14.09.2019) Dr Lee Wee Leong (Term ended on 14.09.2019)

MWS CHRISTALITE METHODIST HOME

Partner Church: Christ Methodist Church

Chairperson	Mr Stanley Lee Hong Kiat (With effect from 16.09.2019) Mr Ling Ting Soo (Stepped down on 16.09.2019)
Vice-Chairperson	Dr Peter Ng Teck Hwee
Secretary	Ms Florence Lee Chui Fong
Treasurer	Mrs Seow-Soon Yang San (Term ended on 31.10.2019) Mr Jimmy Tay Chee Sen (With effect from 01.11.2019)
Members	Col (RETD) Raymond Tan Kwang Meng Mr Ling Ting Soo (With effect from 16.09.2019) Mr Stanley Lee Hong Kiat (Stepped down on 16.09.2019) Ms Anne Phan Tjoei San (Term ended on 31.10.2019) Mr Teh Chong Mien Mr Wong Taur Jiun (With effect from 01.11.2019)
Ex-Officio	Rev Vincent Goh (Term ended on 31.10.2019)
Board of Governance Representative	Mr Robin Cheong Chak Khiong (With effect from 14.09.2019) Mr Ronnie Gan Seow Khaw (Term ended on 14.09.2019)

MWS COMMUNITY SERVICES - PUNGGOL

Partner Church: Changi Methodist Church

Chairperson	Mr Freddie Chew
Members	Mr Dennis Chua Teck Meng Mr Alvin Ng Tien Hock Mr Ronnie Gan Seow Khaw (With effect from 01.11.2019)
Ex-Officio	Rev Simon Cheo
Board of Governance Representative	Mr Eugene Toh Ming Hong, PPA(G)

MWS COVENANT FAMILY SERVICE CENTRE – HOUGANG

Partner Church: Paya Lebar Methodist Church

Chairperson	Ms Anna Chan Hock Cheng
Vice-Chairperson	Mr Keong Choon Jin
Treasurer	Mr Herbert Ng Choon Ling
Members	Mr Choi Chik Cheong (Term ended on 31.10.2019) Mr Richard Yeo Lee Hock (Deceased in Dec 2019) Mrs Magdalene Low Siah Ing Mr Chan Kah Guan
Ex-Officio	Pastor Alex Chew Pastor Jacob Lim (With effect from 30.01.2020)
Board of Governance Representative	Mr Ronnie Gan Seow Khaw (Term ended on 14.09.2019) Assoc Prof Sunil Kumar Sethi, PPA(G) (With effect from 14.09.2019) (Stepped down on 18.03.2020)

MWS D'JOY CHILDREN'S CENTRE (TERM ENDED ON 31.12.2019)

Partner Church: Hinghwa Methodist Church

Chairperson	Mr Soon Kay Hock
Vice-Chairperson	Mr Yap Chee Heng
Members	Mrs Maggie Khoo Mrs Mary Seah Dr Lynn Chua Ting Ling
Ex-Officio	Rev Chin Yan Chong Mr Daniel Wong
Board of Governance Representative	Dr Lee Wee Leong (Term ended on 14.09.2019) Mr Wendell Wong Hin Pkin (With effect from 14.09.2019)

MWS FAMILY SERVICE CENTRE – TAMPINES

Partner Church: Pentecost Methodist Church

Chairperson	Mr Raymond Khoo
Treasurer	Ms Sandra Lee Siew Eng (Term ended on 31.10.2019) Ms Deon Chan Siew Gong (With effect from 01.11.2019)
Assistant Treasurer	Ms Sandra Lee Siew Eng (With effect from 01.11.2019)
Members	Dr Tan Kee Wang (Term ended on 31.10.2019) Mdm Tay Chor Lin Mr Leong Hoe Yin (Term ended on 31.10.2019) Mdm Irene Chue Ying Song Mr Adrian Phuah Wai Ann

MWS FAMILY SERVICE CENTRE – YISHUN

Chairperson	Mr Albert Lim Song Khiang, PBM
Members	Mrs Teresa Kuek Mrs Linda Haverkamp - Heng Phek Lang Ms Elaine Ng Lay Yian Ms Kee Ee Wah

MWS GIRLS' RESIDENCE**Partner Agency: General Conference – Women's Society of Christian Service**

Chairperson	Mrs Lydia Sng
Vice-Chairperson	Ms Flora Chew Siew Keow
Members	Mrs Pauline Tam (Wee Chai Kee) Ms Kohila Govindaraju Ms Connie Lim Hee Cheng Ms Lily Chia Lay Lay
Board of Governance Representative	Mr Yow Chi Mun (Term ended on 14.09.2019) Ms Chew Kim Ling (With effect from 14.09.2019)

**MWS HOME CARE
(TERM ENDED ON 31.10.2019)**

Chairperson	Dr David Foo Chee Guan
Members	Dr Khor Tong Hong Mrs Tan Ee Leng Ms Kwok Wan Yee Dr Winnie Wun Dr Lydia Seong Peck Suet
Board of Governance Representative	Rev Dr Daniel Koh Kah Soon

**MWS HOME HOSPICE
(TERM ENDED ON 31.10.2019)**

Chairperson	Mr Lam Wei Choong
Members	Mr Chan Wing Leong Dr Agnes Ng Dr Ting Wen Chang Mr David Row Ms Lai Bew Meng Mrs Tan Ee Leng Dr Genedine Lim

**MWS HOME CARE & HOME HOSPICE
(WITH EFFECT FROM 01.11.2019)**

Chairperson	Mr Lam Wei Choong
Vice Chairperson	Dr Lydia Seong Peck Suet
Members	Mrs Tan Ee Leng Dr Genedine Lim Ms Lai Bew Meng Mr Chan Wing Leong Dr Agnes Ng Mr David Row

MWS NURSING HOME – YEW TEE

Chairperson	Dr Tan Hai Chuang
Members	Dr Jim Lim Kim Hwa Mrs Audrey Lee Mr Lam Wei Choong Mr Teo Khoon Seng Ms Sandra Phung Minsi Mr David Wong Cheong Fook, BBM (L), BBM, PPA, PBM Dr Dex Khor Teik Heng
Ex-Officio	Mr Yeo Puay Hin Mr Lam Kok Keong

**MWS WESLEY SENIOR ACTIVITY CENTRE – JALAN BERSEH
(TERM ENDED ON 31.03.2020)****Partner Church: Wesley Methodist Church**

Chairperson	Mr Leow Kim Liat
Vice-Chairperson	Mr Daniel Chan
Members	Ms Shirley Koo Mr Liew Yuen Loong Ms Bernetta Tan Sue Taima (Term ended on 31.10.2019) Mr Woo Sui Kee Mr Alvin Chua Nai Bin Mr Ronnie Ma (With effect from 01.11.2019)
Ex-Officio	Rev Stanley Chua Huang Seng
Board of Governance Representative	Mr Yow Chi Mun
Advisor	Ms Denise Phua Lay Pheng

**MWS SENIOR ACTIVITY CENTRES
(CENTRAL CENTRE GOVERNANCE COMMITTEE)**

Chairperson	Mr Albert Lim Song Khiang, PBM
Member	Mr Ngien Hoon Ping (Term ended on 31.10.2019)
Board of Governance Representative	Rev Dr Daniel Koh Kah Soon (With effect from 14.09.2019)

MEMBERS**MWS SENIOR ACTIVITY CENTRE – FERNSVALE RIVERGROVE****Partner Church: Sengkang Methodist Church**

Vice-Chairperson	Mr Loh Kum Fei
Members	Mr Raymond Wong Chin Sai Mrs Moo Swee Ngoh (Stepped down on 01.03.2019)
Ex-Officio	Rev Dr Niam Kai Huey (Term ended on 31.10.2019)

MWS SENIOR ACTIVITY CENTRE – TECK GHEE VISTA**Partner Church: Ang Mo Kio Methodist Church**

Vice-Chairperson	Mr Goh Geck Teck
Members	Mr Tan Tong Guan (Term ended on 31.10.2019) Mr Thomas Tan (With effect from 01.11.2019) Mr Patrick Ling Choo Hau
Ex-Officio	Rev Anthony Lee (With effect from 01.11.2019) Rev Melvin Huang (Term ended on 31.10.2019)

MWS SENIOR ACTIVITY CENTRE – GREENTOPS @ SIMS PLACE**Partner Church: Geylang Chinese Methodist Church**

Members	Ms Teo Suet Ehr Mr Desmond Tan (Term ended on 31.10.2019) Mr Lim Khian
Ex-Officio	Rev Paul Thian Moon Hee Mr E Cherng Ming

MWS SENIOR ACTIVITY CENTRE – GOLDEN LILY @ PASIR RIS**Partner Church: Pentecost Methodist Church**

Members	Mr Ong Peng Kiat Mdm Lum Yeok Yin (Mrs Florence Ho) Dr Yap Hwa Ling (With effect from 08.02.2020)
----------------	--

MWS SENIOR ACTIVITY CENTRE – KEBUN BARU**Partner Church: Ang Mo Kio Chinese Methodist Church**

Members	Mr Torrey Phua Tzyh Seng Mr Law Chor Boon Mr Patrick Soo Piang Leong
Ex-Officio	Mr George Loh Rev Helen Hoe (With effect from 01.11.2019) Rev Sum Chong Keong (Term ended on 31.10.2019)

Working Committees

AUDIT

Chairperson	Mr Tan Chian Khong
Members	Mr Chan Kum Kit (Term ended on 31.10.2019) Mr Ronnie Gan Seow Khaw (Term ended on 14.09.2019) Mr David Wong Cheong Fook, BBM (L), BBM, PPA, PBM (Term ended on 31.10.2019) Ms Latha Mathew Mr Raymond Tong Wei Min (With effect from 01.10.2019) Mr Soh Kok Leong (With effect from 01.10.2019)

CHAPLAINCY

Chairperson	Rev Vincent Goh
Members	Rev Anil Samuel Rev Lek Yong Teck Rev Joel Yong Rev Dr Daniel Koh Kah Soon (With effect from 01.10.2019) Rev David Gwee (With effect from 01.10.2019)

COMMUNICATIONS & ENGAGEMENT

Chairperson	Mr George Loh Chee Ping (Term ended on 14.09.2019) Ms Joanne Low Eu Min (With effect from 14.09.2019)
Members	Mr David Ong Tzi Hun (Term ended on 14.09.2019) Rev David Gwee (With effect from 14.09.2019) Dr Hwang Chi Hong (With effect from 12.03.2020)

FINANCE

Chairperson	Mrs Fong Loo Fern (Term ended on 14.09.2019) Mr Robin Cheong Chak Khiong (With effect from 14.09.2019)
Members	Mr Terence Wee Jin Zoo Mr David Wong Cheong Fook, BBM (L), BBM, PPA, PBM Mr Yow Chi Mun

HUMAN RESOURCE

Chairperson	Mrs Loh Chay Leng (Term ended on 14.09.2019) Mr Philip Oh (With effect from 14.09.2019)
Members	Mr Aubeck Kam Tse Tsuen (Term ended on 31.10.2019) Ms Chew Kim Ling (With effect from 14.09.2019) Mr Lim Tat (Term ended on 31.10.2019) Mrs Elaine Chua Lye Yin San Mrs Loh Chay Leng (With effect from 01.11.2019)

INVESTMENT

Chairperson	Mr Yow Chi Mun
Members	Mr David Wong Cheong Fook, BBM (L), BBM, PPA, PBM Mr Tung Siew Hoong Mr Clifford Lee Hock Tan Mr Robin Cheong Chak Khiong (With effect from 14.09.2019) Mrs Fong Loo Fern (Term ended on 14.09.2019)

INFORMATION TECHNOLOGY

Chairperson	Dr Lee Wee Leong (Term ended on 14.09.2019) Mr Terence Wee Jin Zoo (With effect from 14.09.2019)
Members	Mr Lam Wei Choong (Term ended on 14.09.2019) Dr Lee Wee Leong (With effect from 01.10.2019) Mr Aaron Ma Seiw Wai (With effect from 01.10.2019) Mr Terence Wee Jin Zoo (Term ended on 14.09.2019)

NOMINATIONS (TERM ENDED ON 31.12.2019)

Chairperson	Rev Dr Daniel Koh Kah Soon
Members	Mr Albert Lim Song Kiang, PBM Mr David Wong Cheong Fook, BBM (L), BBM, PPA, PBM Mrs Fong Loo Fern Rev Jasper Sim Shenq Chyi Mr Chan Fook Kay Mr Edmund E Rev Derrick Lau

Financial Highlights

Fundraising Efficiency Ratio

	FY2019/20 \$	FY 2018/19 \$
Donations	4,437,663	3,744,544
Fundraising Income	8,186,306	6,563,927
Sponsorships	179,166	76,624
Total Donations and Sponsorships	12,803,135	10,385,095
Direct Fundraising Expenses	334,588	254,751
Indirect/Allocated Costs	340,157	287,856
Sponsorships	179,166	76,624
Total Fundraising Expenditure	853,911	619,231
Donations Channelled to Programmes/Centres	11,949,224	9,765,864
Fundraising Efficiency Ratio before Sponsorship	5.3%	5.3%
Fundraising Efficiency Ratio with Sponsorship	6.7%	6.0%

Key Management





1. Coreen Chua
Director,
Human Resources
Joined: 12 May 2014

2. Yap Lee Lee
Director,
Communications &
Engagement
Joined: 3 Feb 2014

3. Dawn Wong
Head, MWS Covenant
Family Service
Centre – Hougang &
Buangkok
Joined: 3 Dec 2012

4. Junie Foo
Group Executive
Director
Joined: 18 June 2018

5. Diana Ooi
Head, MWS Bethany
Nursing Home –
Choa Chu Kang
Joined: 1 Jan 2016

6. Cindy Ng-Tay
Head, MWS Family
Service Centre –
Yishun & Tampines
Joined: 16 Jan 2012
Redesignated as
Director, MWS Family
Service Centres:
1 May 2020

7. Fong Mee Sim
Group Director, Finance,
Admin & Procurement
Joined: 9 July 2007

8. Julie Tan
Principal, MWS D'Joy
Children's Centre
Joined: 1 Aug 2013

9. Richard Koh
Head, MWS Nursing
Home – Yew Tee
Joined: 1 Jan 2017

10. Audrey Rajalingam
Head, MWS Girls'
Residence
Joined: 1 Apr 2010

11. Goh Eng Kwang
Director, MWS
Christalite Methodist
Home
Joined: 1 July 2013

12. Annie Ong
Manager, MWS Charis
ACE – Geylang East
Joined: 3 July 2017

**13. Rev Dr Norman
Wong**
Head, Chaplaincy
Joined: 2 Jan 2014

14. Jane Tew
Head, Facilities
Management
Joined: 3 Oct 2016

15. Dr Jamie Phang
Cluster Director,
Community Eldercare
Services
Joined: 14 Sep 2015

16. Dr Andy Lee
Head, MWS Home Care
& Home Hospice
Joined: 1 Jan 2017
Redesignated as
Principal Resident
Physician: 1 May 2020

17. Kwok Sian Yee
Supervisor, MWS
Wesley Senior Activity
Centre – Jalan Berseh
Joined: 13 Sep 2010
Secondment Ended:
31 Mar 2020

18. Charity Chu
Head, Allied Health
Joined: 3 Apr 2017

19. Connie Ng
Head, MWS Family
Support Programme
Joined: 16 Sep 1998

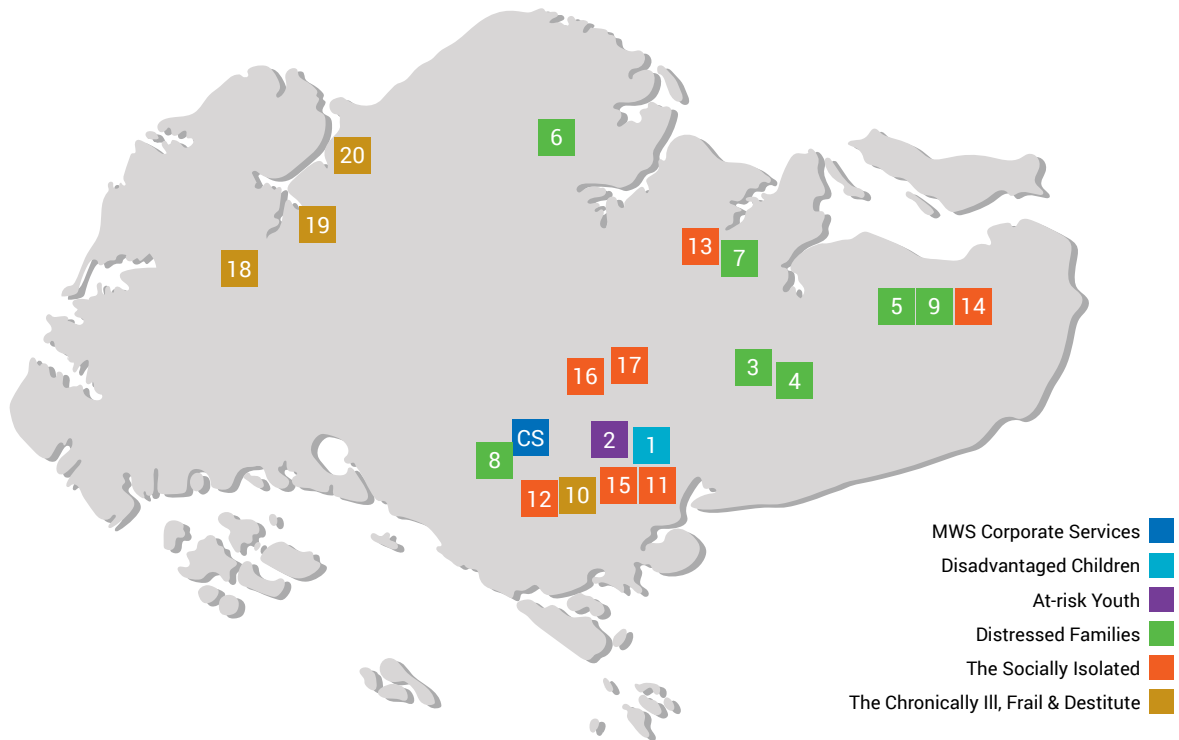
20. Ho Kah-Choy
Director, Information
Technology
Joined: 11 Mar 2019

21. Alvin Goh
Cluster Director, Family
Services
Joined: 12 Mar 2007

22. Jenny Bong
Cluster Director,
Residential Services
Joined: 2 June 2008



MWS Centres & Programmes



MWS CORPORATE SERVICES

CS Methodist Welfare Services

70 Barker Road #05-01
Singapore 309936
Tel: 6478 4700
Fax: 6478 4701
Email: admin@mws.sg
Website: www.mws.sg

3 MWS Covenant Family Service Centre – Hougang

Blk 613 Hougang Avenue 8
#01-432
Singapore 530613
Tel: 6282 8558
Fax: 6283 6361
Email: MWScfsc@mws.sg

6 MWS Family Service Centre – Yishun

Blk 855 Yishun Ring Road
#01-3539
Singapore 760855
Tel: 6756 4995
Fax: 6752 4709
Email: MWSfscy@mws.sg

FAMILY SERVICES

1 MWS Christalite Student Care Centre

Blk 122 Geylang East Central
#01-74
Singapore 380122
Tel: 6744 4296
Email: MWSscsc@mws.sg

4 MWS Covenant Family Service Centre – Buangkok

Blk 997B Buangkok Crescent
#01-853
Singapore 532997
Tel: 6282 8558
Fax: 6283 6361
Email: MWScfsc@mws.sg

7 MWS Community Services – Punggol

Sengkang Central Post Office P.O.
Box 865
Singapore 915408
Email: MWSscsp@mws.sg

2 MWS Girls' Residence

1 St. George's Lane
Singapore 328047
Tel: 6391 0567
Fax: 6296 0942
Email: MWSgr@mws.sg

5 MWS Family Service Centre – Tampines

Blk 470 Tampines St 44 #01-194
Singapore 520470
Tel: 6787 2001
Fax: 6787 4459
Email: MWSfsc@mws.sg

8 MWS Family Development Programme

(Administered by MWS Corporate Services)
Tel: 6478 4700
Email: MWSfdp@mws.sg

9 MWS Family Support Programme

Blk 469 Tampines St 44 #01-156
Singapore 520469
Tel: 6786 5635
Email: MWSfsp@mws.sg

COMMUNITY ELDERCARE SERVICES

10 MWS Home Care & Home Hospice
2 Kallang Avenue CT Hub #08-14
Singapore 339407
Tel: 6435 0270 Fax: 6435 0274
Email: MWSshh@mws.sg

11 MWS Charis ACE – Geylang East
Blk 125 Geylang East Avenue 1
#01-05
Singapore 381125
Tel: 6842 0497 Fax: 6842 0495

12 MWS Wesley Senior Activity Centre – Jalan Berseh
Blk 25 Jalan Berseh #01-142
Singapore 200025
Tel: 6298 0195 Fax: 6298 0245

13 MWS Senior Activity Centre – Fernvale Rivergrove
Blk 473A Fernvale Street #01-17
Singapore 791473
Tel: 6481 7395

14 MWS Senior Activity Centre – Golden Lily@Pasir Ris
Blk 212A Pasir Ris Street 21
#01-616
Singapore 511212
Tel: 6214 0119

15 MWS Senior Activity Centre – GreenTops@Sims Place
Blk 63 Sims Place #01-227
Singapore 380063
Tel: 6747 1786

16 MWS Senior Activity Centre – Kebun Baru
Blk 180 Ang Mo Kio Ave 5
#01-2980
Singapore 560180
Tel: 6238 4137

17 MWS Senior Activity Centre – Teck Ghee Vista
Blk 307D Ang Mo Kio Avenue 1
#01-01
Singapore 564307
Tel: 6684 0341

Please email MWS Senior Activity Centres at MWSSac@mws.sg

RESIDENTIAL SERVICES

18 MWS Bethany Nursing Home – Choa Chu Kang
9 Choa Chu Kang Avenue 4
Singapore 689815
Tel: 6314 1580 Fax: 6314 1576
Email: MWSbnh@mws.sg

19 MWS Nursing Home – Yew Tee
51 Choa Chu Kang North 6
Singapore 689581
Tel: 6568 9200 Fax: 6568 9250
Email: MWSnhyt@mws.sg

20 MWS Christalite Methodist Home
51 Marsiling Drive
Singapore 739297
Tel: 6368 5179 Fax: 6368 7127
Email: MWScmh@mws.sg

MAKE AN IMPACT TODAY!

\$10

SPONSOR OUTINGS FOR ISOLATED SENIORS TO ENGAGE THEM TO STAY ACTIVE

Seniors who are empty-nesters or retirees tend to have limited social contact, and prolonged social isolation may lead to early onset of illness and psycho-emotional issues. Outings help to meet their social and recreational needs and support them to age in place in their community.

\$400

PROVIDE FINANCIAL ASSISTANCE TO 2 LOW-INCOME FAMILIES FOR A MONTH

To help low-income families in financial distress, we provide needs-based cash assistance for monthly school supplies, milk supplements, and to cover some of the daily living expenses.

\$100

CONTRIBUTE TOWARDS DEBT CLEARANCE AND SAVINGS MATCHING FOR A LOW-INCOME FAMILY FOR 2 WEEKS

The MWS Family Development Programme aims to improve the social mobility of low-income families through holistic integrated intervention, which includes teaching of financial management skills, debt clearance, and asset building.

\$500

CONTRIBUTE TO 1 LOW-INCOME RESIDENT'S STAY AT A NURSING HOME

Most of the residents at our Nursing Homes come from low-income backgrounds, and some struggle to afford the minimum payment. Donations are critical to give them the long-term care that they cannot afford.

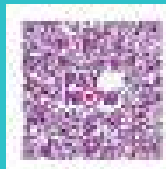
\$250

CONTRIBUTE TO STIMULATING WORKSHOPS THAT IMPART NEW SKILLS AND KNOWLEDGE TO SENIORS

Keeping seniors' minds active and sharp through continuous learning is one of the key components of the holistic programmes offered at our Senior Activity Centres. Workshops on topics ranging from music, dance, technology, craft-making and so on enable seniors to pick up new skills and keep their minds active.



For online donations, please visit mws.sg/give or scan the QR code. To receive tax exemption, please state your NRIC No. upon payment.



For mobile banking donations, use the PayNow feature on your app and donate directly. To receive tax exemption, please state your NRIC No. upon payment.



DONATION FORM

All information is required unless otherwise stated. Please mail the completed form to METHODIST WELFARE SERVICES at 70 Barker Road, #05-01 Singapore 309936. *Please delete where applicable.

DONOR DETAILS

Your personal donation is eligible for 2.5 times tax deduction. Please provide your particulars, especially your NRIC/FIN No, for submission to the Inland Revenue Authority of Singapore for automatic tax deduction.

Title: Mr Mdm Ms Mrs Rev Dr Prof
Full Name (as in NRIC/FIN): _____
NRIC / FIN / UEN No: _____ Gender: Male Female
Date of Birth: ____/____/____ (DD/MM/YYYY)
Contact No: _____ (Home) _____ (Office) _____ (Mobile)
Mailing Address: _____
Postal Code: _____
Email: _____
Occupation: _____ Company: _____
Place of Worship (if any): _____

DONATION AMOUNT

Monthly Donation (SGD):

\$30 \$50
 \$80 \$100
 Other amount: _____
_____ monthly

One-Time Donation (SGD):

\$100 \$150
 \$200 \$250
 Other amount: _____

IMPORTANT: PLEASE DO NOT SEND CASH.

DONATION METHOD

IMPORTANT: Please do not mail cash.

CHEQUE (Payable to: Methodist Welfare Services)

Cheque No: _____ Bank: _____

CREDIT CARD (Minimum S\$10.00) VISA / MASTERCARD *

Cardholder's Name (as in credit card): _____

Expiry Date (MM/YY)

Signature (as in credit card): _____

GIRO (Please fill in form below)

For Donor's Completion

Full Name (as in bank account): _____
NRIC / FIN / UEN No: _____ Contact No (Tel/Fax*): _____
Bank Account No: _____
To (Name of Bank): _____
Bank Branch: _____
Monthly Donation (payment limit): S\$ _____
Name of Billing Organisation: Methodist Welfare Services

- 1. I/We* hereby hereby instruct you to process BO's instructions to debit my/our* account.
- 2. You are entitled to reject the BO's debit instruction if my/our* account does not have sufficient funds and charge me/us* a fee for this. You may also at your discretion allow the debit even if this results in an overdraft on the account and impose charges accordingly.
- 3. This authorisation will remain in force until terminated by your written notice sent to my/our* address last known to you or upon receipt of my/our* written revocation through Methodist Welfare Services.

Company Stamp / Signature(s) / Thumbprint(s)* (as in bank's record)
For thumbprint verification, please visit your bank with your identification documents.
Date: _____

For MWS' Completion

Bank Branch MWS Account No.
7171 033 0330165692
Bank Branch Account No. To Be Debited
MWS Customer Reference No.

For Bank's Completion

To: Methodist Welfare Services
This application is hereby rejected for the following reason(s) (please indicate):
Signature/Thumbprint* differs from the Bank's records
Amendments not countersigned by Customer
Account operated by signature/thumbprint*
Signature/Thumbprint* incomplete/unclear*
Wrong account number
Others: _____
Name of Approving Officer: _____
Authorised Signature Date

NOTE:
Please be assured that your personal information will be kept strictly confidential except that Methodist Welfare Services ("MWS") may collect, use and disclose your personal data for the purposes of:
a. Administering your donations to MWS (including without limitation, disclosing to IRAS for tax deduction purpose);
b. Communications pertaining to your donations; and
c. Communicating and updating you on other charity initiatives or related activities including soliciting donations and volunteers for activities or programmes organised by MWS or other charitable organisations.
By submitting this form, you hereby consent to MWS collecting, using and disclosing your personal data for the purposes set out above.



**THANK YOU FOR
YOUR CONTRIBUTION
TO METHODIST WELFARE SERVICES!**

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be paid by
addressee.
For posting in
Singapore only.

**BUSINESS REPLY SERVICE
PERMIT NO. 02007**



METHODIST WELFARE SERVICES
70 Barker Road #05-01
Singapore 309936

Corporate Governance Report FY2019/20

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A. Board & Executive Management

MWS BOARD OF GOVERNANCE

The MWS Board of Governance (Board) is made up of 22 members comprising 11 elected Board Members and 11 Co-opted members. The Secretary of the Trustees of The Methodist Church in Singapore (MCS), as provided in the MWS Constitution, is an ex-officio non-voting member of the Board. In addition, a representative from the MCS – General Conference is invited as an observer to the Board. The composition, powers and functions of the Board are governed by the MWS Constitution (revised September 2012).

Board Members are elected, and serve for a period of 2 years. All Board Members are not paid any remuneration or director's fees. There is a maximum term limit of 4 consecutive years for the Treasurer position.

The Board meets at least 10 times yearly with a quorum of a simple majority. No staff member sits on the Board.

BOARD OF GOVERNANCE

Board Member & Current Designation	Date of First Appointment to Board [^]	Date of Latest Appointment to Board	Occupation	Board Attendance
Mrs Fong Loo Fern, Chairperson	13.12.2008	14.09.2019	Managing Director, CYC Company Pte Ltd	7 of 10
Mr Eugene Toh Ming Hong, PPA(G), Vice Chairperson	17.09.2011	14.09.2019	Director (Pro-Enterprise), Ministry of Trade & Industry	10 of 10
Rev Dr Daniel Koh Kah Soon, Honorary Secretary	10.10.2009	14.09.2019	Methodist Pastor, Trinity Annual Conference	8 of 10
Mr Raymond Khoo Peng Ann, Assistant Honorary Secretary	16.09.2017	14.09.2019	Retired. Former Senior Assistant Commissioner of Police, Ministry of Home Affairs	8 of 10
Mr Robin Cheong Chak Khiong, Honorary Treasurer	22.09.2018	14.09.2019	Retired. Former Accountant, Hercules Offshore	8 of 10
Mr Terence Wee Jin Zoo, Assistant Honorary Treasurer	26.09.2015	14.09.2019	Senior Director, Professional Services, SAS Institute Pte Ltd	7 of 10
Mr Yow Chi Mun, Board Member	26.09.2015	14.09.2019	Portfolio Manager, Precept Investments Pte Ltd	7 of 10
Mr Tan Chian Khong, Board Member	26.09.2015	14.09.2019	Honorary Executive Director, Trailblazer Foundation Ltd	7 of 10
Dr Tan Hai Chuang, Board Member	16.09.2017	14.09.2019	Managing Director, Bright Spring Management Ltd	6 of 10
Ms Joanne Low Eu Min, Board Member	14.09.2019	14.09.2019	Director, Luxe Labels Pte Ltd	6 of 6
Ms Chew Kim Ling, Board Member	14.09.2019	14.09.2019	Head of HR, United Overseas Bank Pte Ltd	4 of 6
Assoc Prof Sunil Kumar Sethi, PPA(G)*, Co-opted Board Member	14.09.2019	14.09.2019	Senior Consultant, National University of Singapore (NUS)	2 of 6

* Stepped down on 18.03.2020.

[^] This refers to date of first appointment to the Board on a continuous basis.

Board Member & Current Designation	Date of First Appointment to Board ¹	Date of Latest Appointment to Board	Occupation	Board Attendance
Mr Philip Oh, Co-opted Board Member	14.09.2019	14.09.2019	Retired. Former Asia Pacific Chief Operating Officer, Alpha International	3 of 6
Rev David Gwee, Co-opted Board Member	14.09.2019	14.09.2019	Methodist Pastor, Trinity Annual Conference	3 of 6
Mr Wendell Wong Hin Pkin, Co-opted Board Member	01.10.2010	14.09.2019	Director, Drew & Napier LLC	4 of 10
Mr Lam Wei Choong, Co-opted Board Member	26.09.2015	14.09.2019	Managing Principal, Veros Consulting	5 of 10
Mr Albert Lim Song Khiang, PBM, Co-opted Board Member	19.07.1997	14.09.2019	Director, El-Shaddai Resources Pte Ltd	7 of 10
Mr Samuel Tay, Co-opted Board Member	01.01.2017	14.09.2019	Senior Sales Engineer, Lintec Singapore Pte Ltd	6 of 10
Mr Wilson Sampath, Co-opted Board Member	01.01.2017	14.09.2019	Senior Account Manager, Visa Inc	5 of 10
Dr Teo Li Bee, Co-opted Board Member	01.01.2017	14.09.2019	Company Director, RCS Teo Pte Ltd	2 of 10
Ex-Officio:				
Mr Kim Seah Teck Kim, The Secretary of The Trustees of The Methodist Church in Singapore (MCS)	01.04.2016	01.04.2016	Consultant, Incisive Law LLC	1 of 10
By Invitation:				
Mr Darius Chua Tan Peak, MCS Representative	19.10.2015	19.10.2015	Director, Finance, Administration & Programmes, The Methodist Church in Singapore (MCS)	3 of 10

Board Members who have served for more than 10 consecutive years:

- **Mrs Fong Loo Fern (Chairperson)**
Mrs Fong was the former Honorary Treasurer and has been appointed to the new position of Chairperson.
- **Rev Dr Daniel Koh Kah Soon (Honorary Secretary)**
Immediate past Chairperson Rev Dr Koh remains on the Board as the Honorary Secretary to provide continuity.
- **Mr Albert Lim Song Khiang, PBM (Co-opted Board Member)**
Mr Lim remains on the Board as a Co-opted Board Member, representing the Trinity Annual Conference Board of Outreach and Social Concerns Committee in the Methodist church.

Our 3 highest paid staff do not serve as governing board members.

1 Consists of MWS' Board Chairperson, current members and independent professionals appointed by the Board.

A. Board & Executive Management

ROLES AND RESPONSIBILITIES

The Board oversees the decisions relating to policy, strategic issues and governance of MWS. The daily management and operations of MWS are delegated to the Group Executive Director and staff. The Board's roles and responsibilities include:

- Establishing MWS' Vision and Mission
- Providing guidance and advice in the mapping of the Strategic Direction and Annual Workplan of MWS and its Centres
- Ensuring plans are aligned to MWS' Vision and Mission
- Holding fiscal responsibility, including approval of budgets, investments and the procurement of other resources
- Upholding the legal and ethical integrity of the charity
- Reviewing, monitoring and evaluating MWS and its Centres' performance

BOARD OF GOVERNANCE POLICIES

Selection/Recruitment Policy

MWS continually ensures that the appropriate set of skills, talents and attributes are represented on the Board. To ensure an effective Board succession plan, the Nominations Committee¹ identifies people with the desired competencies to meet the current and future needs of the organisation. The Board, through the National Council of Social Services, also accepts nominations of interested administrative officers from the Public Service Division.

To build a steady pipeline of Board talent, MWS also brings in potential candidates to serve in our various Centre Governance Committees. This helps the Board to identify and develop specific candidates to fill Board positions or serve in other key positions within MWS.

A list of potential Board candidates is developed and discussed at least one year before the end of current term.

Induction/Training Policy

New members are inducted to the Board through an orientation programme, Centre visits and guidance from the Chairperson and other experienced Board Members. All Members are encouraged to attend courses on governance at the Social Service Institute and Singapore Institute of Directors.

In addition to serving on the Board, members are also invited to join MWS' Centre Governance Committees (CGC) or Working Committees such as Finance, Human Resource, and Communications & Engagement. This helps members to understand MWS' services and issues on the ground.

Evaluation of Board's Effectiveness

The Board is guided by the best practices as set out in the Code of Governance for Charities, Institutions of a Public Character and Charity Transparency Framework. The Nominations Committee will evaluate the effectiveness of the Board and identify areas of improvement. The Board also undergoes a self-evaluation checklist annually to assess its performance.

CENTRE GOVERNANCE AND WORKING COMMITTEES

The Board is further complemented by:

- 14 Centre Governance Committees; and
- 8 Working Committees covering the following functions: Audit, Finance, Investment, Human Resource, Information Technology, Communications & Engagement, Nominations, and Chaplaincy

CENTRE GOVERNANCE COMMITTEES (CGC)

The CGC's primary role is to provide governance oversight for the Centres, on behalf of the Board. Its specific responsibilities include:

- Oversight on policy, strategic issues and governance of the Centre while delegating the management and implementation role to the Centre Head and staff
- Review, monitoring and evaluation of the Centre's performance
- Ensuring adequate financial and human resources for the Centre
- Endorsement of budgets and tenders for the approval of the Board

The CGCs meet at regular intervals of 2 to 3 months.

WORKING COMMITTEES

(i) Audit

The Audit Committee facilitates discussions with the Board, internal and external auditors to provide assurance on the reliability of financial reporting, safeguarding of assets and compliance with relevant laws and regulations. Its specific responsibilities include:

- Safeguarding MWS assets
- Maintaining adequate accounting systems
- Reviewing accounting policies and effectiveness of internal controls
- Managing the Risk Management framework
- Developing and implementing the Whistle-blowing policy

The Audit Committee meets at least 2 times a year.

(ii) Finance

The Finance Committee reports to the Board on all financial issues. Its specific responsibilities include:

- Advising Management on financial priorities including annual budget
- Establishing appropriate accounting and financial management policies to ensure accountability and legitimate use of financial resources
- Working with Centres to ensure that they are adequately financed and operating on a sound financial basis
- Approving budget variations in accordance with the finance manual

The Finance Committee meets at least 4 times a year. The MWS Honorary Treasurer is the Chairman of the Finance Committee.

(iii) Investment

The Investment Committee was established to assist the Board in implementing the Investment Policy of the organisation. The Investment Policy is established by the Board and sets out the following:

- Determining amount of funds available for investment ("Investment Funds")
- The expected rate of return from the organisation's Investment Funds; and
- Specifying the instruments in which the funds may be invested

The Committee is responsible for managing the Investment Funds of MWS. Its specific responsibilities include:

- Establishing an allocation policy which sets out the strategy for fund investments to achieve the expected rate of return while managing risks
- Determining which counters and funds to invest in and the investment amount
- Reviewing the Investment Policy annually and providing recommendations to the Board

The Investment Committee meets at least 4 times a year.

A. Board & Executive Management

(iv) Human Resource

The Human Resource Committee was established to assist the Management and Board in implementing the Human Resource Policy of the organisation. Its responsibilities include:

- Establishing a fair salary remuneration system that is commensurate with other Social Service Agencies and relevant government agencies
- Advising on the development of Human Resource strategies and plans
- Review of Human Resource policies as and when required

The Human Resource Committee meets at least 2 times a year.

(v) Information Technology

The Information Technology Committee reports to the Board on the management of MWS' IT assets. Its specific responsibilities include:

- Advising the Board on IT matters
- Overseeing the procurement of IT systems and equipment
- Conducting audit checks on computers, software to ensure compliance with laws and regulations
- Establishing appropriate policies on IT systems and use of software

The Information Technology Committee meets at least 2 times a year.

(vi) Communications & Engagement

The Communications & Engagement Committee provides guidance and support in the areas of community and corporate engagement, communications, fundraising, and donor management in order to meet MWS' objectives.

Its specific responsibilities include:

- Advising on the development of plans and strategies such as publicity, media publications, engagement activities, and fundraising campaigns
- Endorsing and approving expenditure on fundraising and communications
- Supporting MWS in developing relationships with corporations, churches, government agencies and individual donors

The Communications & Engagement Committee meets at least 2 times a year.

(vii) Nominations

The Nominations Committee was established to ensure an effective Board succession plan. It provides recommendations to the Board on the nomination of new Board members, re-nomination of current Board members, appointments to Centre Governance Committees and Working Committees. Its specific responsibilities include:

- Developing the selection criteria in recruiting Board Members
- Identifying the skills, knowledge, experience and personal attributes required for the organisation
- Evaluating the effectiveness of the Board and identifying areas of improvement

The Nominations Committee meets at least once a year.

(viii) Chaplaincy

The Chaplaincy Committee was established to assist the Board in developing the chaplaincy programme within MWS. Its specific responsibilities include:

- Recommending suitable persons to the Bishop for appointment of MWS Chaplains and Assistant Chaplains
- Ensure Chaplains adhere to the code of conduct for ministry in a multi-religious context

The Chaplaincy Committee meets at least 4 times a year to review the plans and work of the ministry.

WORKING COMMITTEES' MEETING ATTENDANCE

Working Committee	Number of Members (A)	Total Number of Meetings (B)	Maximum Score (A*B)	Actual Score	Committee Attendance ²
Audit	5	3	14	11	78.6%
Finance	5	5	22	21	95.5%
Investment	5	4	20	15	75%
Human Resource	4	2	8	8	100%
Information Technology	3	3	9	8	88.9%
Communications & Engagement	2 ³	2	4	4	100%
Chaplaincy	6	4	22	15	68.2%

² Formula = Actual score/maximum score * 100%

³ A third member joined the Working Committee on 12.03.2020

Maximum score and actual score refer to the maximum and actual attendance in each committee respectively. Actual score is derived from the sum of members' attendance in all meetings.

KEY MANAGEMENT EXECUTIVES**1. Ms Junie Foo, MWS Group Executive Director**

Appointed on 18 June 2018, Ms Foo was formerly Head, Global Corporates, Singapore; Global Subsidiary Banking, Corporate Banking Asia Oceania, Mitsubishi-UFJ Group.

2. Ms Fong Mee Sim, Group Director - Finance, Admin & Procurement

Appointed on 9 July 2007, Ms Fong formerly worked as Finance Manager for the Singapore Indoor Stadium and in audit firms in the UK.

B. Human Resource Management

TALENT ACQUISITION AND RETENTION

Finding the right talent and retaining good ones continue to be key priorities for MWS. Over the past year, it has been observed that job seekers are recognising the immense potential in the growing social services and healthcare sector, and that it comes with multiple job opportunities and career paths.

To support the organisation's goal in talent attraction and retention, MWS has been reviewing job grades, compensation scales and benefits to ensure they are benchmarked against industry standards. The organisation believes an equitable reward system supports the commitment to fair employment practices and will be critical to ensuring MWS remains an attractive employer.

CAPABILITY DEVELOPMENT

Dementia care, person-centred care, and trauma-informed care remain the focus of capability development for our social service professionals, and medical and nursing staff. These skills and knowledge are critical in providing a professional standard of care to our beneficiaries. MWS staff clocked more than 1,300 hours on training for these skills in the last FY.

MWS recognises that leadership is critical to organisational success. We are investing in developing current as well as the next generation of leaders. Last year, MWS started leadership training in areas such as reviewing staff performance more effectively. In addition, senior leaders attended training sessions such as IMPACT, a leadership programme designed to advance the skills and confidence of middle management, and IGNITE, which gave insights into the Community Care sector and provides a platform for network building.

STRUCTURED CAREER AND COMPETENCY DEVELOPMENT

A career and competency development framework will be created for all the different roles and job titles across MWS which include the clusters of Family Services, Community Eldercare Services and Residential Services; and Corporate Services.

This involves identifying the core competencies and knowledge needed by staff of each job grade to successfully carry out their assigned duties and be prepared for changes in the social services and healthcare sector. All staff have the opportunity to advance their skills and knowledge in their respective fields. Those with high potential are also offered scholarships to support them in fulfilling their career goals.

With this career and competency development framework, employees will see more structure and transparency in their career progression and development.

Specifically in the last FY, MWS Family Service Centres launched the Career Pathway and Competency Framework for Social Workers. MWS received positive feedback from employees and senior leaders in the sector. The leaders will be using this to assess supervisees on their competencies and determine if they are ready to move to the next level of the career pathway. Riding on the same methodology, MWS is developing the competency framework for MWS Senior Activity Centres and will be launching the framework in the coming FY.

STAFF PERFORMANCE REVIEW AND APPRAISAL

The organisation has in place a performance review and appraisal system that is pegged to the staff career and competency development plan. This alignment ensures staff are continually assessed on parameters that support MWS' mission whilst experiencing career and personal growth.

The Human Resource framework which comprises the 5 elements of planning, monitoring, developing, assessing and rewarding, is expected to be completed in 2 years due to the complex nature of work, and the vast number of roles and job titles involved.

ANNUAL REMUNERATION OF 3 HIGHEST PAID STAFF

Salary Bands (in bands of 100,000)	Number
\$200,001-\$300,000	3

The following parties are involved in setting the remuneration of key staff:

- MWS Chairperson or an EXCO member
- Human Resource Committee Chairperson
- Group Executive Director

C. Conflict of Interest Management

CONFLICT OF INTEREST POLICY

A system of checks and accountability is in place to ensure corporate governance. MWS has a conflict of interest policy that applies to the Board, committees and staff.

Members of the Board and committees, as well as MWS staff have to complete the conflict of interest declaration form annually. Board and committee members must inform the MWS Board Secretariat of any changes to their interests during the year, while staff should inform Human Resource.

At Board meetings, members are reminded to declare conflicts of interest especially in discussions on financial transactions of the charity. Those who declare conflicts of interest will refrain from voting and participating in the discussion.

Declaration of any vested interests in business transactions or contracts are to be made to the Board Honorary Secretary with a copy to the Committee Chairperson where applicable. In instances involving the Honorary Secretary, the declaration is to be made to the Chairperson. Upon declaration, members may participate in any quotation/tender exercise, but must not be involved in the administration, evaluation and award of offer. The Board reserves the right to determine whether such persons may participate in the exercise.

WHISTLE-BLOWING POLICY

MWS is committed to the highest standard of ethical behaviour and sound corporate governance. MWS' whistle-blowing policy ("Policy") complies with the Code of Governance and is intended to provide guidance to those who have concerns about possible irregularities or wrongdoings within the organisation. The Policy is adopted to ensure that members of staff would not suffer any detriment, or be fearful of the risk of reprisal, victimisation or other adverse repercussion, as a consequence of them raising their concerns in good faith.

D. Financial Management and Internal Control

INTERNAL CONTROL SYSTEMS

There is a Standard Operating Procedure for purchase requisition and appropriate financial approving authority limits for expenditure.

An independent Internal Auditor (IA) has been appointed by the Audit Committee to ensure that a robust system of internal controls are in place, and that financial policies are adhered to. The scope of IA extends to cover fundraising activities, as well as Human Resource Management policies, procedures and funding checks.

All our Centres are overseen by a Governance Committee which helps to provide effective governance at the Centre level, and ensure the proper usage of funds and compliance with regulatory requirements.

BUDGET PLANNING AND FINANCIAL INFORMATION

The Finance Committee scrutinises yearly budgets to ensure that expenses and incoming funds are prudently projected. Audited financial statements are made available on our website to provide full disclosure for the benefit of all our stakeholders.

REVIEWS OF PROCESSES

Reviews of financial policies and procedures are conducted by the Internal Auditors (IA). The Board determines the areas of focus for the purposes of internal audit in any given year. The Audit Committee will work with IA to share its report and recommendations for the Board's endorsement. Recommendations to improve processes will be executed.

BOARD OPINION OF INTERNAL CONTROLS

The Board is satisfied with the system of internal controls at MWS, and notes that control procedures are designed and implemented to address the financial, operational and compliance risks exposure.

ENHANCED FRAMEWORK FOR RISK MANAGEMENT

MWS is in the process of reviewing overall risk management and setting up a Risk Management Policy incorporating compliance, operational, reputation and strategic risks. The framework will formalise risk management activities across MWS. The process will highlight risks performed at 3 levels, namely, Strategic (Board and Committees), Function (Group Executive Director and Corporate Services Management Team), and Transactional (Centres and departments).

FINANCIAL POLICIES

RESERVES AND RESTRICTED FUNDS POLICY

Reserves are maintained to provide working capital and enable MWS to develop over the longer term. Designated Funds and Restricted Funds are donations or grants received that are set aside for specific projects and expensed, in accordance with donors' wishes or stipulated by government ministries.

The reserves are not expected to exceed the equivalent of 2 years' expenditure of MWS.

POLICY GOVERNING LOANS MADE TO RELATED AND EXTERNAL PARTIES

MWS does not offer loans to any related and external parties.

POLICY GOVERNING DONATIONS MADE TO EXTERNAL PARTIES

The policy pertains to the provision of assistance in any relief work including relief of poverty, alleviation of ignorance of the disadvantaged and distressed in the community and support for any local charity or/and any local institution, society or club, whose purposes align with MWS.

All requests must be assessed by the Group Executive Director and approved by the Board of Governance. The maximum quantum for each request shall not exceed \$120,000 per year.

INVESTMENT POLICY

The aim of MWS investment activities is to preserve its capital, achieving a yield of 3% higher than bank deposit rates and managing the investment funds on a long-term basis.

The Board approves the amount for investment as well as instruments that include but not limited to equities, government and statutory board bonds, corporate bonds, cash, and bank deposits.

E. Conduct of Fundraising Activities

Fundraising Activities	Receipts (Rounded Off)	Purpose	Efficiency Ratio*
MWS Fellowship on the Greens 2019 (10 July 2019)	\$464,741	Channelled to MWS Centres and programmes	14%
MWS Charity Ball (28 October 2019)	\$662,127	Channelled to MWS Centres and programmes	18%
MWS Hong Bao Donation Drive (January 2020)	\$123,667	Channelled to MWS Centres and programmes	3%
The Giving Methodist 2020 (26 February to end October 2020)	\$213,011 [^]	Financial assistance to 1,000 low-income families	14%

[^] Receipts for FY2019/20 ending 31.03.2020

* Computation of Fundraising Efficiency Ratio stipulated by Charity Council:

$$\left[\frac{(\text{Direct Fundraising Expenses} + \text{Sponsorships in cash})}{(\text{Receipts} + \text{Sponsorships in cash})} \times 100\% \right] < 30\%$$

F. Code of Governance Evaluation Checklist (FY2019/20)

S/No.	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
Board of Governance				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
2	Are there governing board members holding staff* appointments?		No	
5	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
6	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	
7	The Board conducts self-evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
8	Is there any governing board member who has served for more than 10 consecutive years?		Yes	
9	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	Complied	
10	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
Conflict of Interest				
11	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
12	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				
13	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
14	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of the plan.	3.2.4	Complied	

S/No.	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
Human Resource and Volunteer Management				
15	The Board approves documented human resource policies for staff.	5.1	Complied	
16	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
17	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
18	Are there volunteers serving in the charity?		Yes	
19	There are volunteer management policies in place for volunteers.	5.7	Complied	
Financial Management and Internal Controls				
20	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
21	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
22	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
23	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
24	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
25	Does the charity invest its reserves (e.g. in fixed deposits)?		Yes	
26	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
Fundraising Practices				
27	Did the charity receive cash donations (solicited or unsolicited) during the financial year?		Yes	
28	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
29	Did the charity receive donations in kind during the financial year?		Yes	
30	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	

F. Code of Governance Evaluation Checklist (FY2019/20)

S/No.	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
Disclosure and Transparency				
31	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
32	Are governing board members remunerated for their services to the Board?		No	
35	Does the charity employ paid staff?		Yes	
36	No staff is involved in setting his own remuneration.	2.2	Complied	
37	The charity discloses in its annual report – (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	
38	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family belonging to the Executive Head or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
Public Image				
39	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

THANK YOU

FOR SUPPORTING US IN EMPOWERING OUR
BENEFICIARIES AND ENRICHING THEIR LIVES.



"WHOEVER HAS A BOUNTIFUL EYE WILL BE BLESSED,
FOR HE SHARES HIS BREAD WITH THE POOR."
PROVERBS 22:9 (ESV)



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