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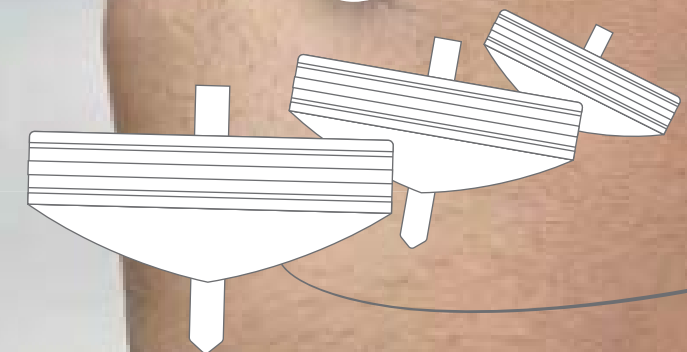
MethodistWelfareServices



Annual Report FY2021/22

Strengthening Our Core

for better care,
fuller life *lluu*



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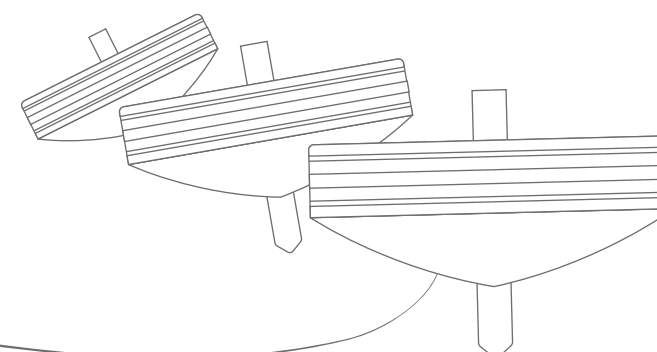
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The spinning top is one of the oldest toys in the world. Likewise, MWS’ mission to enrich the quality of life for the disadvantaged and distressed is founded on God’s age-old command to love our neighbour.

Like the top that cannot stand nor spin by itself, MWS cannot address the community’s many complex needs on our own. Instead, we lean on His divine wisdom and guidance, strong community partnerships and a passionate workforce and volunteer army. And just like a spinning top can traverse a great distance with the brisk pull of a cord coiled around it, the collective force will propel us to do good better, together.

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

Integrated Services

MWS serves our beneficiaries through an integrated and holistic suite of care offered by professional staff across 22 centres and programmes. Recognising the complexity of the issues that our beneficiaries face, we take a whole-person approach that considers their total physical, emotional and psychosocial needs, while leveraging on their inherent strengths.

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

Holistic Care

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

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

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

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

Vision

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

Mission

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

Nurture

Empower



Person-Centred and Holistic Approach

Values

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

Advocate





Strengthening Our Core in Christ

REV DR GORDON WONG

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

The theme for Methodist Welfare Services' Annual Report FY2021/22 is "Strengthening Our Core".

While our Board of Governance members and the management may have some specific areas identified as our "core", the word reminds me more generally of our MWS vision: "To be Christ-centred, in enabling the disadvantaged and distressed to have life to the full." This is our core that we must continually strengthen.

This vision is also the core of Christ's teachings in the Scriptures. He said that the most important thing, or core commandment, in all the Bible is to love God and love your neighbour (Matthew 22:37-39).

The Biblical writer James summarised the Bible's particular emphasis on caring for the disadvantaged and distressed when he wrote: "Religion that God our Father accepts as pure and faultless is this: to look after orphans and widows in their distress... (James 1:27)". Orphans and widows in 1st century New Testament times were the persons most socially and economically disadvantaged and distressed.

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."

41 years ago, The Methodist Church in Singapore gave birth to our Methodist Welfare Services. It is my hope that this parent-child relationship will deepen in the years ahead. After all, we share the same commission to fulfil what Christ says is the core commandment in life: Love God By Loving Our Neighbour.

Let's strengthen our core in Christ together.



Stronger Together

MRS FONG LOO FERN

Chairperson
Board of Governance

2021 was another rollercoaster of a year as the pandemic raged on. But acts of kindness and unity had also shone through during those challenging times. At MWS, our staff rallied together in crisis situations, bolstering our shared sense of community and serving as a powerful reminder of the power of solidarity.

The MWS Chaplaincy Team rose to the occasion by helping on the ground. I learnt that our chaplains paid out of their own pockets to create care packs, and personally delivered them to our foreign staff who were living in isolation facilities. They also raised almost \$6,000 to provide special meals for more than 100 staff and residents who were in isolation during the pandemic. One chaplain even visited a staff member who was under quarantine every other day to help dispose her garbage as her apartment had no rubbish chute.

Other staff have also gone above and beyond the call of duty to support fellow colleagues in the midst of COVID-19. During a cluster outbreak in one of our residential care homes last year, staff from MWS Corporate Services volunteered to be deployed to the facility to mitigate the manpower crunch. From doing laundry duties to preparing and serving meals, and cleaning the toilets, these staff helped ensure the residents continued to receive the care they required, without compromise. These acts of giving are a testament to our culture of care and mutual support, and stories of solidarity like these have emerged as a silver lining amid the pandemic.

I am also heartened by how volunteers have gone the extra mile to continue serving our beneficiaries despite COVID-19 disruptions. One such example is 67-year-old Gladys Lim Mui Yoon, who found innovative ways to engage our nursing home residents. With in-person activities suspended, Gladys learnt how to use Zoom and pivoted to virtual befriending. She thought up nifty ways to keep participants' attention, such as

conducting reminiscence activities and virtual tours to attractions like Gardens by the Bay and Singapore Zoo. Dedicated volunteers like Gladys continue to be a driving force of our engagement efforts.

Our number of beneficiaries will continue to grow, with the introduction of new services such as our first Senior Care Centre in January 2022, and the debut of a new Strengthening Families Programme in July 2022. Yet, the pool of volunteers across the sector is dwindling. Stepping out of the pandemic, with in-person activities resuming, volunteers are needed now more than ever. At MWS Senior Activity Centres, the number of seniors who need care and companionship far exceed that of volunteer befrienders. The harvest is plentiful indeed, but the labourers are few. It is my hope that more will step up to volunteer in this time of great need.

I would like to end off by saying that MWS' work in serving the disadvantaged and distressed would not have been possible without the steadfast support of our partners. So I want to say a heartfelt thanks to the charitable foundations, trusts, individual donors, corporations, Methodist churches, schools, volunteers and MWS staff for supporting us to reach out and serve over 9,000 beneficiaries under the care of MWS.

I also wish to express my sincere appreciation for the dedicated service of my fellow MWS Board of Governance members, and the support and commitment of our Centre Governance Committees and Working Committees.



(Jesus said) “This is my commandment, that you love one another as I have loved you.”

John 15:12

Strengthening Our Core

MS JUNIE FOO
Chief Executive Officer
Methodist Welfare Services

The world spent 2021 in a continuous wrestle with COVID-19 with vaccinations rolling out even as new variants of the virus emerged and waves of infection circled the globe. It has been said that the pandemic has an unequal impact on people. This rings truer for those we serve, many of whom were already in vulnerable situations. Their circumstances were often made worse by the economic and psychological uncertainties caused by COVID-19, either directly or indirectly.

Like others in the sector, MWS staff and operations were tested to the limits on many occasions as we strove to maintain top quality of service and care for our beneficiaries. Yet, in the darkest hour, I saw our staff's fierce resolve, deep compassion and sacrificial team spirit shining through.

The experiences of these uncertain times have underscored the importance of a strong core and clear identity – who we are, what we do, and why it matters – so that we can remain steadfast in service.

In FY2021/22, we held our first ever virtual Staff Townhall that saw a recommitment to a singular purpose – to empower people to have life to the full. We recognise that despite the diversity of our programmes/services and beneficiary profiles, we have a singular cause in holistic poverty alleviation. Our beneficiaries all experience poverty in different aspects of their well-being, from poor health to broken relationships, impoverished hope to financial constraint. It is based on this conviction and our Christian mission to love and care for the last, the lost and the least that we continue to strengthen our core.

Growing Services, Seeding Conversations

In April 2021, MWS Girls' Residence moved into a spanking new home at Upper Thomson Road which provides an even more conducive rehabilitative environment for our at-risk youths. I am also pleased with the opening of our new MWS Senior Care Centre

- Eunost, the first senior care centre in MWS. With the Centre situated next to a polyclinic, we will be able to partner our healthcare stakeholders to bring about a healthier Singapore. Together with our upcoming third nursing home at Still Road and the transition of our Senior Activity Centres into Active Ageing Centres under the new Eldercare Model, I believe we are well-placed to continue meeting the community's evolving eldercare needs.

More than providing remedial services, we have also been actively driving conversations and policy reviews in the sector. I am thankful for the passion and leadership in our Family Services cluster who had been actively collaborating with community partners to strengthen support for families we serve. The team's work on the impact of trauma, especially family violence, will go a long way to raising awareness of this growing issue. Through these and other efforts, we hope to galvanise many more to speak up and serve along with us.

Nurturing People and Heartware

In strengthening our core, we have also been investing in our staff – the very people who power through every day at MWS. FY2021/22 saw extensive efforts in leadership development. I am proud that we launched MWS Step-Up Leadership Programme last year, which saw 14 MWS employees undergo a structured learning programme in leadership and people management. Beyond their contribution to MWS, I look to the day when they will multiply their impact by nurturing the next generation of servant leaders to help those in need.

Strengthening the core also means investing in our staff's well-being and COVID-19 has certainly changed employees' priorities and the way of work. To give staff more choice, we introduced Flexible Leave in 2021, designed to help staff meet their needs in their specific season. Monthly wellness workshops and well-being tips, among other initiatives, also provide staff with practical handles for better work-life balance. Furthermore, we now have 2 additional Employee Assistance Programme providers which staff can leverage on, if needed.

The Road Ahead

2021 was also memorable because it was the year MWS marked our 40th Anniversary. In all these years, we have built up a very robust foundation in remedial care, serving both the young and the elderly. Leveraging on this strong core, MWS will be introducing more services that provide preventive care if the opportunity presents. In July 2022, we launched the Strengthening Families Programme@Family Service Centre (MWS FAM@FSC) that aims to support couples facing marital challenges and families showing early signs of stress.

In addition, we will continue to strengthen our operational capability and some of our plans include expanding the network of MWS Nursing Homes, so as to cater to Singapore's ageing population.

We also hope to set up a dedicated research team within MWS that will support us in delivering insight-informed and evidence-based care. All these are part of our strategy that 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 abilities

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 PILLARS

A: Organising to Provide Holistic Care

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

B: Adopting an Insight-informed Approach for Effective Intervention

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

C: Empowering Beneficiaries in Preventive Care and Community Activation

Nurture beneficiaries and their communities to uplift vulnerable people in their neighbourhoods and create a more sustainable support network.

D: Equipping Staff to Meet Tomorrow's Needs

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

Thanksgiving & Appreciation

None of this would have been possible if not for the belief and support of the MWS Board of Governance, Centre Governance Committees, Working Committees, donors, volunteers, Methodist churches and community partners. Thank you for coming alongside us and making us stronger, our work lighter.

While much of Singapore may be celebrating the return to some semblance of normality, many of our frontline staff continue to work around uncertainties to bring

certainty to our beneficiaries. They are an inspiration to us all. Thank you for soldiering on.

My wish for MWS is that we will always remain Christ-like and steadfast in our mission, and in doing so, usher our Lord's kingdom just a little closer to those who need His loving kindness and grace.

To God be the Glory.

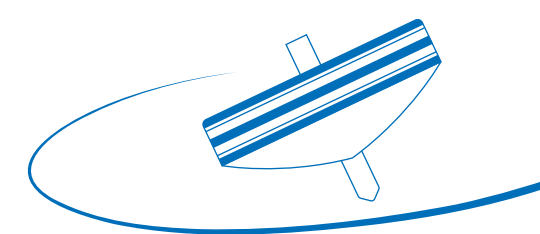
New home, same quality care, better futures for young lives

MWS Girls' Residence moves from St George's Lane to Upper Thomson

In April 2021, after 3 years of extensive refurbishments, MWS Girls' Residence finally moved into its new home at 600 Upper Thomson Road, Block A. The girls now enjoy a more spacious and homely environment housed in a double-storied building.

Instead of dormitories, the girls now rest in cosy bedrooms. There are also more therapy rooms, a larger library and a high-ceiling multi-purpose hall fitted with full-length mirrors designed for various programmes.

In line with the Residence's trauma-informed care approach, the overall layout and space use, furnishings and colours are designed to promote a sense of calm, safety and dignity. The residents were also involved in choosing the new furniture, and designing the look and feel of the Chill-out and Lounge area.



New service, more seamless care for seniors in community

MWS launches new Senior Care Centre at Eunos



The opening of MWS Senior Care Centre - Eunos broadens MWS' spectrum of eldercare services. The Centre caters to frailer older adults, including those with dementia, who require day care or community rehabilitation services.

Facilities like a therapy room, reminiscence corner and a green living room create a home-like environment where seniors can socialise and join recreational activities.

The new Centre is part of MWS' efforts to strengthen community care for seniors, allowing them to age in place. Launched in January 2022, the Centre is co-located with the new Eunos Polyclinic, operated by SingHealth Polyclinic, and the future Eunos Nursing Home, which will be operated by MWS. This trio of facilities aims to be a one-stop destination to meet the holistic healthcare needs of frailer seniors in the community.

Deepening conversations, partnerships and impact

Weighing in on pertinent issues and engaging the community to improve lives



Beyond providing remedial services, we have been lending our voice to important social and healthcare issues and working with community partners to effect them. Through these, we hope to galvanise many more to serve along with us.

- 30 Apr 2021 MWS Family Service Centre - Tampines hosted Masagos Zulkifli, Minister for Social and Family Development, on ways to better meet community needs.
- 12 Aug 2021 MWS Family Service Centre - Tampines schooled community leaders on the impact of family violence and vulnerable adult abuse.
- 27 Sep 2021 MWS weighed in on sustainable debt reduction strategy with a feature on its poverty alleviation programme in The Business Times.
- 1 Oct 2021 MWS' volunteer engagement efforts were featured in an article on senior volunteerism in The Straits Times.
- 1 Oct 2021 MWS Senior Social Worker Benny Thiam shared transformed life story on Mediacorp current affairs programme Frontline.
- 19 Oct 2021 Head of MWS Home Care & Home Hospice and MWS Senior Care Centre Dr Dennis Chia lectured on the role of intermediate and long-term care at National University of Singapore.
- 2 Dec 2021 MWS CEO Junie Foo discussed growing the health and social care talent pipeline at Ageing Asia 2021 – World Ageing Festival.
- 14 Jan 2022 MWS Family Service Centre - Tampines trained psychologists on handling family violence.
- 23 Mar 2022 MWS Family Service Centre - Yishun guided staff of Xishan Primary School on using the Family Violence Toolkit and debunked common misconceptions about vulnerable children.

Benny Thiam

Junie Foo



Braving through adversities, forging team resilience

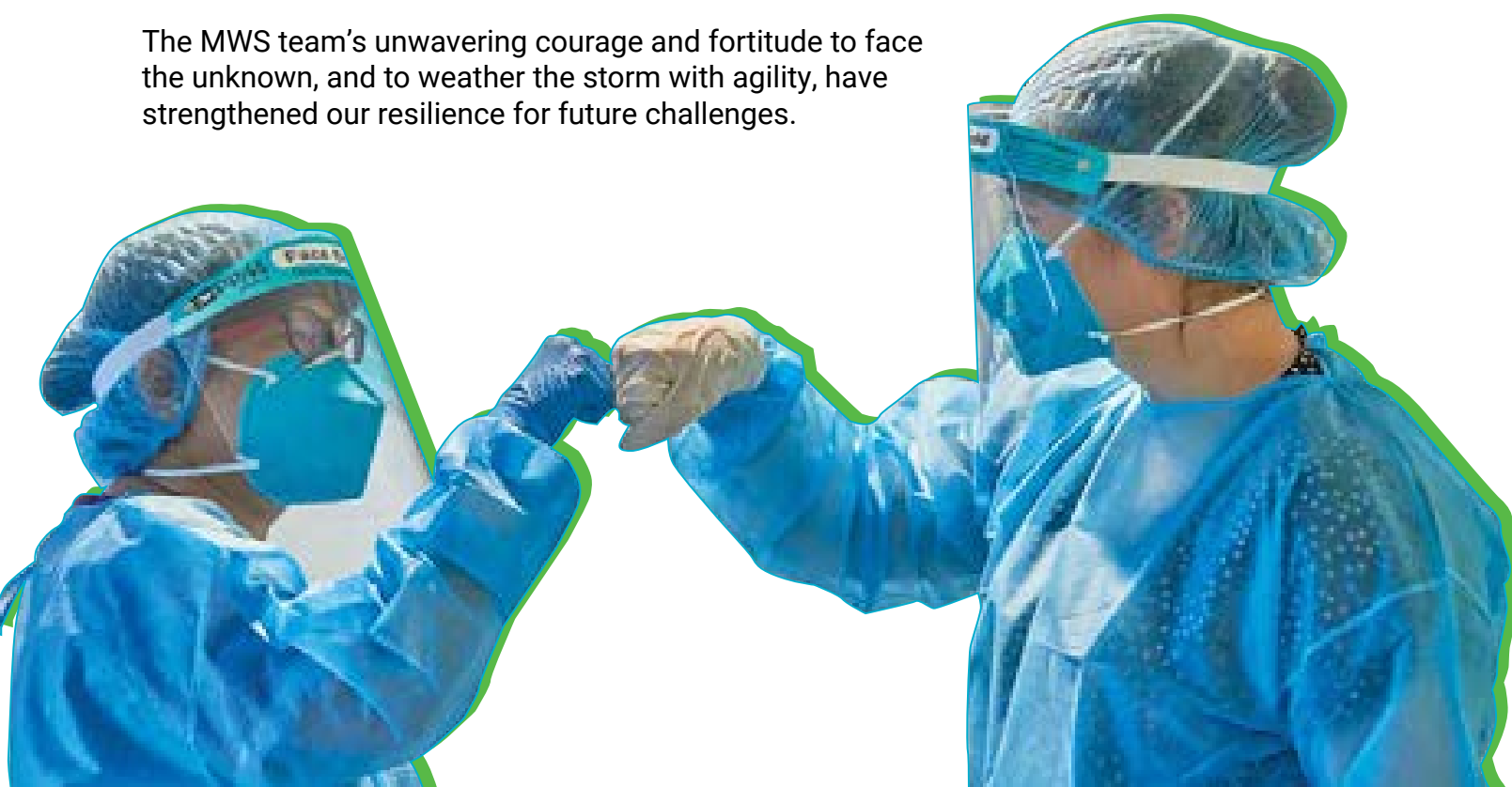
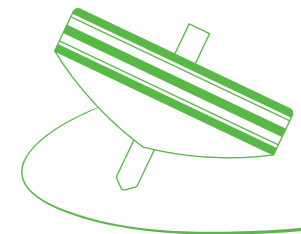
Confronting challenges, including COVID-19, with stronger protocols and mutual support

2021 proved to be a challenging year as the COVID-19 pandemic escalated with waves of surging caseload. MWS experienced one of our biggest pandemic challenges when our residential care facilities became COVID-19 clusters, leading to a severe crunch in residential care and manpower.

Yet, in the midst of the storm, the tenacity and resourcefulness of the staff, and the MWS team's unity shone through. Clinical staff from one Nursing Home were immediately deployed to plug severe manpower shortage in another, while non-clinical staff took over administrative duties to provide respite to affected colleagues, all while adhering to pandemic protocols. The pandemic taskforce also went the extra mile to provide care packs to all affected staff, and make daily care calls to ensure all infected staff were well settled despite being in isolation.

MWS also worked closely with the ministries, Agency for Integrated Care and partners in regional healthcare clusters to step up infection control protocols and further safeguard the welfare of our beneficiaries and staff.

The MWS team's unwavering courage and fortitude to face the unknown, and to weather the storm with agility, have strengthened our resilience for future challenges.



Honouring the lives behind the work, building MWS for the future

Skills upgrade, care for our people – MWS' most valuable asset

As the adage goes – happy staff, happy clients. MWS believes in investing in our staff's well-being as it enables us to better serve our beneficiaries.

In the past FY, staff underwent rigorous training that included further honing of their trauma-informed care skills; systems training to improve workplace safety and productivity at our nursing homes; and leadership and skills upgrade for staff in palliative care and medicine, among others.

Beyond skills upgrade, MWS also took special efforts to appreciate frontline staff who bore additional care burden during the pandemic. In addition to recognition awards and treats, some nursing staff were given additional days off while social workers could apply for sabbatical leave for a time of recharge.

Recognising the vital role of volunteers in MWS' mission, the inaugural Empowering Life Awards held in July 2021 paid tribute to volunteers who had made significant contributions to MWS.

Staff Awards

- 7 Jul 2021 MWS Senior Nurse Manager Rachel Koh honoured with Nurses' Merit Award.
- 24 Sep 2021 Dr Dennis Chia (Head) and Christine Loh (Staff Nurse) from MWS Home Care & Home Hospice received Community Care Manpower Development Awards.
- 8 Feb 2022 22 MWS Home Care & Home Hospice healthcare staff recognised at the Singapore Health Quality Service Awards.
- 24 Mar 2022 MWS Senior Activity Centres' digital pivot recognised by Council for Third Age.



Key Highlights A snapshot of the key results for FY2021/22

9,099 ^{+4%}

Total People Served including Direct Clients and Service Counts



5,021

Families in Distress



3,258

Socially Isolated & Frail in Community Eldercare



710

Chronically Ill, Frail & Destitute in Residential Care

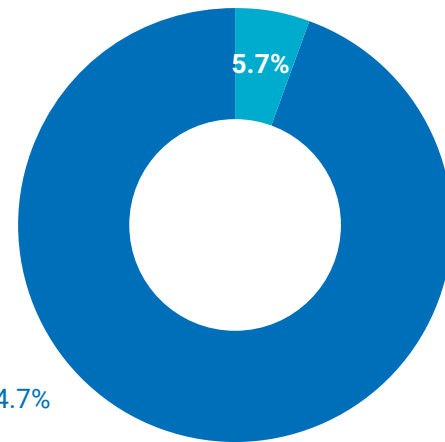


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At-Risk Youth & Disadvantaged Children



Fundraising

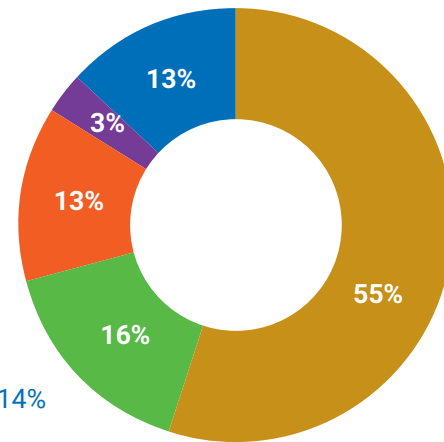


\$14.5 ^{+4.7%}
Million Raised

5.7%
Fundraising Cost

94¢
Of Every Dollar Raised went directly to MWS centres and programmes

Operating Expenditure



\$56.8 ^{+14%}
Million

- 55% Chronically Ill, Frail & Destitute in Residential Care
- 16% Families in Distress
- 13% Socially Isolated & Frail Seniors in the Community
- 3% At-risk Youth & Disadvantaged Children
- 13% Management & Shared Services

Financial Highlights

	FY2021/22	FY2020/21
	\$	\$
Donations	5,099,453	4,363,882
Fundraising Income	9,287,600	9,395,142
Sponsorships	76,426	57,260
Total Donations and Sponsorships	14,463,479	13,816,284
Direct Fundraising Expenses	327,403	193,105
Indirect/Allocated Costs	425,085	417,323
Sponsorships	76,426	57,260
Total Fundraising Expenditure	828,914	667,688
Donations Channelled to Programmes/Centres	13,634,565	13,148,596
Fundraising Efficiency Ratio before Sponsorships	5.2%	4.4%
Fundraising Efficiency Ratio with Sponsorships	5.7%	4.8%

In FY2021/22, MWS received donations and sponsorships amounting to \$14.5 million. MWS kept its fundraising cost to 5.7% of funds raised, well below the 30% ceiling guideline set by the Charity Council.

Any deficits incurred by programmes were underwritten by MWS.

Fundraising Highlights



MWS Empowerun

23 Oct to 7 Nov 2021

\$466,046* raised

4% Efficiency Ratio

MWS organised the inaugural MWS Empowerun, a virtual run/walk event held in conjunction with MWS' 40th Anniversary celebrations. Participants pledged to complete 20km or 40km cumulatively over the event period, and raise funds for MWS' 8,000 over beneficiaries.

In total, more than 570 participated and over 90 fundraising campaigns were set up. Participants included staff from corporate partners, students from partner schools, members from both local and overseas Methodist partners, and MWS staff.

* This figure excludes registration fees that are accounted for separately.

MWS Fellowship on the Greens 2021

1 & 2 Dec 2021

Tanah Merah Country Club

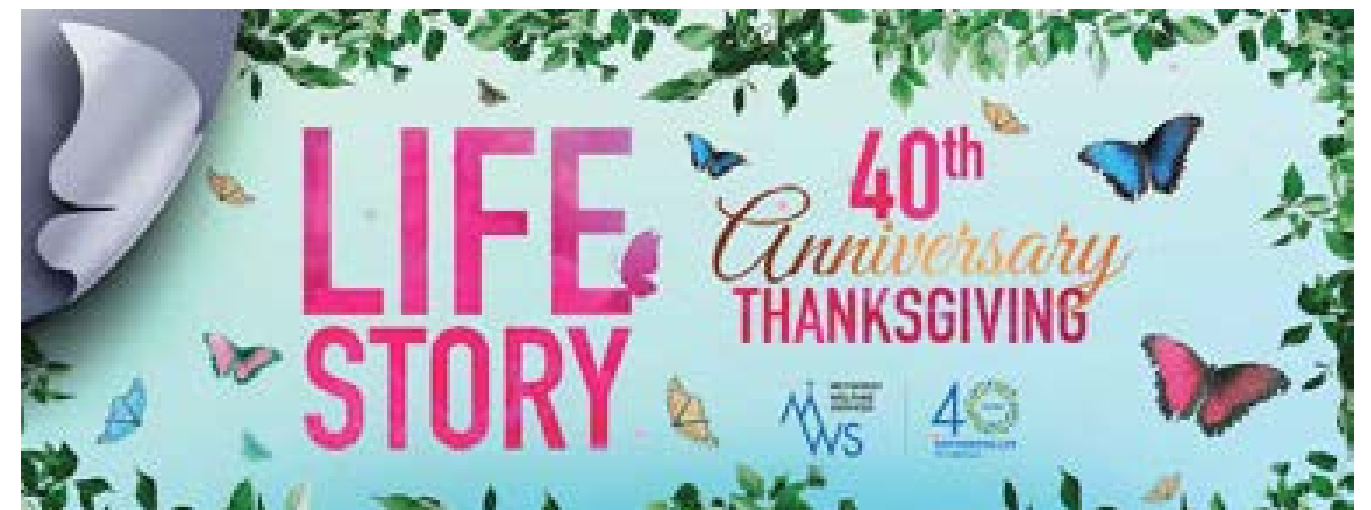
\$409,043 raised

20% Efficiency Ratio

In the 33rd edition of MWS' charity golf tournament, 243 golfers teed off over two days for a good cause. Due to COVID-19 restrictions, golfers played on a staggered schedule. The event was convened by Paya Lebar Chinese Methodist Church, and led by Organising Committee Chairperson, Mr Stephen Lim.



Rev Dr Gordon Wong, Bishop of The Methodist Church in Singapore (2nd from left), teed off with Event Chairman, Mr Stephen Lim (3rd from left), in a special flight



Life Story: MWS 40th Anniversary Thanksgiving

3 Dec 2021

\$416,815 raised

21% Efficiency Ratio

MWS marked the end of its 40th Anniversary celebrations with a virtual thanksgiving show to raise funds for beneficiaries. The event showcased a series of beneficiary stories, along with performances by powerhouse performers Kit Chan and Frances Yip. More than 300 viewers tuned in live.

To help raise funds, MWS CEO Junie Foo, along with staff and beneficiaries, created unique artworks that were put up for auction. Other donations were mainly raised through Thanksgiving Packages that comprise curated culinary delights and products made by social enterprises.

MWS Hong Bao Donation Drive 2022

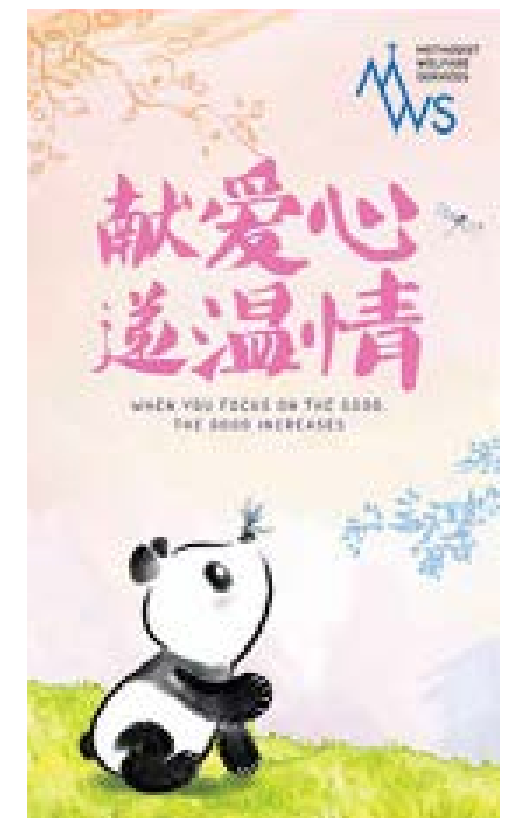
Jan to Feb 2022

\$182,519* raised

2% Efficiency Ratio

Children and youths from 17 schools and kindergartens were encouraged to give a portion of their hong bao money to the less fortunate in this annual fundraising drive.

* This figure includes donations raised through Giving.sg from the general public.



Donors Speak



Freely receive, freely give

“I first got to know about Methodist Welfare Services (MWS) through Wesley Methodist Church. MWS representatives were invited on several occasions to speak to the congregation to appeal for support for MWS fundraising drives. Over the years, I have seen how the work and scope of MWS has expanded to become quite far-reaching, even helping families to get out of debt, and that drives me to continue giving. The lyrics of one of my favourite hymns go: Freely, freely, you have received; freely, freely give. As a follower of Christ, it’s good to give to an organisation that is aligned with my Christian values. I support MWS because they are doing God’s work. MWS helps many groups of people, and it’s rewarding to know that my funds are being channelled to good use and empowering those people.”

Anonymous Donor

Raising a generation of leaders with deep compassion

“It is our vision that all who come through the gates of ACS International will become future leaders with deep compassion for humanity based on Christian values and beliefs. MWS’ range of work in the community consistently reflects our shared values and heritage, making it a natural choice for us to partner with MWS. Our students are always bursting with energy and eager to do good in the community. Through the various platforms and partnerships over the years, from befriending residents in the Nursing Homes to engaging Holland Village Methodist Church and raising funds for MWS, our students were able to channel their positive energy to make a positive impact in the communities. We look forward to more years of fruitful partnership with MWS.”

Gavin Kinch, Principal of Anglo-Chinese School (International), MWS School Partner



Anglo-Chinese School (International) students conducting a lantern-making workshop for seniors at MWS Senior Activity Centre - Fernvale Rivergrove



Rallying staff to change lives

“Partnering with MWS is a clear choice for RSM Singapore as MWS’ work to enrich the lives of the disadvantaged and distressed in a meaningful and genuine way aligns with our company’s commitment to support the community. MWS’ initiatives of helping isolated seniors and disadvantaged children deeply resonates with us. MWS provided opportunities like MWS Empowerun in 2021 for our staff to contribute in a rewarding way. RSM Singapore staff participated in the fundraising virtual run to help raise funds for MWS beneficiaries. Working with MWS has definitely helped to strengthen our CSR efforts of positively impacting the lives of others.”

RSM Singapore, MWS Corporate Donor



Blessed to be a blessing

“My giving to MWS began during those years when my wife worked in MWS. I saw it as an opportunity to bless the community as MWS is a Christian organisation and serves many needs across many locations. God has been gracious to me and has blessed me to be a blessing to others. John Wesley famously said, ‘(Money) is an excellent gift of God, answering the noblest ends. In the hands of his children, it is food for the hungry, drink for the thirsty, raiment for the naked.’ Earn all you can, save all you can, and give all you can are the three main points of that sermon. I’m still learning how to give all I can, and I call on everyone to show generosity and compassion to the poor and needy.”

Jimmy Koh, MWS Donor

Volunteering Highlights

MWS Volunteer Mission Statement



4,274
Total volunteers



8,722
Total number of engagements

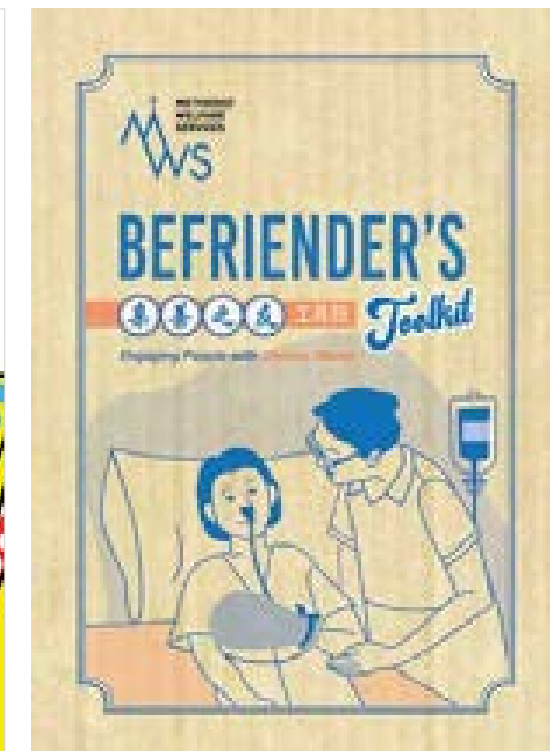
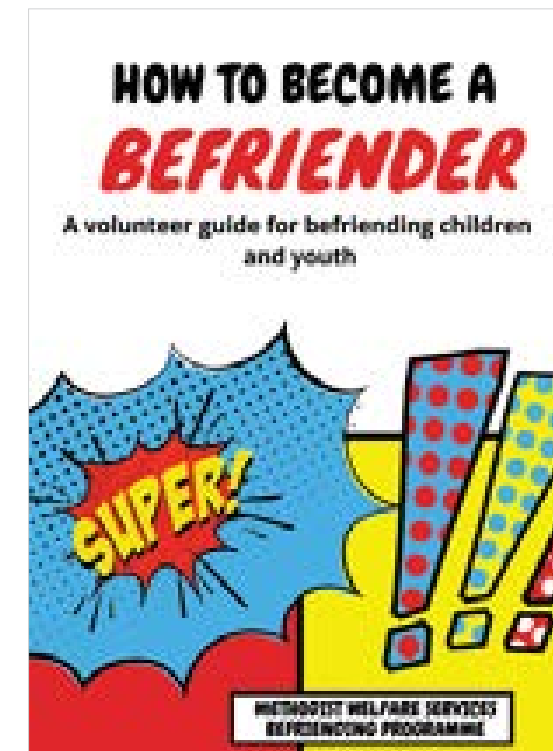
Walking alongside people in need with love and grace, bringing hope and impacting lives.

In 2021, volunteer recruitment for MWS Senior Activity Centres was ramped up to support the new eldercare model to serve all seniors, regardless of their housing type, frailty and income levels. MWS Active Ageing Centre - Kebun Baru piloted the new model, which will support seniors in active ageing, as well as befriending and caring for them through relevant information and care referrals.



To encourage more corporate volunteers to volunteer on a regular basis, MWS embarked on the **Volunteer Management Capacity Development (VMCD) project** from January 2021 to December 2021. The VMCD project was funded by the National Council of Social Service. Ernst and Young (EY) Singapore served as consultants for the project. MWS worked with EY to redesign existing befriender roles to enhance regular corporate volunteerism. The plan to pilot the redesigned roles would take place in FY2022/23.

In FY2021/22, MWS rolled out the **MWS Befriender's Toolkit - Children & Youth edition**, a volunteer guide for befriending children and youth. The toolkit aims to equip befriendees with the know-how to communicate effectively and build a relationship with these two groups. Another edition of the toolkit for understanding and engaging people with chronic illnesses was also in production.



In July 2021, MWS hosted its inaugural **MWS Empowering Life Awards ceremony** over Zoom to honour volunteers who have made significant contributions. There were more than 200 award recipients. Mr David Wong, who served as MWS Chairperson from 2011 to 2015, received the MWS Empowering Lifetime Award, the event's highest honour. Guest performers Lauren Yeo (pictured) and The TENG Ensemble treated over a hundred invited guests to riveting performances. We thank our sponsors Amore Fitness, The Soup Spoon and XpressFlower.com for their support.

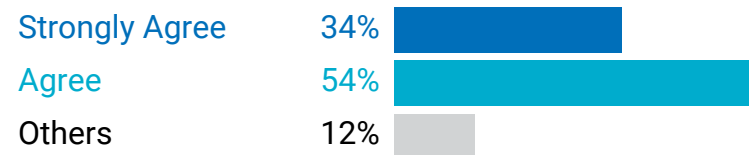
Volunteering Highlights

Tracking Volunteer Satisfaction

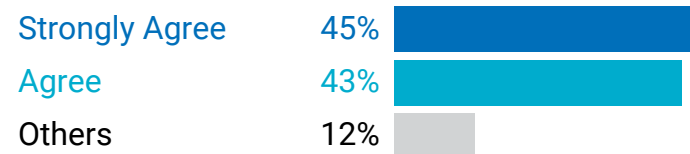
The MWS Annual Volunteer Satisfaction Survey was conducted between 23 February and 1 May 2022 with 106 respondents.

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'.

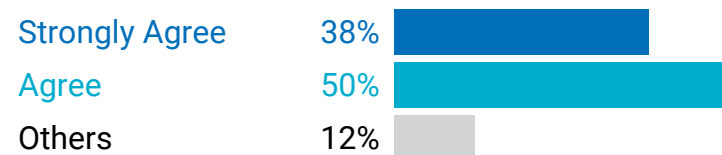
88% felt they made a positive difference to the beneficiaries



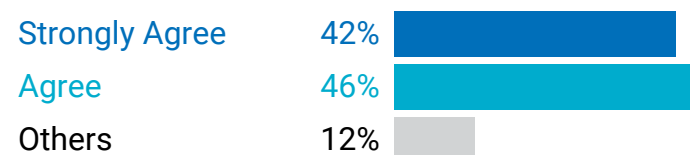
88% felt the communication from the MWS Centre was clear and concise



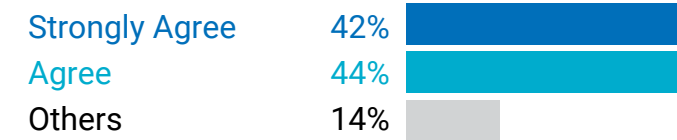
88% felt appreciated by the MWS Centre or Programme staff



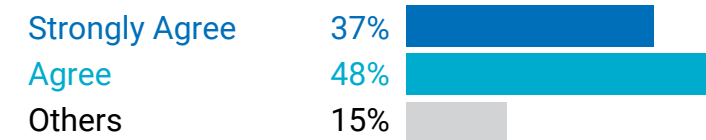
88% were satisfied with availability of MWS staff to help him/her when needed



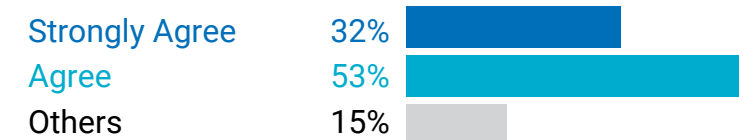
86% would continue volunteering at MWS in the coming year



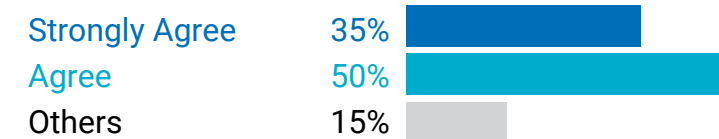
85% felt their values are aligned with MWS mission and causes



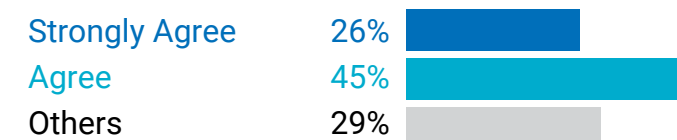
85% were satisfied with the amount of time spent at the MWS Centre or with the MWS Programme



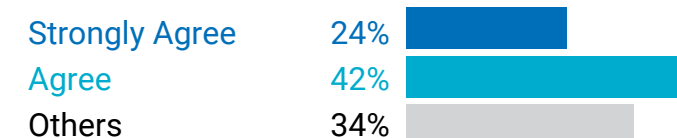
85% felt the MWS Centre frequently engaged with them



71% felt the volunteer training was useful



66% were satisfied with the frequency of training provided for his/her role



Volunteers Speak

Sparking joy in the lives of seniors

"I have been a befriender to 3 seniors over the last 5 years, and would visit them every week with my church mate, Theresa, pre-COVID. One of our befriended is 81-year-old Mdm Ong. Although she has several children, she is very lonely as her children seldom visit or talk to her. She feels less lonely now as we often visit or call her. She was very touched when we brought her out for lunch on Mother's Day, as her children had never celebrated that occasion with her before. Another of our befriended had a very strained relationship with her son as she was constantly forced to ask for her allowance. After I learnt of her situation, I helped her apply for financial assistance, which she eventually received and used for her living and medical expenses. She was very grateful because she and her son no longer had to argue over money, and their relationship mended."

Wong Pey Wah, 71 years old
Volunteer at MWS Active Ageing Centre - Kebun Baru



Pey Wah (left) with her fellow befriender, Theresa

Finding fulfilment in helping others

"I started volunteering with MWS Family Development Programme as its aim to promote financial self-reliance appeals to me. My role requires me to assess clients and match them to volunteers. As a volunteer leader, I mentor volunteers in their journeys with clients, and organise lunch and sharing sessions for volunteers. I also disseminate updates about the programme and other relevant information to volunteers so they can better help clients. I would like to believe that my clients enjoy my sincere friendship with them, in addition to benefitting from the financial assistance given by MWS. With the understanding and trust built up over the years, we serve as an effective bridge between the clients and MWS in explaining policy intents and getting approval for flexibilities where justified. What brings me joy is seeing clients clear their debts and progress to savings matching. Seeing how their savings bank account change from looking like a stock price fluctuation graph during recession to one that is on a steady incline gives me satisfaction."

Christina Lee Geok Lan, 51 years old
Volunteer with MWS Family Development Programme and a member of MWS Volunteer Leaders Support Group



Christina (front row, 3rd from left) at a gathering with fellow MWS FDP volunteers



Seng Meng leading exercises for frail seniors

Bringing meaning to newfound free time

"After retirement, I was looking for meaningful ways to utilise my time. I was approached by the then-Centre Manager at MWS Charis ACE - Geylang East, who is a fellow church member, to volunteer. I started out helping to set up the sound system in the Centre's karaoke room. In 2019, I started leading exercises for frail seniors once a week at the Centre. My greatest reward is when the seniors come up to me to express their appreciation. One of our members was diagnosed with Parkinson's disease and could no longer visit the Centre regularly. So I became a befriender to him, often helping him or listening to his problems. I think seniors who are fit enough should volunteer their time to give back to the community."

Chiang Seng Meng, 71 years old
Volunteer at MWS Charis ACE - Geylang East

Sowing seeds of blessings

"I joined the Sunshine Group, a long-standing volunteer group at MWS Bethany Nursing Home located at Choa Chu Kang in 2018. During pre-COVID days, we engaged the residents with prayer and worship, percussion instruments and simple exercises every week. We could tell that the residents look forward to our visits. Even if they don't know our names, they recognised us. They would wave to us and their eyes would light up when they see us. We haven't been able to visit them for more than 2 years due to the COVID-19 situation. Some residents asked the staff when we will return. We, of course, haven't forgotten our friends there. We continue to reach out to them during festive occasions by delivering snacks like dim sum, cakes and biscuits to them. We also send a specially-produced video to the residents on every festive occasion. We are thankful that the Lord continues to use us volunteers as a channel to reach out and bless the MWS Bethany residents."

Jenny Law, 73 years old
Volunteer, Sunshine Group at MWS Bethany Nursing Home - Choa Chu Kang



Jenny (back row, 2nd from right) with her Sunshine Group members



Strengthening
Patient-centred Care for

Every Stage of Frailty

710*

Chronically ill, frail or destitute served

* Includes those deceased and discharged

Overview

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 as well as services that support their psychosocial and spiritual well-being. We do this while leveraging their inherent strengths and abilities, which we believe even vulnerable people possess.

MWS' residential care firmly believes that family is at the heart of quality care, and models our environment and care approach accordingly. In addition, the MWS Allied Health team tailors exercises, activities and therapy according to residents' needs to enhance their physical and cognitive abilities.

Our holistic care also includes supporting the residents' caregivers through the Caregivers Club. Through this, caregivers receive training in caregiving, learn self-care or simply connect with and support one another.



“The staff not only consistently encouraged me to go for physiotherapy, but also to join activities at the Home so I could make new friends.”

Mr Yip Chow Loong – Resident, MWS Nursing Home - Yew Tee

Who We Helped

544 Residents cared for in our 2 nursing homes

166 Destitute and the homeless given shelter and care

616 Residents received physical therapy

202* Residents received dementia therapy

Profile of Residents by Cognitive Ability

218 Able to remember, think, learn new skills or solve simple problems

382 Have difficulty remembering, thinking, learning new skills or solving simple problems

Nursing Care Needed

6[^] Semi-ambulant, and need some physical assistance and supervision in ADL

254[^] Wheelchair or bed-bound, and need moderate assistance and supervision in ADL

284[^] Highly dependent, and need total assistance and supervision for every aspect of ADL

99% Wheelchair or bed-bound

How We Helped



Holistic Care

MWS meets residents' basic, psychosocial and spiritual needs, as well as provide medical and nursing care, rehabilitation and therapy, social and recreational activities and caregiver support.



Medical Care

Provided by doctors trained in geriatric and palliative care.



Nursing & Rehabilitative Care

Provided by nurses and allied health professionals.



Daily Living Care

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


* In FY2021/22, there was a 37% increase in the number of residents across the 3 Homes who received dementia therapy. This increase is due to the introduction of more structured dementia programmes in the 3 Homes. Participants included non-dementia residents as part of the Homes' efforts to reduce residents' rate of mental deterioration.

[^] 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).








Resident Profiles

-  **296** received gym- or ward-based physical therapy
-  **63** placed on the dementia programme
-  **164** wheelchair-bound who need moderate assistance and constant supervision
-  **173** bedridden who need total assistance and supervision
-  **99%** wheelchair or bed-bound



Resident Profiles

-  **176** received gym- or ward-based physical therapy
-  **50** placed on the dementia programme
-  **90** wheelchair-bound who need moderate assistance and constant supervision
-  **111** bedridden who need total assistance and supervision
-  **99%** wheelchair or bed-bound

MWS Bethany Nursing Home - Choa Chu Kang

Established 2000

340 Residents, including discharged cases

MWS Bethany Nursing Home - Choa Chu Kang continued to provide enhanced resident-centred care. This entails strengthening partnerships with community healthcare providers and fostering resident engagement through recreation activities.

In FY2021/22, the Care Remodelling of the Home spanning 3 years was completed. The revamp, aimed at optimising the quality of life for residents, included the creation of dementia-friendly spaces and the conversion of wards into home-like “residences”. Each residence houses a “family” unit of 5 residents, with nurses allocated to the same “families” to give them a sense of comfort and ensure consistency in care.

Enhanced therapy to improve mobility

Residents who have difficulty standing and walking joined the Therapeutic Walking Programme using the ceiling hoists installed in the Residences. 12 out of the 19 residents who participated regularly in the weekly session saw an improvement or maintenance in their Modified Barthel Index scores, a measure of independence in performing activities of daily living. Majority of the participants reported a reduction in knee pain and improved ability to walk comfortably and confidently.

Fostering active engagement

The Home has been building up its in-house programmes to enhance the quality of life and well-being of wheelchair-bound and bedridden residents. This includes a ward-based flea market, morning exercises, movie-watching, craft and games. By end 2021, 77% of wheelchair-bound and bedridden residents were engaged in 2 or more forms of such activities daily.

Improving infection prevention for resident safety

In light of COVID-19, infectious disease prevention has become ever more important. Staff from the Home underwent training on infectious disease management to better ensure residents’ safety. Eligible residents also received pneumococcal vaccines under a pilot project by the National University Health System. In addition, care bundles to reduce residents’ risk of getting pneumonia were rolled out to all 5 Residences in the Home.

In FY2021/22, MWS Nursing Home - Yew Tee (NHYT) introduced various programmes and underwent several facility enhancements. In addition to installing ceiling hoists to improve residents’ safety and dignity, the Home also engaged residents with reminiscence therapy to support their psychosocial needs.

Building camaraderie, facilitating healing through group work

The Home piloted clinical group work, dubbed *My Footprints*, for select residents. Running from March to October 2021, the programme included reminiscence therapy through sensory stimulation. The strengths-based approach encouraged residents to reflect on how they have overcome past adversities in life, and empowered them to face challenges ahead. Due to COVID-19, sessions were conducted virtually with visual and auditory stimuli.

Staff also drew upon the residents’ life stories to encourage open discussions between residents and their families, which strengthened their emotional bonds. The sessions enabled the resolution of past conflicts between residents and their family members.

Furthermore, the programme helped residents uncover and address personal psychological and emotional needs. The process was affirming and even helped residents foster friendships with each other.

Residence-based rehabilitation to engage residents

During the COVID-19 pandemic, the Home had been using portable equipment for residents who were unable to access the gym due to zoning restrictions. This helped residents to stay active and mobile, with 92% showing an improvement or maintenance in their Modified Barthel Index scores.

Improving safety with ceiling hoists

The Home installed mechanical ceiling hoists at 4 Residences – comprising a total of 6 cubicles to the assisted bathrooms – to ease the transfer of residents with mobility limitations. The system allows staff to transfer residents without manual lifting, thereby reducing the risk of injuries for both residents and care staff, and providing much-needed dignity for the residents.

MWS Nursing Home - Yew Tee

Established 2017

204 Residents, including discharged cases



Resident Profiles

-  **144** received physiotherapy
-  **89** placed on programmes for dementia
-  **37** participated in the Home Earning Scheme
-  **10** reintegrated into community
-  **26** totally discharged

None joined the Day Release Scheme as it was suspended due to COVID-19

MWS Christalite Methodist Home

Established 1997

A partnership with Christ Methodist Church

166 Residents, including the homeless, destitute and abandoned, as well as discharged cases

In caring for the destitute and homeless, MWS Christalite Methodist Home continued to improve on its holistic care delivery. Besides rehabilitation programmes designed for cognitive stimulation and muscle reconditioning, an array of recreational activities were also rolled out to build social-emotional engagement among residents.

Promoting residents' holistic wellness

The Home aims to improve resident care through its Resident Wellness initiative, by delivering the HAH (Happy, Active, Healthy) experience.

Launched in July 2021, the initiative focuses on 2 main elements – rehabilitation and recreation. Residents undergo mental, physical and emotional rehabilitations through activities which engage their cognitive abilities and help recondition their muscles. They are also engaged emotionally and socially through recreational activities such as weekly game sessions, bazaars and movie nights. The initiative keeps residents active in the absence of volunteer engagements amid the pandemic.

To reward residents for participation in programmes, the Home introduced the Christalite Dollar, a token which residents can exchange for food and other daily necessities.

Taking steps to prevent falls

The Fall Prevention & Management Project was started with the goal of reducing fall incidents and injuries, and preventing physical decline of residents. A multi-disciplinary team (MDT) was formed to look into relevant interventions.

Inputs by the MDT helped the Home to identify the fall risk factors and prevention measures, and follow up with early interventions. Since the project started in April 2021, the fall rate in CMH has declined by 50% overall. The project is ongoing to maintain residents' well-being during their stay in the Home.



Regaining independence and dignity

“(The nurses) know I enjoy reading the Chinese newspapers and would reserve that for me.” – Mr Yip Chow Loong – Resident, MWS Nursing Home - Yew Tee

85-year-old Mr Yip Chow Loong used to work in a factory. After a bad fall in 2019, he lost his independence to carry out daily activities. At the same time, he was battling medical conditions such as tuberculosis, kidney problems and high blood pressure.

Divorced and estranged from his 4 children, he had been living in his employer's dormitory. However, his deteriorating condition demanded full-time nursing care and his employer had to admit him to MWS Nursing Home - Yew Tee, leaving Mr Yip deeply disappointed.

It took a while but Mr Yip soon adjusted to life in the Home, thanks in part to the holistic and thoughtful care he receives. “Whenever they have special cooking sessions, the nurses would save some food for me. They also know I enjoy reading the Chinese newspapers and would reserve that for me,” shared Mr Yip.

As Mr Yip had difficulty walking after the accident, he was placed on a physiotherapy and rehabilitation

programme at the Home. The efforts have paid off as he has since regained his ability to walk.

“The staff not only consistently encouraged me to go for physiotherapy, but also to join activities at the Home so I could make new friends,” said Mr Yip.

To ensure he receives the necessary care without financial concerns, a team of MWS staff have also been managing Mr Yip's money matters. This includes providing him with financial counselling and applying for financial assistance on his behalf to defray his nursing home bills.

In addition, Mr Yip's medical social worker has been journeying with him and helping him process his feelings of disappointment with his employer.

Today, he no longer blames his employer, and was even thankful that his employer had supported him financially, giving him a chance for a better quality of life.



Strengthening Community
and Social Support for

Positive Ageing

3,258

Seniors cared for at home and in
the community

Overview

The MWS Community Eldercare cluster comprises 6 Senior Activity Centres (SACs), an Active Ageing Centre (AAC), a Senior Care Centre (SCC) and an integrated Home Care & Home Hospice (HCHH) service.

Through the SACs and AAC, we engage all seniors regardless of their social-economic status, in line with the government's new eldercare model.

The opening of the SCC in Eunos in January 2022 further expands MWS' spectrum of eldercare services in the community. Offering day care and community rehabilitation services, the SCC is co-located with the future Eunos Nursing Home to be operated by MWS, and the new Eunos Polyclinic.

MWS HCHH is one of Singapore's few to offer coordinated and seamless person-centred care for the chronically ill and frail, within the familiarity of their own homes. This includes caring for those referred by restructured hospitals; those discharged by MWS' own nursing homes but still require home-based care; and those identified by MWS SACs as being in need of health assessment and home-based 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. This allows early detection of chronic illness among seniors and prompt referrals to relevant community resources.

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



“(The staff) taught me to look beyond my problems and cherish the good things in life.”

Mr Ang Hock Huat – Senior, MWS Active Ageing Centre - Kebun Baru

How We Helped

Community Support

Home-based Support

Who We Helped

1,979	Isolated seniors engaged through social, health and wellness activities in the community	445*	Received crucial support while living alone
16%*	Aged below 65 years old	84%*	Aged over 65 years old
148*	Live in 1 or 2-room rental flats	695*	Live in studio apartments
14,893	Home visits made by MWS care teams	1,279	Frail and ill seniors received home-based care



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 enabled 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 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, and 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.

* Based on seniors in MWS' 6 Senior Activity Centres and 1 Active Ageing Centre.



In collaboration with community partners and volunteers, MWS' network of 6 Senior Activity Centres (SACs) and 1 Active Ageing Centre (AAC) intensified efforts to empower seniors to stay active and engaged. From befriending to digital training, programmes were aimed at meeting the seniors' psychosocial and emotional needs and encouraging lifelong learning, to enable seniors to age in place.

Ramping up community outreach efforts

In FY2021/22, MWS SACs and MWS AAC - Kebun Baru engaged 89% more seniors. This increase is due to the Centres stepping up their community befriending outreach efforts, in line with the government's new eldercare model to serve all seniors and not only those living in rental flats and studio apartments. With that, the Centres now service a wider base of seniors in the community. Their needs and profiles were assessed using the Community Screener Tool developed by the Agency for Integrated Care (AIC). Centre staff also underwent training by AIC to better care for the elderly.

In 2022, more MWS SACs will be onboarded to the new eldercare model, which was piloted by MWS AAC - Kebun Baru in May 2021. To build a strong and sustainable volunteer pipeline, MWS SACs apply a strengths-based approach that welcome and train members to be befrienders to other seniors. Senior volunteers are also trained by instructors from the National University Health System to lead community-based exercises for their peers.

MWS Senior Activity Centres

1,979 socially isolated seniors engaged

MWS Senior Activity Centre - Golden Lily@ Pasir Ris

Established 2017

A partnership with Pentecost Methodist Church

261 seniors engaged

MWS Active Ageing Centre - Kebun Baru

Established 2017

A partnership with Ang Mo Kio Chinese Methodist Church

168 seniors engaged

MWS Senior Activity Centre - GreenTops@ Sims Place

Established 2016

A partnership with Geylang Chinese Methodist Church

277 seniors engaged

MWS Senior Activity Centre - Teck Ghee Vista

Established 2016

A partnership with Ang Mo Kio Methodist Church

411 seniors engaged

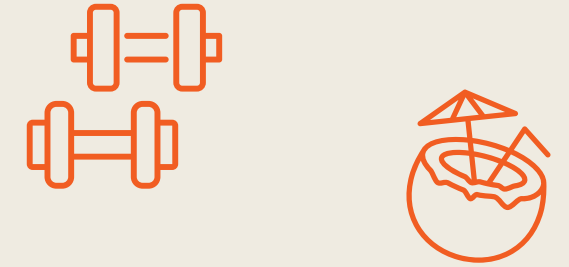
Managing mobility problems in seniors

The MWS Allied Health team customised a set of exercises for a group of wheelchair-bound seniors who were unable to participate in regular physical exercises conducted by MWS SAC - Golden Lily@Pasir Ris. This included arm and leg strengthening exercises using tools like 500ml water bottles and small rubber balls. The seniors also played badminton balloon to enhance their hand-eye coordination, and engage their cognitive abilities. The programme was started in 2020 to promote wellness, empower seniors, and foster social inclusion and engagement in the community.

In partnership with Tan Tock Seng Hospital and Health Promotion Board, MWS AAC - Kebun Baru ran a 4-month-long weekly wellness programme for several seniors with mobility issues. The programme comprised nutrition lessons, strength and agility exercises, and group discussions to promote peer learning – all designed for preventive care and to empower seniors to take charge of their own health.

Tapping partnerships to boost digital literacy and engagement of seniors

MWS SAC - Fernvale Rivergrove collaborated with Republic Polytechnic students to coach a group of Malay-speaking seniors on how to use their smartphone and digital platforms. The Centre also partnered with IMDA's Digital Ambassadors to teach another batch of seniors how to use digital tools. These initiatives empowered seniors to stay connected and participate in online activities during the COVID-19 pandemic, which helps to maintain their mental well-being. The 6 MWS SACs and MWS AAC - Kebun Baru also partnered Anglo-Chinese School (Barker Road) students to run online lantern-making and terrarium workshops to engage seniors at the Centres.



MWS Senior Activity Centre - Fernvale Rivergrove

Established 2016

A partnership with Sengkang Methodist Church

329 seniors engaged

MWS Charis ACE - Geylang East

Established 2014

A partnership with Charis Methodist Church

264 seniors engaged

MWS Wesley Senior Activity Centre - Jalan Berseh

Established 2010

A partnership with Wesley Methodist Church

269 seniors engaged



Patient Profiles

-  **920** on Home Hospice
-  **102** on Home Personal Care
-  **187** on Home Medical Care
-  **228** on Home Nursing
-  **154** on Physiotherapy & Occupational Therapy
-  **359** on Home Care

MWS Home Care & Home Hospice

Established 2007

1,279

Patients served,
including the deceased & discharged

14,893

Home visits made

The integrated MWS Home Care & Home Hospice (HCHH) has been supporting patients with chronic illness to age in place by providing a suite of home-based services. MWS HCHH delivers individualised services that meet the holistic needs of patients, including medical, nursing, therapy, basic daily care needs, and psychosocial-spiritual support.

MWS HCHH worked closely with community and healthcare partners to provide proactive and patient-centred care in the community. Partners included family service centres, volunteer groups, restructured hospitals as well as nursing homes and senior activity centres.

Collaborating to reduce hospital readmissions, improve right-siting of patients

In supporting seniors with medical needs and other complex issues to age in place, MWS HCHH continued to collaborate with public healthcare clusters such as Tan Tock Seng Hospital's (TTSH) Community Health Teams in case discussions for patients. This enabled patients who were at higher risk of hospital readmissions to receive timely care interventions in the community instead.

MWS HCHH worked with various nursing homes to deliver home care services for residents discharged back to their own homes. The team also made regular rounds at the nursing homes to provide palliative care for residents, so as to minimise need for care transitions.

Tapping on technology to enhance care coordination and continuity

The MWS HCHH team leveraged TTSH's Healthcare Intelligence System to enhance the co-management of patients and ensure timely intervention. MWS was alerted whenever an active patient of ours was admitted or discharged from TTSH. This enabled MWS to proactively manage patients and facilitate upstream interventions to improve continuity of care after hospital discharge.



Finding sunshine after the storm

"MWS' support has made me emotionally and mentally strong enough to even help others." – Mr Ang Hock Huat – Senior, MWS Active Ageing Centre - Kebun Baru

When Mr Ang Hock Huat's wife was diagnosed with early-onset Alzheimer's disease in 2018, his world fell apart. "My wife changed a lot with dementia. She became aggressive and violent, and suffered from memory loss. She also had to be supervised in daily living tasks such as showering, toileting and dressing," recounted Mr Ang.

The 61-year-old had to quit his storeman's job of 20 years to take care of his wife. "I fell into depression and had trouble sleeping and eating, as I did not know how to cope with my wife's dementia. I saw a doctor myself and was given anti-depressants and sleeping pills. A counsellor also attended to my mental health needs."

In November 2018, Mr Ang was referred to MWS Active Ageing Centre - Kebun Baru. Mr Ang became a regular face at the Centre, where he found support among the MWS staff and other members.

"Whenever I tell the staff here about my challenges caring for my wife, they will encourage and console me, and tell me that I'm not alone. They taught me to look beyond my problems and cherish the good things in life," Mr Ang shared.

The staff also encouraged him to join activities at the Centre like Tai Chi, table games and ukulele classes to stay active, healthy and socially engaged. Such activities helped to alleviate his depressive symptoms, said Mr Ang. He stressed that investing in self-care has helped to sustain him in his caregiving role.

Wanting to pay it forward, Mr Ang has since stepped up to volunteer as a game facilitator and befriender at the Centre. "MWS' support has made me emotionally and mentally strong enough to even help others," Mr Ang shared.

Over time, Mr Ang's depression began to subside and his doctor gradually reduced his medication dosage. In May 2022, Mr Ang fully recovered from depression and stopped taking medication.

Compared to his "sullen" self when he first joined the Centre, Mr Ang said that he now feels much more cheerful and optimistic. Although he describes the task of caring for his wife as a marathon, he feels better equipped to face the challenges of caregiving positively. He mused, "After the storm, the sun will shine again."



Strengthening Families with

Choice and Dignity

5,021

Families and individuals with complex challenges served

Overview



Families in distress often struggle with multiple complex issues rooted in financial insecurity. Contributing factors include low education and wages, domestic strife, incarceration and chronic illness.

The MWS Family Services cluster supports these families 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 children aged 0 to 16 years old. In addition, we care for at-risk youth through a community-based rehabilitative programme, and children through an after-school programme.

Recognising the complexity of the issues our clients face, we employ trauma-informed principles to return agency into their hands and encourage them to tap on their unique strengths to manage their challenges.

In July 2022, MWS began to offer another upstream service – the Strengthening Families Programme@Family Service Centre (FAM@FSC), which supports couples facing marital challenges and families showing early signs of stress through marriage and divorce support, and family counselling.

Together with our community partners, volunteers and churches, MWS hopes to co-create a sustainable help network for clients.

“Grounding techniques help me to control my negative emotions. I’m a lot calmer and level-headed now.”

Nurlydiana Binte Nordin – Client, MWS Covenant FSC - Hougang

Who We Helped

Monthly Household Income of Families served:

43% No income **35%** \$2,500 or less **22%** More than \$2,500

Top Presenting Issues:

38% Parenting Issues **31%** Financial Issues **29%** Family Violence

17% Childcare Issues **12%** Accommodation / Shelter **12%** Emotional Issues & Mental Health

How We Helped



Support

Providing professional casework and counselling.



Empower

Imparting knowledge and skills, and giving choices.



Rebuild

Building positive and healthy relationships.

Impact



4,214

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



261

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



546

Families reached through a parenting programme

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



98%

experienced lowered risks and complexity of needs



81%

achieved half or more goals



89%

showed ability to meet needs and/or manage risks



68%

experienced enhanced self-reliance and resilience

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



2,523

Information and Referral

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



1,691

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.



546

Community Outreach Programmes

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








261

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.



Families Profiles

-  **174** families received monthly cash assistance
-  **52** families moved from Debt Clearance to Savings model
-  **\$2,119** average savings in 1 year by each participating family
-  **\$1,866** average debt cleared in 1 year by each participating family
-  **\$751,639** disbursed to low-income families islandwide

MWS Family Development Programme

Established 2016

261 families with reduced financial hardship

Profile of families on programme in FY2021/22:

60% Lived in homes smaller than 2-room flats

37% Single parents

15% Households with members who are non-citizens/foreigners

The MWS Family Development Programme (FDP) is a debt and savings matching programme designed to empower people to break out of the poverty cycle. It is targeted at low-income families in the bottom 10% household income group in Singapore.

The programme aims to increase the net worth of families while encouraging self-sufficiency. For every dollar that beneficiaries put towards paying off debt or building up savings, MWS FDP matches with \$2. Empowering families to build a cash buffer for unexpected emergencies relieves them of the emotional strain of dealing with debt. This gives them greater emotional capacity and cognitive bandwidth to plan for the future.

Mitigating the impact of COVID-19 on families

Since COVID-19 hit, MWS FDP has received more client referrals as more families experienced job losses and employment instability. In FY2021/22, there was a 20% increase in the number of families who received financial assistance. Social service agencies and community partners including MWS Family Service Centres tapped the programme. To reach out to more people in need, MWS FDP plans to increase its number of partners in 2022.

Supporting more families to move from debt clearance to savings model

MWS FDP has seen a growing number of families transiting to the savings matching scheme since 2020. More funds were disbursed to families under the matching scheme as they began to adopt good financial habits. To date, 20 families have saved \$10,000 and graduated from the programme.



The MWS Family Support Programme (FSP) is designed to support parents who need help in parenting their children aged 0 to 16 years old to mitigate the risk of more serious issues. Its evidence-based approach equips parents with positive parenting techniques that help to build mutual respect and strengthen parent-child bonds.

Maintaining online engagement with parents amid COVID-19

With the prevailing COVID-19 restrictions, the MWS Family Life Educators continued engaging parents with Level 2 parenting online seminars. Nearly all of those who attended the seminars reported improved parenting competency, reduced parenting stress, feeling less negative, and facing less difficult behaviour in their children. The FSP team also sent automated text reminders and infographics to parents who had signed up for the seminars, which resulted in higher attendance rates.

Engagement with parents also took place in other forms, including a quarterly parenting newsletter sent to partner schools for dissemination to the students' parents. A webinar on screen time guidelines for children was conducted for 481 primary and secondary school parents, based on what was ranked by partner schools as the biggest concern for parents.

Boosting sign-ups through school referrals and new partnerships

The MWS FSP team doubled down on efforts to reach out to parents, especially those with higher parenting needs, to encourage participation in parenting programmes. This included a school referral programme where school staff are encouraged to refer parents who are likely to benefit from the parenting programmes. In addition, by establishing new partnerships, the FSP team managed to expand its reach in the community, with a 33% increase in the number of parents served in FY2021/22. MWS FSP also began offering the parenting programmes to children in special education schools in 2022.

MWS Family Support Programme

Established 2019

80 schools engaged

546 families engaged



MWS Family Service Centres

The pandemic's lingering impact on jobs and the economy has been accompanied by more instances of family violence, socio-economic challenges and mental health issues. MWS Family Service Centres (FSCs) kept up efforts to support low-income families and individuals by working with partners to offer a broader range of services that address clients' complex needs holistically.

Another key focus of the FSCs in FY2021/22 was providing psychoeducation to fellow professionals and community partners, including raising the awareness of family violence and advocating the adoption of a trauma-informed approach when handling such cases.

Cushioning the COVID-19 fallout

MWS Covenant FSC - Hougang & Buangkok partnered with The Food Bank Singapore to provide food for 21 low-income families impacted by the COVID-19 pandemic. These families faced multiple challenges ranging from limited income and financial resources to employment and health issues. The partnership helped to ensure the food security of these families and alleviate their financial burdens.

The risk of COVID-19 infection and family violence also forced some clients to move out of their homes into temporary shelters. To ease their transition and help ensure their immediate safety, MWS FSC - Tampines provided care packs that contain daily necessities and cash aid.

Improving job prospects of women through empowerment

Female clients served by MWS FSC - Tampines honed their technological skills to enhance their employability through an IT Literacy Course co-organised by Helping & Empowering Our Neighbours and Thoughtworks. Four women were on the 5-month programme, with personal coaching by volunteers. They gained new skills in areas including Microsoft Office, video-conferencing platforms and resume writing. One participant successfully secured a job after the course.



Increasing awareness of family violence and strengthening resilience of children survivors

In December 2021, MWS FSC - Tampines ran a 5-day groupwork programme for children aged 11-12 who are survivors of past or ongoing family violence. The online programme, curated by MWS caseworkers, marked the Centre's first groupwork since the pandemic started. The programme aimed to improve the children's emotional regulation skills and ability to manage challenging situations at home. They were also taught where and how they can seek help should they feel unsafe.

MWS FSC - Tampines also trained psychologists from Community Psychology Hub on safety planning in cases with family violence, to enable more timely intervention. Participants were taught how safety planning can be done in trauma-informed and child-centric ways. The Centre also coached Tampines Block Ambassadors on recognising and responding to the abuse of vulnerable adults, to enable these leaders to pass on the knowledge to other residents.

In early 2022, MWS FSC - Yishun rolled out a Family Violence Toolkit containing information about family violence and the impact of trauma on children. This Toolkit aims to raise awareness among professionals who are most likely to come into contact with vulnerable children. Training was also held for staff from a primary school on how to use the Toolkit and support vulnerable students with a trauma-informed approach. All these are part of the FSC's preventive intervention efforts, which also saw the team linking latchkey youths with relevant programmes from community agencies to reduce the risk of them developing problem behaviours.



Turning her life around with holistic support

“I never expected this much progress. My family and kids are very happy with the changes too.” – Nurlydiana Binte Nordin – Client, MWS Covenant FSC - Hougang



MWS Covenant Family Service Centre - Hougang & Buangkok

Established 1996

A partnership with Paya Lebar Methodist Church

1,488
families and individuals served

659
clients received counselling and casework

829
clients received information and referrals

MWS Family Service Centre - Tampines

Established 1991

A partnership with Pentecost Methodist Church

1,166
families and individuals served

405
clients received counselling and casework

762
clients received information and referrals

MWS Family Service Centre - Yishun

Established 2000

1,560
families and individuals served

627
clients received counselling and casework

932
clients received information and referrals

After Nurlydiana Binte Nordin and her husband and children left her parents’ home over a dispute in 2017, they found themselves struggling to survive. Although her husband worked long hours and Nurlydiana took on odd jobs like babysitting, while raising their 2 young children, they could barely make ends meet.

At her wits’ end, Nurlydiana, now 32 years old, sought financial assistance from MWS Covenant Family Service Centre - Hougang. However, her social worker uncovered that Nurlydiana’s financial difficulties were linked to more deep-seated childhood trauma.

Growing up, Nurlydiana was subjected to physical and emotional abuse, and exposed to drug use. As the oldest child, she was also forced to take on the adult responsibility of looking after her younger siblings when her parents divorced and her father was incarcerated. These adverse childhood experiences had negative, lasting impacts on her psychological and mental well-being.

Working closely with Nurlydiana, MWS Senior Social Worker Pamela Goh first ensured that the family’s basic needs were met by helping her apply for financial assistance. Resourceful and resilient, Nurlydiana sought to land a better-paying job even while she applied for aid. While she used to earn \$200 a month, Nurlydiana now draws \$3,000 a month as a courier.

Counselling was also provided to help Nurlydiana heal emotionally. Viewing Nurlydiana’s case through a trauma-informed lens, Pamela identified her trauma

symptoms and worked with her to manage them. “I taught her simple grounding techniques like tapping into her 5 senses to bring her back into the present moment whenever she gets flashbacks. This helps the symptoms like breathlessness subside,” shared Pamela.

Over time, Nurlydiana reported significantly fewer trauma-related symptoms, and found herself better able to manage her emotions and even be a role model for her children.

“I used to get triggered by the smallest things. At times, I would relapse (from past trauma). It was affecting my children, so I knew I needed help. Grounding techniques help me to control negative emotions like the anger I feel over my childhood incidents. I’m a lot calmer and level-headed now,” shared Nurlydiana.

Her husband added, “Sometimes, when I give my wife advice, it doesn’t go through. But with Pamela’s help, she listens. Counselling has benefitted our marriage and children.”

In addition, over the 4 years that the Centre journeyed with Nurlydiana and her family, their financial situation not only stabilised, but improved markedly.

In 2022, Nurlydiana and her family upgraded to a 5-room flat and bought a car. The couple, who welcomed their fifth child in June 2022, is also financially stable enough to shoulder the grocery expenses of her parents and siblings.

“I never expected this much progress. My family and kids are very happy with the changes too,” said Nurlydiana.



Strengthening Tomorrow's
Generation with

Empowerment and Hope

110

Children and Youth served

Overview



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

MWS Girls' Residence provides 24/7 care in a safe and nurturing environment for troubled and at-risk girls aged 15 to 21 years old. The residents are either mandated by the courts to serve their probation in a residential facility, or referred for their care and protection. Through a holistic programme comprising individualised care plans built around trauma-informed care principles, we aim to bring about positive changes in the residents' overall well-being.

MWS Christalite Student Care Centre nurtures and cares for children aged between 7 and 14 years old by providing a safe and conducive environment where they can enjoy meaningful after-school activities. The children's holistic needs are met through a child-centred programme and environment.

By collaborating with partners, volunteers and the community, MWS aims to meet the psychosocial and emotional needs of youths and children, and provide holistic care and support for them and their families.

“I think I am now more responsible and honest, and I am proud of it.”

Um'myra – Student, MWS Christalite Student Care Centre

Who and How We Helped

-  **20** Young women received trauma-based intervention and support
-  **5** Reconciled with their families through restoration of relationships
-  **5** Reintegrated into community, where
-  **3** Received a scholarship/bursary
-  **1** returned to school
-  **4** found employment
-  **11** Engaged in school/courses

Who and How We Helped

-  **90** Children received after-school support
-  **25%*** On Student Care Fee Assistance
-  **3** Children receiving Chapel assistance to pay monthly student care fees

*Among the children enrolled at MWS Christalite Student Care Centre



MWS Girls' Residence

Established 2011

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

20 Residents, including those referred by the courts and government agencies

80% of the girls experienced 4 to 7 Adverse Childhood Experiences (ACEs) by the time they entered MWS Girls' Residence

ACEs 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 ACEs, the greater the impact on the individual's behaviour, health and well-being.

MWS Girls' Residence (GR) provides a safe haven for troubled and at-risk girls aged between 15 and 21 years old. The residence employs a holistic and trauma-informed approach which aids in the residents' emotional, social and psychological development.

Cultivating life skills based on trauma-informed care

Using a strengths-based approach, a groupwork programme was run to help residents identify their core values and strengths. Participants also gained life skills such as self-awareness, assertiveness and healthy boundary setting.

Using bodywork as a form of trauma therapy

As most of the residents have undergone adverse childhood experiences, a volunteer fitness instructor was engaged to teach residents stretching and breathing. This initiative is in line with MWS GR's trauma-informed care approach, with bodywork forming a crucial part of rehabilitation due to the mind-body connection. The fortnightly sessions ran from July to December 2021. Some of the residents reported that the exercises helped them relieve stress, feel calm and even sleep better.

Empowering residents through legal awareness

MWS GR continued its partnership with the National University of Singapore Pro Bono Group to conduct legal education and awareness workshops for residents. The programme was conducted online in FY2021/22 due to COVID-19 restrictions. Participants learnt about the legal system in Singapore and their legal rights to protect themselves. The workshops covered topics such as cyberbullying, drug abuse, as well as theft-related offences and violence.

-  **Therapy**
Individualised trauma-informed care plan
-  **Reconciliation**
Family engagement, bonding and counselling
-  **Reintegration**
Mentoring, education and employment support



MWS Christalite Student Care Centre

A partnership with Christalite Methodist Chapel since July 2020



90
Students

25%
On Student Care Fee Assistance

90
Children have progressed academically

15-20%
Children have learnt to play a musical instrument (ukulele and/or keyboard)



Child-centred

Focusing 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 afterschool care

MWS Christalite Student Care Centre (CSCC) provides a safe haven and affordable afterschool care for children aged 7 to 14 years old. The Centre's programmes and enrichment activities are designed to support the children's holistic development and nurture their love for learning.

Strengthening student care

Christian values-based education was made an integral part of the curriculum from January 2021. By using visual aids and internet resources such as videos and presentations, the sessions saw increased student interest and engagement. Following a major renovation, MWS CSCC now boasts a more conducive learning environment. Rooms have been redesigned with the needs of different age groups in mind. While the younger students enjoy more open space for free play and learning, the upper primary students have a dedicated quieter space for more focused learning.

Building social skills through music

Since March 2021, a group of 12 upper primary children had been receiving ukulele lessons which support their social-emotional growth through cooperative play in music. The free lessons are led by volunteers through the Resonance Project, a music initiative started by Anglo-Chinese School (Independent) students. MWS CSCC hopes to introduce lessons on other musical instruments so that more children may benefit.

Providing free online education during COVID-19

A group of upper primary children benefitted from a 10-week online tutoring programme led by students from the National University of Singapore, under the university's Teach Singapore programme. This helped the students to prepare for their year-end exams – especially crucial for those taking their PSLE. MWS CSCC plans to extend the partnership into 2022.



A journey of change and growth

"In the future, I hope to be a teacher like Ms Winnie, so I can inspire kids."
– Um'myra – Student, MWS Christalite Student Care Centre

Eleven-year-old Um'myra used to take her food for granted, leaving leftovers on her plate without thinking twice. One day, along with a roomful of other children at MWS Christalite Student Care Centre, she was shown video footage of the famine situation in Africa. The poignant images gave Um'myra a newfound appreciation for food.

"I realised how fortunate I am not to have to worry about food. Now, I no longer waste food," said Um'myra.

The video footage was shown as part of values education at the Centre, which aims to inculcate students with values like gratitude as part of their holistic development.

"In the past, I think I was quite irresponsible and always relied on others for help. And I had no integrity. The teachers here taught me to be honest, independent, responsible, and to respect my parents. Day by day, I tried to change my behaviour for the better. I think I am now more responsible and honest, and I am proud of it," she shared with a shy smile.

Um'myra's grades have also improved since joining the Centre in 2017, thanks to remedial classes at school and volunteer tutors provided by the Centre's tuition partners.

Last year, Um'myra was paired with a student volunteer from a local university who tutored her

in Math once a week for 3 months. "The tutor helped me to understand the curriculum and coached me on memorising Math formulas. I went from failing Math to finally passing it," recounted Um'myra.

Um'myra also credited her improved grades to her grandparents' positive influence in her life, as well as the support of her teachers and friends at the Centre.

Beyond academics, enrichment classes like music and art, as well as games are part of the all-rounded programme designed to nurture the children's social-emotional competencies and life skills.

Ms Winnie Tan, one of Um'myra's mentors at the Centre, recalled how Um'myra had to be gently nudged to participate in group activities as she was quiet and reserved. Um'myra also had trust issues due to a lack of parental support growing up.

These days, she is much more cheerful and adept at making friends. Her classmates can also count on her readily for a helping hand or a listening ear.

More than a teacher, Um'myra describes Winnie as someone she trusts and can look to for advice.

"In the future, I hope to be a teacher like Ms Winnie, so I can inspire kids," said Um'myra, as she looks to Winnie, her mentor, friend and role model.



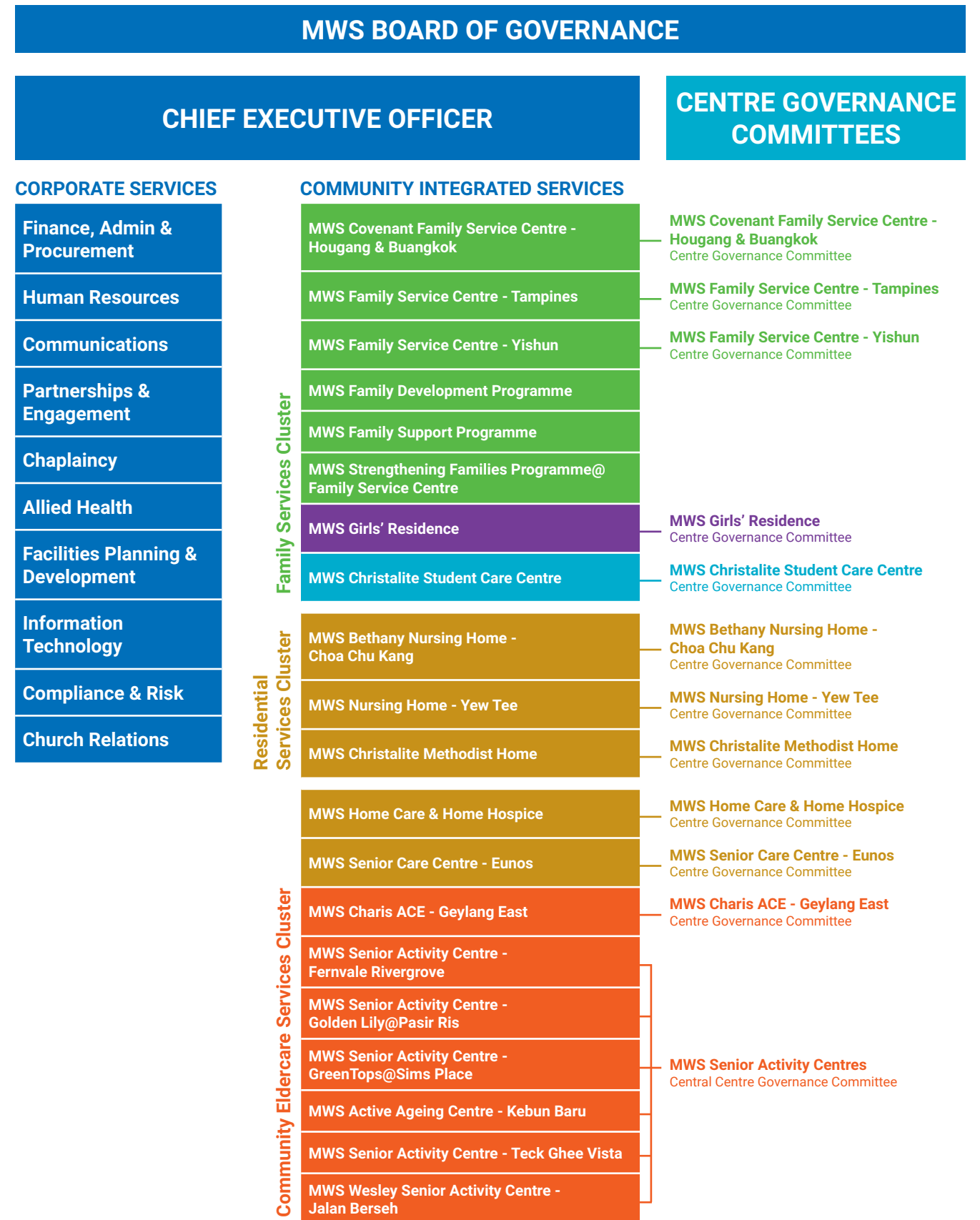
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MWS Centres & Programmes



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 Website: www.mws.sg



Family Services



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 Email: MWSscsc@mws.sg



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MWS STRENGTHENING FAMILIES PROGRAMME@FAMILY SERVICE CENTRE (FAM@FSC)
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Community Eldercare Services



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 Email: MWSsh@mws.sg



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MWS WESLEY SENIOR ACTIVITY CENTRE - JALAN BERSEH
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Please email MWS Senior Activity Centres at MWSsac@mws.sg



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MWS SENIOR ACTIVITY CENTRE - GOLDEN LILY@PASIR RIS
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 #01-616 Singapore 511212
 Tel: 6214 0119



MWS SENIOR ACTIVITY CENTRE - GREENTOPS@SIMS PLACE
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 Tel: 6747 1786



MWS ACTIVE AGEING CENTRE - KEBUN BARU
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 #01-2980 Singapore 560180
 Tel: 6238 4136



MWS SENIOR ACTIVITY CENTRE - TECK GHEE VISTA
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 Email: MWSnhyt@mws.sg



MWS CHRISTALITE METHODIST HOME
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 Email: MWScmh@mws.sg

Board of Governance



- 01 Mrs Fong Loo Fern**
Chairperson
- 02 Mr Lam Wei Choong**
Vice-Chairperson
- 03 Mr Raymond Khoo Peng Ann**
Honorary Secretary
- 04 Ms Mak Wei Munn**
Assistant Honorary Secretary
- 05 Mr Tan Chian Khong**
Honorary Treasurer
- 06 Mr Terence Wee Jin Zoo**
Assistant Honorary Treasurer
- 07 Mr Yow Chi Mun**
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- 08 Dr Tan Hai Chuang**
Board Member
- 09 Ms Joanne Low Eu Min**
Board Member
- 10 Ms Chew Kim Ling**
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- 11 Mr Philip Oh**
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- 12 Mr Soh Kok Leong**
Co-opted Board Member
- 13 Rev David Gwee**
Co-opted Board Member
- 14 Rev Jason Phua**
Co-opted Board Member
- 15 Mr Samuel Tay**
Co-opted Board Member
- 16 Mr Wilson Sampath**
Co-opted Board Member
- 17 Dr Teo Li Bee**
Co-opted Board Member
- 18 Mr Guan Yeow Kwang**
Ex-Officio, The Secretary of the Trustees of The Methodist Church in Singapore
Appointment from 24.05.2021
- 19 Mr Darius Chua Tan Peak**
Representative, The Methodist Church in Singapore
Appointment from 19.10.2015

All board members appointed from September 2021 to present, unless otherwise indicated. Full details on board members can be found in the MWS Corporate Governance Report FY2021/22.

Centre Governance Committees

MWS NURSING HOME - CHOA CHU KANG & YEW TEE

Chairperson	Dr Tan Hai Chuang
Members	Mr Chan Kum Kit Ms Mak Wei Munn Dr Dex Khor Teik Heng Mr Lam Wei Choong Dr Jim Lim Kim Hwa Mrs Audrey Lee Ms Sandra Phung Minsi Term Ended On 31.10.2021
Ex-Officio	Mr Yeo Puay Hin Mr Lam Kok Keong



MWS CRISTALITE 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	Col (Retd) Raymond Tan Kwang Meng Mr Ling Ting Soo Mr Teh Chong Mien Mr Wong Taur Jiun Mr Chan Kum Kit Stepped Down On 20.09.2021 Ps David Ho Stepped Down On 31.12.2021 Ps Daniel Tan With Effect From 01.01.2022
Ex-Officio	Mr Robin Cheong Chak Khiong Term Ended On 31.10.2021
Board Of Governance Representative	

MWS HOME CARE & HOME HOSPICE

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

MWS SENIOR CARE CENTRE - EUNOS

WITH EFFECT FROM 08.07.2021

PARTNER CHURCH: BEDOK METHODIST CHURCH
CHRIST METHODIST CHURCH

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

MWS SENIOR ACTIVITY CENTRE

Chairperson	Mr Albert Lim Song Khiang, PBM
Board Of Governance Representative	Rev David Gwee With Effect From 18.09.2021 Rev Dr Daniel Koh Kah Soon Term Ended On 18.09.2021

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 Term Ended On 31.10.2021
Members	Mr Patrick Ling Choo Hau Mr Lim Choon Kiat Calvin With Effect From 01.11.2021 Ms Kerrie Chang Lock Yee With Effect From 01.11.2021 Mr Thomas Tan Term Ended On 31.10.2021
Ex-Officio	Rev Anthony Lee



MWS SENIOR ACTIVITY CENTRE - GREENTOPS @ SIMS PLACE

PARTNER CHURCH: GEYLANG CHINESE METHODIST CHURCH

Members	Ms Teo Suet Ehr Ms Eng Xue Wen With Effect From 08.12.2021 Ms Low Siew Noi With Effect From 08.12.2021 Mr Lim Khian Stepped Down On 08.12.2021
Ex-Officio	Rev Paul Thian Moon Hee Mr Wong Hai Hoong With Effect From 01.11.2021 Mr E Cherng Ming Term Ended On 31.10.2021

MWS SENIOR ACTIVITY CENTRE - GOLDEN LILY @ PASIR RIS

PARTNER CHURCH: PENTECOST METHODIST CHURCH

Members	Mr Ong Peng Kiat Mdm Lum Yeok Yin (Mrs Florence Ho) Dr Yap Hwa Ling
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MWS ACTIVE AGEING CENTRE - KEBUN BARU

PARTNER CHURCH: ANG MO KIO CHINESE METHODIST CHURCH

Members	Mr Cheung Wai Cheuk With Effect From 01.11.2021 Mr Patrick Soo Piang Leong Mr Law Chor Boon Stepped Down On 01.01.2022 Mr Torrey Phua Tzyh Seng Term Ended On 31.10.2021
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 Ms Loke Ai Mei Mr Woon Kee Yang
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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 Ms Kwok Wan Yee With Effect From 01.11.2021 Mrs Fong Loo Fern With Effect From 18.09.2021 Mr Eugene Toh Ming Hong, PPA (G) Term Ended On 18.09.2021
Board Of Governance Representative	
Ex-Officio	Mr Too Shiun Jye Rev Lui Yuan Tze

Centre Governance Committees

MWS FAMILY SERVICE CENTRE - YISHUN

Chairperson	Mr Eugene Toh Ming Hong, PPA (G) With Effect From 01.11.2021
	Mr Albert Lim Song Khiang, PBM Term Ended On 31.10.2021
Members	Dr Benjamin Tan Swee An With Effect From 01.11.2021
	Mr Albert Lim Song Khiang, PBM With Effect From 01.11.2021
	Ms Elaine Ng Lay Yian
	Ms Kee Ee Wah
	Mrs Teresa Kuek Term Ended On 31.10.2021
	Mrs Linda Haverkamp - Heng Phek Lang Term Ended On 31.10.2021
Board Of Governance Representative	Ms Joanne Low Eu Min With Effect From 14.09.2021

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 Term Ended On 31.10.2021
Members	Mdm Tay Chor Lin
	Mdm Irene Chue Ying Song
	Mr Adrian Phuah Wai Ann

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	Mrs Magdalene Low (Lau Siah Ing)
	Mr Chan Kah Guan
Ex-Officio	Pastor Jacob Lim



MWS GIRLS' RESIDENCE

PARTNER AGENCY: GENERAL CONFERENCE - WOMEN'S SOCIETY OF CHRISTIAN SERVICE (GCWSCS)

Chairperson	Mrs Lydia Sng
Vice-Chairperson	Ms Flora Chew Siew Keow
Members	Mrs Pauline Tam (Wee Chai Kee)
	Mrs Mary Foo Loon Guek
	Ms Susan Sumathy D/O Macab
	Ms Tay Siew Heng
	Ms Chew Kim Ling

Board Of Governance Representative	Dr Teo Li Bee
GCWSCS Representative	

MWS CHRISTALITE STUDENT CARE CENTRE

PARTNER CHURCH: CHRISTALITE METHODIST CHAPEL

Chairperson	Mr Thiang Boon Kiat Eugene
Vice-Chairperson	Dr Astrid Yeo Poh Kim
Member	Mrs Irene Ho
	Ms Chong Ming Jing Lindsay
	Rev Shaun Chong Term Ended On 31.10.2021
	Pastor Reginald Chan (Alternate to Rev Shaun Chong) Term Ended On 31.10.2021
	Mr Tan Chin Eng Term Ended On 31.10.2021
	Dr Raymond Teo (Alternate to Mr Tan Chin Eng) Term Ended On 31.10.2021
Board Of Governance Representative	Mr Terence Wee Jin Zoo With Effect From 14.09.2021
	Rev Dr Daniel Koh Kah Soon Term Ended On 31.10.2021

Working Committees

AUDIT

Chairperson	Mr Soh Kok Leong With Effect From 01.10.2021
	Mr Tan Chian Khong Term Ended On 30.09.2021
Members	Ms Latha Mathew
	Mr Raymond Tong Wei Min
	Mr Victor Lai Kuan Loong With Effect From 01.10.2021
	Mr Soh Kok Leong Term Ended On 30.09.2021

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

COMMUNICATIONS AND PARTNERSHIPS & ENGAGEMENT

Chairperson	Ms Joanne Low Eu Min
Members	Ms Tan Shialely With Effect From 01.10.2021
	Dr Hwang Chi Hong
	Rev David Gwee
	Mr Ng Yao Loong With Effect From 01.10.2021

FINANCE

Chairperson	Mr Tan Chian Khong With Effect From 18.09.2021
	Mr Robin Cheong Chak Khiong Term Ended On 18.09.2021
Members	Mr Terence Wee Jin Zoo
	Mr David Wong Cheong Fook, BBM (L), BBM, PPA, PBM
	Mr Yow Chi Mun
	Mr Yeo Kai Eng With Effect From 01.12.2021

HUMAN RESOURCE

Chairperson	Mr Philip Oh
Members	Ms Chew Kim Ling
	Mrs Loh Chay Leng
	Mr Paul Ong Chin Seong With Effect From 01.10.2021
	Ms Stephanie Tan Ying Xiu With Effect From 01.10.2021
	Mrs Elaine Chua Lye Yin San Term Ended On 30.09.2021

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 Terence Tan Boon Howe With Effect From 01.10.2021
	Mr Tan Chian Khong With Effect From 18.09.2021
	Mr Robin Cheong Chak Khiong Term Ended On 30.09.2021

INFORMATION TECHNOLOGY

Chairperson	Mr Terence Wee Jin Zoo
Members	Dr Lee Wee Leong
	Mr Aaron Ma Sei Wai
	Ms Koh Kwei Foong With Effect From 01.10.2021

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

TERM ENDED ON 08.07.2021

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

Key Management



01

01 Junie Foo
Chief Executive Officer
Joined: 18 June 2018



02-04

02 Coreen Chua
Director, Human Resources
Joined: 12 May 2014

03 Yong Limin
Head, Allied Health
Joined: 1 Apr 2021

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



05-06

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

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

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



07-09

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

09 Yeow Beng Zhen
Head, MWS FAM@FSC
Joined: 1 Nov 2021



10-12

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

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

12 Francis Foo
Cluster Director, Family Services
Joined: 1 Aug 2022



13-15

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

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

15 Sng Bee Li
Head, Active Ageing Centres & Senior Activity Centres
Joined: 2 Mar 2020

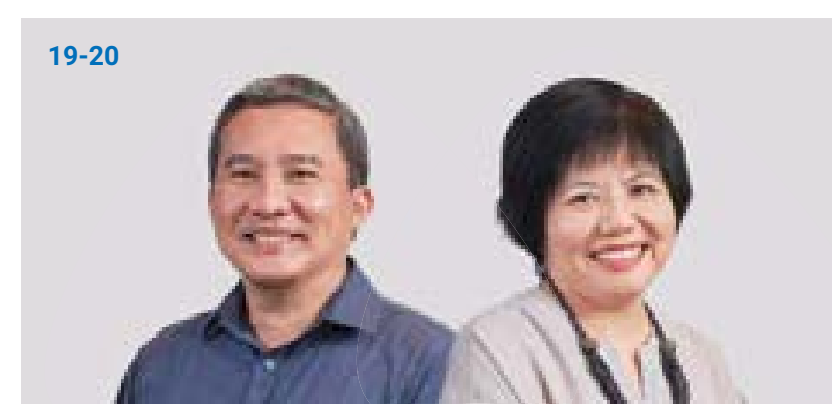


16-18

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

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

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



19-20

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

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

Corporate Governance Report FY2021/22



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A. Board & Executive Management

MWS BOARD OF GOVERNANCE

The MWS Board of Governance (Board) is made up of 17 members comprising 11 elected Board Members and 6 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 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 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 of elected Board Members. No staff member sits on the Board.

BOARD OF GOVERNANCE

Board Member	Current Designation	Date of First Appointment to Board	Occupation	Board Attendance
Mrs Fong Loo Fern	Chairperson	13.12.2008	Managing Director, CYC Company Pte Ltd	10 of 10
Mr Lam Wei Choong	Vice Chairperson	26.09.2015	Managing Principal, Veros Consulting	8 of 10
Mr Raymond Khoo Peng Ann	Honorary Secretary	16.09.2017	Retired. Former Senior Assistant Commissioner of Police, Ministry of Home Affairs	9 of 10
Ms Mak Wei Munn	Assistant Honorary Secretary	10.09.2020	Partner, Allen & Gledhill LLP	8 of 10
Mr Tan Chian Khong	Honorary Treasurer	26.09.2015	Honorary Executive Director, Trailblazer Foundation Ltd	9 of 10
Mr Terence Wee Jin Zoo	Assistant Honorary Treasurer	26.09.2015	Vice President, Professional Services Asia Pacific, SAS Institute Pte Ltd	9 of 10
Mr Yow Chi Mun	Board Member	26.09.2015	Portfolio Manager, Precept Investments Pte Ltd	10 of 10
Dr Tan Hai Chuang	Board Member	16.09.2017	Managing Director, Bright Spring Management Ltd	10 of 10
Ms Joanne Low Eu Min	Board Member	14.09.2019	Director, Luxe Labels Pte Ltd	10 of 10
Ms Chew Kim Ling	Board Member	14.09.2019	Executive Director, United Overseas Bank Pte Ltd	8 of 10
Mr Philip Oh	Board Member	14.09.2019	Retired. Former Asia Pacific Chief Operating Officer, Alpha International	10 of 10

Board Member	Current Designation	Date of First Appointment to Board	Occupation	Board Attendance
Mr Soh Kok Leong	Co-opted Board Member	18.09.2021	Partner, PwC LLP	6 of 6
Rev David Gwee	Co-opted Board Member	14.09.2019	Methodist Pastor, Trinity Annual Conference	9 of 10
Rev Jason Phua	Co-opted Board Member	08.04.2021	Methodist Pastor, Trinity Annual Conference	4 of 10
Mr Samuel Tay	Co-opted Board Member	01.01.2017	Senior Sales Engineer, Lintec Singapore Pte Ltd	10 of 10
Mr Wilson Sampath	Co-opted Board Member	01.01.2017	Senior Account Manager, Visa Inc	6 of 10
Dr Teo Li Bee	Co-opted Board Member	01.01.2017	Company Director, RCS Teo Pte Ltd	2 of 10
Ex-Officio: Mr Guan Yeow Kwang	The Secretary of The Trustees of The Methodist Church in Singapore (MCS)	24.05.2021	Singapore CEO, Mizuho Bank Ltd, Singapore Branch	0 of 8
By Invitation: Mr Darius Chua Tan Peak	MCS Representative	19.10.2015	Director, Finance, Administration & Programmes, The Methodist Church in Singapore (MCS)	7 of 10

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

- **Mrs Fong Loo Fern (Chairperson)**

Mrs Fong has served on the Board for more than ten (10) consecutive years. Prior to her appointment as the Chairperson in 2019, she was the Honorary Treasurer for four (4) years. Her appointment to the position of Chairperson in 2019 was to facilitate continuity, and to provide her support to the then-newly appointed board. Mrs Fong will be stepping down as Chairperson in September 2023 after two (2) consecutive terms of 2 years per term, pursuant to the MWS constitution.

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.

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 Information Technology. 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 and Partnerships & Engagement, Nominations, and Chaplaincy

CENTRE GOVERNANCE COMMITTEES (CGC)

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

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

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

WORKING COMMITTEES

(i) Audit

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

- Safeguarding MWS assets
- Maintaining adequate accounting systems
- Reviewing accounting policies and effectiveness of internal controls
- Managing the Risk Management framework
- Regularly reviewing 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.

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

(vi) Communications and Partnerships & Engagement

The Communications and Partnerships & Engagement Committee provides guidance and support in the areas of community and corporate engagement, communications, fundraising, and donor management in order to meet MWS’ objectives. Its specific responsibilities include:

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

The Communications and Partnerships & 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 Actual Score/Maximum Score * 100%
Audit	4	3	12	11	91.7%
Finance	5 ²	4	18	18	100%
Investment	6 ⁴	4	22	20	90.9%
Human Resource	5 ³	4	18	18	100%
Information Technology	4 ⁵	4	14	13	92.9%
Communications & Engagement	5 ¹	3	13	12	92.3%
Chaplaincy	7	4	28	25	89.3%

¹ 2 new member joins in Oct ’21, attended 2 meetings

² 1 new member join in Dec’21, attended 2 meetings

³ 1 member left in Oct’21, attended 2 meetings & 2 new member join in Oct’21, attended 2 meetings

⁴ 1 new member join in Oct’21, attended 2 meetings

⁵ 1 new member join in Oct’21, 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, Senior 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 - Partnerships & 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

In FY2021/22, the Human Resources (HR) team underwent a major restructuring that included the setting up of a dedicated Talent Acquisition function. The specialised team will ensure that MWS is assessing talent for the whole organisation and not just one part of MWS. The new structure will also give MWS a more holistic view of the organisation’s recruitment needs, and be able to gain greater mileage when participating in recruitment channels. In addition, other members of the HR team will be able to partner and support the MWS Centres more strategically in other people-related needs.

Tertiary institutions remain an important source for talent. In the past FY, HR has been actively developing relationships with various campuses (polytechnics, Institute of Technical Education, universities) to explore internship opportunities. In FY2021/22, MWS hired more than 20 interns across our 20 Centres. This will support the building of MWS’ employer brand and pave the way for attracting the next generation of talent.

In the past FY, HR introduced a series of wellness initiatives and enhanced benefits including Flexible Leave, with the aim of enhancing MWS’ employer value proposition. In addition, HR is reviewing the Employee Referral Programme to encourage more staff to recommend suitable talent to join MWS.

CAPABILITY DEVELOPMENT

Skills and knowledge in dementia care, person-centred care, and trauma-informed care continue to be critical for providing a professional standard of care to our beneficiaries. These areas will continue to be the focus of capability development for our social service professionals, and medical and nursing staff.

MWS also recognises that leadership is important to organisational success. In the past FY, HR launched the Step-up Leadership Programme where staff in leadership positions and those identified to possess the potential undergo a structured learning programme in leadership and people management. These staff have access to a full suite of learning programmes on LinkedIn Learning, which enables them to learn on the go amid their busy schedule. They may also participate in group reflection sessions and “Ask Me Anything” sessions where they get the opportunity to interact with senior leaders in MWS.

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	MWS has policies and procedures in place to ensure that no staff member is involved in the setting or approving of his/her own remuneration.
\$200,001-\$300,000	2	
\$300,001-\$400,000	1	

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**
MWS Empowerun (23 October to 7 November 2021)	\$466,046*	Channelled to MWS Centres and programmes	4%
MWS Fellowship on the Greens 2021 (1 to 2 December 2021)	\$409,043	Channelled to MWS Centres and programmes	20%
Life Story: MWS 40th Anniversary Thanksgiving (3 December 2021)	\$416,815	Channelled to MWS Centres and programmes	21%
MWS Hong Bao Donation Drive 2022 (January-February 2022)	\$182,519^	Channelled to MWS Centres and programmes	2%

* This figure excludes registration fees that are accounted for separately.

^ This figure includes donations raised through Giving.sg from the general public.

** 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 Centre 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 expended, 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 (FY2021/22)

S/No.	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not compiled with)
Board 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	
3	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	
4	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	
5	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	
6	Is there any governing board member who has served for more than 10 consecutive years?		Yes	
7	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	
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
Conflict of Interest				
9	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	
10	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				
11	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	
12	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				
13	The Board approves documented human resource policies for staff.	5.1	Complied	
14	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	
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
16	Are there volunteers serving in the charity?		Yes	
17	There are volunteer management policies in place for volunteers.	5.7	Complied	
Financial Management and Internal Controls				
18	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	
19	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
20	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
21	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
22	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
23	Does the charity invest its reserves (e.g. in fixed deposits)?		Yes	
24	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
Fundraising Practices				
25	Did the charity receive cash donations (solicited or unsolicited) during the financial year?		Yes	
26	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
27	Did the charity receive donations in kind during the financial year?		Yes	
28	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	

S/No.	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not compiled with)
Disclosure and Transparency				
29	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	
30	Are governing board members remunerated for their services to the Board?		No	
31	Does the charity employ paid staff?		Yes	
32	No staff is involved in setting his own remuneration.	2.2	Complied	
33	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	
34	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				
35	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 partnering us
to empower life to the full!**



**And the King will answer them,
‘Truly, I say to you, as you did it
to one of the least of these my
brothers, you did it to me.’**

Matthew 25:40

