

LIFE

Methodist Welfare Services

40 YEARS OF EMPOWERING LIFE TO THE FULL

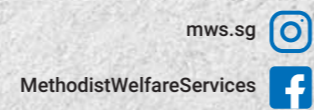
Annual Report FY2020/21



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LIFE
40 YEARS OF EMPOWERING LIFE TO THE FULL

Annual Report FY2020/21





CONTENTS

02 ABOUT MWS

- 02 Brand Story
- 04 Patron's Message
- 05 Chairperson's Message
- 06 Chief Executive Officer's Message
- 09 Year at a Glance
- 12 Key Highlights
- 13 Financial Highlights
- 14 Fundraising Highlights
- 17 Volunteering Highlights
- 22 40th Anniversary Special Feature



28 IMPACT AREAS

- 28 Community Eldercare Overview: Socially Isolated & Frail
- 38 Residential Services Overview: Chronically Ill, Frail & Destitute
- 46 Family Services Overview: Families in Distress
- 56 Family Services Overview: At-risk Youth & Disadvantaged Children

60 DONATE

- 60 Make an Impact Today
- 61 Donation Form

63 OUR ORGANISATION

- 63 Organisation Structure
- 64 MWS Centres & Programmes
- 66 Board of Governance
- 68 Centre Governance Committees
- 71 Working Committees
- 72 Key Management



75 CORPORATE GOVERNANCE REPORT



MWS is a member of NCSS
 IPC Registration No.: IPC000360
 Charity Registration No.: 00166
 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 elderly sick, 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. In addition to alleviating financial poverty, we also address poor psychosocial, physical as well as emotional well-being. 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 professionals of various disciplines 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-informed 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 initiatives; and
- Nurture existing 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.



VALUES

- TRUST
- RESPECT WORTH AND DIGNITY OF PEOPLE
- UNCOMPROMISING INTEGRITY
- SERVICE BEFORE SELF
- TEAMWORK
- SOUND GOVERNANCE



Rev Dr Gordon Wong

Bishop - The Methodist Church in Singapore
Patron - Methodist Welfare Services

Loving Our Neighbours

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

I was recently asked what I felt was the best thing about being Bishop. On the spot, I couldn't think of a meaningful answer, so I quipped, "I don't know because I've been a Bishop for only a few months, and I am sure The Best Is Yet To Be!" (My apologies to those who do not appreciate my alma mater.)

But, at the risk of offending many other wonderful groups that are also linked to the Bishop's Office, I think that one of the best things is the humbling honour of the title Patron of our Methodist Welfare Services. Our vision at MWS is "To be Christ-centred, in enabling the disadvantaged and distressed to have life to the full."

To convey love and kindness to the disadvantaged and distressed is certainly the centre of Christ's teaching in the Scriptures. He said that the most important thing in all the Bible is to love God and love your neighbour. And when he was asked "Who is my neighbour?" he described someone who was injured and abandoned on the street. In other words, Jesus defined our neighbour as anyone who is disadvantaged and distressed. MWS, and all social concerns ministries, help to fulfil what Jesus said is the greatest commandment: Loving God and Loving our Neighbour.

Our mission at MWS is "To enrich the quality of life for the disadvantaged and distressed, through integrated and holistic services in partnership with Methodist churches and the community."

40 years ago, The Methodist Church in Singapore gave birth to our Methodist Welfare Services. It is my hope that this partnership will grow even stronger in the years ahead. After all, we share the same commission to fulfil what Christ says is the most important thing: Love God By Loving Our Neighbour.

From Strength to Strength



Mrs Fong Loo Fern
Chairperson
Board of Governance

As Methodist Welfare Services (MWS) turns 40 this year, I am reminded that we are standing on the shoulders of a pioneer group of Methodist volunteers who first saw the need and answered the call. Dr. Patrick Kee, David Ong, John Cheong, Peter Joe Chia, Cheong Seng Hock, Richard Tambyah, Khoo Hock Nam and Rev Dr Daniel Koh were active with the Council of Social Concerns back then. They discussed how they

As MWS embarks on its next chapter, my wish is that MWS will continue to inspire many into acts of service and love for others. It is when we give of ourselves that we find solidarity, reciprocity, mutual trust, belonging and empowerment, all of which will contribute to uplifting others and even ourselves.

might organise themselves better to meet the social challenges of those times. That conversation seeded the formation of MWS. In the early years, the breadth of outreach was small

and MWS was practically run entirely by volunteers.

Over the years, even as the range of services has expanded and more professional staff were hired, volunteers continue to play a critical role in meeting the growing and diverse needs of our beneficiaries.

Indeed, the global pandemic has emphasised the value of volunteers. At MWS, we had corporate volunteers who initiated and led a vegetable-growing engagement project with seniors, held entirely online. Volunteers from one of our partner churches produced a video recording of staff from MWS' 3 residential homes singing for beneficiaries. This video blessed the Homes' residents tremendously. Technology aside, the volunteers' initiative and genuine concern made this possible. I am immensely grateful for their care and compassion.

The Volunteer Leaders Support Group and MWS Befriender's Toolkit that were introduced in December 2020 will ensure our volunteers are well equipped for their roles. I am pleased that the MWS Community Portal and MWS Timebanking Rewards Programme that were launched in May 2020 would ensure our volunteers' efforts are appreciated and rewarded.

By early 2022, MWS will be opening a new MWS Senior Care Centre at Eunos. In addition, MWS will be

adopting a new community eldercare model that will entail befriending every senior in need, to address social isolation and meet their healthcare needs. We will need many more volunteers to support this work.

As MWS embarks on the next chapter, my wish is that MWS will continue to inspire many into acts of service and love for others. It is when we give of ourselves that we find solidarity, reciprocity, mutual trust, belonging and empowerment, all of which will contribute to uplift others and even ourselves.

Finally, it would not be possible for MWS to pursue our mission if not for the support of our partners. I would like to thank the charitable foundations, trusts, individual donors, corporations, Methodist churches, schools and MWS staff for enabling us to reach out and serve over 8,700 beneficiaries under the care of MWS. I would also like to express my gratitude 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.

Empowering Life to the Full



Ms Junie Foo
Chief Executive Officer

2021 marks the 40th Anniversary of Methodist Welfare Services (MWS). Amidst the continued global COVID-19 crisis, we will put our trust in God's providence.

As we observe this milestone in a more reflective manner, I am reminded of MWS' humble beginnings when we served our first 6 elderly sick residents at the Methodist Home for the Aged Sick, with an annual budget of \$5,000. I would like to pay tribute to the pioneer group of Methodists whose compassion, belief and vision provided fertile ground for the establishment of MWS to meet the needs of the most vulnerable in the community.

Even though MWS has grown to serve over 8,700 through 20 centres and programmes, we remain steadfast to the mission. Today, we see the fruits of the labour borne out in empowered lives.

Lives Empowered

Madam Loo Jo Lee, resident of MWS Bethany Nursing Home - Choa Chu Kang, is one such story. A stroke survivor, she emerged from a state of desolation to a life of joy, hope and self-belief with the support of patient and caring staff. These days, she helps out in Café Joy within the nursing home. (Read more about Jo Lee's story on Page 38).



I would also like to share the story of Benny Thiam, our social worker at MWS Family Service Centre – Yishun.



Benny joined MWS after spending more than 3 years in prison. He became a Christian while incarcerated and resolved to change how he wants to live. With a new desire to empower those who feel unworthy of love, he has found professional and personal fulfilment in MWS.



David Wong, long-time MWS volunteer and our former Chairperson (2011-2015) is another who dedicated himself to serving others. He is passionate about empowering the lives of our beneficiaries and our staff. (Scan to read more about Benny and David's stories, or visit <https://mws.sg/mws40th-40-stories/>)



These stories remind me that MWS was set up to empower lives through love.

Serving in Chaotic Times

In FY2020/21, MWS Family Service Centres (FSCs) participated in a government-led project to support individuals who became homeless during the COVID-19 pandemic. Trauma-informed care (TIC) principles became even more relevant in our casework and interventions. MWS also raised close to \$1.6 million to provide concrete and timely financial help for over 1,000 families who experienced hardship brought on by the COVID-19 crisis.

Our accelerated digitalisation plan in the 18 months has stood us in good stead in managing the impact of safe distancing regulations. Digitising and storing of files on the cloud, as well as web-enabling our applications facilitated our staff and volunteers to operate remotely. Our beneficiaries benefitted from tele-consultations and were able to meet their families and loved ones while staying engaged using digital platforms. More than ensuring service continuity, these were critical in safeguarding our beneficiaries' well-being.

Building Staff Capabilities

In FY2020/21, our new caseworkers were inducted into the professional practice of MWS FSCs through a rigorous 5-month plan based on casework standards and practices. The training provided workers with a firm foundation on risk assessment and intervention skills and included Ethics of Social Work Practice, Self-care, MWS Child Welfare Model and TIC principles. Through the training, social workers also learnt about FSCs' role within the social work practice in Singapore, and discussed macro issues in Singapore's social landscape that impacted on their work.

During the circuit breaker in 2020, the

number of family violence cases surged in the community. Our teams were equipped to manage these cases as a result of their training in handling family violence.

For MWS FSC staff with clinical supervision roles, we also provided them training in personal supervision or group supervision, so that they could coach others and expand the capacity of their team.

For our healthcare workers, we partnered with a learning institute to redesign our dementia care training modules for online learning.

The Next Lap

In June 2020, MWS was awarded a Ministry of Health tender to operate a new Senior Care Centre and Nursing Home at Eunus. We also took over the operations of MWS Christalite Student Care Centre, in partnership with Christalite Methodist Chapel. (Read more about these on Page 10).

As the first seeds were sown 40 years ago, we are privileged to plant more seeds in the community today for generations to come.

My personal wish for MWS is that we will always remain Christ-centred, and remember that this is not merely a professional venture but a mission to bring love, relief, care and hope to the most vulnerable in our community, empowering them to have life to the full.

Thanksgiving & Appreciation

I would like to express my sincere appreciation to the MWS Board of Governance, Centre Governance Committees, Working Committees, donors, volunteers, Methodist churches and partners for your stalwart support especially during these challenging times. My special thanks go to Rev Dr Daniel Koh, Mr Eugene Toh, Mr Albert Lim, Mr Robin Cheong and Mr Wendell Wong who will be stepping down from the Board of Governance after the 2021 Annual General Meeting.

Like the rest of the community, our staff have also gone through extremely difficult times in the past 12 months. Our foreign staff were not able to return home to see their loved ones. Those working on the frontline and in the community had to work in volatile

and risky conditions everyday to keep our services running and ensure the safety and health of beneficiaries. Their commitment to our beneficiaries and working together despite personal hardships was clear to see. Thank you for soldiering on.

May God continue to direct our path.

In the same way,
let your light shine
before others, so that
they may see your
good works and give
glory to your Father
who is in heaven.

Matthew 5:16

MWS' strategy is built 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

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



STRATEGIC PILLAR A

ORGANISING TO PROVIDE HOLISTIC CARE

Synergise resources and enhance processes to improve decision making and service delivery.

We will continue to strengthen our operational capability in the next 3 to 5 years, and some of our plans include:

- To expand the network of MWS Nursing Homes to 5, so as to cater to Singapore's ageing population;
- To introduce a programme that will strengthen family relations and structures before they fall into distress; and

STRATEGIC PILLAR B

ADOPTING AN INSIGHT-INFORMED APPROACH FOR EFFECTIVE INTERVENTION

Ensure that our care approach and interventions are underpinned by in-depth beneficiary insights.

- To set up a dedicated research team within MWS that will support insight-informed and evidence-based care.

STRATEGIC PILLAR 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.

STRATEGIC PILLAR D

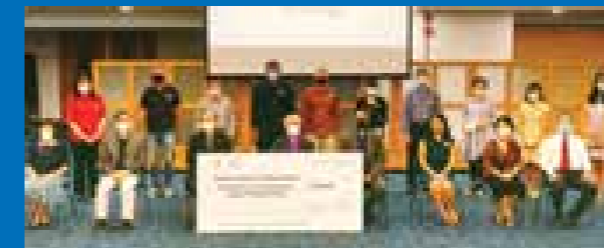
EQUIPPING STAFF TO MEET TOMORROW'S NEEDS

Ensure greater consistency in standards that are scalable and responsive to the needs of the community.



Year at a Glance

COVID-RELATED INITIATIVES



01 FEB - DEC 2020

'DONATE TO BLESS' FAMILIES IN THEIR TIME OF NEED - ABOUT \$1.6M RAISED FOR LOW-INCOME FAMILIES AFFECTED BY COVID-19

In conjunction with the 135th anniversary of The Methodist Church in Singapore (MCS), MWS ran the 'Donate to Bless' fundraising campaign. The funds raised were disbursed to 1,019 low-income families who lost jobs or saw a decline in their wages.

Apart from beneficiaries referred through MWS centres, Methodist churches and schools, MWS and MCS also channelled more than \$160,000 towards 12 other charity organisations. These are Autism Resource Centre (Singapore), Beyond Social Services, Breakthrough Missions, Caregivers Alliance Limited, Cassia Resettlement Team, Christian Outreach to the Handicapped, Daughters of Tomorrow, Metta Welfare Association, Persatuan Pemudi Islam Singapura, Ramakrishna Mission Boys' Home Singapore, Tamar Village and The Helping Hand.

02 NOV 2020

MWS SUPPORTED ROUGH SLEEPERS HIT BY PANDEMIC

The onset of COVID-19 forced many individuals living overseas to return to Singapore. Some who have no homes to return to wound up sleeping in the open and became highly susceptible to contracting the coronavirus. MWS Family Service Centres (FSCs) worked with the Ministry of Social and Family Development and other public agencies to rehouse these rough sleepers



in Buangkok, and to care for their needs. The MWS FSCs also triaged approximately 180 individuals and provided casework for 82 of them.

03 JUL - DEC 2020

MWS FAMILY SERVICE CENTRES PARTICIPATED IN 'MIND THE GAP' COLLECTIVE FUND

MWS FSCs and 7 other agencies established a collective monetary fund under the 'Mind the Gap' campaign to provide financial assistance to vulnerable families who have fallen through the gap.

MWS' partnership in the collective has deepened the FSCs' engagement with new at-risk families, and



paved the way for remedial interventions.

By the end of the campaign, more than \$140,000 was committed to support 129 families under the care of MWS, with each family receiving \$300 to \$400 for 2 to 3 months.



04 APR 2020 - FEB 2021

RESEARCH ON BENEFICIARIES OF BUANGKOK CRESCENT SHELTER PROJECT

The MWS FSCs surveyed 77 rough sleepers rehoused at the shelter to better understand the factors that contributed to their situation and their experience with temporary shelters.

Key findings revealed that homelessness is a multi-dimensional issue that is caused by a complex interplay of individual-level factors (e.g. health and past adverse childhood experiences) and

systemic-level factors (e.g. prevailing public housing criteria).

Scan to read more about MWS' work with the rough sleepers, or visit <https://mws.sg/uv-homeless-in-singapore/>

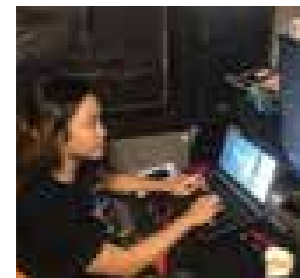


Year at a Glance

2020-2021 EVENTS

01 29.05.2020

LAUNCH OF MWS COMMUNITY PORTAL AND TIMEBANKING REWARDS PROGRAMME



The MWS Community Portal – a one-stop online platform that offers volunteers a holistic view of their volunteering journey was introduced. At the same time, MWS launched the first ever Timebanking Rewards Programme to appreciate volunteers. The programme allows volunteers to bank in their volunteering hours and redeem them for rewards such as MWS merchandise and services, as well as commercial products and services sponsored by partners.

02 03.06.2020

MWS TO OPERATE NEW NURSING HOME AND SENIOR CARE CENTRE LOCATED IN EUNOS

MWS won the tender from the Ministry of Health to run these new services which will enhance MWS' continuum of eldercare services in the community. The MWS Senior Care Centre is expected to begin operations in early 2022, and the MWS Nursing Home in 2023.



03 01.07.2020

NEW PARTNERSHIP FOR MWS CHRISTALITE STUDENT CARE CENTRE

MWS embarked on a new partnership with Christalite Methodist Chapel to provide

affordable student care services for 7 to 14 year-olds in Geylang East. Located in the heartland, the Centre provides an essential service to parents who appreciate its proximity and meaningful after-school care and engagement for their children.



04 08.07.2020

MWS SENIOR NURSE MANAGER RECOGNISED WITH NURSES' MERIT AWARD

MWS Home Care & Home Hospice Senior Nurse Manager Jessie Pah was honoured with the Nurses' Merit Award by the Ministry of Health. The award recognises committed nurses who have performed exceptionally and contributed to higher standards of nursing.



05 16.10.2020

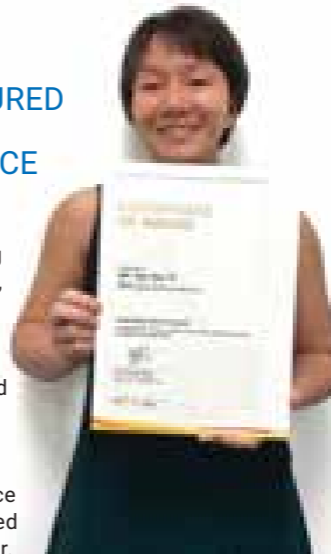
MWS HOME CARE & HOME HOSPICE STAFF RECOGNISED AT THE COMMUNITY CARE MANPOWER DEVELOPMENT AWARDS

Dr Andy Lee (Principal Resident Physician) and Subramaniam s/o T Ramachandra (Staff Nurse) received the Community Care Manpower Development Awards to pursue Master of Science in Palliative Care and Advanced Diploma in Nursing (Gerontology) respectively. The awards support the desire of professional community care staff to pursue continuous learning.

06 30.10.2020

MWS SOCIAL WORKER HONOURED AT COMMUNITY CARE EXCELLENCE AWARDS

Eva Yeo, Social Worker at MWS Bethany Nursing Home - Choa Chua Kang, was recognised with a Silver Community Care Excellence Award from the Agency for Integrated Care. The award recognises outstanding individuals who have achieved excellent service standards and contributed significantly to the sector.



07 01.12.2020

LAUNCH OF NURSING HOMES' CENTRAL KITCHEN

Located at MWS Bethany Nursing Home - Choa Chu Kang, the new Central Kitchen prepares nutritious meals for the residents of our two MWS Nursing Homes as well as generates long-term cost savings.

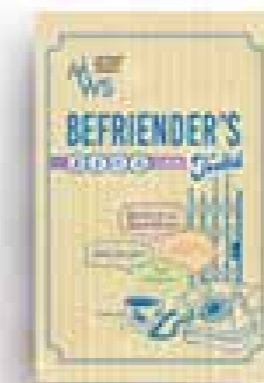


08 05.12.2020

ONLINE LAUNCH EVENT – INTRODUCING VOLUNTEER LEADERS SUPPORT GROUP AND MWS BEFRIENDER'S TOOLKIT

The MWS Befriender's Toolkit is full of useful tips and knowledge to help MWS volunteers develop trusted and strong relationships with befriendees.

More than 40 volunteers with leadership skills were identified for the Volunteer



Leaders Support Group. These volunteer leaders will play an important role in supporting the staff at MWS centres in overseeing other volunteers while sharing best volunteer practices within the organisation.

09 08.12.2020

FORMER MWS COMMUNITY ELDERCARE CLUSTER DIRECTOR HONOURED WITH HEALTHCARE HUMANITY AWARD

Dr Jamie Phang was recognised for providing exemplary healthcare and going the extra mile to care for the needy.



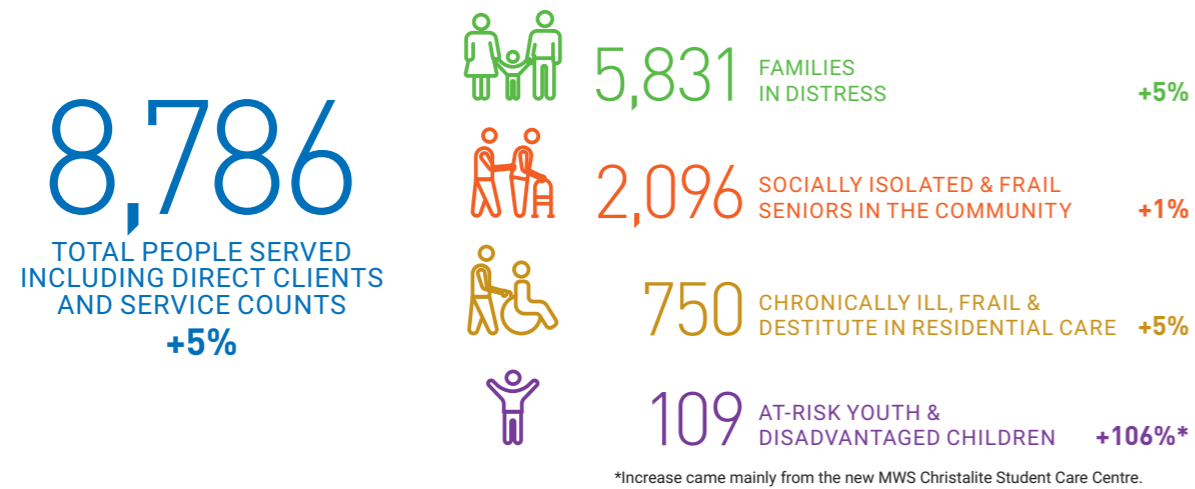
10 21.02.2021

BHARATHI MANOGARAN REPRESENTED THE SOCIAL WORK PROFESSION IN SINGAPORE BUDGET 2021 DISCUSSION

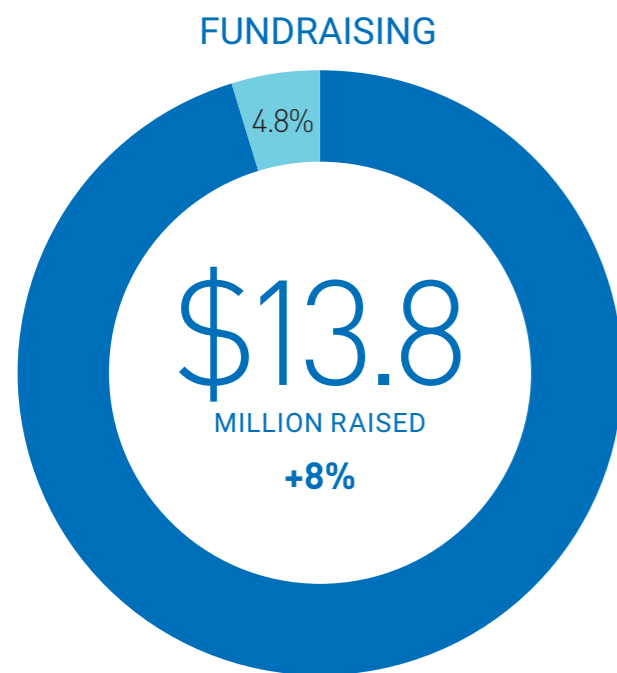
Bharathi (2nd screen from left) who heads the MWS Family Service Centre - Yishun, joined other sector leaders and then-Finance Minister Heng Swee Keat in the Budget 2021 discussion.

Key Highlights

A QUICK SNAPSHOT OF THE KEY RESULTS FOR FY2020/21

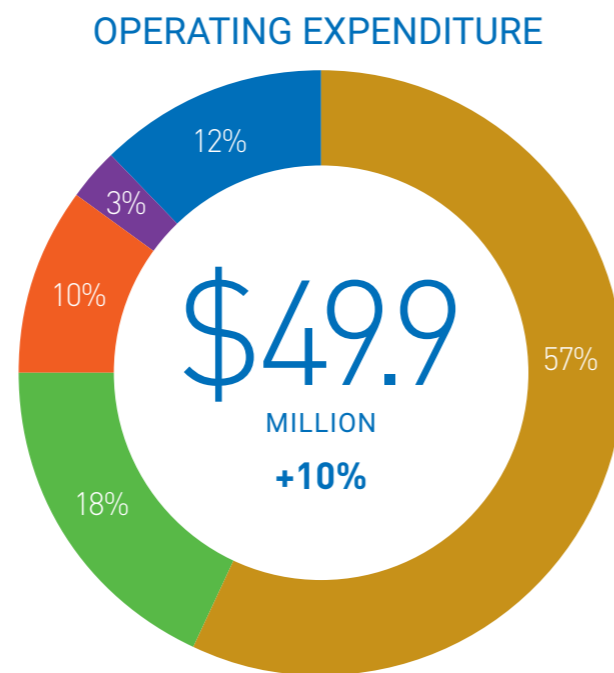


\$1,979,056 DISBURSED TO LOW-INCOME FAMILIES ISLANDWIDE



4.8% FUNDRAISING COST
Fundraising ratio improved by 71%

95¢ OF EVERY DOLLAR RAISED went directly to MWS centres and programmes



57% Chronically Ill, Frail & Destitute in Residential Care
18% Families in Distress
10% Socially Isolated & Frail Seniors in the Community
3% At-risk Youth & Disadvantaged Children
12% Management & Shared Services

In FY2020/21, MWS received donations and sponsorships amounting to \$13.8 million. MWS kept its fundraising cost to 4.8% of funds raised, well below the 30% ceiling guideline set by the Charity Council.

Any deficits incurred by programmes were underwritten by MWS.

Financial Highlights

	FY2020/21 \$	FY2019/20 \$
Donations	4,363,882	4,437,663
Fundraising Income	9,395,142	8,186,306
Sponsorship	57,260	179,166
Total Donations and Sponsorship	13,816,284	12,803,135
Direct Fundraising Expenses	193,105	334,588
Indirect/Allocated Costs	417,323	340,157
Sponsorship	57,260	179,166
Total Fundraising Expenditure	667,688	853,911
Donations Channelled to Programmes/Centres	13,148,596	11,949,224
Fundraising Efficiency Ratio before Sponsorship	4.4%	5.3%
Fundraising Efficiency Ratio with Sponsorship	4.8%	6.7%



Fundraising Highlights

MCS135 DONATE TO BLESS

26 FEB TO 31 OCT 2020

Since 2018, MWS and The Methodist Church in Singapore (MCS) spearhead The Giving Methodist (TGM) campaign during the season of Lent. The aim is to galvanise Methodists in showing acts of love to people in need.



In celebration of MCS' 135th anniversary in 2020, MWS created the "Eat Share Connect" idea – a communal dining outreach to bless the community through table fellowship. However, as a result of the COVID-19 pandemic and the safe management measures that ensued, the campaign's focus pivoted to raising funds for low-income families who faced more hardships due to the pandemic.

In all, 1,019 families were provided with financial assistance of \$1,350 each.

For many of these low-income families who battled complex and multiple challenges, many of them used the financial assistance to cover short-term expenses, such as purchasing daily essential items and paying off daily living debts.

\$1,604,808
RAISED

Below 0.1% Efficiency Ratio

1,019
FAMILIES

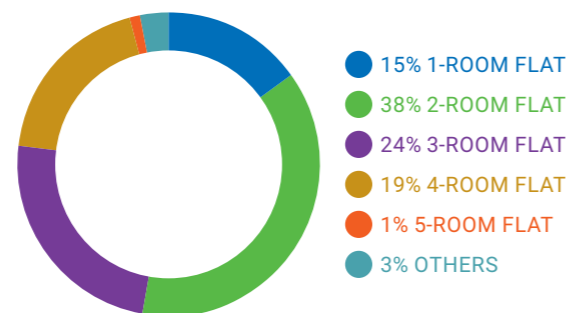
received financial assistance of \$1,350 each

ABOUT THE BENEFICIARIES

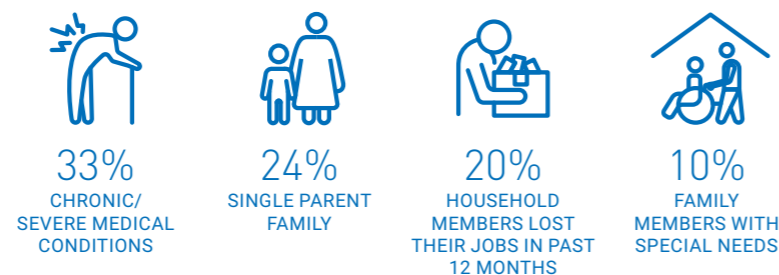
NEARLY 7 IN 10 EARNED \$500 AND BELOW MONTHLY



NEARLY 8 IN 10 LIVE IN 3-ROOM OR SMALLER FLATS.



FAMILIES FACE COMPLEX AND MULTIPLE ISSUES.



CHILL@ HOME WITH MWS

28 NOV & 5 DEC 2020

MWS held its first virtual fundraising event on coffee and tea appreciation.

Donors were invited to attend coffee and/or tea appreciation workshop(s) presented by partners. The coffee

experience included a cupping process, identifying different notes in single origin coffees while those who attended the tea appreciation workshop got to create their own blends with over 20 tea leaves, flowers and ingredients.

The workshops were hosted by celebrity artiste, Mark Richmond, and Paediatric Emergency Specialist, Dr Jade Kua.



\$32,294*
RAISED

20% Efficiency Ratio

*Less value of benefits received by donors.



HONG BAO DONATION DRIVE 2020/21

This annual fundraising drive encourages children and youths

to give a portion of their hong bao money to the disadvantaged and distressed. This year, more than \$180,000 was raised through 17 schools and kindergartens.

\$180,008
RAISED

2% Efficiency Ratio

FELLOWSHIP ON THE GREENS 2020

NOV 2020 TO APR 2021
KEPPEL CLUB

Despite the strict restrictions imposed during the COVID-19 pandemic, we were able to hold our 32nd MWS Charity Golf Tournament with some changes. The decentralised playing format allowed 207 golfers to pick a slot between November 2020 and April 2021 to play at Keppel Club.



We are grateful to the convening church, Covenant Community Methodist Church and the Organising

Committee helmed by Chairperson, Mr Edward Ong and its members, Mr Anton Chan and Mr Barry Tan.

\$412,841*
RAISED

12% Efficiency Ratio

*Less value of benefits received by donors.

Fundraising Highlights

DONORS SPEAK

DOING GOD'S WORK

Despite everything that we may know, it's hard to fully appreciate the struggles of the elderly sick unless you are in their position or are a caregiver. My previous job working with the aged care sector gave me insights about their needs. I came to understand the good and necessary work of welfare organisations like MWS, and how it complements the government's efforts. I can see that what MWS is doing is really God's work. That's why I continue to support MWS.

Vincent Wu
MWS Donor since 2008



GIVING BACK IN A MEANINGFUL WAY

Partnering MWS is a clear choice as its care for the elderly and socially isolated resonates with the focus of our local community outreach.

Over the years, we are glad to have contributed in different ways, from giving haircuts to seniors to serving them brunch and playing games with them. Even when the pandemic broke out, we were determined not to let that hamper our efforts, so being able to organise the virtual gardening activity for the seniors was really meaningful. What has been especially fun and memorable is seeing the seniors light up as they participated in the games; they were so excited!

Supporting MWS through our donations and volunteering has helped us give back to the society in an extremely meaningful way. Seeing the lives of the elderly transformed and becoming purposeful reminds us that there is nothing we cannot do as long as we put our heart and mind into it. This is what empowering others means to us.

Manulife US REIT
MWS Corporate Donor & Volunteer since 2019

Volunteering Highlights

4,781
TOTAL VOLUNTEERS

10,797
TOTAL NUMBER OF ENGAGEMENTS

MWS VOLUNTEER MISSION STATEMENT

WALKING ALONGSIDE PEOPLE IN NEED WITH LOVE AND GRACE, BRINGING HOPE AND IMPACTING LIVES.

In-person volunteering activities were drastically reduced in FY2020/21 due to safe distancing measures implemented to counter the COVID-19 pandemic. Despite these restrictions, MWS pivoted to using technology and finding other creative ways to engage our beneficiaries. In particular, 32 webinars on befriending and

understanding persons with dementia were organised and saw participation from more than 1,000 people.

Thematic training content was developed not only for MWS volunteers but also for the general audience to inspire their interest in volunteering and to educate them on specific topics. In FY2020/21, MWS developed an introductory module on befriending and on understanding persons with dementia, and launched the MWS Befriender's Toolkit. Training content on befriending children and youth as well as understanding and communicating with seniors with chronic diseases are in the pipeline.

In December 2020, the MWS Volunteer Leaders' Support Group (VLSG) was launched. Tapping on seasoned volunteers respected by peer volunteers, the key objectives of the VLSG are:

- 1 Empower volunteer leaders with knowledge and skills to train and guide other volunteers;
- 2 Enable the sharing of best practices and experiences; and
- 3 Emphasise guidelines from MWS.

The first training for volunteer leaders was conducted in March 2021 and focussed on performance coaching.

MWS launched the MWS Community Portal, a central volunteer data

management system in May 2020. This online platform enables volunteers to have a holistic view of their volunteering journey, and for MWS to have a comprehensive and integrated view of volunteering data. This platform has allowed MWS to map out our training plans, enhance communications with volunteers, facilitate cross-centre deployment and generate reports for impact assessment such as manpower savings.

In 2020, the MWS Timebanking Rewards Programme was launched, the first of its kind by a charity. MWS volunteers get to bank in volunteering hours and redeem them for MWS services and merchandise, or commercial products and services sponsored by partners.

We thank our partners for their support:

- Amore Fitness
- EAMart
- Domino's Pizza
- Duke Bakery
- NTUC FairPrice Foundation
- IUIGA
- Knots Café and Living
- Orchid Bowl
- Photobook
- Sentosa Development Corporation
- Shihlin Taiwan Street Snack
- The Soup Spoon
- StarBalm
- Xpressflower.com

Volunteering Highlights

TRACKING VOLUNTEER SATISFACTION

The MWS Annual Volunteer Satisfaction Survey was conducted between 17 April to 16 May 2021 with 246 respondents.

Key percentages are calculated by adding those who responded 'Strongly Agree' and 'Agree'. 'Others' refers to those who 'Neither Agree nor Disagree', 'Disagree' and 'Strongly Disagree'.

93%

FELT APPRECIATED BY THE MWS CENTRE OR PROGRAMME STAFF

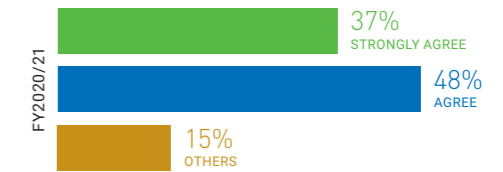
2% INCREASE
IN NO. WHO AGREE OR STRONGLY AGREE, COMPARED TO LAST SURVEY



85%

FELT THE COMMUNICATION FROM THE MWS CENTRE IS CLEAR AND CONCISE

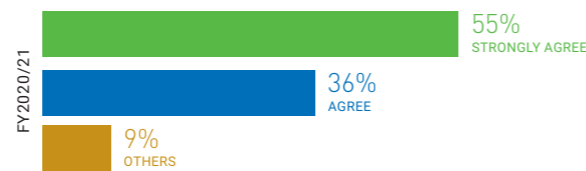
1% DECLINE
IN NO. WHO AGREE OR STRONGLY AGREE, COMPARED TO LAST SURVEY



91%

WOULD CONTINUE VOLUNTEERING AT MWS IN THE COMING YEAR

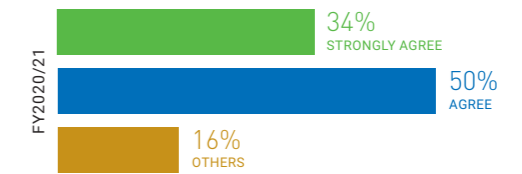
1% INCREASE
IN NO. WHO AGREE OR STRONGLY AGREE, COMPARED TO LAST SURVEY



84%

WERE SATISFIED WITH THE AMOUNT OF TIME SPENT AT THE MWS CENTRE OR WITH THE MWS PROGRAMME

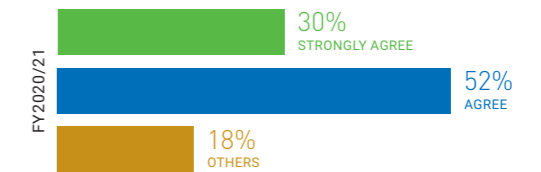
4% DECLINE
IN NO. WHO AGREE OR STRONGLY AGREE, COMPARED TO LAST SURVEY



82%

FELT THEY MADE A POSITIVE DIFFERENCE TO THE BENEFICIARIES

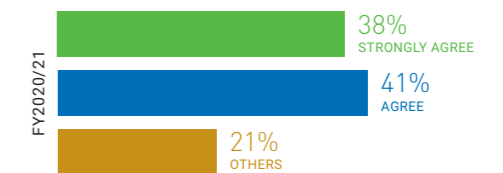
7% DECLINE
IN NO. WHO AGREE OR STRONGLY AGREE, COMPARED TO LAST SURVEY



79%

FELT THE MWS CENTRE FREQUENTLY ENGAGES WITH THEM

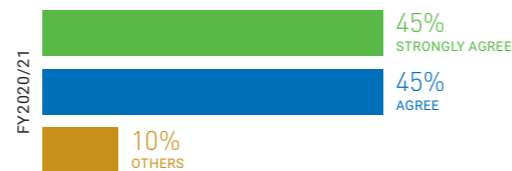
3.5% INCREASE
IN NO. WHO AGREE OR STRONGLY AGREE, COMPARED TO LAST SURVEY



90%

WERE SATISFIED WITH AVAILABILITY OF MWS STAFF TO HELP HIM/HER WHEN NEEDED

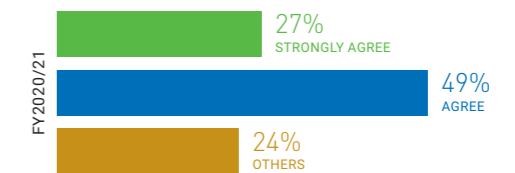
1% DECLINE
IN NO. WHO AGREE OR STRONGLY AGREE, COMPARED TO LAST SURVEY



76%

FELT THE VOLUNTEER TRAINING WAS USEFUL

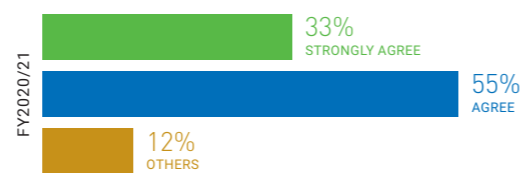
21% INCREASE
IN NO. WHO AGREE OR STRONGLY AGREE, COMPARED TO LAST SURVEY



88%

FELT THEIR VALUES ARE ALIGNED WITH MWS' MISSION AND CAUSES

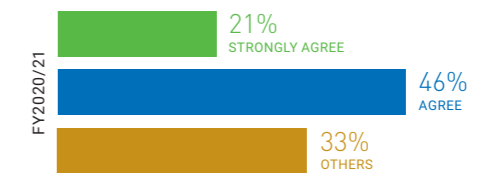
1% DECLINE
IN NO. WHO AGREE OR STRONGLY AGREE, COMPARED TO LAST SURVEY



67%

WERE SATISFIED WITH THE FREQUENCY OF TRAINING PROVIDED FOR HIS/HER ROLE

24% INCREASE
IN NO. WHO AGREE OR STRONGLY AGREE, COMPARED TO LAST SURVEY



Volunteering Highlights

VOLUNTEERS SPEAK

VOLUNTEERING NOURISHES THE SOUL, BOTH WAYS



We had been practising ukulele together for about 8 months. After much prayer, we decided to take a leap of faith to bring the skills we had learnt to bless the residents. Besides playing music, we also organised games, do exercises with the seniors, and made gifts or snacks for them.

But things were not always smooth sailing. Initially, some of us felt inadequate because we could not

communicate with the residents in their mother tongue or dialect. We also had some difficulty adapting our activities for wheelchair-bound residents. But our love for the residents and our determination to brighten their days trumped all these challenges. Even the pandemic did not stop us as we continued to innovate and come up with new interactive games which the residents can follow through Zoom!

Seeing them laugh with joy and participating so actively makes our hearts full. The friendships have nourished the soul, both ways! Really, it is not about how good our programmes are; it is more about being there for the residents.

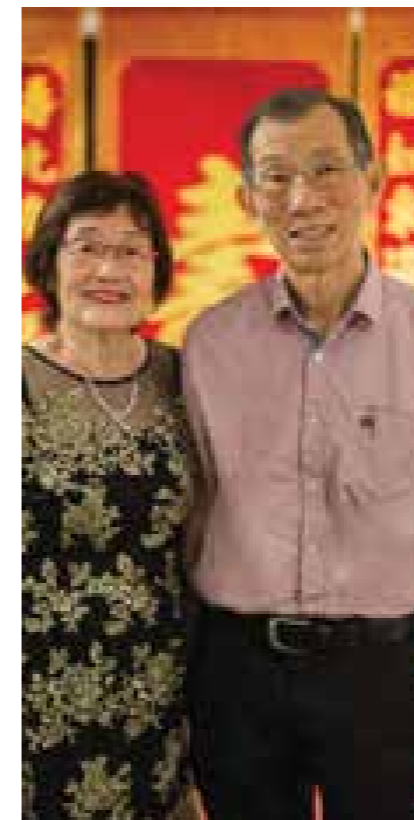
Tan Ching Wang, 62 years old
Leader of Community of Praise Baptist Church - Ukulele Group
Group Volunteer at MWS Nursing Home - Yew Tee since 2018

NEVER TOO YOUNG TO MAKE A DIFFERENCE

I became inspired to volunteer with MWS after going on a community service trip overseas. I had returned from the trip with a heavy heart and a desire to make a more long-lasting impact. Volunteering with my dad through MWS Family Development Programme (FDP) turned out to be a great and really meaningful

decision. I was worried initially but was reminded that God equips His people for His good works, regardless of their age. Since then, I have completed the volunteer training programme, created a video for FDP, and even hosted a session for volunteers to share their experiences in enhancing their knowledge and skills. While the pandemic meant that most of my volunteering activities are now online, I look forward to meeting the beneficiaries in person again and getting to know them better very soon!

Joanne Chua, 23 years old
Volunteer with MWS Family Development Programme since 2019



BLESSED TO BE A SOURCE OF COMPAN- IONSHIP & COMFORT

We first learnt about MWS from reading its magazines, and decided to step forward and volunteer. In the beginning, we conducted exercises for the elderly and simply reached out and befriended seniors whom we met at the Centre.

Subsequently, we joined the Centre's Community Befriending Service, visiting frail home-bound seniors. Some seniors no longer know what happiness is. They experience loneliness and isolation because they

have lost their mobility, or because their social circles became smaller over the years. When we meet these seniors, we see how their faces light up and fill with joy when we chat with them, sing and play our ukulele.

Even when the COVID-19 pandemic struck and home visits had to stop, we kept in touch with one of the seniors, Anne, over the phone and Zoom. She is in her 70s, and is recovering from cancer, osteoarthritis and depression. Anne enjoys beadwork, singing and music. She joined us for vocal lessons even when they were moved online. Over time, the pain in her legs disappeared and even her counsellor said her mental well-being has improved! These joyful activities have helped her in her recovery journey. For us, we simply feel blessed to be able to bring companionship and comfort to seniors like Anne.

Mr & Mrs Danny and Lois Goh, 83 and 74 years old
Volunteers with MWS Charis ACE - Geylang East since 2014

1980s Seeds were planted.

1981 - THE BEGINNINGS | Methodist Welfare Services (MWS) was initiated in 1980 by the General Conference of The Methodist Church in Singapore with a pro tem committee chaired by the late Mr Richard Tambyah. The MWS Constitution was drafted and adopted by the General Conference Executive Committee of The Methodist Church in Singapore in 1981. **1983 - FIRST CENTRE OPENED** | The Methodist Home for the Aged Sick located at St George's Lane admitted our first 6 residents in August. **1986 - BURSARIES WERE GIVEN TO THE FIRST BATCH OF STUDENTS FROM LOW INCOME FAMILIES.** **1987 - EXTENDING HELP TO FAMILIES IN NEED** | MWS partnered Kampong Kapur Methodist Church to set up a Family Service Centre at Blk 640 Rowell Road. **1989 - MWS FELLOWSHIP ON THE GREENS LAUNCHED** | The MWS Fellowship on the Greens charity golf tournament was initiated by the late Dr Tay Eng Soon and the late Mr Edwin Chan to raise funds for MWS and promote fellowship. The first convening church was Barker Road Methodist Church and since then, other Methodist churches have stepped up every year to co-organise this event with MWS.



1990s An era of rapid expansion to serve the last, the lost and the least.

1990 - HOSPICE MINISTRY BEGAN | The Agape Fellowship was started by volunteers to promote a home-based hospice ministry supported by the Methodist churches. This was subsequently renamed Methodist Hospice Fellowship. **1991 - ANOTHER FAMILY SERVICE CENTRE SET UP** | Tampines Family Service Centre was set up at Blk 470 Tampines St 44 in partnership with Pentecost Methodist Church. **1994 - CHARIS STUDENT CARE CENTRE OPENED** | The Centre was officially opened by Mr Othman Eusoffe, then Member of Parliament for Marine Parade. **1994 - MWS UNVEILED NEW LOGO** | A new logo was designed for MWS with the letter "M" supporting the Cross, depicting our mission to lift up the Cross of Jesus so that all may be drawn to Him (John 12:32); the letter "W" is a reflection of "M" which symbolised our concern for the welfare of those in need (Isaiah 58:7); and finally the letter "S" stood for service as an expression of our faith in God (Titus 3:8). **1996 - 1997 - EXTENDED OUTREACH TO DISTRESSED FAMILIES & THE DESTITUTE** | An MOU was signed with Paya Lebar Methodist Church to begin a community outreach partnership at the Covenant Family Service Centre. In the same year, MWS also inked a partnership with Christ Methodist Church on Christalite Methodist Home which officially opened in 1997.



2000s MWS expanded social impact on seniors.

2000 - BETHANY METHODIST NURSING HOME BEGAN OPERATING AT CHOA CHU KANG | The 282-bed Bethany Methodist Nursing Home opened its doors. Residents from the Methodist Home for the Aged Sick were relocated to the new nursing home. **2006 - ENHANCEMENTS MADE TO CORPORATE GOVERNANCE** | In response to events in the sector that affected public confidence in the transparency and governance of charities, MWS enhanced its Constitution, Vision and Mission and adopted a set of team values. **2010 - OVER \$1.7m RAISED FOR THE POOR** | MWS marked the 125th Anniversary of The Methodist Church in Singapore with a large-scale community outreach project which raised over \$1.7 million and involved 2,000 befrienders from 44 Methodist churches. In the same year, MWS garnered the Non-Profit Organisation of the Year Award (Philanthropy Management) at the President's Volunteerism & Philanthropy Awards event. **NEW OUTREACH TO SENIORS IN JALAN BERSEH** | MWS' community eldercare services took root with the launch of the first senior activity centre. The Wesley Senior Activity Centre, in partnership with Wesley Methodist Church, started serving isolated and low-income seniors living in rental flats in Jalan Berseh.



2010s-2021 A season of growth, review and sharpening as MWS continues to do good well.

2011 - GIRLS' HOSTEL ESTABLISHED | MWS established Residence@St George's - a hostel for at-risk girls aged between 16 and 21 years old. The first of its kind in Singapore, the project is a community outreach partnership with General Conference-Women's Society of Christian Service (GC-WSCS). **2015 - ONE-OFF DEBT CLEARANCE TO MARK SINGAPORE'S GOLDEN JUBILEE** | In celebration of Singapore's Golden Jubilee and the 130th Anniversary of The Methodist Church in Singapore, MWS created the GOOD (Getting Out Of Debt) Programme. The one-off debt relief scheme was inspired by the Year of Jubilee in the Bible (Leviticus 25). The original fundraising target of \$ \$1.7m was surpassed twice with almost \$3.4m raised. That year, 619 families were able to clear most or all of their chronic debt, enabling them to start anew. **2016 - GENESIS OF ASSET BUILDING PROGRAMME** | MWS launched the Family Development Programme with the aim of helping chronically-poor families increase their net worth either by matching their savings, or by matching their payment of chronic debt. **MORE MWS SENIOR ACTIVITY CENTRES LAUNCHED TO ENGAGE THE SOCIALLY ISOLATED** | MWS' network of Senior Activity Centres (SAC) expanded through partnerships with Geylang Chinese Methodist Church, Ang Mo Kio Methodist Church and Sengkang Methodist Church. **2017 - CONSOLIDATION UNDER 'MWS' MASTER BRAND** | MWS underwent a brand consolidation in which individual centres and logos were endorsed with the "MWS" name to build a stronger identity in the community. The extensive rebranding also signalled the MWS holistic care and integrated approach. **SECOND MWS NURSING HOME OPENED AT YEOW TEE** | The home was officially opened by Minister for Health, Mr Gan Kim Yong. **2018 - ORGANISATION RESTRUCTURE** | MWS underwent an organisational restructure which saw the consolidation of 19 individual centres and programmes into 3 clusters. **NEW CARE PHILOSOPHY FOR MWS NURSING HOMES** | A new Care Model began to take shape as MWS Bethany Nursing Home - Choa Chu Kang began extensive renovations to enable us to deliver deeper person-centred care. **2020 - MWS CHRISTALITE STUDENT CARE CENTRE CAME UNDER MWS MANAGEMENT** | MWS took over the running of Christalite Student Care Centre, in partnership with Christalite Methodist Chapel, its prior operator. **MWS COMMUNITY ELDERCARE SERVICE NETWORK EXPANDED** | In a competitive tender that saw several major bidders, MWS won the tender to operate a new Senior Care Centre and Nursing Home in Eunos. The MWS Senior Care Centre is slated to open in early 2022, and the Nursing Home in 2023. **2021 - MWS AT 40 - EMPOWERING ALL TO HAVE LIFE TO THE FULL** | MWS celebrates 40 years with a recommitment to our cause, to empower all to have life to the full.





LILY
**AVID LINE
DANCER**
TEACHER
VOLUNTEER

EMPOWERING AGEING IN A MEANINGFUL WAY



The MWS Community Eldercare cluster comprises 7 MWS Senior Activity Centres and an integrated MWS Home Care & Home Hospice network. We provide a continuum of care to seniors ranging from active to the pre-frail and chronically ill to empower them to age in place, live and leave in dignity.



“Line dancing makes me smile and feel good. I’ve also been told it stimulates our minds, improves our memory, physical balance and coordination, and reduces the risks of falling. This is really important as we grow older. So I say, let’s continue to dance!”

said 65-year old Lily Quek as she broke into laughter.

Affirming Strengths and Abilities of Seniors

As a volunteer leader with MWS Senior Activity Centre (SAC) - Teck Ghee Vista, Lily is encouraged to tap on her passion and interest to lead active ageing initiatives. This is in line with MWS’ strength-based approach where seniors are perceived as persons of ability and co-managers of their own well-being.

“I’ve been volunteering with MWS since 2017, where I’d hold weekly line dancing lessons at MWS SAC - Teck Ghee Vista, and from 2020 at MWS SAC - Kebun Baru as well. These sessions not only give me a chance to share and teach something I enjoy, I’ve personally also learnt what being a leader means,” said Lily while taking a break between her dance sessions. Clearly, the joyful expressions of

the other seniors and their reluctance to leave showed how much they look forward to Lily’s lessons, because she radiates energy and love!

Lily has also stepped up to co-ordinate with her line dancing groups to put up performances during celebratory occasions. “Whenever the seniors learn a new dance, their smile and sense of achievement never fail to make my day. I find teaching dance a meaningful way to help seniors gain confidence while staying active!” Lily shared.

Reaching Out to Isolated Seniors in the Community

Beyond encouraging our seniors to take the lead in active ageing, MWS SACs have been ramping up the Community Befriending Service in which members

WHO WE HELPED

2,096 ^{+1%}

Seniors cared for at home and in the community



-7% 1,049

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

10%*

-2% Aged 55-65 years

90%*

+2% Aged over 65 years

177*

-20% Received crucial support while living alone

72*

-3% Lived in rental flats

*Based on seniors served by MWS’ 7 Senior Activity Centres.



+10% 1,047

Frail and ill seniors who received home-based care

11,735

+1% Home visits made by MWS care teams



and volunteers are trained to reach out to home-bound seniors in the neighbourhood. The COVID-19 pandemic has severely limited in-person activities at the Centre. Lily and other members have been mobilised to check on the well-being of seniors who are sheltering at home.

Indeed, it is because of the Centres’ active outreach in the community that they were able to quickly identify those who are frail, chronically-ill, and home-bound. One senior who benefitted from such outreach was Mr Ang*.

Seamless Care for the Home-bound Chronically Ill in the Community

MWS first came to know Mr Ang through our Community Befriending Service at MWS SAC - GreenTops@Sims Place. He was also referred by Tan Tock Seng Hospital (TTSH) to MWS Home Care & Home Hospice.

“TTSH had referred Mr Ang to us in 2018 for home care services. After a thorough assessment of his needs, we realised Mr Ang also needed help with housekeeping, organising his medication, and reminders about his meals and medical appointments. In addition, we customised a physiotherapy programme for him and encouraged him to exercise at the senior gym at our SAC,”

shared Dr Dennis Chia, Head of MWS Home Care & Home Hospice.

Unfortunately, Mr Ang’s condition deteriorated in May 2020 and he was subsequently diagnosed with prostate cancer.

“As a result of MWS’ collaboration with the TTSH Community Health Team, we were able to identify the best care options for Mr Ang in the community. We eventually admitted him to Tembusu Integrated Home and Day Care for more intensive care. This averted the need for multiple re-admissions into the hospital and allowed him to stay in the community,” said Dr Dennis.

When Mr Ang eventually passed on, staff from our MWS SAC and MWS Home Care & Home Hospice as well as volunteers from our partner church attended his funeral service.

“With Singapore’s ageing population and shrinking family sizes, we foresee there will be more and more people requiring such coordinated and integrated eldercare in the community,” shared Dr Dennis.

*Not his real name.



HOW WE HELPED

COMMUNITY SUPPORT



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



Providing a Warm Community
Our Centres enable seniors to build strong social connections and a sense of belonging. These are 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 spending their time meaningfully by befriending socially isolated elderly neighbours.

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.

OUR APPROACH



STRENGTH-BASED
Seniors have abilities



EMPOWERING
Seniors can co-manage their own well-being



COMMUNITY-LED
For self, for others

MWS SENIOR ACTIVITY CENTRES

MWS SACs engage pre-frail seniors aged 55 and above, from the low to middle-income groups. These seniors typically have a lower level of self-care and experience a higher risk of isolation and depression.

Our goal is to create a warm community for seniors to age well, age actively and to age in place with dignity, through integrated and holistic services and programmes.

MWS HOME CARE & HOME HOSPICE

MWS Home Hospice & Home Care is one of Singapore's few to offer coordinated and seamless person-centred care for the chronically ill and frail, within the comfort and familiarity of their own homes.

The team collaborates with MWS Nursing Homes to care for residents who are

discharged but still require home-based care. Home-bound seniors in need of health assessment and home-based care may also be identified by MWS SACs and referred to MWS Home Hospice & Home Care.

By leveraging on our network of volunteers, healthcare and community partners, MWS Community Eldercare services are able to meet seniors' psychosocial, emotional and learning needs in an integrated way.

Through this integrated network, early detection of chronic illnesses among seniors and referrals to relevant community resources are expedited.

Our spectrum of services for seniors, who range from the fit to the terminally ill, also gives MWS the unique opportunity to journey with seniors as their care needs evolve through life.



MWS Senior Activity Centres



much-needed interpersonal connections.

Collaborating with Healthcare Partners to Provide Seniors with More Convenient Access to Health-related Services
In September 2020, Sengkang Hospital established a Community Nurse Post (CNP) at MWS SAC - Fernvale Rivergrove, the second CNP set up within the MWS SAC network. Changi General

Hospital also installed a vital signs monitor at MWS SAC - Golden Lily@Pasir Ris so that seniors can monitor their health easily. These initiatives created seniors' awareness of self-care and enabled early detection of ailments.

1,049

-7%

Socially isolated seniors engaged



The COVID-19 pandemic was especially difficult for frail and vulnerable seniors who live alone or without a supportive family network. With social engagements and activities severely curtailed, this has resulted in more seniors experiencing greater isolation, anxiety and poorer physical health. The need for building a community that is connected and supportive of one another became all the more critical.

MWS Senior Activity Centres (SACs) staff managed this situation with a few mitigating strategies.

Leveraging on Seniors' Strengths to Support their Well-being

At the height of the pandemic, MWS staff mobilised a group of seniors to make regular phone calls to fellow seniors to check in on their well-being. Some seniors led in the creation of an art interest group and a community garden to engage others. The garden includes space for doing light carpentry which appealed to the male seniors.

Partnering with Volunteers and Government-deployed Digital Ambassadors to Equip Seniors with Digital Skills

This greatly empowered seniors to access important information and join activities online more easily, opening up their world to





MWS SENIOR ACTIVITY CENTRE - GOLDEN LILY@PASIR RIS

Established 2017
A partnership with Pentecost Methodist Church

120
-1%
Seniors Engaged

MWS SENIOR ACTIVITY CENTRE - GREENTOPS@SIMS PLACE

Established 2016
A partnership with Geylang Chinese Methodist Church

137
+4%
Seniors Engaged

MWS SENIOR ACTIVITY CENTRE - KEBUN BARU

Established 2017
A partnership with Ang Mo Kio Chinese Methodist Church

84
-6%
Seniors Engaged

MWS SENIOR ACTIVITY CENTRE - TECK GHEE VISTA

Established 2016
A partnership with Ang Mo Kio Methodist Church

166
-7%
Seniors Engaged

MWS SENIOR ACTIVITY CENTRE - FERNVALE RIVERGROVE

Established 2016
A partnership with Sengkang Methodist Church

123
-40%
Seniors Engaged

MWS CHARIS ACE - GEYLANG EAST

Established 2014
A partnership with Charis Methodist Church

253
+6%
Seniors Engaged

MWS WESLEY SENIOR ACTIVITY CENTRE - JALAN BERSEH

Established 2010
A partnership with Wesley Methodist Church

166
No change
Seniors Engaged



MWS Home Care & Home Hospice



In FY2020/21, the integration of MWS Home Care & Home Hospice continued to reap benefits, particularly in leveraging on community and healthcare partners to provide proactive care for frail and sick seniors in the community.

There were collaborations with volunteer groups such as the Cassia Resettlement Team and restructured hospitals, healthcare clusters (SingHealth Services, National Healthcare Group and National University Health System) as well as MWS nursing homes, welfare home and senior activity centres.

As a result of these collaborations, MWS Home Care & Home Hospice was able to:

- Anticipate and identify patients' potential health problems early.

- Hold joint case discussions with restructured hospitals, e.g. with Tan Tock Seng Hospital (TTSH) Community Health Team, on patients with more complex issues in its service boundaries.
- Reduce the need for patients' re-admission to the hospital.
- Provide timely interventions by leveraging on TTSH's Healthcare Intelligence System.
- Improve continuity of care when patients return home from the hospital.

MWS HOME CARE & HOME HOSPICE
Established 2007

1,047 +10% Patients served, including the deceased & discharged

11,735 +1% Home visits made

PATIENT PROFILES

- 757 on Home Hospice Programme +9%
- 84 on Home Personal Care Programme +18%
- 161 on Home Medical Care Programme +7%
- 273 on Home Nursing Programme +8%
- 125 on Physiotherapy & Occupational Therapy +19%
- 290 on Home Care Programme +12%



JO LEE

EMPOWERED STROKE SURVIVOR

EMPOWERING RESIDENTS TO LIVE IN DIGNITY

The MWS Residential Services cluster comprises 2 Nursing Homes and a Welfare Home for the destitute and homeless. We care for low-income seniors with chronic illnesses and ageing needs who require round the clock support.

In meeting the residents' holistic needs, we provide medical, nursing and rehabilitative care, and services that support the psychosocial and spiritual needs of our residents, their families and caregivers.



"Hello, how are you? Can I get you a cup of coffee or tea?"

asked Madam Loo Jo Lee as she pointed to the menu.

50-year old Jo Lee is a resident at MWS Bethany Nursing Home - Choa Chua Kang. She is also the cashier cum front service staff of Café Joy which is located within the Home.

Care Begets Hope

"I serve as a cashier here once every 2 weeks. The staff trained me on how to greet customers, take orders, and use the cash register," shared Jo Lee as she cheekily waved a stash of 'play money' in different denominations.

"I really enjoy serving at the

café, meeting and chatting with people. It feels good to contribute. Sometimes, I've even found myself cheering up another resident!" Jo Lee said.

Jo Lee came to MWS Bethany Nursing Home - Choa Chu Kang about 6 years ago. She had suffered a stroke and just woken up from a 3-month long coma.

"I was struggling with my health. My marriage was falling apart. My daughters were teenagers then. I shut myself off and did not want to speak with anyone," she recalled.

"Up till 2019, I refused to accept that this is going to be my life. But the MWS Bethany team really cared for me. Slowly, I turned to the Christian faith and with the help of the clinical and pastoral team, I began to



WHO WE HELPED



+5% 750*

Chronically ill, frail or destitute served

* Includes those deceased and discharged

578
+7%
Residents cared for in our 2 nursing homes

172
-1%
Destitute and the homeless given shelter and care

697
+1%
Residents received physical therapy

147
+50%
Residents received dementia therapy

see life more positively, and feel hopeful again. Who knows, I may be able to return to work in future! Although I still have a little difficulty lifting my left arm, I am in a much better shape. I look forward to my weekly personal therapy sessions which are helping me get better," Jo Lee said.

Café Joy is one of the major additions of the

Care Remodelling of MWS Bethany Nursing Home - Choa Chu Kang. Apart from providing a cosy communal space for residents and visitors, it is designed to be run by residents, empowering them with a sense of independence and purpose.

Empowerment Approach

The same empowering approach is used for the



mobile gift cart initiative in MWS Nursing Home - Yew Tee. The cart carries artworks and crafts created by residents which visitors can bring home for a small donation.

For residents at MWS Christalite Methodist Home who were assessed to be ready, they were empowered and supported in securing employment outside the Home, gaining self-independence and gradually reintegrating into the community.

Improving Quality of Life

"Our main focus is to improve the quality of life of our residents. Our care philosophy is resident-directed, which means we recognise their individual needs, preferences and abilities. We also aim to create communal belonging, and address care needs in an integrated and holistic manner," said Jenny Bong, Cluster Director of the MWS Residential Services.

MWS Nursing Homes are also designed to provide a home-like and dementia-friendly environment. In addition, the MWS Allied Health team tailored exercises, activities and therapy programmes according to residents' needs, to enhance their physical and cognitive abilities. "We were very

intentional in our Care Remodelling, making sure that both the physical environment and care approach work hand in hand," Jenny said.

Caregivers Need Care Too

The Caregivers Club launched in 2019 provided such a support system. The caregivers could receive training in caregiving, learn self-care or simply connect and support one another.

"When caregivers are well-supported, they become stronger partners as we team up to give our residents the best quality of life possible," shared Jenny.

MWS believes that vulnerable people also have inherent strengths and abilities. In empowering our residents, we can meet their physical, psychosocial and spiritual needs more effectively and provide a higher quality of life.

PROFILE OF RESIDENTS BY COGNITIVE ABILITY

230
-13%
Able to remember, think, learn new skills or solve simple problems

490
+19%
Have difficulty remembering, thinking, learning new skills or solving simple problems

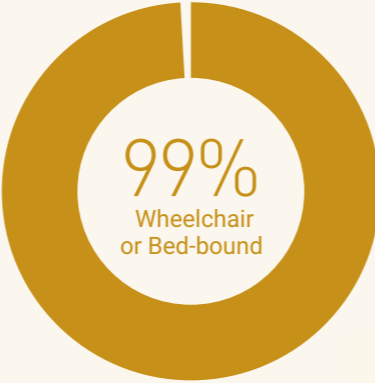
22
-37%
Bed-bound or uncommunicative, and hence not tested

NURSING CARE NEEDED

7*
-46%
Semi-ambulant, and need some physical assistance and supervision in ADL

300*
+16%
Highly dependent, and need total assistance and supervision for every aspect of ADL

271*
+1%
Wheelchair or bed-bound, and need moderate assistance and supervision in ADL



99%
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).

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.



MWS Bethany Nursing Home – Choa Chu Kang



The Care Remodelling of MWS Bethany Nursing Home - Choa Chu Kang which started in late 2018 would be completed in 2021. The many improvements made to enhance the quality of life for residents included the conversion of the former wards into 'residences' which are more home-like and dementia-friendly. Each residence is designed for a 'family' of 5 residents and contains their sleeping spaces, a living room and wheelchair-friendly bathrooms. Nursing staff are assigned to the same 'families' to provide familiarity and comfort. Beautiful greenery and calming water features within the communal areas and around the residences all contribute to a more pleasant living environment.

Improving Meal Experience using Adaptive Dining Ware
To support residents who are unable to sit for long during mealtimes or handle cutlery easily, the Home introduced the I Eat, We Eat programme. Designed by our occupational therapists, an initial group of 48 residents were taught to use the adaptive tableware. As a result, 80% of these residents were






able to eat more independently and enjoy mealtimes more.

Empowering Residents through Advanced Care Planning
The Home has been running Advanced Care Planning (ACP) for residents since 2017. ACP allows residents to express their preferences in planning for their future health and personal care. In FY2020/21, the Home's case management and nursing teams continued to engage current and new residents on ACP, which 60% of the residents completed.

MWS BETHANY NURSING HOME - CHOA CHU KANG
Established 2000

361
+12%
Residents, including discharged cases

RESIDENT PROFILES

-  **326** +1% received gym- or ward-based physical therapy
-  **162** +10% wheelchair-bound who need moderate assistance and constant supervision
-  **196** +15% bedridden who need total assistance and supervision
-  **45** placed on the dementia programme
-  **99%** wheelchair or bed-bound

MWS Nursing Home - Yew Tee



In FY2020/21, MWS Nursing Home - Yew Tee collaborated with community partners and employed technology in providing holistic care and engagement for our residents.

Reducing Risk of Pneumonia

In collaboration with the Agency for Integrated Care, the Home piloted a project to improve resident safety and quality of clinical care in preventing pneumonia. The focus was to reduce the number of pneumonia cases among residents in one particular residence who were on Nasogastric Tube feeding and on oral feeding.

The pneumonia care bundles comprising oral and dental care, chest physiotherapy, education and pneumonia alert, were used to reduce the number of cases. During the pilot which ran from August 2020 to January 2021, the number of pneumonia cases fell from low single digits to 0. The Home plans to implement the strategies in pneumonia prevention for the rest of the residences.

Adopting Technology to Engage Residents






The Home has been partnering the non-profit organisation, Cycling Without Age (CWA), since 2018. During the COVID-19 pandemic last year, CWA introduced a virtual trishaw ride, complete with digitally-filmed scenes of locations from around Singapore. During the virtual rides, residents were encouraged to share their life stories and reminisce about old Singapore, keeping them mentally and emotionally engaged. Residents also enjoyed online activities and connecting with loved ones using tablet devices.

MWS NURSING HOME - YEW TEE

Established 2017

217
(No change)
Residents, including discharged cases

RESIDENT PROFILES

-  **207** +7% received gym- or ward-based physical therapy
-  **109** -10% wheelchair-bound who need moderate assistance and constant supervision
-  **104** +20% bedridden residents who need total assistance and supervision
-  **33** +22% placed on the dementia programme
-  **98%** wheelchair or bed-bound

MWS Christalite Methodist Home



In FY2020/21, MWS Christalite Methodist Home continued to step up care for the destitute and homeless. Personalised care plans were developed to improve our residents' physical and cognitive functioning. In addition, we supported those who were assessed to be suitable to reintegrate into the community.

Power Up Project

In March 2021, the MWS Allied Health team embarked on a project that assessed close to 80 residents on their gait and fall risk. 15 residents were then selected to use the Galileo Pro tool to train their nerves and muscles, strengthen their knee joints, and improve their overall motor skills and balance. In addition, the residents were also individually guided to improve their motor skills. The project is expected to run for a year.

Cognitive Simulation Programme

This comprises several programmes designed to improve residents' well-being and delay cognitive decline, especially for residents with dementia and

cognitive impairment. An example was the use of reminiscence therapy to evoke memories.

- Quarterly assessments of residents with the Bradford-Well-being tool produced scores ranging from 18 and 28 points with 28 being the highest possible score. The results confirmed that regular participation in programmes was effective in managing the psychosocial and emotional well-being of those suffering from dementia.

Community Reintegration

For some residents assessed to be suitable for community reintegration, the case management team developed personalised discharge plans to prepare them for the transition. The plan included helping them find jobs, providing financial management training and counselling on breaking negative habits. The team also helped them to find suitable accommodation and settle in.





MWS CHRISTALITE METHODIST HOME

Established 1997

A partnership with Christ Methodist Church

172
-1%
Residents, including the homeless, destitute and abandoned, as well as discharged cases

RESIDENT PROFILES

-  **164** -4% received physiotherapy
-  **47** -25% participated in the Home Earning Scheme
-  **15** -6% entered the Day Release Scheme
-  **69** -3% placed on programmes for dementia or cognitive impairment

MIKO

**LOVING
MOTHER**

**PILLAR OF
STRENGTH**

**EYES ON
THE FUTURE**



EMPOWERING SUSTAINABLE CHANGE

The MWS Family Services cluster supports families in distress through 4 MWS Family Service Centres (including a satellite one), the MWS Family Development Programme which focuses on debt alleviation and asset building, and the MWS Family Support Programme that provides training and guidance for parents of pre-teens and teenagers. In addition, we care for at-risk youths through a community-based rehabilitative programme, and children through an after-school programme.

Families in distress often struggle with multiple complex issues rooted in financial insecurity. Contributing factors include low wages and levels of education, domestic strife, incarceration and chronic illness. 44-year old Miko Lew knows this full well.

Financial Insecurity creates Complex Issues

“My husband left us in 2018. I had to quickly look for work to support my 3 children and parents in-law. But seeing the debts mounting and having no savings and job, I became depressed,” recalled Miko of those difficult days.

On a friend’s advice, she approached MWS Family Development Programme (FDP) and met volunteer, Josephine Lim.

“Miko used to avoid opening her mail. She was afraid of seeing bills because she had no way of paying them. I worked with her to prioritise the ones to pay, and sought waivers wherever possible,” said Josephine. Under the programme, every dollar of debt paid by Miko was matched by \$2 by MWS. Gradually, Miko was able to clear \$2,000 in debts within 7 months.

Eyeing the Future

Miko began saving up for an emergency fund and saw how it made her feel more positive. “I’m so thankful for Jo who has become a friend to me. When I saw my savings grow from \$20 to \$1,000, I broke down with joy. I feel so much less stressed now and I can see a future, especially for



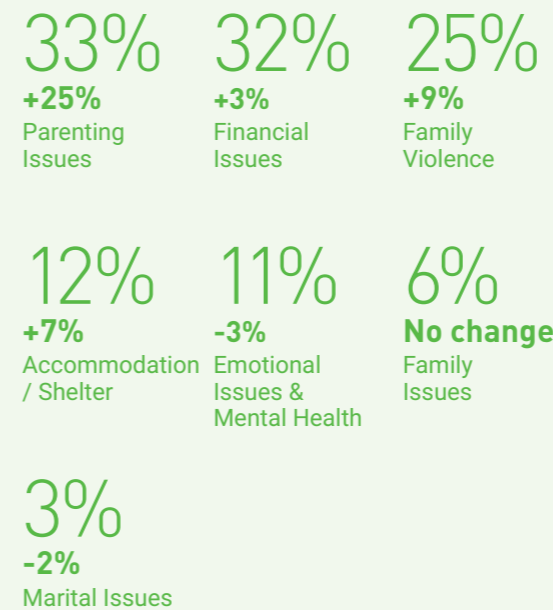
WHO WE HELPED



MONTHLY HOUSEHOLD INCOME OF FAMILIES SERVED:



TOP PRESENTING ISSUES:



my children. My eldest is enrolling into polytechnic soon and I hope to get him a laptop,” shared Miko.

Miko’s experience is a testament to how empowerment can bring about sustainable change.

The case of 28-year old Alina*, homemaker and mother of 6 young children also attested to that.

Poverty is a Complex Issue

“I left my job even though my family was struggling financially because I wanted to take better care of my children. So my husband and I tried to be careful with our spending by prioritising the needs and education of our children,” shared Alina.

It was challenging though, to rely on her husband’s meagre income as a driver. Ben* was known for his sense of responsibility and a positive attitude both at work and at home. He shared his hopes of upgrading his skills to secure a higher income. However, the opportunity cost of attending courses without a steady income was too high.

“Ben was then diagnosed with a muscular condition which will lead to long-term organ failure. At that point, I felt so lost, and that’s when

I approached MWS,” said Alina.

Framing Interventions through Trauma-informed Lens

While Alina’s situation is not uncommon among the clients who come through our doors, Edna Sim, Assistant Senior Social Worker at MWS Family Service Centre (FSC) - Tampines, did not see her as ‘just another case’. Applying the principles of trauma-informed care that MWS FSCs have adopted since 2019, Edna empowered Alina by paying close attention to Alina’s unique strengths and needs.

“Poverty is a complex issue. As social workers, our good intentions and desire to see clients’ situation improve rapidly can sometimes lead us to push certain plans without sufficiently considering our clients’ experience, hopes and strengths,” Edna reflected.

Seeding Sustainable Change

Initially, Alina was highly resistant to receiving community resources and intervention. Edna empathised with Alina's embarrassment in seeking support and recognised that it was important that Alina felt safe and heard. Edna therefore explored with Alina her needs, strengths and hopes at a pace that was comfortable for her. This allowed Alina to gradually open up and agree to tap on community resources. Subsequently, community partners jointly supported the family in providing meal deliveries during the circuit breaker and laptops to facilitate

her children's home-based learning.

After recognising the importance of clearing debts and saving up, Alina's family signed up for MWS FDP too.

With the person-centred support and resources received from the MWS FSC, Alina was able to work on improving her skills and employability. She is currently undergoing a course with WSQ certification and is on track to join the early childhood sector upon her graduation.

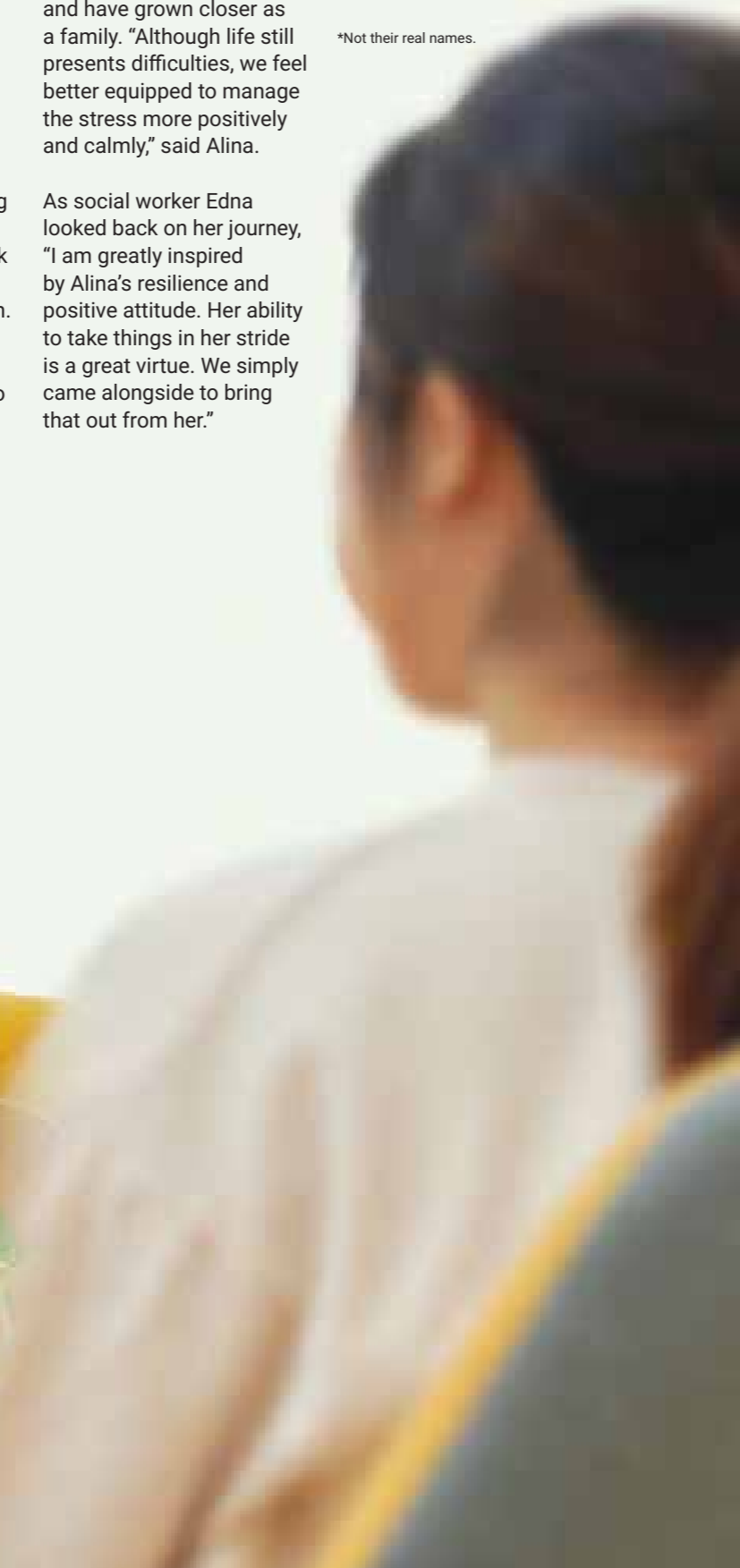
As a result of the positive changes in their lives, Miko and Alina have a renewed

outlook on life. Miko now proactively keeps track of her bills and has found a higher paying job as a receptionist. Meanwhile, Alina's family has shown their resilience despite their multiple adversities, and have grown closer as a family. "Although life still presents difficulties, we feel better equipped to manage the stress more positively and calmly," said Alina.

As social worker Edna looked back on her journey, "I am greatly inspired by Alina's resilience and positive attitude. Her ability to take things in her stride is a great virtue. We simply came alongside to bring that out from her."

Recognising the complex issues that families in distress face, MWS collaborates with community partners, volunteers and churches to co-create a sustainable help network for clients.

*Not their real names.



HOW WE HELPED



Support
Providing professional casework and counselling



Empower
Imparting knowledge and skills, and giving choices



Rebuild
Building positive and healthy relationships

IMPACT

4,182
-7%

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

1,019

Families received financial assistance of \$1,350 each through MCS135 Donate to Bless campaign

218
+35%

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

412
-54%

Families reached through a parenting programme

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

89% showed ability to meet needs and/or manage risks

71% experienced enhanced self-reliance and resilience

88% experienced lowered risks and complexity of needs

78% 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.

*Among clients served at MWS Family Service Centres

TYPES OF ASSISTANCE OFFERED

2,598
+8%

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

1,585
-2%*

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.

*Drop was mainly due to the suspension of MWS Community Services - Punggol's programmes in January 2020.

412
-70%*

Community Outreach Programmes
Engaging families through activities to raise awareness about parenting, other social issues, as well as community resources.

*Drop was due to the COVID-19 pandemic as well as the suspension of MWS Community Services - Punggol's programmes in January 2020.

218
+35%

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.



MWS Family Service Centres



When the COVID-19 pandemic broke out in February 2020, many families already battling multiple issues in their lives were dealt with more severe blows. MWS Family Service Centres (FSCs) saw an increase in the number of individuals or families who faced challenges in parenting or financials, experienced family violence, or had difficulties with accommodation.

Rehousing those made Homeless by the COVID-19 Pandemic (The Innkeeper's Project)

- Partnering the Ministry of Social and Family Development (MSF), MWS FSCs triaged and rehoused approximately 180 individuals in a shelter located at Buangkok Crescent. MWS FSCs also provided casework for 82 individuals.
- The project gave rise to an independent research

study of 77 homeless people. The findings and recommendations were shared with the Partners Engaging and Empowering Rough Sleepers team from MSF. The survey outcomes gave greater insights on delivering trauma-informed care (TIC), in particular how clients' adverse childhood experiences affected the ways that they interacted with formal systems.

Mitigating Pandemic Uncertainties with Additional Financial Assistance

- To address the impact of COVID-19 on our most vulnerable clients, MWS FSCs partnered Paya Lebar Methodist Church and Pentecost Methodist Church to set up a COVID-19 Relief Fund. A total of \$19,000 was raised and disbursed to families from the 3 FSCs.
- With the support of the

church partners and Helping & Empowering Our Neighbours (HEN), about 90 families also received supermarket vouchers on a regular basis.

- By providing financial relief to these families, MWS helped them achieve some stability in handling their new situations.

Caring for Children's Well-being Today to Safeguard their Future

- School-going children from the families served by MWS FSC - Tampines benefitted from a free tuition programme organised by HEN and Start Tuition Agency. Between November 2020 and March 2021, 8 primary to 'A' Level students were matched with suitable volunteer tutors.
- In addition, children from 50 families served by MWS FSC - Tampines

received gifts of their choice, sponsored by HEN. The gifts brought joy and comfort to the children and demonstrated the care of the community.

Infusing TIC into the Design of the Centre

- To strengthen MWS FSCs as a trauma-informed practice, MWS FSC - Yishun is embarking on redesigning the centre. The refurbishment will be guided by TIC principles and aims to provide an environment that is designed to serve the needs of individuals affected by trauma. Renovation works are expected to commence in December 2021.

MWS Covenant Family Service Centre - Hougang & Buangkok
Established 1996
A partnership with Paya Lebar Methodist Church

1,557
+15%
families and individuals served

626
+10%
clients received counselling and casework

931
+29%
clients received information and referrals

MWS Family Service Centre - Tampines
Established 1991
A partnership with Pentecost Methodist Church

1,043
-1%
families and individuals served

387
-24%
clients received counselling and casework

657
+21%
clients received information and referrals

MWS Family Service Centre - Yishun
Established 2000

1,582
-24%
families and individuals served

572
+9%
clients received counselling and casework

1,010
-12%
clients received information and referrals

The FSCs did not organise any community outreach programmes in FY2020/21 due to COVID-19 and the safe management measures that were imposed.



MWS Family Development Programme



MWS FAMILY DEVELOPMENT PROGRAMME

Established 2016


218
+35%
families with reduced financial hardship


Profile of Families on Programme in FY2020/21:

61%
Lived in homes smaller than 2-room flats

39%
Single parents

14%
Households with members who are non-citizens/foreigners

 **201**
+61% families received monthly cash assistance

 **49**
+390% families moved from Debt Clearance to Savings model

 **\$2,223**
+1% average savings in 1 year by each participating family

 **\$2,318**
+27% average debt cleared in 1 year by each participating family

 **\$607,006**
+112% disbursed to low-income families islandwide

The MWS Family Development Programme is a poverty alleviation programme designed to help low-income families in the bottom 10% household income group in Singapore. The primary aim is to increase their net worth by empowering them to clear debt and accumulate savings. For every dollar that they put towards clearing debt or savings, MWS matches with \$2. By helping families build resources to buffer against crises, their anxiety of being in debt is reduced and their emotional capacity and cognitive bandwidth to manage challenges and plan for the future increases.

Research on Programme Revealed Potential for Sustainable Change

In 2020, a key beneficiary partner of MWS Family Development Programme, the South Central Community Family Service Centre, conducted a survey with their social workers on the impact of the programme on their clients.

The research found that:

- Clients were most successful in their second year on the programme, and likely to transit to the savings matching scheme;
- Most clients were motivated to be on the programme because they wanted to secure better housing;
- The client's per capita income was not related to how well they do on the programme. Rather, it was their level of motivation that had a greater bearing;
- The MWS Family Development Programme enabled caseworkers to share more about financial literacy, and increase the client's capacity in asset building.

More Families Applied for Assistance during COVID-19 Pandemic

As more families felt the impact of the protracted COVID-19 pandemic, FY2020/21 saw a 35% increase in the number of applications for financial help. The programme was tapped on by MWS Family Service Centres, 27 social service agencies and community partners. Caseworkers and befrienders journey with the families providing additional emotional and practical support.

Source: South Central Community Family Service Centre – Reviewing FDP with Social Workers, November 2020

MWS Family Support Programme



The MWS Family Support Programme was launched in October 2019 to guide families who need support in parenting their pre-teens and teens, and mitigate the risk of more serious issues.

Pivoting to Online Platforms during COVID-19 Pandemic

Due to the COVID-19 restrictions, the MWS Family Support Programme team was not able to engage parents face to face. However, the quick adoption of online communication enabled our Family Life Educators to reach out to parents most in need of support during the pandemic.

- Due to the increased capacity that online platforms could accommodate, more than 5,000 registered for Level 2 parenting seminars. The MWS Family Support Programme team was also able to conduct these seminars more frequently on a weekly basis.
- MWS Family Life Educators also conducted one-on-one online sessions for parents who worked from home and needed more help in managing their children's home-based learning or behavioural issues.

Activating Parent Volunteers from the Community

- Introduced in January 2021, the CHAT Programme aimed to equip parent volunteers with parenting knowledge and skills so that they could support other parents. The training covered topics such as understanding needs from a psychosocial development perspective.
- MWS Family Life Educators also created a practical resource kit to help parents cope with their children while working from home. The kit contained practical tips and useful resource links. Soft copies of the kits were sent to parents during the circuit breaker.

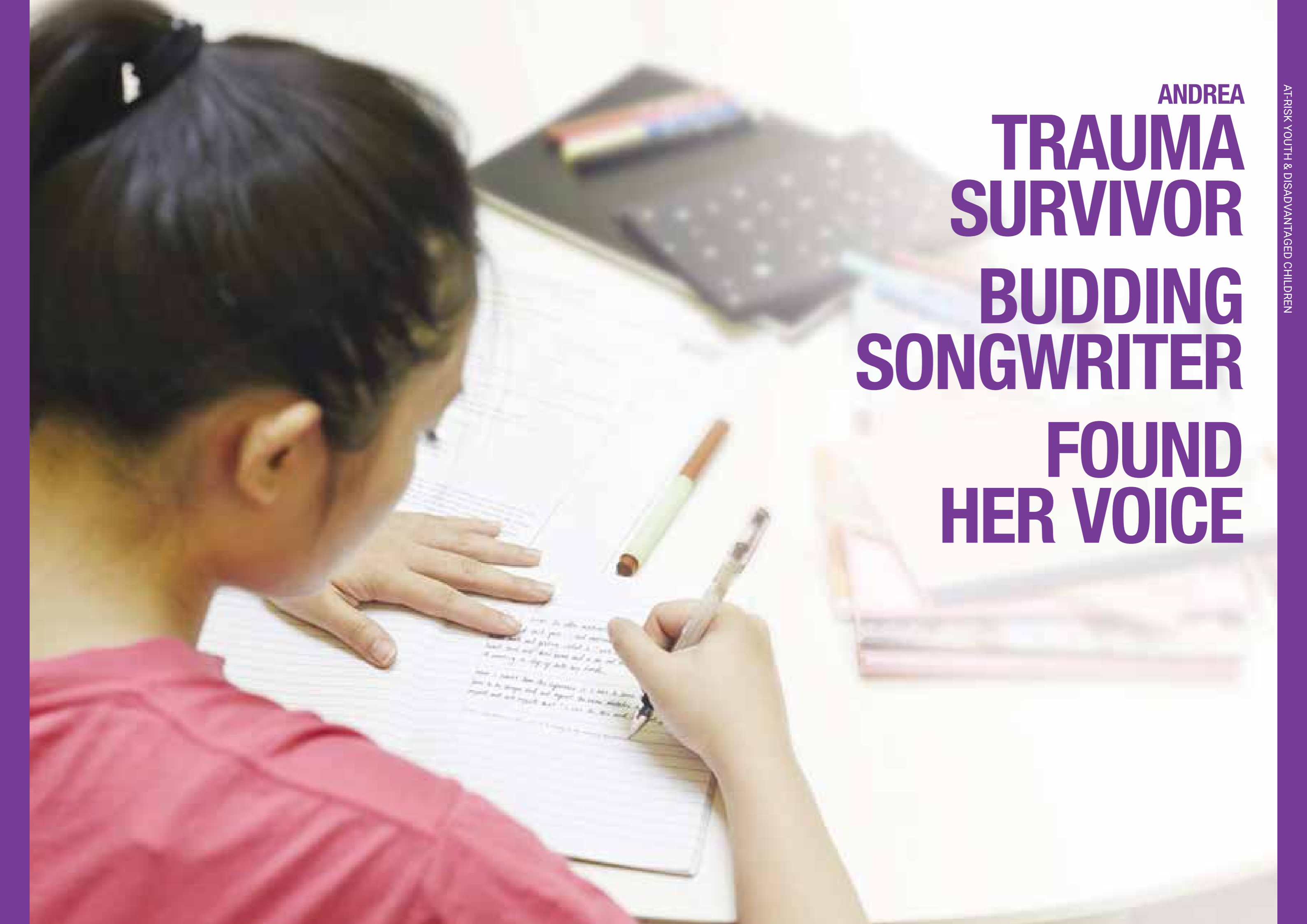


MWS FAMILY SUPPORT PROGRAMME

Established 2019

72
No change
schools engaged

412
-54%
families engaged



ANDREA
**TRAUMA
SURVIVOR**
**BUDDING
SONGWRITER**
**FOUND
HER VOICE**



EMPOWERING YOUNG LIVES

MWS supports youth with trauma issues through MWS Girls' Residence and children needing after-school care at MWS Christalite Student Care Centre.

"I will never forget the night when Andrea* had just experienced flashbacks of traumatic experiences and I was trying to calm her down. She was sobbing as she said, 'Nobody has ever listened to me like you,'"

said Mirabel Ong,
social worker at MWS Girls' Residence.

Mirabel had just experienced a breakthrough. It had taken her almost 2 months to gain Andrea's trust.

Trapped in Childhood Trauma

Like many of the other at-risk girls at the Residence, 16-year-old Andrea had gone through multiple adverse childhood experiences. "I struggled with the changes that were happening to me growing up. School work was stressful and I was constantly bullied. Mother was often too busy working to make ends meet so I had no one to turn to," Andrea confided.

Left on her own, Andrea was sexually exploited by a neighbour, turned to drugs and also began stealing and missing school.

"By the time she was

referred to us, Andrea was like a zombie and in a very low mood. She was diagnosed with Post-traumatic Stress Disorder and often experienced flashbacks of violence. The feelings of being abandoned by her mother aggravated her condition," shared Mirabel.

Applying Trauma-informed Care (TIC) Principles

From the onset, MWS Girls' Residence applied the 5 TIC principles of safety, trustworthiness, choice, collaboration and empowerment in supporting Andrea.

"We believe the girls' behaviours are all driven by trauma, not wilfulness," explained Mirabel.

"The TIC culture is rooted in physical, emotional and psychological safety to earn the trust of the girls.

WHO WE HELPED



children and youths served

+106% 109

HOW WE HELPED

19

Received trauma-based intervention

5

Reconciled with their families through restoration of relationships

7

Reintegrated into community, where 1 returned to school 6 found employment

2

Received a scholarship/bursary

90

Received After School Support

26%*

On Student Care Fee Assistance

* Among the children enrolled at MWS Christalite Student Care Centre



We communicate regularly and transparently with them, and make sure we do what we promised," added Audrey Rajalingam, Head of MWS Girls' Residence.

The TIC approach is also collaborative. "I discussed with Andrea on her care plan, touching on areas like tasks and timelines, and explaining what would happen at every stage. Giving her a voice in charting her own journey of restoration empowered her and made her more committed," Mirabel shared.

Charting a Path of Positive Change

Along with the staff's consistent care and supervision, empathy and regular affirmation, Andrea began to come out of her shell and was encouraged to explore her strengths.

"When I realised that I have a talent for playing the guitar, singing and song-writing, I told Mirabel I want to develop myself in these areas," shared Andrea. With strong recommendations from MWS Girls' Residence, Andrea enrolled in an Arts Incubation programme. She had since written a song for her school about overcoming difficulties during COVID-19.

"Apart from improving the girls' psychological and emotional functioning, we also support them in reintegrating into the community. They are encouraged to resume

studies or find employment and return to their families if possible," shared Audrey.

The girls will also learn skills for independent living, for instance in managing their schedules and financial budgeting. Some also attend sessions on developing healthy relationships, managing toxic ones, and keeping themselves safe.

Empathy for Children

Likewise, MWS adopts a similar approach to how it cares for the children at the MWS Christalite Student Care Centre. "Some of the children come from broken families or lack adult supervision. At times, these circumstances may cause them to act out. By being sensitive to what's going on in their lives, we are firm but empathetic in how we engage them. Ultimately, we want them to turn out as well-rounded individuals with hopes for a full life ahead," shared Steven Goh, Head of Centre.

By collaborating with partners, volunteers and the community, MWS aims to meet the psychosocial and emotional needs of youths and children. By tapping on other services within the MWS Family Services cluster, such as our debt alleviation and asset building programme, parenting support and guidance, and rigorous clinical experience, we are able to provide holistic care and support for them and their families.

*Not her real name.

MWS Girls' Residence



MWS Girls' Residence provides a safe, nurturing and conducive environment for troubled and at-risk girls aged between 15 and 21 years old. It runs a holistic programme built on trauma-informed care (TIC) principles that aims to enhance overall well-being through emotional, social, and psychological therapy.

More Therapy, Less Rehabilitation
TIC principles first introduced in 2019 were further strengthened in the care culture through staff orientation and on-the-job learning. Operations staff were equipped to support case workers in developing care plans for residents. The TIC approach which advocates empathy in managing changes in behaviour is embedded in the Residence's philosophy of 'more therapy, less rehabilitation'.

Managing Anxieties Triggered by COVID-19 Pandemic
As many of the residents have had adverse childhood experiences, the uncertainties brought on by the pandemic evoked worry and anxiety initially. For instance, a few were concerned they might be forgotten by families unable to visit; others lost their jobs and were worried they would lose custody of their babies. The Residence was able to arrange regular virtual meetings and phone calls for the girls to connect with their families. Despite the limitations on social

gatherings, the residents were able to continue with online activities to enhance their mental and physical well-being. Donors also contributed resources such as books and board games. Girls who were pursuing their studies benefitted from laptops donated by IT company, Engineering Good, which allowed them to participate in home-based learning.

Overall, the TIC approach strengthened the trust between the residents and MWS staff which was critical in achieving positive outcomes in their therapy and rehabilitation.

Moving to a New Home
MWS Girls' Residence set up a new home in a double storey building at 600 Upper Thomson Road.

The layout, furnishings and cheerful colour schemes were designed to create a conducive environment with a sense of calm, safety and positivity. Instead of dormitories, the girls now get to rest in cozy bedrooms which afford more privacy. A larger library and more therapy rooms were created. The girls were involved in selecting some furnishings to give them a stronger feel of belonging.

The building was renovated with funding from the Ministry of Social and Family Development through a tie-up with the Children in Care unit.

MWS GIRLS' RESIDENCE

Established 2011
A partnership with General Conference - Women's Society of Christian Service

19
+90%
Residents, including those referred by the courts and government agencies

68%
of the girls experienced 4 to 7 Adverse Childhood Experiences (ACE) by the time they entered MWS Girls' Residence, while 32% had 1 to 3 ACEs.

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.



Therapy
Individualised trauma-informed care plan



Reconciliation
Family engagement, bonding and counselling



Reintegration
Mentoring, education and employment support

MWS Christalite Student Care Centre



MWS Christalite Student Care Centre provides children aged between 7 and 14 years old with a safe and conducive environment to spend their after-school hours meaningfully. With its location in the Geylang East heartland, the Centre provides an essential service for working parents who appreciate its affordable fees and proximity to school and home.

Strengthening Holistic Learning & Development

A key focus of FY2020/21 was in strengthening the Centre's programmes on holistic learning and development.

The programme has since been refined along 5 dimensions:

1. Moral education which focusses on imparting values that are key to good character, such as kindness, respect for others and integrity.
2. Cognitive stimulation using resources like stories, documentaries and movies to stimulate interest on a wide range of topics so that the children will be more well-informed and have a curiosity for learning.
3. Nurturing social and emotional intelligence through activities that build social awareness and emotional resilience, e.g. games

- and music.
4. Aesthetic appreciation that is instilled through thematic art and craft making. Children learn to connect knowledge with expression and appreciate different cultures.
5. Physical wellness by engaging the children in indoor and outdoor activities and embracing a healthy lifestyle. Volunteers are needed to helm this area.

Staff Training and Empowerment

In FY2020/21, staff underwent training like food handling and hygiene, first aid, mentoring youths, and understanding middle childhood. Continual staff training will remain a key focus of the Centre.

Providing a More Conducive Learning Environment

As the Centre is more than 25 years old, major maintenance and refurbishment works would be made in 2021. Key areas of improvement include redesigning its spaces for optimal use, having a more open concept and creating a cosy reading area.

MWS CHRISTALITE STUDENT CARE CENTRE
A partnership with Christalite Methodist Chapel since July 2020

90
Students

26%
On Student Care Fee Assistance



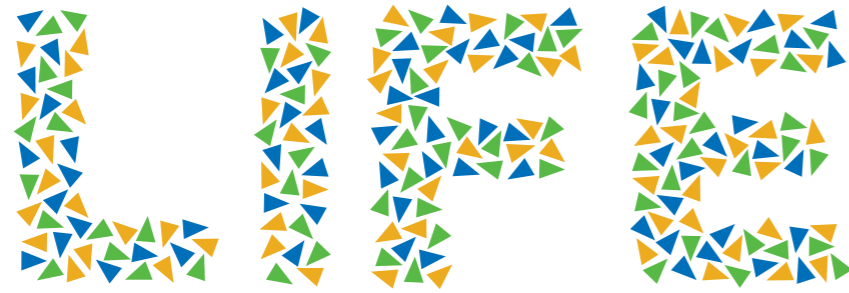
Child-centred
Focussing on character building and meeting the child's needs



Holistic Development
Caring for the child's physical, emotional and psychosocial well-being



Affordable
Ensuring families have access to quality after-school care



FILL THEIR LIFE WITH YOUR LOVE TODAY!

\$50

To provide at-risk youths and children with essential school materials

The youths and children whom our centres reach out to often come from disadvantaged backgrounds. By providing them with the necessary materials ranging from laptops and textbooks to stationery, it allows them to better focus and learn alongside their peers with peace of mind.

\$100

To contribute towards debt clearance and savings matching for a low-income family for 2 weeks

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

\$250

To 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, crafts and so on enable seniors to pick up new skills and keep their minds active.

\$400

To provide financial assistance to 2 low-income families for a month

In these trying times of a struggling economy and a health pandemic, low-income families face an even greater need for financial support. We provide needs-based cash assistance to cover daily living expenses.

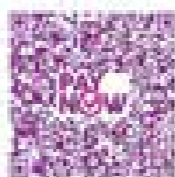
\$500

To 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.



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 or UEN 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 or 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 ***

Expiry Date (MM/YY)

____/____

____/____

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

Signature (as in credit card): _____

GIRO (Please fill in form below)

For Donor's Completion

Full Name (as in bank account): _____

NRIC / FIN* No: _____ Contact No (Tel/Fax*): _____

Bank Account No: _____

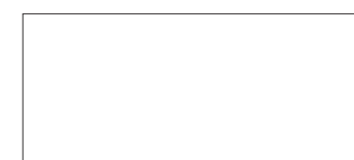
To (Name of Bank): _____

Bank Branch: _____

Monthly Donation (payment limit): S\$ _____

Name of Billing Organisation: *Methodist Welfare Services*

- I/We* hereby hereby instruct you to process BO's instructions to debit my/our* account.
- 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.
- 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:
 - Administering your donations to MWS (including without limitation, disclosing to IRAS for tax deduction purpose);
 - Communications pertaining to your donations; and
 - 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!

Postage will
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

MWS BOARD OF GOVERNANCE				
CHIEF EXECUTIVE OFFICER		CENTRE GOVERNANCE COMMITTEES		
CORPORATE SERVICES	Family Services Cluster	MWS Covenant Family Service Centre – Hougang & Buangkok	MWS Covenant Family Service Centre – Hougang & Buangkok Centre Governance Committee	
		MWS Family Service Centre – Tampines	MWS Family Service Centre – Tampines Centre Governance Committee	
		MWS Family Service Centre – Yishun	MWS Family Service Centre – Yishun Centre Governance Committee	
		MWS Family Development Programme		
		MWS Family Support Programme		
		MWS Girls' Residence	MWS Girls' Residence Centre Governance Committee	
		MWS Christalite Student Care Centre	MWS Christalite Student Care Centre Centre Governance Committee	
		Residential Services Cluster	MWS Bethany Nursing Home – Choa Chu Kang	MWS Bethany Nursing Home – Choa Chu Kang Centre Governance Committee
			MWS Nursing Home – Yew Tee	MWS Nursing Home – Yew Tee Centre Governance Committee
			MWS Christalite Methodist Home	MWS Christalite Methodist Home Centre Governance Committee
		Community Eldercare Services Cluster	MWS Home Care & Home Hospice	MWS Home Care & Home Hospice Centre Governance Committee
			MWS Charis ACE – Geylang East	MWS Charis ACE – Geylang East Centre Governance Committee
			MWS Senior Activity Centre – Fernvale Rivergrove	MWS Senior Activity Centres Central Centre Governance Committee
			MWS Senior Activity Centre – Golden Lily@Pasir Ris	
			MWS Senior Activity Centre – GreenTops@Sims Place	
			MWS Active Ageing Centre – Kebun Baru	
			MWS Senior Activity Centre – Teck Ghee Vista	
		MWS Wesley Senior Activity Centre – Jalan Berseh		
		Finance & Administration		
		Human Resource		
		Communications & Engagement		
Chaplaincy				
Allied Health				
Facilities Planning & Development				
Information Technology				
Compliance & Risk				

MWS Centres & Programmes



FAMILY SERVICES

CS MWS CORPORATE SERVICES
Methodist Welfare Services
 70 Barker Road #05-01
 Singapore 309936
 Tel: 6478 4700 Fax: 6478 4701
 Email: admin@mws.sg
 Website: www.mws.sg

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

02 MWS GIRLS' RESIDENCE
 600 Upper Thomson Road
 Blk A Singapore 574421
 Tel: 6391 0567 Fax: 6296 0942
 Email: MWSgr@mws.sg

03 MWS COVENANT FAMILY SERVICE CENTRE – HOUGANG
 Blk 613 Hougang Ave 8
 #01-432 Singapore 530613
 Tel: 6282 8558 Fax: 6283 6361
 Email: MWSfsc@mws.sg

04 MWS COVENANT FAMILY SERVICE CENTRE – BUANGKOK
 Blk 997B Buangkok Crescent
 #01-853 Singapore 532997
 Tel: 6282 8558 Fax: 6283 6361
 Email: MWSfsc@mws.sg

05 MWS FAMILY SERVICE CENTRE – TAMPINES
 Blk 470 Tampines St 44
 #01-194 Singapore 520470
 Tel: 6787 2001 Fax: 6787 4459
 Email: MWSfsc@mws.sg

06 MWS FAMILY SERVICE CENTRE – YISHUN
 Blk 855 Yishun Ring Road
 #01-3539 Singapore 760855
 Tel: 6756 4995 Fax: 6752 4709
 Email: MWSfsc@mws.sg

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

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

COMMUNITY ELDERCARE SERVICES

09 MWS HOME CARE & HOME HOSPICE
 2 Kallang Avenue
 CT Hub #08-14
 Singapore 339407
 Tel: 6435 0270 Fax: 6435 0274
 Email: MWSsh@mws.sg

11 MWS CHARIS ACE – GEYLANG EAST
 Blk 125 Geylang East Ave 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 St 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 ACTIVE AGEING 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 Ave 1
 #01-01 Singapore 564307
 Tel: 6684 0341

RESIDENTIAL SERVICES

18 MWS BETHANY NURSING HOME – CHOA CHU KANG
 9 Choa Chu Kang Ave 4
 Singapore 689815
 Tel: 6314 1580 Fax: 6314 1576
 Email: MWSbnh@mws.sg

19 MWS NURSING HOME – YEOW 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

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

Board of Governance

- 01 **MRS FONG LOO FERN**
Chairperson
- 02 **MR EUGENE TOH MING HONG, PPA(G)**
Vice-Chairperson
- 03 **REV DR DANIEL KOH KAH SOON**
Honorary Secretary
- 04 **MR RAYMOND KHOO PENG ANN**
Assistant Honorary Secretary
- 05 **MR ROBIN CHEONG CHAK KHIONG**
Honorary Treasurer
- 06 **MR TERENCE WEE JIN ZOO**
Assistant Honorary Treasurer
- 07 **MR YOW CHI MUN**
Board Member
- 08 **MR TAN CHIAN KHONG**
Board Member
- 09 **DR TAN HAI CHUANG**
Board Member
- 10 **MS JOANNE LOW EU MIN**
Board Member
- 11 **MS CHEW KIM LING**
Board Member
- 12 **MR PHILIP OH**
Co-opted Board Member
- 13 **REV DAVID GWEE**
Co-opted Board Member
- 14 **MR WENDELL WONG HIN PKIN**
Co-opted Board Member
- 15 **MR LAM WEI CHOONG**
Co-opted Board Member
- 16 **MS MAK WEI MUNN**
Co-opted Board Member
Appointment from 10.09.2020
- 17 **MR ALBERT LIM SONG KHIANG, PBM**
Co-opted Board Member
- 18 **MR SAMUEL TAY**
Co-opted Board Member
- 19 **MR WILSON SAMPATH**
Co-opted Board Member
- 20 **DR TEO LI BEE**
Co-opted Board Member
- 21 **MR KIM SEAH TECK KIM**
Ex-Officio, The Secretary of the Trustees
of The Methodist Church in Singapore
Appointment from 01.04.2016
- 22 **MR DARIUS CHUA TAN PEAK**
Representative, The Methodist Church
in Singapore
Appointment from 19.10.2015



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All board members appointed from September 2019 to present, unless otherwise indicated. Full details on board members can be found in the MWS Corporate Governance Report FY2020/21.

Centre Governance Committees



MWS NURSING HOMES

Chairperson	Dr Tan Hai Chuang
Members	Mrs Audrey Lee Mr Chan Kum Kit Dr Dex Khor Teik Heng Dr Jim Lim Kim Hwa Mr Lam Wei Choong Ms Mak Wei Munn Ms Sandra Phung Minsi
Ex-Officio	Mr Lam Kok Keong Mr Yeo Puay Hin

MWS BETHANY NURSING HOME – CHOA CHU KANG

Chairperson	Mr David Wong Cheong Fook, BBM (L), BBM, PPA, PBM Stepped Down On 26.09.2020
Members	Mr Andrew Lee Stepped Down On 15.10.2020 Mr Charles Loh Chee Khiong Stepped Down On 15.10.2020 Dr Esther Tan Stepped Down On 15.10.2020 Dr Lydia Au Shu Yi Stepped Down On 15.10.2020

MWS NURSING HOME – YEW TEE

Members	Mr David Wong Cheong Fook, BBM (L), BBM, PPA, PBM Stepped Down On 26.09.2020 Mr Teo Khoo Seng Stepped Down On 15.10.2020
---------	--------------------------------------------------------------------------------------------------------------------------------------

MWS CHRISTALITE METHODIST HOME PARTNER CHURCH: CHRIST METHODIST CHURCH

Chairperson	Mr Stanley Lee Hong Kiat
Vice-Chairperson	Dr Peter Ng Teck Hwee
Secretary	Ms Florence Lee Chui Fong
Treasurer	Mr Jimmy Tay Chee Sen
Members	Mr Chan Kum Kit With Effect From 25.06.2020 Stepped Down On 16.02.2021 Mr Ling Ting Soo Col (Retd) Raymond Tan Kwang Meng Mr Teh Chong Mien Mr Wong Taur Jiun
Ex-Officio	Mr Chan Kum Kit With Effect From 16.02.2021 Pastor David Ho
Board Of Governance Representative	Mr Robin Cheong Chak Khiong

MWS HOME CARE & HOME HOSPICE

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



MWS SENIOR ACTIVITY CENTRES

Chairperson	Mr Albert Lim Song Khiang, PBM
Board Of Governance Representative	Rev Dr Daniel Koh Kah Soon

MWS SENIOR ACTIVITY CENTRE – FERNVALE RIVERGROVE PARTNER CHURCH: SENGKANG METHODIST CHURCH

Vice-Chairperson	Mr Loh Kum Fei
Members	Mr Raymond Wong Chin Sai

MWS SENIOR ACTIVITY CENTRE – TECK GHEE VISTA PARTNER CHURCH: ANG MO KIO METHODIST CHURCH

Vice-Chairperson	Mr Goh Geck Teck
Members	Mr Patrick Ling Choo Hau Mr Thomas Tan
Ex-Officio	Rev Anthony Lee

MWS SENIOR ACTIVITY CENTRE – GREENTOPS @ SIMS PLACE PARTNER CHURCH: GEYLANG CHINESE METHODIST CHURCH

Members	Mr Lim Khian Ms Teo Suet Ehr
Ex-Officio	Mr E Cherng Ming Rev Paul Thian Moon Hee

MWS SENIOR ACTIVITY CENTRE – GOLDEN LILY @ PASIR RIS PARTNER CHURCH: PENTECOST METHODIST CHURCH

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

MWS ACTIVE AGEING CENTRE – KEBUN BARU PARTNER CHURCH: ANG MO KIO CHINESE METHODIST CHURCH

Members	Mr Law Chor Boon Mr Patrick Soo Piang Leong Mr Torrey Phua Tzyh Seng
Ex-Officio	Mr George Loh Rev Helen Hoe



MWS WESLEY SENIOR ACTIVITY CENTRE – JALAN BERSEH PARTNER CHURCH: WESLEY METHODIST CHURCH

Members	Mr Alvin Chua Nai Bin With Effect From 01.04.2020 Ms Loke Ai Mei With Effect From 28.04.2020 Mr Woon Kee Yang With Effect From 28.04.2020
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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 Mr Luke Loh Giap Wang Ms Gladys Han Pitt Yeen
Ex-Officio	Mr Too Shiun Jye Rev Lui Yuan Tze
Board Of Governance Representative	Mr Eugene Toh Ming Hong PPA (G)

Centre Governance Committees

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 Chan Kah Guan Mrs Magdalene Low Siah Ing
Ex-Officio	Pastor Alex Chew Stepped Down On 20 July 2020 Pastor Jacob Lim



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	Ms Connie Lim Hee Cheng Stepped Down On 31.10.2020 Ms Kohila Govindaraju Stepped Down On 10.10.2020 Ms Lily Chia Lay Lay Stepped Down On 10.10.2020 Mrs Mary Foo Loon Guek With Effect From 04.12.2020 Mrs Pauline Tam (Wee Chai Kee) Ms Susan Sumathy D/O Macab With Effect From 04.12.2020 Ms Tay Siew Heng With Effect From 04.12.2020
Board Of Governance Representative	Ms Chew Kim Ling

MWS CRISTALITE STUDENT CARE CENTRE

WITH EFFECT FROM 23.07.2020
PARTNER CHURCH: CRISTALITE METHODIST CHAPEL

Chairperson	Mr Thiang Boon Kiat Eugene
Vice-Chairperson	Dr Astrid Yeo Poh Kim
Members	Ms Chong Ming Jing Lindsay Mrs Irene Ho
Ex-Officio	Rev Shaun Chong Pastor Reginald Chan (Alternate To Rev Shaun Chong) Mr Tan Chin Eng Dr Raymond Teo (Alternate To Mr Tan Chin Eng)
Board Of Governance Representative	Rev Dr Daniel Koh Kah Soon

MWS FAMILY SERVICE CENTRE – YISHUN

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

MWS FAMILY SERVICE CENTRE – TAMPINES

PARTNER CHURCH: PENTECOST METHODIST CHURCH

Chairperson	Mr Raymond Khoo
Treasurer	Ms Deon Chan Siew Gong
Assistant Treasurer	Ms Sandra Lee Siew Eng
Members	Mr Adrian Phuah Wai Ann Mdm Irene Chue Ying Song Mdm Tay Chor Lin

MWS COMMUNITY SERVICES – PUNGGOL

TERM ENDED ON 19.08.2020
PARTNER CHURCH: CHANGI METHODIST CHURCH

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

Working Committees

AUDIT

Chairperson	Mr Tan Chian Khong
Members	Ms Latha Mathew Mr Raymond Tong Wei Min Mr Soh Kok Leong

CHAPLAINCY

Chairperson	Rev Vincent Goh
Members	Rev Anil Samuel Rev Lek Yong Teck Rev Joel Yong Rev Dr Daniel Koh Kah Soon Rev David Gwee Rev Lisa Yu Li Hsin With Effect From 14.01.2021

COMMUNICATIONS & ENGAGEMENT

Chairperson	Ms Joanne Low Eu Min
Members	Rev David Gwee Dr Hwang Chi Hong

FINANCE

Chairperson	Mr Robin Cheong Chak Khiong
Members	Mr Terence Wee Jin Zoo Mr David Wong Cheong Fook, BBM (L), BBM, PPA, PBM Mr Yow Chi Mun

HUMAN RESOURCE

Chairperson	Mr Philip Oh
Members	Ms Chew Kim Ling Mrs Loh Chay Leng Mrs Elaine Chua Lye Yin San

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

INFORMATION TECHNOLOGY

Chairperson	Mr Terence Wee Jin Zoo
Members	Dr Lee Wee Leong Mr Aaron Ma Seiw Wai

MWS EUNOS SENIOR CARE CENTRE / STILL ROAD NURSING HOME OVERSIGHT COMMITTEE

WITH EFFECT FROM 23.07.2020

Chairperson	Mr Robin Cheong Chak Khiong
Members	Rev Dr Daniel Koh Kah Soon Mrs Fong Loo Fern Ms Joanne Low Eu Min Mr Kevin Loh

Key Management



Junie Foo
Chief Executive
Officer
Joined: 18 June 2018



Fong Mee Sim
Senior Director,
Finance, Admin
& Procurement
Joined: 9 July 2007



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



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



Beryl Ng
Cluster Director,
Community
Eldercare Services
Joined: 1 Jan 2021



Dr Dennis Chia
Head, MWS Home
Care & Home
Hospice
Joined: 1 May 2020



Sng Bee Li
Head, MWS Senior
Activity Centres
Joined: 2 Mar 2020



Steven Goh
Head, MWS
Christalite Student
Care Centre
Joined: 22 May 2019



Coreen Chua
Director, Human
Resources
Joined: 12 May 2014



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



Jane Tew
Head, Facilities
Planning & Development
Joined: 3 Oct 2016



Yong Limin
Head, Allied Health
Joined: 1 Apr 2021



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



Audrey Rajalingam
Head, MWS Girls'
Residence
Joined: 1 April 2010



Chew Hock Beng
Head, MWS Family
Service Centre –
Hougang & Buangkok
Joined: 1 June 2018



Ruth Ng
Head, MWS Family
Service Centre –
Tampines
Joined: 10 June 2019



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



Diana Ooi
Head, MWS
Christalite Methodist
Home
Joined: 1 Jan 2016



Richard Quah
Head, MWS Bethany
Nursing Home –
Choa Chu Kang
Joined: 16 Feb 2021



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



Bharathi Manogaran
Principal Social Worker,
MWS Family Service
Centre – Yishun
Joined: 6 Jan 2020



CORPORATE GOVERNANCE REPORT FY2020/21

CONTENTS

76 A BOARD & EXECUTIVE MANAGEMENT

- 76 MWS BOARD OF GOVERNANCE**
- 76 Board of Governance
- 78 Roles and Responsibilities
- 78 Board of Governance Policies
- 78 CENTRE GOVERNANCE AND WORKING COMMITTEES**
- 78 Centre Governance Committees
- 78 Working Committees
- 80 Working Committees' Meeting Attendance
- 80 KEY MANAGEMENT EXECUTIVES**

81 B HUMAN RESOURCE MANAGEMENT

- 81 Talent Acquisition and Retention
- 81 Capability Development
- 81 Structured Career and Competency Development
- 81 Annual Remuneration of 3 Highest Paid Staff

82 C CONFLICT OF INTEREST MANAGEMENT

- 82 Conflict of Interest Policy
- 82 Whistle-Blowing Policy

82 D CONDUCT OF FUNDRAISING ACTIVITIES

83 E FINANCIAL MANAGEMENT AND INTERNAL CONTROL

- 83 INTERNAL CONTROL SYSTEMS**
- 83 Budget Planning and Financial Information
- 83 Reviews of Processes
- 83 Board Opinion of Internal Controls
- 83 Framework for Risk Management
- 83 FINANCIAL POLICIES**
- 83 Reserves and Restricted Funds Policy
- 83 Policy Governing Loans
- 83 Policy Governing Donations
- 83 Investment Policy

84 F CODE OF GOVERNANCE EVALUATION CHECKLIST

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 8 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	9 of 9
Mr Eugene Toh Ming Hong, PPA(G), Vice Chairperson	17.09.2011	14.09.2019	Director (Pro-Enterprise), Ministry of Trade & Industry	7 of 9
Rev Dr Daniel Koh Kah Soon, Honorary Secretary	10.10.2009	14.09.2019	Methodist Pastor, Trinity Annual Conference	8 of 9
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	9 of 9
Mr Robin Cheong Chak Khiong, Honorary Treasurer	22.09.2018	14.09.2019	Retired. Former Accountant, Hercules Offshore	9 of 9
Mr Terence Wee Jin Zoo, Assistant Honorary Treasurer	26.09.2015	14.09.2019	Senior Director, Professional Services, SAS Institute Pte Ltd	9 of 9
Mr Yow Chi Mun, Board Member	26.09.2015	14.09.2019	Portfolio Manager, Precept Investments Pte Ltd	8 of 9
Mr Tan Chian Khong, Board Member	26.09.2015	14.09.2019	Honorary Executive Director, Trailblazer Foundation Ltd	7 of 9
Dr Tan Hai Chuang, Board Member	16.09.2017	14.09.2019	Managing Director, Bright Spring Management Ltd	9 of 9
Ms Joanne Low Eu Min, Board Member	14.09.2019	14.09.2019	Director, Luxe Labels Pte Ltd	9 of 9
Ms Chew Kim Ling, Board Member	14.09.2019	14.09.2019	Executive Director, United Overseas Bank Pte Ltd	6 of 9

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

Board Member & Current Designation	Date of First Appointment to Board [^]	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	9 of 9
Rev David Gwee, Co-opted Board Member	14.09.2019	14.09.2019	Methodist Pastor, Trinity Annual Conference	8 of 9
Mr Wendell Wong Hin Pkin, Co-opted Board Member	01.10.2010	14.09.2019	Director, Drew & Napier LLC	7 of 9
Mr Lam Wei Choong, Co-opted Board Member	26.09.2015	14.09.2019	Managing Principal, Veros Consulting	8 of 9
Ms Mak Wei Munn, Co-opted Board Member	10.09.2020	10.09.2020	Partner, Allen & Gledhill LLP	5 of 9
Mr Albert Lim Song Kiang, PBM, Co-opted Board Member	19.07.1997	14.09.2019	Director, El-Shaddai Resources Pte Ltd	8 of 9
Mr Samuel Tay, Co-opted Board Member	01.01.2017	14.09.2019	Senior Sales Engineer, Lintec Singapore Pte Ltd	9 of 9
Mr Wilson Sampath, Co-opted Board Member	01.01.2017	14.09.2019	Senior Account Manager, Visa Inc	5 of 9
Dr Teo Li Bee, Co-opted Board Member	01.01.2017	14.09.2019	Company Director, RCS Teo Pte Ltd	1 of 9
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	3 of 9
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)	7 of 9

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

- **Mrs Fong Loo Fern (Chairperson)**
Mrs Fong was the former Honorary Treasurer and appointed to the position of Chairperson for the term of September 2019 to September 2021.
- **Rev Dr Daniel Koh Kah Soon (Honorary Secretary)**
Immediate past Chairperson, Rev Dr Koh remained on the Board as the Honorary Secretary to provide continuity and stepped down in September 2021.
- **Mr Albert Lim Song Kiang, PBM (Co-opted Board Member)**
Mr Lim represented the Trinity Annual Conference Board of Outreach and Social Concerns on the Board, and stepped down in September 2021.
- **Mr Wendell Wong Hin Pkin (Co-opted Board Member)**
Mr Wong served the second year of his final term which ended in September 2021.

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

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.

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 Chief Executive Officer 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:

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

- 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 2 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.

(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 commensurates 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.

A. Board & Executive Management

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 consists of MWS' Board Chairperson, current members and independent professionals appointed by the Board. The Committee 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 in 2 years.

(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	4	2	8	8	100%
Finance	4	3	12	12	100%
Investment	5	4	20	18	90%
Human Resource	4	4	16	15	93.8%
Information Technology	3	4	12	10	83.3%
Communications & Engagement	3	1	3	3	100%
Chaplaincy	7*	5	32*	23	71.9%

*1 new member joined in January 2021 and attended 2 meetings.

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 Chief Executive Officer

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 United Kingdom.

3. Ms Yap Lee Lee, Senior Director - Communications & Engagement

Appointed on 3 February 2014, Ms Yap previously served as Senior Associate Director in Community Chest, National Council of Social Service. She also headed Marketing and Sales in various multi-national corporations including Electrolux, Unilever and Mars Inc.

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 will continue to review our compensation scale 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 recognises that leadership is critical to organisational success and we have embarked on a programme to develop our next generation of leaders. In the last FY, MWS leadership training for senior leaders saw them attending IMPACT, a leadership programme designed to advance the skills and confidence of middle management. MWS leaders also attended IGNITE which gave insights into the community care sector and provides a platform for network building.

STRUCTURED CAREER AND COMPETENCY DEVELOPMENT

We are working on career and competency development frameworks for the different roles and job titles across MWS which will include the three clusters of Family Services, Community Eldercare Services and Residential Services, as well as Corporate Services. With this career and competency development framework on hand, employees will see more structure and transparency in their career progression and development.

MWS is growing rapidly and we want to continue to attract relevant talent to join our team. We will be reviewing our performance management system to ensure its relevance and plan to have the new performance management system in place by 2023.

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
- Chief Executive Officer

C. Conflict of Interest

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. Conduct of Fundraising Activities

Fundraising Activities	Receipts (Rounded Off)	Purpose	Efficiency Ratio*
MCS135 Donate to Bless COVID-19 Fund (26 February to 31 October 2020)	\$1,604,808	Financial assistance for 1,000 low-income families	Below 0.1%
Chill@Home with MWS (28 November to 5 December 2020)	\$32,294*	Channelled to MWS Centres and programmes	20%
MWS Hong Bao Donation Drive (January 2021)	\$180,008	Channelled to MWS Centres and programmes	2%
MWS Fellowship on the Greens 2020 (November 2020 to April 2021)	\$412,841*	Channelled to MWS Centres and programmes	12%

*Less value of benefits received by donors.

* Computation of Fundraising Efficiency Ratio stipulated by Charity Council:

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

E. 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.

FRAMEWORK FOR RISK MANAGEMENT

The Audit Committee advises the Board on risk strategy and policies as well as risk governance and oversight. The Audit Committee conducts regular reviews on the adequacy and effectiveness of MWS' risk management and internal control systems, including operational, compliance and information technology controls. The Audit Committee oversees the risk management framework and guidelines and is responsible for, among other things conducting regular reviews of MWS' policies, risk management framework, and procedures for identifying, measuring, reporting and mitigating key risks in MWS' programmes and operations.

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 Chief Executive Officer 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.

F. Code of Governance Evaluation Checklist (FY2020/21)

S/No.	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not compiled 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 compiled 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 (FY2020/21)

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 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)

