

Empowering people to have
life to the full



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MethodistWelfareServices

Annual Report FY2022/23

Deeper Connections, Fuller Lives

Vision

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

Mission

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

Values

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

Methodist Welfare Services (MWS) is passionate about empowering people to have life to the full.

Our story began in 1981 with a simple desire to help those in need, out of Christian love. From a humble starter project of a small nursing home for 24 sick elderly, we have grown to 22 centres and programmes islandwide, serving over 11,000 families and individuals who may experience poverty in different ways, across age groups, ethnicities and religions.

Our work is founded on the perspective that poverty goes beyond dire financial constraint and extends to an impoverishment in any facet of our well-being. As such, poverty may exist in the form of weak social support or fractured relationships, poor health, marginalisation, a sense of hopelessness or a lack of means.

Recognising that poverty is complex, MWS takes a whole-person approach that considers a person's total physical, emotional and psychosocial well-being. Being person-centred, we adopt a posture of togetherness where we journey alongside the persons we care for and carefully consider their experiences, hopes and strengths. In all we do, we aim to uphold dignity.

As society and the needs of our community change over time, MWS' role has also evolved beyond being a provider of remedial services. We aim to build on foundations that have been laid, to:

- Empower those in need with resources for better lives;
- Advocate for those who have fallen through the cracks; and
- Nurture existing and new talents to serve even more effectively.

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

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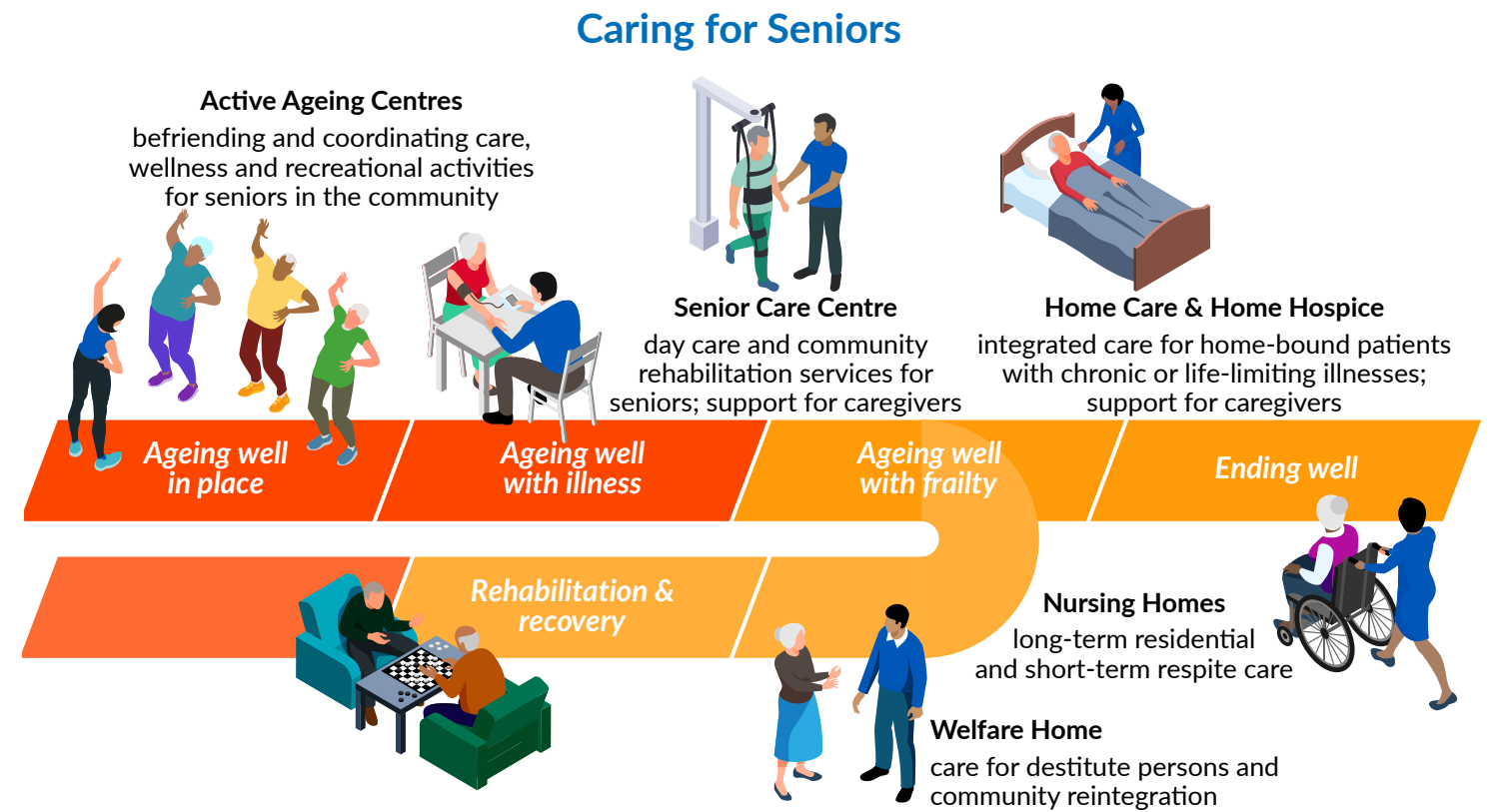
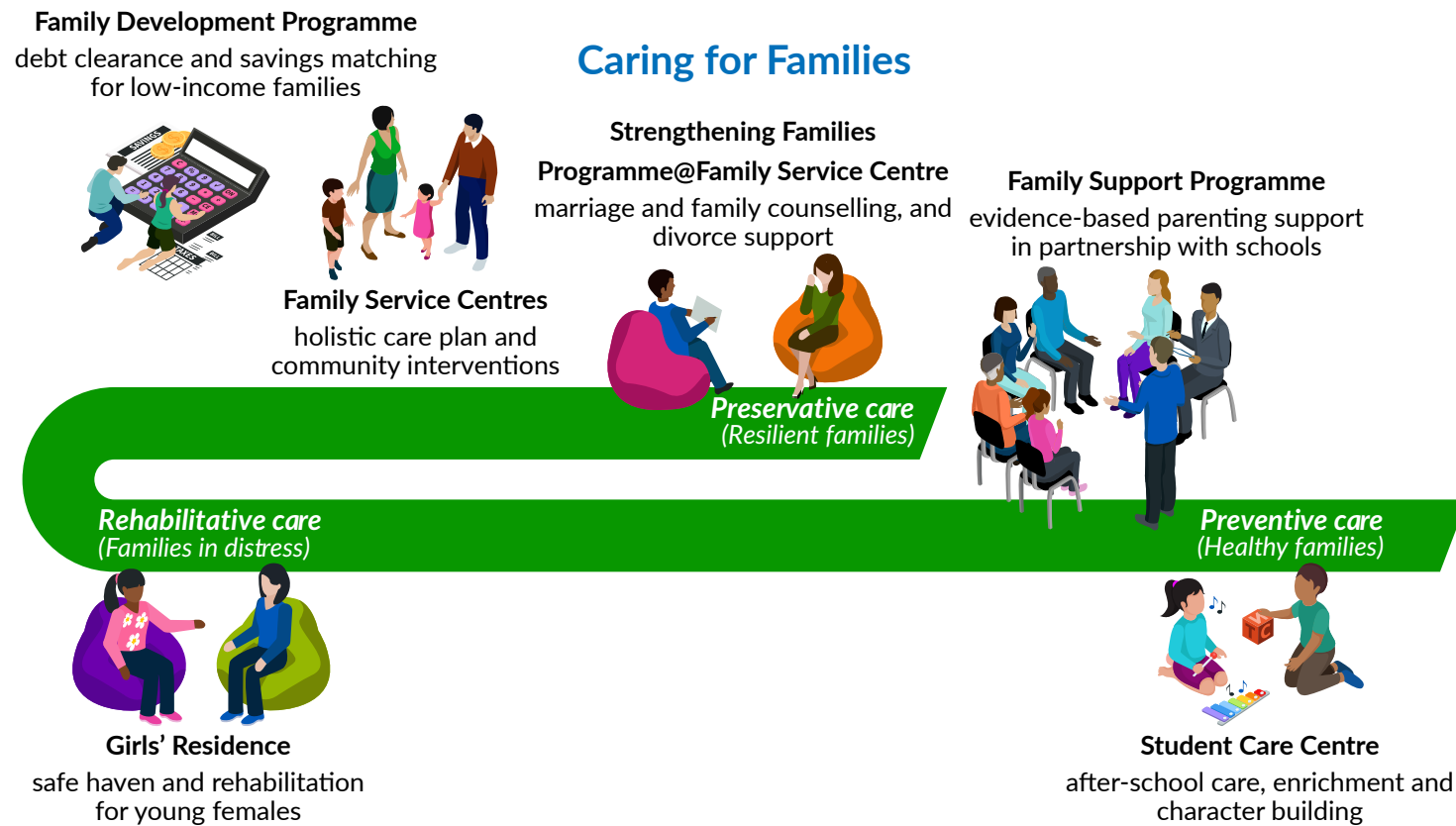
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Overview of Services

MWS' holistic empowerment of beneficiaries rests on an integrated suite of services. These include pastoral care; case management and counselling; medical and rehabilitative care; home-based, community-based and residential care; a debt clearance and asset-building scheme; family support and other services.

Today, we serve to meet the needs of children from disadvantaged backgrounds and youths at risk; seniors battling chronic illness or social isolation; and families troubled by fractured relationships, financial woes and other forms of distress through 22 centres and programmes across Singapore.





A Zeal for Works of Mercy

REV DR GORDON WONG
Bishop – The Methodist Church in Singapore
Patron – Methodist Welfare Services

Methodists regard John Wesley as the founder of Methodism (even though he was still an ordained Anglican priest when he died). In a sermon entitled “On Zeal”, Wesley said that disciples ought to be zealous in doing both “works of piety” and “works of mercy”.

By “works of piety”, Wesley meant the spiritual disciplines of Bible reading, prayer, fasting, holy communion and observance of Sabbath worship. These are the kind of things which our local churches zealously promote.

But Wesley spoke also of “works of mercy”, and by this, he was referring to acts of charity and compassion to the poor and homeless, to those in prisons or confined in nursing homes and hospitals.

We call this the work of Social Concerns, or our Methodist Welfare Services (MWS). Such “works of mercy” or welfare services have been, and I hope will continue to be, one of the strongest emphases of The Methodist Church.

Wesley regarded such “works of mercy” as the most important mark or characteristic of true disciples. Wesley even said that godly persons should be “more zealous for works of mercy”. Should there be occasion where “one interferes with the other, works of mercy are to be preferred. Even reading, hearing, prayer are to be omitted, or to be postponed, at charity’s almighty call; when we are called to relieve the distress of our neighbour, whether in body or soul”.

Thank you all for your support and service in MWS. May God give us renewed strength for the years ahead as we continue the good “works of mercy” which will help to provide many more with **Deeper Connections & Fuller Lives**.



A Steadfast Commitment

MRS FONG LOO FERN
Chairperson
Board of Governance
Methodist Welfare Services

In 2022, Singapore entered the endemic phase of COVID-19 with restrictions being rolled back and more in-person activities returning. While normalcy resumed for many, for those who are struggling in disadvantaged and distressed situations, the pandemic’s effects continued to reverberate.

Through it all, MWS has remained steadfast to our commitment to empower people to have life to the full. Besides stepping up support for those in need, we also built upon past efforts to strengthen the integration of our services to provide a holistic care network for our beneficiaries like 48-year-old Walter (not his real name).

Holistic Care, Sustainable Change

Walter had approached MWS Family Service Centre – Tampines (TFSC) in 2021 for help after serving time for drug trafficking. Plagued by money and family problems, Walter felt alone and hopeless, and was tempted to return to his old ways. But with MWS TFSC’s support, Walter slowly but surely turned his life around. Besides receiving psychological support from his social worker, Walter was also empowered with knowledge to take charge of his life. In addition, MWS TFSC helped Walter apply for voucher assistance schemes to purchase milk and diapers for his children. Walter was also enrolled into the MWS Family Development Programme, a proprietary debt clearance and savings matching scheme, which helped him clear his debts more quickly so he could start saving for the future. Today, Walter brims with hope, as he works towards his dream of owning a food stall with his wife.

Empowered lives like Walter’s serve as the fuel that keeps us going in our mission.

A Community of Support

Many hands make light work. We are grateful for our many volunteers who have journeyed alongside us to serve the needs of our community.

One of these is Kim Shinja, a 48-year-old South Korean expatriate who has been faithfully serving the residents of MWS Bethany Nursing Home (BNH) – Choa Chu Kang for over a decade. Kim played a pivotal role in assembling a team of professional hairstylists and manicurists to groom the residents at MWS BNH, as a

form of dignity care. She has also been leading a group of church volunteers to befriend residents and conduct craft activities for them. Despite the language barrier, the volunteers share a connection with the residents, as evidenced by the joy on the residents’ faces during their visits.

Kim’s sharing is just one of many wonderful testimonies we have received. Many more were heard at the inaugural MWS Volunteer Sharing Day held in July 2022. I would like to appeal for more to step forward and volunteer as MWS continues to expand to meet growing needs.

Upholding Excellence

In the past year, our efforts to provide better care for our beneficiaries have received affirmation. Our contributions to Singapore’s fight against COVID-19 saw MWS receiving the President’s Certificate of Commendation (COVID-19) during the 2022 National Awards. MWS staff were also honoured with the Community Care Excellence Awards (CCEA) by the Agency for Integrated Care. MWS BNH bagged a CCEA Team silver award for its efforts to reduce pneumonia rates among its residents with its “I Prevent Pneumonia” project, while 2 staff members from MWS Home Care & Home Hospice were lauded for their exemplary service and significant contributions to clients with a CCEA silver award. In addition, MWS received the 2022 Charity Transparency Award by the Charity Council.

This is my last message as the Chairperson of the MWS Board of Governance. In all my years on the Board, I am heartened by the unwavering commitment of many to the cause and I am proud to have been part of the team.

I would like to express my gratitude to the people who make our work possible: the charitable foundations, trusts, individual donors, corporations, Methodist churches, schools, volunteers and MWS staff. I would also like to thank fellow members of the MWS Board of Governance, Centre Governance Committees and Sub-Committees for their tireless support and the privilege of working together. May God continue to bless the work of MWS so that more may come to know of His abundant peace and goodness.



Connecting to Empower Lives

MS FONG MEE SIM
Acting Chief Executive Officer
Methodist Welfare Services

It has been about a year since COVID-19 restrictions gradually eased. If the pandemic has shown us anything, it is how people are connected on so many levels, and how our actions and decisions often have ripple impact on others.

In the community where we serve, human connections are core to improving overall health and social well-being. As we emerge from the shadows of the pandemic, we are immensely thankful for how we have been able to deepen connections on so many fronts and continue serving the people we care for.

A key trajectory in our work in FY2022/23 has been to connect our spectrum of services upstream to offer more preventive care.

Connecting Clients with Preventive Care

In July 2022, we introduced a new Strengthening Families Programme@Family Service Centre (MWS FAM@FSC) initiative led by the Ministry of Social and Family Development. MWS FAM@FSC offers family counselling as well as marriage and divorce support for couples and families facing challenges. This comes on the back of rising divorce rates in Singapore, driven in part by the pandemic which aggravated familial relationships that were already strained.

On the healthcare front, extending our services upstream saw us onboarding 3 more Senior Activity Centres to become Active Ageing Centres in April 2022. This move is in line with the Ministry of Health's nationwide Healthier SG initiative that encourages individuals to take proactive steps to prevent the onset of chronic diseases by adopting healthier mindsets and lifestyles. Applying a strengths-based approach towards eldercare, we aim to empower more seniors through active ageing programmes and stronger social connections so that more seniors may live a fuller life in the familiarity of their community.

More Comprehensive, Seamless Eldercare

To that end, our Allied Health team has been connecting across the different MWS Centres involved in eldercare to help seniors at different stages of frailty optimise their health or maximise functional recovery. The team's geriatric care approach is evidence-based and empowering. A key initiative in FY2022/23 was the

Adaptive Sports programme which offers a range of modified sporting activities that enable seniors of differing physical abilities to participate. 81-year-old Mr Chew Teck Khim is a member of MWS Active Ageing Centre – GreenTops@Sims Place*. Withdrawn and shy initially, he had relied on a wheelchair to move about. After participating in Adaptive Sports for 7 months, he regained his ability to walk independently without assistance. His regained mobility has been a huge boost to his confidence and sociability. What a wonderful testimony!

FY2022/23 also saw MWS Senior Care Centre – Eunus (ESCC), which provides day care and rehabilitation services for frail seniors, successfully complete its first full year of operations. To support the growing need for dementia care, the premises are designed to be dementia-friendly, with the majority of the day care slots allocated to seniors with dementia. We hope such support will empower more seniors to lead purposeful and dignified lives in the community. Meanwhile, our MWS FAM@FSC team has also been exploring ways to better support caregivers of dementia clients whom we serve at MWS ESCC. This exemplifies MWS' multi-disciplinary approach that aims to link professional services across our Centres and to provide comprehensive and seamless services to our beneficiaries.

Joining the Dots through Innovation

I am pleased to share that our efforts to foster deeper connections took a fresh perspective as we soft launched the Research, Innovation & Training Academy (RITA) in January 2023. Through RITA, we hope to leverage our experience in both the social service and healthcare sectors by uncovering data-driven insights that will inform clinical practice, improve service delivery and enable MWS to become a community of best practice.

The shortage of manpower in the intermediate and long-term care sector continues to be one of the biggest challenges faced at our Nursing Homes and Welfare Home. To alleviate the issue, we have invested in technology to mitigate manpower constraints, increase productivity and enhance operational capability. It was great joy to witness our animated residents so happy and fully engaged in immersive virtual reality games and digital music therapy.

Stronger Community Connections

Thanks to the lifting of pandemic-related restrictions in FY2022/23, we also welcome the resumption of more in-person activities. From rousing singalong sessions to bustling in-house bazaars, entertaining performances to collaborative platforms for learning useful skills and sharing information – the vibrancy and joy experienced across MWS Centres have been heartening.

On a more serious note, our Family Service Centres embarked on active engagement with community partners to tackle the growing trend in family violence. From working with hospital partners right to the perpetrators of family violence, this whole-system approach aims to reduce the risks of re-traumatising survivors and to break the cycle of abuse.

Reconnecting Staff with Our Fundamentals

At MWS, we believe that people are our greatest asset and remain the core of our success. In 2022, we celebrated staff who exemplified our core values with the launch of the MWS Values-in-Action Awards. We also launched a new performance management framework so as to strengthen our performance-driven culture. We hope these initiatives will pave the way towards greater excellence as we do good better.

We recognise that living a full life encompasses many dimensions. Our mission to empower people to know this fullness of life is anchored on 2 key principles and operationalised through 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 behaviour.



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 transformative 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 persons in their neighbourhoods and create a more sustainable support network.

D: Equipping Staff to Meet Tomorrow's Needs

Facilitate adoption of skillsets and mindsets that are client-centred, scalable and responsive to the needs of the community.

Appreciation and Thanksgiving

Since its inception 40 years ago, MWS' mission has been made possible when we serve not from our own strength but from adopting a posture of reliance on God. Nonetheless, we are deeply appreciative of the many who have journeyed with us to serve the community.

The dedication and commitment of the amazing Team MWS is a testimony of selfless service. We are also grateful to Junie Foo, our former CEO, for guiding MWS through the COVID-19 pandemic, spearheading new service offerings as well as enhancing MWS' standing with the community and sector during her tenure. Junie

left the organisation at the end of March 2023 to focus on her family.

In addition, we thank the MWS Board of Governance, Centre Governance Committees, Sub-Committees, partner churches, donors, volunteers and community partners who have come alongside us to make our work fulfilling and to extend meaningful connections with both beneficiaries and the community at large.

To God be all Glory.

*MWS Active Ageing Centre – GreenTops@Sims Place was onboarded as an Active Ageing Centre on 1 April 2023; it operated as a Senior Activity Centre in FY2022/23.

Corporate Highlights

Unveiling MWS Bethany Nursing Home's Care Remodelling with Family at its Heart

Three years in the making, the care remodelling project at MWS Bethany Nursing Home – Choa Chu Kang was formally unveiled before 70-plus guests on 26 August 2022. Attendees included Guest-of-Honour Rev Dr Gordon Wong, Bishop of The Methodist Church in Singapore; Dr Gerard Ee, Chairman of Agency for Integrated Care; and Mr Zhulkarnain Abdul Rahim, Member of Parliament for Chua Chu Kang GRC (Keat Hong). With a family-centric focus, the care remodelling was designed to make the nursing home more home-like and dementia-friendly, while delivering person-centred care.



The transformed, homelier spaces of MWS Bethany Nursing Home – Choa Chu Kang



Mr Edwin Tong, Minister for Culture, Community and Youth, at the official opening of MWS Senior Care Centre – Eunos

MWS' first Senior Care Centre officially opened in Eunos

On 3 November 2022, MWS Senior Care Centre – Eunos (ESCC) marked its official opening with a ceremony graced by Mr Edwin Tong, Minister for Culture, Community and Youth. Co-located with Eunos Polyclinic, MWS ESCC offers day care and community rehabilitation services to help frail seniors, including those with dementia, to age in place. Speaking on the timeliness of the Centre opening in addressing the needs of a rapidly ageing population, Minister Tong said that MWS ESCC gives seniors "a sense of home, and a space to age gracefully, and with dignity".

Hybrid Work Model, Digitalisation Roadmap announced at MWS Staff Townhall

On 1 July 2022, MWS hosted a Staff Townhall which remains a key initiative to foster engagement and greater alignment with our vision and mission. The event highlighted key developments of the previous year, upcoming plans, and policies including hybrid work arrangements to allow employees greater flexibility and to boost their well-being. A digitalisation roadmap, focusing on areas like stepping up cybersecurity and streamlining applications to improve efficiency, was also shared.

Upgrade of Employee Self-service Portal

In January 2023, MWS enhanced its Human Resources Management System – an employee self-service portal – with additional modules and improved functions. With the upgraded solution, we aim to build a more connected workforce, improve job satisfaction and boost efficiency.

Awards & Accolades



Claire Teo at the Goh Chok Tong Enable Awards Ceremony 2022 with Emeritus Senior Minister Goh Chok Tong and President Halimah Yacob



Mrs Fong Loo Fern, Chairperson of MWS Board of Governance, receiving the Charity Transparency Award from Dr Gerard Ee, then-Chairman of the Charity Council

- 
2022 Goh Chok Tong Enable Awards
 Claire Teo, Programme Executive (MWS Girls' Residence)
 The Award honoured the achievements of people with disabilities and Claire was among 15 recipients. She was awarded the Goh Chok Tong Enable Awards (UBS Promise), in recognition of her potential and commitment to serve the community.
- 
Community Care Excellence Awards 2022 (Silver), Agency for Integrated Care
 MWS Bethany Nursing Home – Choa Chu Kang for "I Prevent Pneumonia" project
- 
Community Care Excellence Awards 2022 (Individual Award) (Silver), Agency for Integrated Care
 - Yvonne Lim, Assistant Manager - Administration (MWS Home Care & Home Hospice)
 - Noor Kesuma Binte Manap, Executive - Administration (MWS Home Care & Home Hospice)
- 
Outstanding Employer Award (Most Supportive Employer), Social Service Institute
- 
Charity Transparency Award 2022, Charity Council
- 
President's Certificate of Commendation (COVID-19): 2022, Prime Minister's Office
 National Awards (COVID-19) given in recognition of contributions in the fight against COVID-19

Fostering a Performance-driven Culture

MWS embarked on a project in May 2022 to review our current performance management strategy. Working with Mercer Singapore, MWS transited from a performance management system to a performance-driven culture. The new framework that was launched in January 2023 builds a clear linkage with other human capital strategies such as rewards, people development, career progression and talent identification.

Enhancing Employee Recognition Strategy

In FY2022/23, MWS introduced the organisation-wide MWS Values-in-Action Awards to recognise staff who exemplified our core values. There were 62 award winners, out of 270 nominations. In conjunction with World Social Work Day in March 2023, we also launched the MWS Inspire and Excellence Awards, which recognise MWS social workers, counsellors and case workers who have provided long-term positive impact and inspiration to clients and colleagues. There were 18 award recipients, out of 58 nominations.

Year in Review



Year in Review

ADDRESSING COMPLEX ISSUES

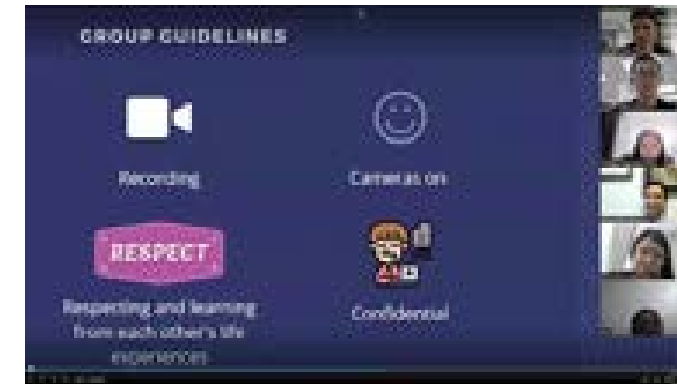


Community Collaboration to Secure Food Access

About 1 in 4 clients who approach MWS Family Service Centre – Yishun (YFSC) seek urgent food assistance. Recognising the traumatic impact of food insecurity, MWS YFSC piloted *Kopi Kids* to make healthy food options more accessible to less privileged children. The 3-month pilot programme, which ran from March to May 2023, connected children with heartland hawkers and bakers in the neighbourhood. Every child received 3 sticker vouchers a week during the pilot run, and could redeem their meals (valued at \$5 each) at participating stalls by presenting a drawing of their desired food on the sticker voucher. *Kopi Kids* seeks to raise awareness of food insecurity and encourage patrons of participating stalls to pay it forward by sponsoring a child's meal. The project also entailed an urban farming educational workshop by Ground-up Initiative where the children learnt more about food sources and sustainability.

Strengthening Social Safety Nets to Increase Resilience

To mitigate COVID-19's continued impact on financially distressed and vulnerable persons, MWS Family Services Centres (FSCs) participated in *Community Link (ComLink)*, a nationwide initiative by the Ministry of Social and Family Development to lend more coordinated and holistic support to rental flat households with children under 21 years old. The ongoing programme aims to support families to work towards stability, self-reliance and social mobility. As part of the programme, MWS Covenant FSC – Hougang & Buangkok and MWS FSC – Yishun (YFSC) conducted needs assessment with 90 families to identify their top concerns so as to provide more targeted and effective support. Based on findings from the assessment, the MWS YFSC team piloted *Kopi Kids* (please see above).



Attending to Impact of Financial Poverty

Between April and May 2022, MWS Covenant Family Service Centre – Hougang & Buangkok conducted bi-weekly group work with 7 families to better understand the negative emotional impacts of financial poverty. Facilitators helped to create a safe space for sharing and affirmation of the participants' strengths as part of building their emotional resilience. Participants shared that they benefitted from the emotional support of peers and facilitators, learnt practical tips to tackle financial stress, and drew inspiration from the stories shared within the group.

Meeting Basic Needs to Ease Financial Stress

MWS Family Service Centre – Tampines (TFSC) worked with *Go With The Flow* and *Go With The Motion* from August to November 2022 to provide care packs with sanitary pads and adult diapers for clients facing financial distress. The partnership helped ease some of the financial strains on MWS TFSC's clients.



TACKLING GROWING FAMILY VIOLENCE



Understanding the Experience of Family Violence Survivors in Medical Settings

Recognising that the medical setting provides a unique opportunity to detect and address family violence (FV) in a trauma-informed manner, MWS Family Service Centre – Tampines (TFSC) conducted research into the experience of FV survivors at a hospital partner's Accident & Emergency department. Semi-structured interviews were held with individuals who received emergency care after an episode of FV. Dubbed *In Our Shoes*, the project which ran from July to December 2022 also comprised a short-term immersion programme at Changi General Hospital where MWS TFSC's caseworkers learnt more about the role of the medical social work team in managing FV. Together, the teams explored how the hospital could incorporate more trauma-informed practices in FV screening and intervention.

Breaking the Cycle of Spousal Violence

With family violence cases in Singapore on the rise, especially since the onset of COVID-19, the team at MWS Family Service Centre – Yishun decided to address the violence head-on by working directly with the persons causing harm. *The Gentlemen's Club: Staying Cool* was therefore born. Being a pilot study, the programme design, content, implementation and evaluation design were conceptualised from scratch. Adopting the principles of trauma-informed care, the group work empowered participants with practical de-escalation techniques to elicit positive behavioural changes.



Trauma-informed Safety Planning for Medical Social Workers

In November 2022, Ruth Ng, Head of MWS Family Service Centre – Tampines, gave a two-part training on safety planning for medical social workers at KK Women’s and Children’s Hospital. The training covered key principles and elements of trauma-informed safety planning. It also raised awareness of the need for participants to steward their own capacity to care when dealing with violence.

CULTIVATING RESILIENCE AND SAFETY AWARENESS IN YOUNG PERSONS



Body Safety Skills for Young Children

The *Keeping My Body Safe* programme ran by MWS Family Service Centre – Tampines from November to December 2022 aimed to empower children aged 5-6 with body safety skills and to protect themselves against sexual abuse. Through the 5-day group work, the young participants learnt to identify what constitutes private body parts and unsafe touches. The children were also taught how to seek help from trusted adults when they feel unsafe.

Performance Arts for Self-Discovery for Youths at risk

Claire Teo, MWS Programme Executive and a visually-impaired artist, led an 8-week introductory programme to performance arts at MWS Girls’ Residence. Through the exploration of different art forms such as singing, movement and acting; the residents embarked on a journey of self-discovery and self-actualisation. The programme culminated in the girls writing and performing a 20-minute play, as they found confidence to express themselves freely and imaginatively.

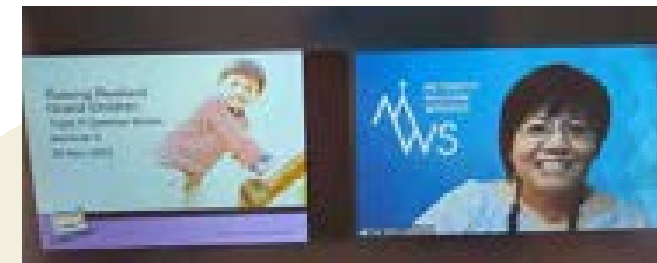


Equipping Youths with Life Skills for Positive Offline Interactions

Understanding that cyber wellness is closely linked to mental health, MWS Family Service Centre – Tampines conducted a group work for youths aged 12-14 who spend prolonged time online as a way to cope emotionally and socially. Named *Break Free*, the group work ran from November to December 2022. Over 6 sessions, the youths were equipped with life skills for positive offline interactions while maintaining a healthy online identity. They were also introduced to the sport of parkour to enhance their physical and mental wellness.



PARENTING BETTER FOR THE GENERATIONS



Grandparenting Today’s Generation

MWS Family Support Programme (FSP) conducted its inaugural *Positive Parenting Program (Triple P)* webinars for grandparents. This comprised 3 seminars that empowered grandparents with positive strategies to help their grandchildren build up emotion regulation skills for better behaviour. In collaboration with the Ministry of Social and Family Development, MWS FSP conducted 3 runs of the webinar series between November 2022 and February 2023. A total of 92 grandparents completed the programme. Participants reported over 80% improvement in grandparenting competency, reduced grandparenting stress and negative emotions, and fewer child behaviour problems.

Stepping up Community Engagements and Outreach to Empower Parents

As Singapore transitions from pandemic to endemic living, MWS Family Support Programme (FSP) moved to expand its reach to more parents. In November 2022, 14 parents attended 2 in-person *Positive Parenting Program (Triple P)* runs conducted at McDonald’s restaurants, organised in collaboration with the fast food chain. Another collaboration with People’s Association saw MWS FSP holding its inaugural *Triple P* run for parents of pre-schoolers in October 2022. The in-person run was well-received by the 20 participants, who reported greater parental confidence and reduced behavioural problems in their children.



Equipping Parents with Positive Skills

Since launching in July 2022, the team from Strengthening Families Programme@Family Service Centre (MWS FAM@FSC) has been working with MWS Family Service Centres (FSCs) to bolster support for our FSC clients. Social workers from MWS FAM@FSC conducted *Parent-Child Interaction Therapy (PCIT)* sessions to guide MWS FSC clients on positive reinforcement strategies for managing children’s behaviours. *PCIT* is an evidence-based treatment that helps parents build better relationships with their children who struggle with behavioural issues. MWS FAM@FSC also provides marital and family counselling support to MWS FSC clients.



HARNESSING TECH FOR ELDERCARE



Music-making for Senior Well-being

The easing of pandemic restrictions had led to the resumption of more in-person social activities. At MWS Nursing Home – Yew Tee, residents were engaged in rhythm-centred music-making using Soundbeam, a touch-free device with motion sensors that enable users to create music through movement. The programme has been held fortnightly since October 2022, with 8-10 residents per session. In particular, there was increased participation from residents who generally refused physical and occupational therapy. Enabling the residents to use music technology creatively has enriched their lives and improved their physical, psychological and social health. The activity is among several dementia-related programmes run at the Nursing Home, including art and dance therapy.

Virtual Reality, Real-life Impact

An innovation that MWS Christalite Methodist Home has adopted to boost its residents' mental health is by engaging them in Virtual Reality (VR). In the programme run by Singapore-based VR therapy start-up DancingMind, residents were engaged in activities like singing along to oldies and taking part in boxing matches using VR-based applications. These applications include cognition, physiotherapy, mood management and music therapy. 31 residents took part in the programme which ran from April to November 2022. Participants experienced an improvement in mood and energy levels, with more than 66% enjoying the entire experience and wanting to relive it.



SUPPORT FOR MORE HOLISTIC ACTIVE AGEING

Onboarding New Model for Active Ageing

In April 2022, MWS onboarded 3 more Senior Activity Centres (SACs) to become Active Ageing Centres (AACs). This is part of the government's nationwide initiative to provide all seniors with timely access to health and social care for ageing in place. The Centres were MWS Charis ACE AAC – Geylang East, MWS Wesley AAC – Jalan Berseh and MWS AAC – Golden Lily@Pasir Ris (GLAAC).

The Centres have been leveraging community partnerships – new and old – to engage a wider pool of seniors in active ageing programmes, befriend them and make care referrals. MWS GLAAC, for instance, has been collaborating with Pasir Ris Polyclinic (Singhealth) on referrals to meet the care needs of socially isolated patients residing in the neighbourhood. The AAC also worked with schools to run programmes and make house visits to invite seniors to participate in the Centre's satellite activities.



Functional Screening to Keep Seniors Healthy

Free/subsidised functional screenings for seniors aged 60 and above were conducted at MWS Active Ageing Centre – Kebun Baru (KBAAC) and MWS Bethany Nursing Home – Choa Chu Kang. The screenings took place between December 2022 and March 2023 at the AAC and in February 2023 at the Nursing Home. A total of 225 seniors benefitted from *Project Silver Screen*, which helps to detect age-related decline in oral, vision and hearing health. For seniors living in the community, timely intervention ensured they stay healthy, independent and active, enabling them to age well in place and live fuller lives.



Fostering Greater Cohesion so Seniors can Thrive

The team at MWS Senior Activity Centre – GreenTops@ Sims Place conceptualised and ran a 6-session workshop on cultivating positive mindsets and behaviours, so as to foster a welcoming and respectful environment, and greater unity among its seniors. The interactive programme involved discussions, games and skits on topics such as positive and negative communication, respecting diversity of thoughts, and anger management. 30 participants joined the sessions held between October 2022 and May 2023.



INNOVATION IN CARE PROGRAMME



Taking Health and Fitness to New Heights

A group of 12 seniors at MWS Wesley Active Ageing Centre – Jalan Berseh have been putting their physical and mental strength to the test through modified parkour and rock-climbing. The seniors were introduced to these sports after building their strength, flexibility and agility over time. Under close supervision, the seniors navigated tight spaces and physical obstacles in an urban environment, such as scaling a climbing net at a communal playground. Besides improved strength and health, these seniors – most of whom being well over 70 years old – have also overcome their limiting beliefs.



Tackling Isolation & Inactivity Among Seniors with Adaptive Sports

The social isolation caused by pandemic lockdowns in 2022 at MWS Christalite Methodist Home (CMH) led to higher risks for residents' physical and mental health. To reduce residents' loneliness and inactivity, and improve their overall well-being, MWS' Allied Health (AH) team developed and ran an Adaptive Sports programme – a line-up of modified sports activities – that enable seniors of differing physical abilities to participate.

Adaptive Sports is one of the key tenets of MWS' preventive care strategy against frailty in seniors. Residents are trained on strength, endurance and balance using adapted sporting equipment and modified play rules.

The programme includes a wide range of activities, from archery and darts to Boccia and badminton. Among MWS CMH residents who participated in Adaptive Sports, 80% of them either maintained or experienced improved physical function. In addition, participants' sociability, mood and energy levels also improved.

The programme has since been expanded to cover MWS Senior Care Centre – Eunus, and MWS Senior Activity Centres and Active Ageing Centres.



Using Trauma-informed Design to Promote Safety

In FY2022/23, MWS Family Service Centre – Yishun (YFSC) underwent renovations that integrated the principles of trauma-informed care into the physical space to promote safety, well-being and healing for clients with prior experiences of trauma. Among other features, the makeover showcased a neutral colour scheme for a calmer environment and frosted windows in the counselling rooms for added privacy. For children, MWS YFSC provides a Child Engagement Cart instead of a dedicated Children's Room, giving them a choice in selecting rooms where they may feel more comfortable and emotionally safe.

In the News

Commentary: It's never too early to seek counselling or therapy

Therapy or counselling can be a form of preventive or supportive care, rather than purely remedial, said Yeow Ming Zhen, Head of Strengthening Families Programme@Family Service Centre (MWS FAM@FSC). *(Commentary: It's never too early to seek counselling or therapy, Channel NewsAsia, 7 Jun 2022)*



Read the full article at <https://bit.ly/3Pm32yL>.

Yeow Ming Zhen, Head of Strengthening Families Programme@Family Service Centre (MWS FAM@FSC), urged fellow social workers to have the courage to tackle difficult conversations, and to champion broader definitions of success. *(Dreaming Forward: Encouraging Open Dialogue on Hard Topics & Reframing Success, Social Dimension, Aug 2022)*



Recession and Inflation: Why the economy will worsen before conditions improve

The worsened financial plight of MWS' beneficiaries amid rising inflation was spotlighted in this three-part series. *(Recession and inflation: Why the economy will worsen before conditions improve, TheHomeGround Asia, 27 Oct 2022)*



Read the full article at <https://bit.ly/3pbm3t9>.

Two clients from MWS Senior Care Centre – Eunos shared their transformational stories after attending day care and undergoing rehabilitation respectively at the Centre. *(Senior care centre opens in Eunos, catering mainly to those with dementia, The Straits Times, 3 Nov 2022; 加入邻里乐龄护理中心中风独居妇五个月内恢复行动能力, Shin Min Daily News, 4 Nov 2022)*

Senior care centre opens in Eunos, catering mainly to those with dementia



Read the full article at <https://bit.ly/3XdQ7RC>.



Charities spread Christmas cheer at Singapore's nursing and children's homes

Following 2 years of pandemic restrictions, residents at MWS Bethany Nursing Home – Choa Chu Kang celebrated Christmas with a pasar malam-themed event. *(Charities spread Christmas cheer at Singapore's nursing and children's homes, Channel NewsAsia, 24 Dec 2022)*



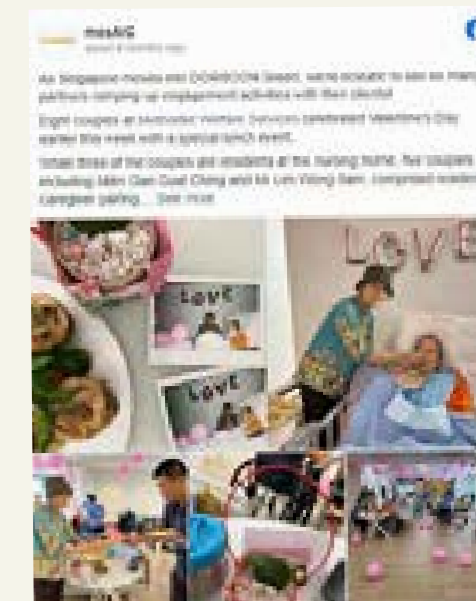
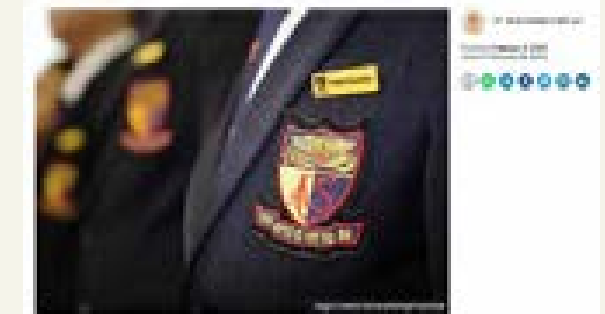
Read the full article at <https://bit.ly/42PpL9L>.

MWS will be partnering Anglo-Chinese School to set up a new special education school. The school will cater to the growing demand for students with moderate special educational needs (autism spectrum disorder), so they can access the national curriculum. Through this, MWS hopes to sow into the next generation and pave the way towards a more inclusive society. *(Building 'a more inclusive society' among reasons behind decision to relocate and run co-ed, special education schools in Tengah: ACS, Today Online, 9 Feb 2023)*



Read the full article at <https://bit.ly/46fk2wC>.

Building 'a more inclusive society' among reasons behind decision to relocate and run co-ed, special education schools in Tengah: ACS



Eight couples at MWS Bethany Nursing Home – Choa Chu Kang celebrated Valentine's Day with a specially curated set lunch menu, as on-site activities began to resume and ramp up. *(mosAIC, 17 Feb 2023)*



Read the full article at <https://bit.ly/3NB2I3y>.

Overview of Impact and Client Profile



Connected



11,499

families & individuals with resources to live fuller lives



Supported by **4,938** volunteers

As at 31 March 2023



\$185,410

Man-hour savings due to volunteers' contribution that supplement MWS' capacity



3,913

Pastoral visits made to offer emotional and spiritual support to MWS beneficiaries, staff and volunteers



Online community:

As at 31 March 2023



8,774

followers on Facebook



1,439

followers on Instagram



211,960

unique website page views



4,931

Seniors were cared for while they remain living in the familiarity of their own homes or community

3,634

Seniors engaged through MWS Senior Activity Centres and Active Ageing Centres



136

Clients cared for at MWS Senior Care Centre – Eunos (which has a Rehabilitation & Day Care Centre)

1,161

Home-bound Patients cared for by MWS Home Care & Home Hospice team

51% increase from FY2021/22 due to opening of MWS Senior Care Centre – Eunos and the lifting of pandemic restrictions that saw more healthy living and social activities being organised.



17%

Seniors live alone Among those engaged through MWS Senior Activity Centres and Active Ageing Centres

76%

Seniors are over 65 years old Among those engaged through MWS Senior Activity Centres and Active Ageing Centres

95%

Received gym-based or ward-based physiotherapy and occupational therapy

32%

Received therapy for their dementia condition



589

Chronically ill and frail persons

162

Formerly destitute and homeless persons



751

Residents were cared for in MWS Nursing Homes and MWS Christalite Methodist Home (a Welfare Home)



Almost 1 in 2 Residents have visitors at least once a month Among those served in MWS Nursing Homes and MWS Christalite Methodist Home (a Welfare Home)



783

Patients received palliative care at home



250

Patients received nursing care at home



191

Patients received medical care at home



79

Patients received personal care at home

Among those served by MWS Home Care & Home Hospice team

159

through MWS Home Care & Home Hospice

716

at MWS Nursing Homes and MWS Christalite Methodist Home (a Welfare Home)

866

through MWS Senior Activity Centres and Active Ageing Centres

83

at MWS Senior Care Centre – Eunos (which has a Day Rehabilitation Centre)



1,824

Seniors received physical, occupational and rehabilitative therapy to enjoy greater strength and mobility

Let's continue



99%

Residents are highly dependent and need total assistance and supervision in every activity of daily living, or require wheelchair assistance Among those served in MWS Nursing Homes



63%

Residents are cognitive-impaired Among those who received nursing care and case management in MWS Nursing Homes and MWS Christalite Methodist Home (a Welfare Home)



About 2 in 3

Residents requested for financial assistance Among those served in MWS Nursing Homes and MWS Christalite Methodist Home (a Welfare Home)



5,702
Families/individuals were served through MWS Family Services

4,036
Families/individuals received counselling and casework, assistance with information and referral to relevant services through MWS Family Service Centres

1,034
Families/individuals received support for family, marital or divorce-related issues through MWS Strengthening Families Programme@Family Service Centre (FAM@FSC)

443
Families provided with enhanced parenting guidance through MWS Family Support Programme

189
Families empowered with financial assistance and asset-building resources through MWS Family Development Programme

149
Individuals experiencing family, marital or divorce-related issues received support through online counselling platform

284
Parents/children received counselling and support to navigate through divorce challenges

63%
Decided to stay married after discernment counselling

Among those served by MWS Strengthening Families Programme@Family Service Centre (FAM@FSC)

83
Schools (excluding preschools) engaged in promoting the Positive Parenting Program (Triple P) to parents

Among those served by MWS Family Support Programme

\$2,119
Average amount saved in one year per savings-matching family

\$1,826
Average debt cleared in one year per debt-matching family

\$565,054
Disbursed to low-income families islandwide

Among those served by MWS Family Development Programme

Impact on Client's Well-being at point of Case Closure

Among those supported by counselling and casework at MWS Family Service Centres

97%
Experienced reduced risks and complexity of needs

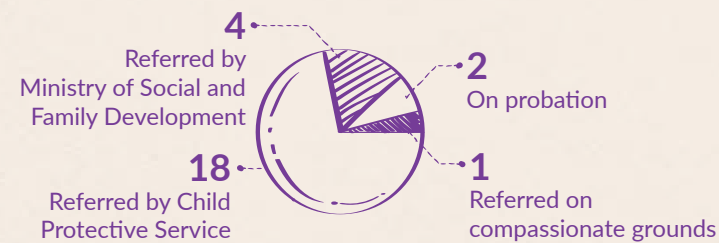
86%
Achieved half or more goals*

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

66%
Experienced enhanced self-reliance and resilience

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

25
Young women received trauma-informed intervention and support



3
Residents received scholarships/bursaries that supported their education goals

24
Residents pursuing education (school/courses)

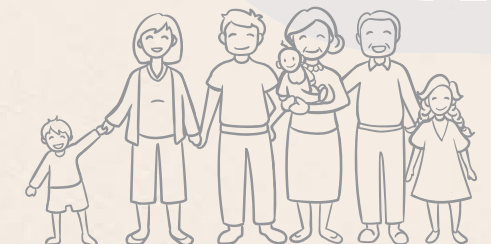
6
Residents reconciled with family

1
Resident in employment

90
Children cared for at Student Care Centre

17% received Student Care Fee Assistance (SCFA)* subsidy

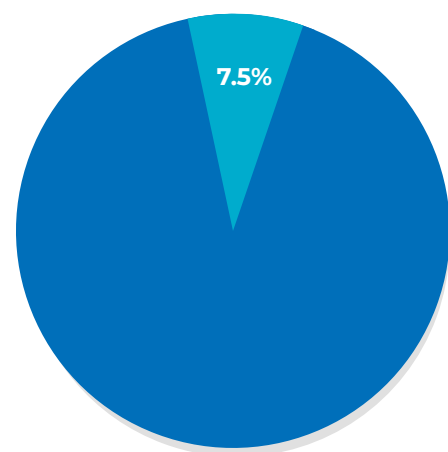
*Children who are eligible for SCFA come from families where one or both parents each work at least 56 hours a month, and have a monthly household income of less than or equal to \$4,500, or monthly household income per capita of less than or equal to \$1,125.



Financial Highlights

For Financial Year ended 31 March 2023

Fundraising



\$13.3

Million Raised
8.4% less than FY2021/22

7.5%

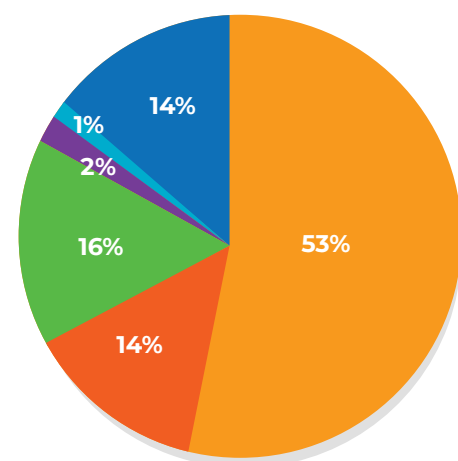
(before sponsorship)
Fundraising Cost

92.5¢

of Every Dollar Raised
went directly to MWS Centres
and Programmes

In FY2022/23, MWS received donations and sponsorships amounting to \$13.3 million. MWS kept its fundraising cost to 7.5% of funds raised (before sponsorship), well below the 30% ceiling guideline set by the Charity Council.

Operating Expenditure



\$60.7

Million
7% more than FY2021/22

- Chronically Ill & Destitute in Residential Care
- Socially Isolated & Frail in Community Eldercare
- Families experiencing Distress
- Youths at Risk in Rehabilitation
- Children from Disadvantaged Backgrounds
- Management & Shared Services

Any deficits incurred by programmes were underwritten by MWS.

	FY2022/23 \$	FY2021/22 \$
Donations	5,152,705	5,099,453
Fundraising Income	7,880,252	9,287,600
Sponsorships	220,447	76,426
Total Donations and Sponsorships	13,253,404	14,463,479
Direct Fundraising Expenses	534,541	327,403
Indirect/Allocated Costs	438,572	425,085
Sponsorships	220,447	76,426
Total Fundraising Expenditure	1,193,560	828,914
Donations Channelled to Programmes/Centres	12,059,844	13,634,565
Fundraising Efficiency Ratio before Sponsorships	7.5%	5.2%
Fundraising Efficiency Ratio with Sponsorships	9.0%	5.7%

Fundraising Highlights

\$368,074* raised
30% Efficiency Ratio

* This figure excludes a government grant and registration fees that were accounted for separately.

MWS Empowerun 2022 15 to 29 October 2022

MWS Empowerun took place for the second year. There was a 21km/42km virtual run from 15 to 28 October, and a 5km/10km physical run on 29 October at Bishan-Ang Mo Kio Park. Some 700 participants joined the run either virtually or in-person to fundraise for MWS' over 9,000 beneficiaries. Mr Eric Chua, Senior Parliamentary Secretary, Ministry of Culture, Community and Youth & Ministry of Social and Family Development, graced the event as the Guest-of-Honour, and also participated in the 5km in-person run.



Mr Eric Chua, Senior Parliamentary Secretary, Ministry of Culture, Community and Youth & Ministry of Social and Family Development, flagging off runners at MWS Empowerun 2022

\$707,735 raised
16% Efficiency Ratio



(From left) MWS Board of Governance Chairperson Mrs Fong Loo Fern, Guest-of-Honour Mr Ong Ye Kung, Minister for Health, and Mrs Ong, Organising Committee Chairperson Ms Joanne Low, and former MWS CEO Ms Junie Foo

Donor Speaks

"We have been supporting MWS as regular donors for many years as we believe in their mission to empower people. As parents, we recognise the value of a holistic education that goes beyond academics, and felt that bringing back activities that were suspended during the COVID-19 pandemic would be good for the children. We worked with MWS Christalite Student Care Centre to organise a robotics workshop during the school holidays and a Children's Day party. We are happy to be able to contribute to the children's learning journey and play a part in developing their potential."

Anonymous Donor

MWS Charity Gala 2023 6 January 2023

It was an evening of fanfare, colours and botanical delight as nearly 500 guests gathered at The Ritz-Carlton, Millennia Singapore for the MWS Charity Gala. Themed 'Colours of Love', the fundraiser featured a 4-course epicurean dinner, along with live and silent auctions, a mystery box booth and flower bar. The Guest-of-Honour for the evening was Mr Ong Ye Kung, Minister for Health.

Donor Speaks

"The Tan Chin Tuan Foundation supports MWS' mission of enriching the quality of life for the disadvantaged and distressed. MWS' work with low-income families resonates deeply with our philosophy of working with the community to benefit the vulnerable and needy. We are heartened to support the MWS Family Development Programme, a debt clearance and savings matching initiative, empowering families to overcome their struggles and achieve financial security."

Tan Chin Tuan Foundation



Celebrity couple Ms Pan Ling Ling and Mr Huang Shi Nan, with Mr Teo Choon Chuan and Mr Daniel Cheng

MWS Fellowship on the Greens 2022 18 & 19 August 2022 Tanah Merah Country Club

229 golfers teed off in the 34th edition of MWS' annual charity golf tournament, to raise awareness and funds for a worthy cause. The event was convened by Barker Road Methodist Church, Faith Methodist Church and Trinity Methodist Church.

\$405,952 raised
25% Efficiency Ratio

Donor Speaks

"MWS serves the disadvantaged and distressed elderly and that resonates with me as I can empathise with how difficult and crippling it can be for a lonely and elderly person who is without help. Supporting MWS and giving to its cause is how I can contribute to society using what God has blessed me with. As Methodist founder John Wesley famously said, 'Earn all you can, save all you can, and give all you can', I believe my giving to MWS will impact lives and accomplish the perfect will and purpose of God. To God be the glory."

Anonymous Donor

MWS Hong Bao Donation Drive 2023 January to February 2023

Children and youths from 25 schools and kindergartens showed love to the less fortunate in this annual fundraising drive.

\$183,561* raised
2% Efficiency Ratio

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

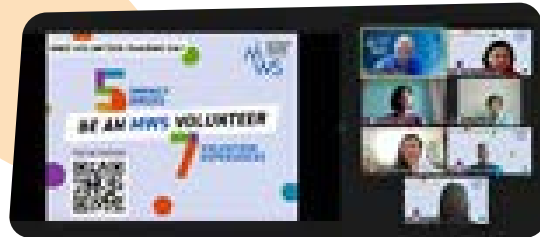


Volunteering Highlights

4,938 Total volunteers
12,206 Total number of engagements
19,755 Total number of hours
\$185,410 Total man-hour savings

MWS Volunteer Mission Statement
Walking alongside people in need with love and grace, bringing hope and impacting lives.

MWS Volunteer Sharing Day



MWS' inaugural Volunteer Sharing Day was held on 30 July 2022. MWS volunteers shared about their experience and the rewards of giving back to encourage more to step up and answer the call.



Launch of New Volunteer Video



Scan the QR Code to hear from MWS volunteers whose lives changed as they gave back to the community, and find out more about volunteering opportunities.

Volunteer Spotlight

Making A Difference in Young Lives

These volunteers are using their skills to serve young beneficiaries.

As a teacher and researcher with a passion for literacy, Loh Chin Ee, 47, has been providing English tuition to the residents at MWS Girls' Residence for 2 years. "Why do I volunteer? I am always reminded of the Parable of the Talents – no matter how little we have, we can always do something with it," she said.



Chin Ee tutoring a resident at MWS Girls' Residence

A volunteer befriender and tutor with MWS Family Service Centre – Tampines, Evangel Ooi, 24, coaches clients in languages, Math and important life skills. "I once coached an 18-year-old special needs student, and saw both her English and Math grades improve from a Level 2 to a Level 5!" Evangel recalled. "When she told me that she was going to apply to study at a polytechnic, I felt like a proud mother."

Finding Purpose in the Golden Years

Age is just a number for these retirees, who are transforming lives by giving back.

As an avid gardener, Irene Lim, 59, leads the hydroponics programme at MWS Nursing Home – Yew Tee, teaching the residents to sow seeds and harvest crops. "For many, it brought back fond memories of their childhood living in kampungs," she said. "They are more expressive now and even exchanged favourite recipes and cooking methods."

Irene (standing) harvesting hydroponics with the residents at MWS Nursing Home – Yew Tee



Roy with Mdm Tan Chiew Leng, a client with MWS Family Development Programme

Raised by a trishaw rider and homemaker as the fifth oldest of 8 children, Roy Tay, 69, knows what it is like to struggle financially. Today, Roy journeys with beneficiaries of MWS Family Development Programme, a debt clearance and savings matching scheme, to manage their finances. "It's been an eye-opener seeing the resilience of my clients," he said. With his perseverance and encouragement, many of Roy's beneficiaries have not only cleared debts, but also learnt the discipline to save.

Spreading the Love of Christ

MWS' partner churches go the extra mile for our seniors.



Volunteers from Bedok Methodist Church on an outing at East Coast Park with seniors from MWS Senior Care Centre – Eunus



Tina Neoh (far right) with her fellow volunteers from Christ Methodist Church hosting a luncheon for seniors at MWS Senior Care Centre – Eunus

Baking, games and craftwork – these are just some of the activities that volunteers from Christ Methodist Church's Women's Society of Christian Service (CMC WSCS) and Bedok Methodist Church (BMC) have been engaging seniors at MWS Senior Care Centre – Eunus in. "As disciples of faith, we are called to connect to a community through love and care," shared Jaes Ho, a BMC volunteer. "The seniors look forward to us spending time with them – it makes them feel valued and loved," added Tina Neoh, one of the CMC WSCS volunteers.

Embracing Corporate Social Responsibility

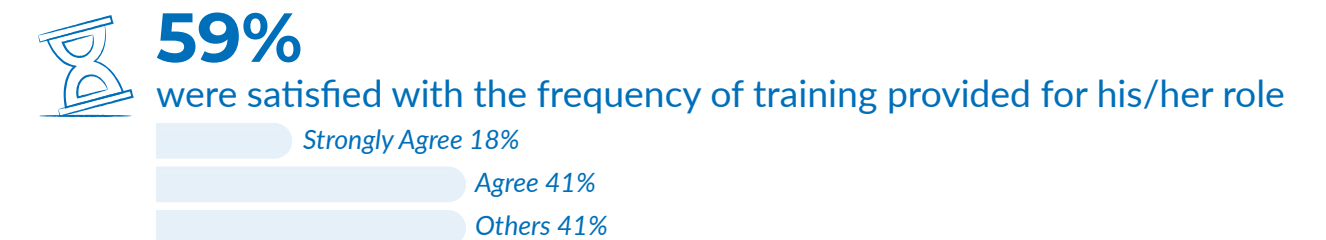
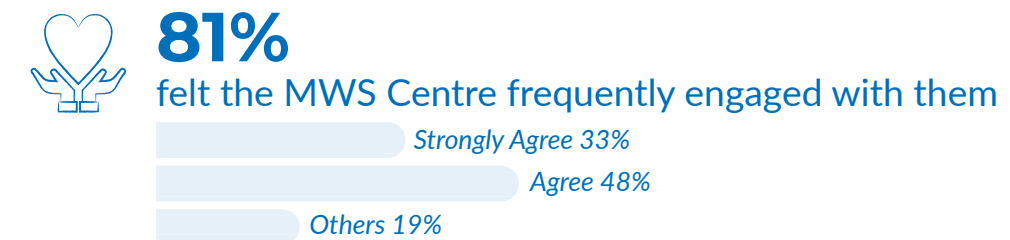
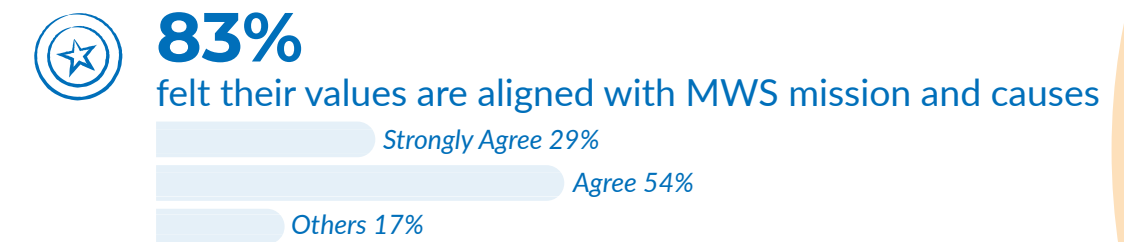
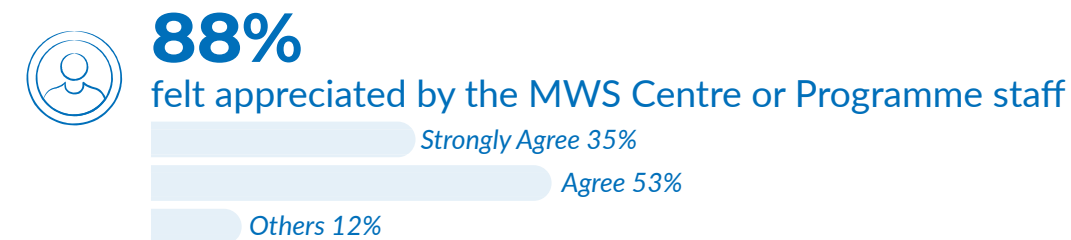
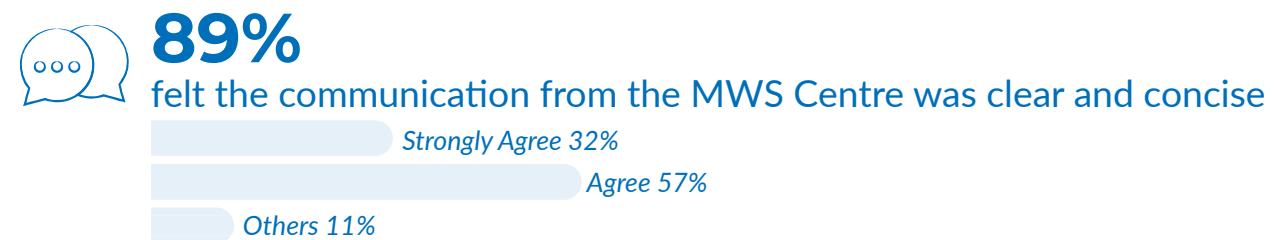
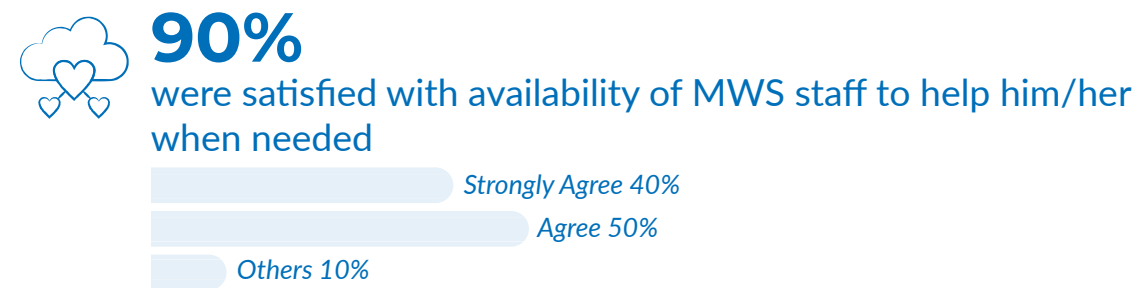
MWS' corporate partners align with our cause to drive social change.

As skills-based volunteers, the staff of TRAXX Payments Pte Ltd dedicated their time to developing an app that will help enhance the donor experience of giving at MWS' on-site events. The app is still in development. "We are honoured to partner with MWS in their mission to empower people from all backgrounds to live their lives to the fullest. Their vision aligns perfectly with our corporate values, and we appreciate the detailed reporting they provide. We derive greater meaning from our work through this partnership, knowing that a portion of our profits go towards supporting organisations like MWS," said the company.

Tracking Volunteer Satisfaction

The MWS Annual Volunteer Satisfaction Survey was conducted between 1 February and 31 March 2023 with 305 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'.



Centre Reports



Senior Activity Centres & Active Ageing Centres

MWS' Senior Activity Centres and Active Ageing Centres serve as first stops in the community for seniors, to support their ageing at home and in their neighbourhood and to live fuller lives.

In FY2022/23, MWS served 84% more seniors through these Centres.

OUR AIMS

- Improve the quality of life of seniors by enhancing their physical, social, emotional and psychological well-being.
- Provide a space where seniors can participate in active ageing activities to stave off social isolation.
- Create a trusted community which seniors can rely on for social engagement and approach for timely assistance.
- Support ageing at home so that seniors may continue to maintain their independence within their communities.

HOW WE SERVE

- Organise creative and enrichment activities.
- Host festive celebrations and other community bonding activities.
- Conduct gym sessions and exercises.
- Respond to distress alarms from seniors living alone.
- Conduct door-to-door home visits.
- Befriend socially isolated seniors.
- Assess health and social needs.
- Coordinate wellness screenings.
- Bridge seniors to MWS services or other care providers.
- Provide volunteering opportunities for seniors.

OUR CARE APPROACH

Asset-Based Community Development

- We identify and mobilise resources, skills and experiences available within the community – including that from schools, churches, grassroots organisations, corporate and individual volunteers – to help care for our seniors.
- Seniors are encouraged to identify and tap on their own strengths and abilities, and step up to lead and run activities, thereby helping other seniors to adopt active ageing lifestyles.



3,634

Socially isolated seniors served

MWS Charis ACE Active Ageing Centre – Geylang East

Established 2014

A partnership with Charis Methodist Church

407

seniors served

MWS Senior Activity Centre – Fernvale Rivergrove

Established 2016

A partnership with Sengkang Methodist Church

446

seniors served

MWS Active Ageing Centre – Golden Lily@Pasir Ris

Established 2017

A partnership with Pentecost Methodist Church

523

seniors served

8 Dimensions of Wellness

- We encourage our elders to take care of their well-being along 8 inter-connected dimensions – social, intellectual, physical, occupational, emotional, spiritual, financial and environmental.
- Our range of healthier living and social activities are curated to nurture and enrich our seniors' quality of life.

CENTRES

MWS Charis ACE Active Ageing Centre – Geylang East
MWS Senior Activity Centre – Fernvale Rivergrove
MWS Active Ageing Centre – Golden Lily@Pasir Ris
MWS Senior Activity Centre – GreenTops@Sims Place
MWS Active Ageing Centre – Kebun Baru
MWS Senior Activity Centre – Teck Ghee Vista
MWS Wesley Active Ageing Centre – Jalan Berseh

Metamorphosis

After having her first child, Mdm Yap Yock Choon (pictured in red on the climbing frame), developed a debilitating heart condition that left her constantly tired. Things remain unchanged even after a successful heart surgery in 2019. It was only after she joined MWS Wesley Active Ageing Centre – Jalan Berseh and started exercising regularly that her stamina and energy level improved. Today, at 73 years old, Mdm Yap does rock-climbing and is the poster child of ageing well. "In the past, I rarely left my house. Now, I live with hope," shared Mdm Yap.

MWS Senior Activity Centre – GreenTops@Sims Place

Established 2016

A partnership with Geylang Chinese Methodist Church

423

seniors served

MWS Active Ageing Centre – Kebun Baru

Established 2017

A partnership with Ang Mo Kio Chinese Methodist Church

425

seniors served

MWS Senior Activity Centre – Teck Ghee Vista

Established 2016

A partnership with Ang Mo Kio Methodist Church

552

seniors served

MWS Wesley Active Ageing Centre – Jalan Berseh

Established 2010

A partnership with Wesley Methodist Church

858

seniors served

Year of establishment refers to the Centre's setup as a Senior Activity Centre

Home-Based Care

Seniors who need help with daily living activities may opt to age in place at home with support by our integrated MWS Home Care & Home Hospice team. Our patients' decisions may be shaped by the availability of caregiving support at home – such as a family member or domestic worker – to care for the elder, and the level of care required.

OUR AIM

- Offer an integrated suite of home-based services that provide continuity of care for chronically ill patients in the comfort of their own homes, including those who may gradually approach the end of life.

HOW WE SERVE

- Deliver home personal care, such as caring for patient's personal hygiene, providing assistance with patient's activities of daily living like showering or using the toilet.
- Provide home nursing care, basic holistic review of our patient's care needs, case management, and procedures such as wound dressing and injections by nurses.
- Offer home medical care, such as long-term management of chronic conditions and minor medical procedures by doctors.
- Conduct home therapy, such as physiotherapy, occupational therapy and speech therapy by allied health professionals.
- Deliver home palliative care, such as pain control, symptom relief, nursing care and psychosocial-spiritual support for end-of-life clients; and bereavement care for their loved ones.

OUR CARE APPROACH

Holistic and Coordinated Care

- We tailor our services for patients to ensure their individual needs are met holistically, including providing basic daily care and psychosocial-spiritual support.
- We have established collaborations with hospitals* and community partners that ensure coordinated management and smooth transition of patients to MWS services.
- We partner with MWS Active Ageing Centres and Nursing Homes to ensure those with chronic or life-limiting illnesses receive the best care options.

Nurse-led Case Management Model of Care

- Every patient is assigned a primary nurse who will ensure holistic coordination of care for the patient.

INTEGRATED TEAM

MWS Home Care & Home Hospice

*Such as National University Health System, Ng Teng Fong General Hospital, National University Heart Centre, Tan Tock Seng Hospital's Community Health Team and Sengkang General Hospital.



1,161


Patients served, including those deceased & discharged

MWS Home Care & Home Hospice

Established 2007


 14,519
Home visits made


 15,197
Hours spent on home visits

 783
Patients received palliative care at home

 250
Patients received nursing care at home

 191
Patients received medical care at home

 159
Patients received physiotherapy & occupational therapy at home

 79
Patients received personal care at home

Rehabilitation & Day Care Centre

The Centre is co-located with Eunos Polyclinic and the future MWS Nursing Home – Eunos for better integration of healthcare services for the community. Launched in January 2022, the Centre works closely with our Active Ageing Centres to care for seniors in the familiarity of the community and their own homes. Approximately 60-70% of the Centre's day care slots are catered to those with dementia.

OUR AIMS

- Provide a home-like environment for frail seniors during the day while their caregivers are at work.
- Maximise seniors' ability to perform activities of daily living, especially following a serious injury or illness, by offering a range of active rehabilitation services.

HOW WE SERVE

- Provide maintenance day care, such as assistance with daily living activities and meal preparation for seniors who are frail.
- Offer dementia day care, with a focus on stimulating cognitive abilities and slowing the progression of dementia.
- Conduct community rehabilitation, such as active rehabilitation that includes physiotherapy, occupational therapy and speech therapy to help seniors improve their functional abilities and remain active in the community.

OUR CARE APPROACH

Person-Centred Care

- Our seniors and their caregivers are at the centre of decisions regarding their care, and we work alongside them to ensure their needs are met holistically.
- We see our seniors as individuals, with desires, values, family situations and lifestyles that should be considered in developing a care plan with them.

National One-Rehab Framework

- The framework is a care model that was first introduced by the Ministry of Health in March 2021.
- Our rehabilitation patients enjoy a customised outcome-based programme that gives them access to the right level of rehabilitative care in a timely manner.

CENTRE

MWS Senior Care Centre – Eunos



136

Clients served, including those discharged

MWS Senior Care Centre – Eunos

Established 2022

A partnership with Christ Methodist Church's Women's Society of Christian Service and Bedok Methodist Church

 71
Day care clients

 83
Day rehabilitation clients

 45
Clients received dementia care

Nursing Homes

Seniors who need help with daily living activities receive 24/7 residential care and customised rehabilitation at our Nursing Homes. Our Nursing Homes also offer short-term respite care for caregivers who require a break.

OUR AIMS

- Provide a homely, dementia-friendly environment and family-like community for the chronically ill and frail who need long-term nursing and daily care in a residential setting.
- Improve residents' mobility through guided physiotherapy.

HOW WE SERVE

- Provide medical care by doctors experienced in geriatric and palliative care and end-of-life issues.
- Deliver nursing care, such as managing nasogastric tubes and wound dressing, as well as palliative and dementia care.
- Assist with activities of daily living, such as using the toilet, showering and eating.
- Conduct therapeutic exercises and activities to help residents preserve physical function and mobility.
- Organise social and recreational activities, including befriending and outings, to enhance residents' quality of life and well-being, and slow the cognitive decline of residents with dementia.
- Offer pastoral care and counselling, and conduct family conferences.
- Support caregivers' psychosocial needs and empower them to better care for their loved ones through Caregiver's Club and respite care.
- Provide funding support for residents who require financial assistance.



OUR CARE APPROACH

Home Away from Home

- Residents enjoy communal belonging and are encouraged to live as a 'family' by forging caring relationships with one another.
- The sense of 'family' and home is also fostered through dedicated care staff, home-like wards (known as 'residences') and communal spaces.
- Residents are proactively engaged through curated programmes and activities that encourage purposeful living.

Person-Centred Care

- Each resident is cared for by a multi-disciplinary team that ensures the resident's basic, physical, psychosocial and spiritual needs are holistically met.
- Our residents and their next-of-kin are at the centre of decision-making regarding their care, and we work alongside them to meet their needs.

CENTRES

MWS Bethany Nursing Home – Choa Chu Kang
MWS Nursing Home – Yew Tee

589

Residents served in nursing homes, including those deceased & discharged

MWS Bethany Nursing Home – Choa Chu Kang

Established 2000

366

Residents served, including those deceased & discharged

MWS Nursing Home – Yew Tee

Established 2017

223

Residents served, including those deceased & discharged

In good hands

87-year-old Mr Zakaria (pictured in blue; left) is a widower and had 5 children. However, they are all mentally incapacitated and 2 of them have since passed on while the rest are institutionalised. In 2019, he was admitted into MWS Nursing Home – Yew Tee (YTNH) after a fall. Unfortunately, his fourth child subsequently also needed more care and upon Mr Zakaria's request, was transferred to MWS YTNH. "I enjoy the company and activities here. But most of all, I feel assured knowing that both of us are well taken care of," said Mr Zakaria.



Welfare Home for the Destitute

MWS runs a Welfare Home for destitute persons, where the focus is on rehabilitation and reintegration.

About 75% of residents may have permanent residency in the Welfare Home while approximately 17% may potentially reintegrate into the community. The remaining 8% of residents will likely become frailer and may need to be admitted to other institutions that can deliver the appropriate care.

OUR AIMS

- Establish an integrated holistic personal care plan for each resident.
- Reintegrate up to 5% of residents annually.

HOW WE SERVE

- Rehabilitate residents through casework and physical, cognitive, emotional and social intervention.
- Maintain physical function and delay decline through maintenance and prevention.
- Improve resident's quality of life to the maximum of his or her ability.

OUR CARE APPROACH

Holistic Care Plan

- Each resident is cared for by a multi-disciplinary team that ensures the resident's basic, physical, psychosocial, cognitive and spiritual needs are holistically met.
- Through keeping in contact with residents' families and day release schemes that allow residents to work outside, we strengthen family and community bonds and facilitate our residents' eventual reintegration into their families and society.

Person-Centred Care

- We encourage resident-directed living by motivating our residents to tap on their strengths and potential, and be involved in their own care to ensure their needs are met holistically.

CENTRE

MWS Christalite Methodist Home



MWS Christalite Methodist Home

Established 1997

A partnership with Christ Methodist Church

162

Residents served, including the homeless, destitute & abandoned as well as those discharged



25%

Residents participated in Home Earning Scheme



10

Residents reintegrated into community



34

Residents were totally discharged

Strengthening Families Programme@Family Service Centre

As a regional centre, the Strengthening Families Programme@Family Service Centre (FAM@FSC) team of MWS provides family and marital counselling, and offers divorce support for divorcing and divorced couples in managing tensions and family transitions.

OUR AIMS

- Support couples to address marital challenges and manage relationship stressors.
- Work with couples on conflict resolutions by strengthening communication skills and highlighting how children can be adversely impacted by parental conflict.

HOW WE SERVE

- Provide family counselling for individuals, couples and children with focus on resolving personal, marital or child behavioural issues, or parenting and co-parenting challenges.
- Offer discernment counselling for couples considering divorce, divorce support for divorcing and divorced couples who are co-parenting, and resilience-building skills for children facing adjustments in a divorce.

OUR CARE APPROACH

Family Therapy

- From learning to practise empathy, emotional validation and reflective listening to cognitive reframing, family therapy helps individual family members build stronger relationships, improve communication and manage conflict within their family.
- The primary goals of family therapy are to understand and solve the unique issues a family may be facing, and create a better home environment.

PROGRAMME

Strengthening Families Programme@Family Service Centre (MWS FAM@FSC)



MWS FAM@FSC

Started in 2022

1,034

Families & individuals served



253

Individuals received counselling



149

Individuals were triaged and/or received counselling online



284

Parents/children received support through the divorce process



348

Enquiries received and supported with information and referral to relevant services

Parenting Support Programme

Through positive parenting support, MWS empowers families to develop strong and stable connections. We are a regional Parenting Support Provider appointed by the Ministry of Social and Family Development to offer the *Positive Parenting Program (Triple P)* and *Signposts* programme – both being evidence-based parenting resources – in schools to parents.

OUR AIMS

- Equip parents with positive parenting skills to understand and attend to their children's needs with the support of caring community partners, including the children's schools.
- Provide parents with access to community services and resources should they have other needs.

HOW WE SERVE

- Support individuals who are facing parenting challenges with guidance, delivered using *Triple P* and *Signposts* (for primary schools and special education schools only).
- Provide parents with counselling, information and referrals to other relevant services.

OUR CARE APPROACH

Positive, Evidence-based Parenting

- We adopt a multi-level parenting and family support approach that aims to address behavioural and emotional problems in children and teens.
- As an evidence-based programme, the approach encourages positive parenting practices and can be tailored to meet the unique needs of each child.

PROGRAMME

MWS Family Support Programme



MWS Family Support Programme

Started in 2019

443

Parents/families engaged through one-on-one consultations for more in-depth parenting guidance

- East zone*: 242 parents/families
- North zone*: 201 parents/families



83

Schools engaged to help promote the programme with parents

Parenting better

As a lecturer, Ms Masni (pictured in green; left) was used to dishing out instructions, until her one-way communication style led to her struggling to get her adolescent boys to listen and cooperate. So for 2 months in 2022, the 40-year-old attended the *Positive Parenting Program* ran by MWS Family Support Programme, and learnt practical tips to manage her children's behaviour. "My relationship with my children has improved. While I used to make decisions for them, I learnt to first listen and respect their views," said Ms Masni.

* East zone includes Tampines, Pasir Ris and Punggol
* North zone includes Hougang, Sengkang and Serangoon

Debt Relief/Savings Programme

Low-income families who face debt may also be wrestling with other challenges such as relationship breakdowns, job loss and healthcare issues. MWS Family Service Centres offer holistic support to such families and where appropriate, extend assistance through MWS Family Development Programme – an asset-building scheme.

OUR AIM

- Transform lower-income families' attitudes and behaviour towards their finances. We do so by increasing the families' net worth, supporting them in building assets to provide buffer for crises, reducing anxiety related to chronic financial distress, and increasing emotional and mental capacity. This programme is targeted at those living on per capita income of less than \$850 a month.

HOW WE SERVE

- Match with \$2 every dollar of debt cleared or savings accumulated by the family, so that they may get out of debt or build assets more quickly.
- Provide cash assistance.
- Provide information on the various schemes and resources available to families seeking financial assistance.

OUR CARE APPROACH

Recognising that Chronic Debt affects Cognitive Bandwidth

- Debt has a psychological impact on those facing financial distress and may affect their ability to think clearly or make decisions that improve their circumstances.
- We extend financial aid to such families before they fall into chronic debt or have exhausted their finances so as to ease their anxiety and enhance their emotional capacity for planning.
- This programme includes counselling, casework and financial literacy training for the clients. It adopts a longer time frame, not a one-time assistance, to give clients more time to make changes that will contribute towards clearing debt and developing a habit of saving.

PROGRAMME

MWS Family Development Programme



MWS Family Development Programme

Started in 2016

189

Families with reduced financial hardship



137

Families received monthly cash assistance



25

Families graduated from the programme

Family Service Centres

MWS' trio of Family Service Centres serve families and individuals who face complex and multiple challenges such as interpersonal issues, family conflict, marital disputes, parenting/child management issues, financial difficulties, abuse and domestic violence. We work with our clients to customise holistic care plans that meet their specific needs. These care plans may include counselling and group work, and bridges to other community resources.

OUR AIMS

- Guide families and individuals in distress towards the path of healing and restoration.
- Work with clients towards improving their ability to advocate for themselves and to adapt to challenges.

HOW WE SERVE

Based in the heartlands, we serve families who need social and emotional support by providing and coordinating assistance in the following ways:

- Assess needs and provide casework intervention and counselling, to help families work towards solutions and nurture resilience.
- Conduct group work, to bring families with common needs together and encourage them that they are not alone in their journey.
- Provide information and make referrals to the appropriate agencies to address the family's needs holistically.
- Do community work, to reach out to residents in the neighbourhood and provide resources that strengthen our community cohesion.




4,036

Families & individuals served through family service centres, with counselling & casework and information & referral to relevant services

MWS Covenant Family Service Centre – Hougang & Buangkok

Established 1996
A partnership with Paya Lebar Methodist Church

 **1,555**
Families & individuals served

 **722**
Clients received counselling and casework support

 **833**
Clients received support with information and referral to relevant services

OUR CARE APPROACH

Asset-Based Community Development

- We identify and mobilise assets within the community – such as schools, churches, grassroots organisations, corporate and individual volunteers – to help families overcome their challenges.
- Our clients are also perceived as assets, with skills, resources and potential to contribute towards solutions.

Trauma-informed Care

- Recognising the complexity of the issues our clients face, we employ trauma-informed care principles to return agency into clients' hands and encourage them to tap on their unique strengths as they manage their challenges.
- As clients with a history of trauma may have difficulty trusting others, MWS adopts the principles of trauma-informed care – such as ensuring our clients' safety, respecting their boundaries, and jointly making decisions with them – which help improve outcomes.

CENTRES

MWS Covenant Family Service Centre – Hougang & Buangkok
MWS Family Service Centre – Tampines
MWS Family Service Centre – Yishun

MWS Family Service Centre – Tampines

Established 1991
A partnership with Pentecost Methodist Church

 **1,047**
Families & individuals served

 **403**
Clients received counselling and casework support


 **644**
Clients received support with information and referral to relevant services

MWS Family Service Centre – Yishun

Established 2000

 **1,434**
Families & individuals served

 **555**
Clients received counselling and casework support

 **879**
Clients received support with information and referral to relevant services



Care for Young Persons

MWS Girls' Residence is a Children and Young Persons Home supported by the Ministry of Social and Family Development, providing out-of-home residential care for vulnerable young women who have experienced trauma and childhood adverse experiences, and are in need of care and protection.

OUR AIMS

- Provide a safe community and environment in line with trauma-informed care principles, that is conducive for the care, development and rehabilitation of young women aged 15 to 21 years.
- Engage and empower young women for positive transformation, growth and holistic development.

HOW WE SERVE

- Provide a safe home for young women in need.
- Manage rehabilitation of young women in conflict with the law.
- Collaborate with community partners, organisations and individuals to run programmes (e.g. theatre, art, sensory exploration, mindfulness workshops) that empower young women who had experienced trauma, to gently address the issues they face.

OUR CARE APPROACH

Trauma-informed Care

As the majority of the residents have a history of trauma and may have difficulty trusting others, MWS adopts the principles of trauma-informed care – such as ensuring our residents' safety, respecting their boundaries, providing consistent care and jointly making decisions with them – which help improve outcomes. Upon admission to the Residence, every resident is given an individualised care plan, supported by a level progression system that enables her to strive towards rehabilitation with rewards.

CENTRE

MWS Girls' Residence



MWS Girls' Residence

Established 2011

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

25

Residents, including those referred by the courts & government agencies



96%

Residents had experienced 4 to 7 Adverse Childhood Experiences (ACEs) by the time they entered the Residence

ACEs refer to traumatic events that may have negative, lasting effect on a person's health and well-being and may lead to the occurrence of trauma. 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.



72%

Residents were referred by Child Protective Service

Student Care Centre

Our Student Care Centre provides after-school care and supervision to school-going children from Primary 1 to Secondary 2 levels with a safe environment to build character, skills and values, as well as nurture their well-being and creativity.

OUR AIMS

- Provide children aged 7 to 14 years old with a safe and nurturing environment to spend meaningful after-school hours.
- Offer affordable, quality and community-based student care that is especially needed by families without alternative day-time caregiving support.

HOW WE SERVE

- Teach the students life skills and values that develop their character.
- Facilitate holistic learning and development through enrichment activities that include civic education, music and movement, art and aesthetics and indoor exercise.
- Work with parents and volunteers including churches, schools, corporate organisations and other partners to holistically nurture the children's physical, intellectual, emotional and psychological well-being.

OUR CARE APPROACH

- We create an attentive and responsive environment to nurture each child's developmental needs in their unique learning style.
- We help our children develop resilience and initiative to thrive in an increasingly complex and dynamic environment, by providing them with a good foundation.

CENTRE

MWS Christalite Student Care Centre

Making progress

When 8-year-old Simon Liew (pictured in blue; middle) first joined MWS Christalite Student Care Centre (CSCC) in January 2022, he lacked basic English literacy and numeracy skills. Thankfully, with coaching by MWS CSCC staff and tuition with a volunteer, Simon has now acquired basic skills in both areas. "I'm so happy that my son's grades have improved a little and he has more friends now because he can speak English. I'm really thankful to the teachers for guiding him," said Simon's father, Mr Liew.



MWS Christalite Student Care Centre

A partnership with Christalite Methodist Chapel since 2020

90
Students



100%

Students progressed academically year on year



15%

Students learnt to play the ukulele, through weekly lessons by youth volunteers



50%

Students learnt coding



70%

Students participated in I-Shine! values education programme

Empower lives with your donation



\$50

Support a child's primary school education for a month



\$100

Fund active ageing activities for a senior who is experiencing social isolation



\$250

Provide rehabilitation for a youth at risk



\$350

Help a family struggling with their finances to clear debts of daily living or build assets



\$500

Contribute to a low-income resident's stay at a nursing home



For online donations, please visit mws.sg/give or scan the QR code. Kindly provide us your NRIC No. to receive tax exemption.



For mobile banking donations, use the PayNow feature on your app and donate directly. Kindly provide us your NRIC No. to receive tax exemption.



DONATION FORM

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

DONOR DETAILS

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

Title: Mr Mdm Ms Mrs Rev Dr Prof

Full Name (as in NRIC/FIN): _____

NRIC/FIN or UEN No.: _____ Gender: Male Female

Date of Birth: ____ / ____ / ____ (DD/MM/YYYY)

Contact No: _____ (Home) _____ (Office) _____ (Mobile)

Mailing Address: _____

Postal Code: _____

Email: _____

Occupation: _____ Company: _____

Place of Worship (if any): _____

DONATION AMOUNT

Monthly Donation (SGD)

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

One-Time Donation (SGD)

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

IMPORTANT: PLEASE DO NOT SEND CASH.

DONATION METHOD

IMPORTANT: Please do not mail cash.

CHEQUE (Payable to: Methodist Welfare Services)

Cheque No: _____

Bank: _____

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

Expiry Date (MM/YY)

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

Signature (as in credit card): _____

GIRO (Please fill in form below)

For Donor's Completion

Full Name (as in bank account): _____

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

Bank Account No: _____

To (Name of Bank): _____

Bank Branch: _____

Monthly Donation (payment limit): S\$ _____

Name of Billing Organisation: *Methodist Welfare Services*

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

Company Stamp / Signature(s) / Thumbprint(s)*
(as in bank's record)

For thumbprint verification, please visit your bank with your identification documents.

Date: _____

For MWS' Completion

Bank Branch MWS Account No.

7171 033 0330165692

Bank Branch Account No. To Be Debited

MWS Customer Reference No.

For Bank's Completion

To: **Methodist Welfare Services**

This application is hereby rejected for the following reason(s) (please indicate):

- Signature/Thumbprint* differs from the Bank's records
 Amendments not countersigned by Customer
 Account operated by signature/thumbprint*
 Signature/Thumbprint* incomplete/unclear*
 Wrong account number
 Others: _____

Name of Approving Officer: _____

Authorised Signature _____ Date _____

NOTE:

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



THANK YOU
for your contribution to
Methodist Welfare Services

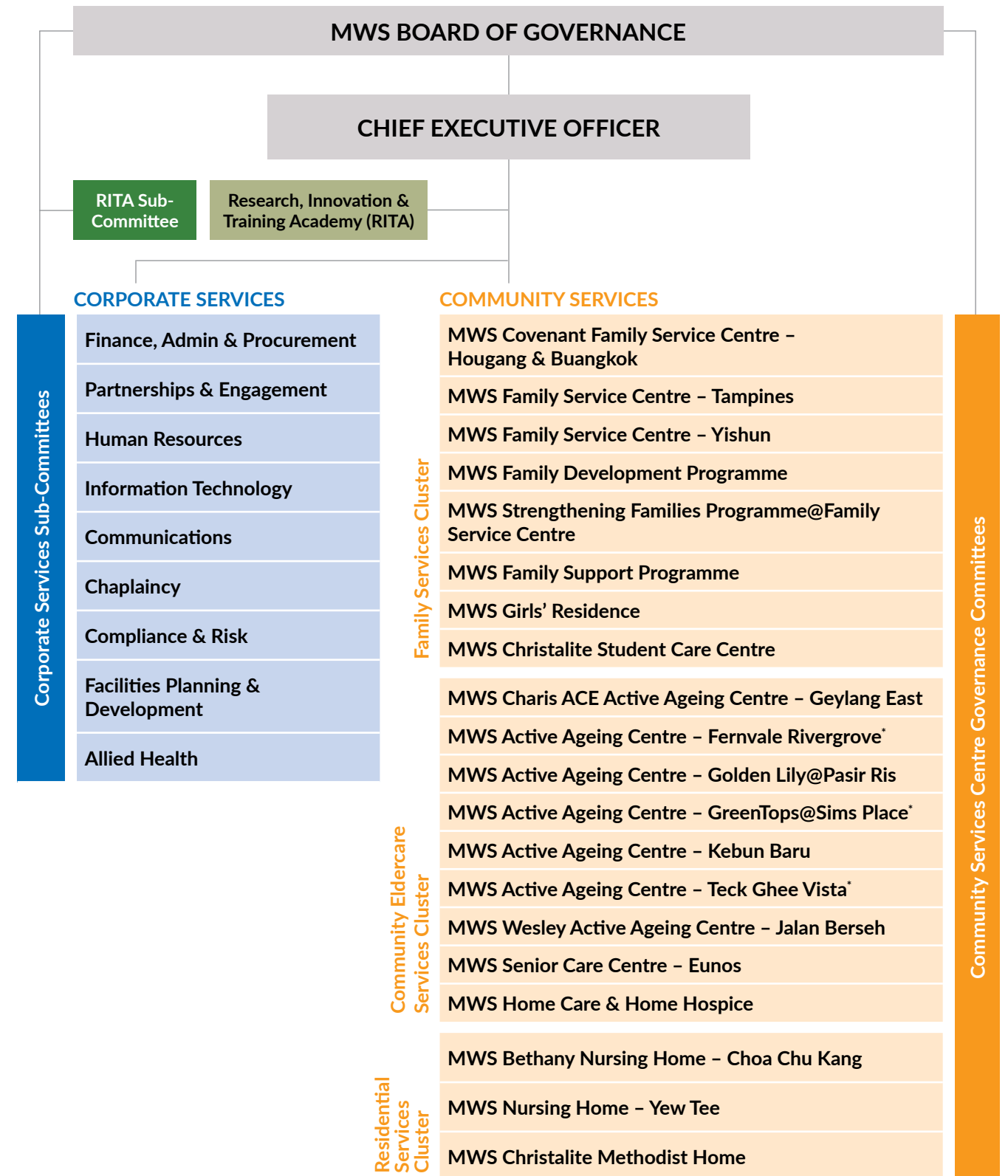
Postage will be paid by addressee.
For posting in Singapore only.

BUSINESS REPLY SERVICE
PERMIT NO. 02007



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

Organisation Structure



* Onboarded as Active Ageing Centres on 1 April 2023; operated as Senior Activity Centres in FY2022/23

MWS Centres & Programmes

CS

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

23

RESEARCH, INNOVATION & TRAINING ACADEMY*
9 Choa Chu Kang Ave 4
Level 4 Singapore 689815
Email: rita@mws.sg



Family Services

01

MWS CHRISTALITE STUDENT CARE CENTRE
Blk 122 Geylang East Central
#01-74 Singapore 380122
Tel: 6744 4927
Email: MWSscsc@mws.sg

02

MWS GIRLS' RESIDENCE
600 Upper Thomson Road
Block A #01-01 Singapore 574421
Tel: 6391 0567
Email: MWSgr@mws.sg

03

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

04

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

05

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

06

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

07

MWS FAMILY DEVELOPMENT PROGRAMME
70 Barker Road #05-01
Singapore 309936
Tel: 6478 4700 Fax: 6478 4701
Email: MWSfdp@mws.sg

08

MWS FAMILY SUPPORT PROGRAMME
107 Eunos Ave 3
Storefriendly Centre #06-01 (W6019)
Singapore 409837
Tel: 8812 9565
Email: MWSfsp@mws.sg

09

STRENGTHENING FAMILIES PROGRAMME@FAMILY SERVICE CENTRE (MWS FAM@FSC)
Office
176 Orchard Road
The Centrepoint #04-04, #05-05
Singapore 238843

Programme

Blk 997B Buangkok Crescent
#01-853 Singapore 532997
Tel: 6330 1080
Email: fam@mws.sg

Community Eldercare Services

10 11

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

12

MWS SENIOR CARE CENTRE – EUNOS
1 Chin Cheng Avenue #01-02
Singapore 429400
Tel: 6530 3635
Email: MWSscc@mws.sg

13

MWS CHARIS ACE ACTIVE AGEING CENTRE – GEYLANG EAST
Blk 125 Geylang East Ave 1
#01-05 Singapore 381125
Tel: 6842 0497
Email: MWSsaceaac@mws.sg

14

MWS WESLEY ACTIVE AGEING CENTRE – JALAN BERSEH
Blk 25 Jalan Berseh
#01-142 Singapore 200025
Tel: 6298 0194 / 6298 0195
Email: MWSwaac@mws.sg

15

MWS ACTIVE AGEING CENTRE – FERVALE RIVERGROVE*
Blk 473A Fernvale Street
#01-17 Singapore 791473
Tel: 6481 7395
Email: MWSaacfr@mws.sg

16

MWS ACTIVE AGEING CENTRE – GOLDEN LILY@PASIR RIS
Blk 212A Pasir Ris St 21
#01-616 Singapore 511212
Tel: 6214 0119 / 6214 0189
Email: MWSaacgl@mws.sg

17

MWS ACTIVE AGEING CENTRE – GREENTOPS@SIMS PLACE*
Blk 63 Sims Place
#01-227 Singapore 380063
Tel: 6747 1786 / 6747 1796
Email: MWSaacsp@mws.sg

18

MWS ACTIVE AGEING CENTRE – KEBUN BARU
Blk 180 Ang Mo Kio Ave 5
#01-2980 Singapore 560180
Tel: 6238 4136 / 6238 4137
Email: MWSaackb@mws.sg

19

MWS ACTIVE AGEING CENTRE – TECK GHEE VISTA*
Blk 307D Ang Mo Kio Ave 1
#01-01 Singapore 564307
Tel: 6684 0341 / 6684 0361
Email: MWSaactg@mws.sg

Residential Services

20

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

21

MWS NURSING HOME – YEW TEE
51 Choa Chu Kang North 6
Singapore 689581
Tel: 6568 9200 Fax: 6568 9250
Email: MWSnhyt@mws.sg

22

MWS CHRISTALITE METHODIST HOME
51 Marsiling Drive
Singapore 739297
Tel: 6368 5179 Fax: 6368 7127
Email: MWScmh@mws.sg

* Onboarded as Active Ageing Centres on 1 April 2023; operated as Senior Activity Centres in FY2022/23
* Operational from 1 April 2023

Board of Governance



Mrs Fong Loo Fern
Chairperson



Mr Lam Wei Choong
Vice-Chairperson



Mr Raymond Khoo Peng Ann
Honorary Secretary



Ms Mak Wei Munn
Assistant Honorary Secretary



Mr Tan Chian Khong
Honorary Treasurer



Mr Terence Wee Jin Zoo
Assistant Honorary Treasurer



Mr Yeo Kai Eng
Assistant Honorary Treasurer



Mr Yow Chi Mun
Board Member



Ms Joanne Low Eu Min
Board Member



Ms Chew Kim Ling
Board Member



Mr Philip Oh
Board Member



Mr Soh Kok Leong
Co-opted Board Member



Rev Jason Phua
Co-opted Board Member



Mr Samuel Tay
Co-opted Board Member



Mr Wilson Sampath
Co-opted Board Member



Dr Teo Li Bee
Co-opted Board Member



Dr Dex Khor Teik Heng
Co-opted Board Member



Mr Guan Yeow Kwang
Ex-Officio, The Secretary of the
Trustees of The Methodist Church
in Singapore
Appointment from 24.05.2021



Mr Darius Chua Tan Peak
Representative, The Methodist
Church in Singapore
Appointment from 19.10.2015

All board members appointed from September 2022 to present, unless otherwise indicated. Full details on board members can be found in the MWS Corporate Governance Report FY2022/23.

Centre Governance Committees

MWS NURSING HOME – CHOA CHU KANG & YEW TEE

Chairperson	Dr Dex Khor Teik Heng With Effect From 10.09.2022 Dr Tan Hai Chuang Stepped Down On 10.09.2022
Members	Mr Chan Kum Kit Ms Mak Wei Munn Mr Lam Wei Choong Dr Jim Lim Kim Hwa Stepped Down On 25.08.2022 Dr Dex Khor Teik Heng Stepped Down On 10.09.2022 Mrs Audrey Lee Dr Pauline Tan With Effect From 16.03.2023 Mr Yeo Puay Hin Mr Lam Kok Keong Stepped Down On 30.08.2022
Ex-Officio	



MWS SENIOR CARE CENTRE – EUNOS

PARTNER CHURCHES: 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 Mr David Row
Honorary Member	

MWS CHRISTALITE METHODIST HOME

PARTNER CHURCH: CHRIST METHODIST CHURCH	
Chairperson	Mr Stanley Lee Hong Kiat
Vice-Chairperson	Dr Peter Ng Teck Hwee
Secretary	Ms Florence Lee Chui Fong
Treasurer	Mr Jimmy Tay Chee Sen
Members	Col (Retd) Raymond Tan Kwang Meng Mr Ling Ting Soo Mr Teh Chong Mien Mr Wong Taur Jiun Ps Daniel Tan
Ex-Officio	

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 Mr David Row
Honorary Member	

MWS ACTIVE AGEING CENTRES

Chairperson	Mr Albert Lim Song Kiang, PBM
Board Of Governance Representative	Rev David Gwee Stepped Down On 10.09.2022

MWS ACTIVE AGEING CENTRE – FERNVALE RIVERGROVE*

PARTNER CHURCH: SENGKANG METHODIST CHURCH	
Vice-Chairperson	Mr Loh Kum Fei
Members	Mr Raymond Wong Chin Sai

MWS ACTIVE AGEING CENTRE – TECK GHEE VISTA*

PARTNER CHURCH: ANG MO KIO METHODIST CHURCH	
Members	Mr Patrick Ling Choo Hau Mr Tan Tong Guan With Effect From 13.10.2022 Ms Kerrie Chang Lock Yee Mr Lim Choon Kiat Calvin Stepped Down On 24.09.2022 Rev Anthony Lee
Ex-Officio	



MWS ACTIVE AGEING CENTRE – GREENTOPS@SIMS PLACE*

PARTNER CHURCH: GEYLANG CHINESE METHODIST CHURCH	
Members	Ms Teo Suet Ehr Ms Eng Xue Wen Ms Low Siew Noi Rev Paul Thian Moon Hee Mr Wong Hai Hoong
Ex-Officio	

MWS ACTIVE AGEING 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

MWS ACTIVE AGEING CENTRE – KEBUN BARU

PARTNER CHURCH: ANG MO KIO CHINESE METHODIST CHURCH	
Members	Mr Cheung Wai Cheuk Mr Patrick Soo Piang Leong
Ex-Officio	Mr George Loh Rev Helen Hoe

MWS WESLEY ACTIVE AGEING CENTRE – JALAN BERSEH

PARTNER CHURCH: WESLEY METHODIST CHURCH	
Members	Mr Alvin Chua Nai Bin Ms Loke Ai Mei Mr Woon Kee Yang



MWS CHARIS ACE ACTIVE AGEING CENTRE – 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 Mrs Fong Loo Fern
Board Of Governance Representative	
Ex-Officio	Mr Too Shiun Jye Rev Lui Yuan Tze

MWS FAMILY SERVICE CENTRE – YISHUN

Chairperson
Members

Mr Eugene Toh Ming Hong, PPA (G)
Dr Benjamin Tan Swee An
Mr Albert Lim Song Khiang, PBM
Ms Elaine Ng Lay Yian
Ms Kee Ee Wah
Ms Joanne Low Eu Min

Board Of
Governance
Representative

MWS FAMILY SERVICE CENTRE – TAMPINES

PARTNER CHURCH: PENTECOST METHODIST CHURCH

Chairperson
Treasurer
Members

Mr Raymond Khoo
Ms Deon Chan Siew Gong
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
Vice-Chairperson
Treasurer
Members

Ms Anna Chan Hock Cheng
Mr Keong Choon Jin
Mr Herbert Ng Choon Ling
Mrs Magdalene Low (Lau Siah Ing)
Mr Chan Kah Guan
Pastor Jacob Lim

Ex-Officio



MWS GIRLS' RESIDENCE

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

Chairperson
Vice-Chairperson
Members

Mrs Lydia Sng
Ms Flora Chew Siew Keow
Mrs Pauline Tam (Wee Chai Kee)
Mrs Mary Foo Loon Guek
Ms Vimala Yakoolam
With Effect From 16.03.2023
Ms Susan Sumathy D/O Macab
Stepped Down On 08.10.2022
Ms Tay Siew Heng
Ms Chew Kim Ling

Board Of
Governance
Representative
GCWSCS
Representative

Dr Teo Li Bee

MWS CHRISTALITE STUDENT CARE CENTRE

PARTNER CHURCH: CHRISTALITE METHODIST CHAPEL

Chairperson
Vice-Chairperson
Members

Mr Thiang Boon Kiat Eugene
Dr Astrid Yeo Poh Kim
Mrs Irene Ho
Ms Chong Ming Jing Lindsay
Mr Terence Wee Jin Zoo

Board Of
Governance
Representative

Sub-Committees

AUDIT

Chairperson
Members

Mr Soh Kok Leong
Ms Latha Mathew
Mr Raymond Tong Wei Min
Mr Victor Lai Kuan Loong

CHAPLAINCY

Chairperson
Members

Rev Vincent Goh
Rev Chennakesavan Saravana Kumar
With Effect From 15.08.2022
Rev Lek Yong Teck
Rev Joel Yong
Rev Dr Daniel Koh Kah Soon
Rev Lisa Yu Li Hsin
Rev David Gwee
Stepped Down On 10.09.2022
Rev Anil Samuel
Stepped Down On 14.08.2022

COMMUNICATIONS AND PARTNERSHIPS & ENGAGEMENT

Chairperson
Members

Ms Joanne Low Eu Min
Ms Tan Shialely
Dr Hwang Chi Hong
Mr Ng Yao Loong
Rev David Gwee
Stepped Down On 10.09.2022

FINANCE

Chairperson
Members

Mr Tan Chian Khong
Mr Terence Wee Jin Zoo
Mr David Wong Cheong Fook, BBM (L), BBM, PPA, PBM
Mr Yow Chi Mun
Mr Yeo Kai Eng

HUMAN RESOURCES

Chairperson
Members

Mr Philip Oh
Ms Chew Kim Ling
Mrs Loh Chay Leng
Mr Paul Ong Chin Seong
Ms Stephanie Tan Ying Xiu

INVESTMENT

Chairperson
Members

Mr Yow Chi Mun
Mr David Wong Cheong Fook, BBM (L), BBM, PPA, PBM
Mr Tung Siew Hoong
Mr Clifford Lee Hock Tan
Mr Terence Tan Boon Howe
Mr Tan Chian Khong

INFORMATION TECHNOLOGY

Chairperson
Members

Mr Terence Wee Jin Zoo
Dr Lee Wee Leong
Mr Aaron Ma Sei Wai
Ms Koh Kwei Foong

NOMINATIONS

WITH EFFECT FROM 01.08.2022

Chairperson
Members

Mrs Fong Loo Fern
Mr Eugene Toh Ming Hong, PPA (G)
Rev Dr Daniel Koh Kah Soon
Mr Lam Wei Choong
Mr Samuel Tay

MWS NURSING HOME – EUNOS OVERSIGHT COMMITTEE

WITH EFFECT FROM 13.10.2022

Chairperson
Members

Mr Chan Kum Kit
Mrs Audrey Lee
Mr Kevin Loh
Mr Lam Wei Choong
Mr Chai Beng Ping Dexter

RESEARCH, INNOVATION & TRAINING ACADEMY

WITH EFFECT FROM 16.03.2023
Formerly known as RITA Oversight Committee for period 01.01.2023 to 15.03.2023

Chairperson
Members

Mr Lam Wei Choong
Dr Lydia Seong Peck Suet
Dr Genedine Lim
Dr Dex Khor Teik Heng
Dr Pauline Tan
With Effect From 16.03.2023

Key Management



Fong Mee Sim
Acting Chief Executive Officer
and Senior Director, Finance,
Admin & Procurement
Joined: 9 Jul 2007



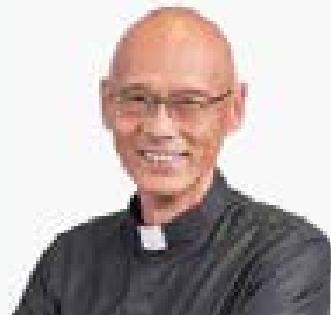
Yap Lee Lee
Senior Director,
Partnerships &
Engagement
Joined: 3 Feb 2014



Coreen Chua
Director, Human Resources
Joined: 12 May 2014



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



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



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



Dr Dennis Chia
Acting Cluster Director,
Community Eldercare Services
and Deputy Director, MWS
Home Care & Home Hospice and
Senior Care Centre
Joined: 1 May 2020



Chong Cheh Hoon
Director, Research,
Innovation & Training
Academy
Joined: 3 Jan 2023



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



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



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



Simon Lim
Head, MWS Nursing
Home – Yew Tee
Joined: 3 Oct 2022



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



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



Bharathi Manogaran
Head, MWS Family Service
Centre – Yishun
Joined: 6 Jan 2020



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



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



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



Annie Goh
Manager, MWS Family
Development Programme
Joined: 1 Apr 2021



Vivian Phuah
Manager,
MWS Christalite
Student Care Centre
Joined: 1 Jun 2022



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



Yong Limin
Head, Allied Health
Joined: 1 Apr 2021



Ronnie Yee
Associate Director,
Compliance & Risk
Joined: 1 Sep 2020



Michelle Aw Yong
Associate Director,
Communications
Joined: 1 Nov 2018

Corporate Governance Report FY2022/23



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A. Board & Executive Management

MWS BOARD OF GOVERNANCE

Members of the MWS Board of Governance (“Board”) and Executive Management are recruited from diverse fields for their different backgrounds and experiences. The Board comes together bringing with them abilities and skillsets in areas such as finance, accounting and audit, legal, risk compliance, organisational development and human resource management, information technology, media and communications and executive search. Having Board diversity helps in making better and informed decisions.

The 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 is an observer to the Board. The composition, powers and functions of the Board are governed by the MWS Constitution (revised October 2022).

To enable succession planning and steady renewal in the spirit of sustainability of the organisation, Board Members serve for a period of 2 years. There is a maximum term limit of 4 consecutive years for the Treasurer / Assistant 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	9 of 9
Mr Lam Wei Choong	Vice-Chairperson	26.09.2015	Managing Principal, Veros Consulting	6 of 9
Mr Raymond Khoo Peng Ann	Honorary Secretary	16.09.2017	Retired. Former Senior Assistant Commissioner of Police, Ministry of Home Affairs	9 of 9
Ms Mak Wei Munn	Assistant Honorary Secretary	10.09.2020	Partner, Allen & Gledhill LLP	8 of 9
Mr Tan Chian Khong	Honorary Treasurer	26.09.2015	Honorary Executive Director, Trailblazer Foundation Ltd	7 of 9
Mr Terence Wee Jin Zoo	Assistant Honorary Treasurer	26.09.2015	Vice President, Professional Services Asia Pacific, SAS Institute Pte Ltd	9 of 9
Mr Yeo Kai Eng	Assistant Honorary Treasurer	10.09.2022	Tax Partner, Ernst & Young Solutions LLP	5 of 6
Mr Yow Chi Mun	Board Member	26.09.2015	Portfolio Manager, Precept Investments Pte Ltd	6 of 9

Board Member	Current Designation	Date of First Appointment to Board	Occupation	Board Attendance
Ms Joanne Low Eu Min	Board Member	14.09.2019	Director, Luxe Labels Pte Ltd	7 of 9
Ms Chew Kim Ling	Board Member	14.09.2019	Retired. Former Executive Director, United Overseas Bank Pte Ltd	5 of 9
Mr Philip Oh	Board Member	14.09.2019	Retired. Former Asia Pacific Chief Operating Officer, Alpha International	8 of 9
Mr Soh Kok Leong	Co-opted Board Member	18.09.2021	Retired. Former Partner, PwC LLP	8 of 9
Dr Dex Khor Teik Heng	Co-opted Board Member	28.09.2022	Clinic Lead, International Medical Clinic	3 of 5
Rev Jason Phua	Co-opted Board Member	08.04.2021	Methodist Pastor, Trinity Annual Conference	4 of 9
Mr Samuel Tay	Co-opted Board Member	01.01.2017	Senior Sales Engineer, Lintec Singapore Pte Ltd	8 of 9
Mr Wilson Sampath	Co-opted Board Member	01.01.2017	Senior Account Manager, Visa Inc	7 of 9
Dr Teo Li Bee	Co-opted Board Member	01.01.2017	Company Director, RCS Teo Pte Ltd	3 of 9
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	1 of 9
By Invitation: Mr Darius Chua Tan Peak	MCS Representative	19.10.2015	Director, Finance, Administration & Programmes, The Methodist Church in Singapore (MCS)	5 of 9

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 step down as Chairperson and Board member at the Annual General Meeting in September 2023 after two (2) consecutive terms of 2 years per term, pursuant to the MWS Constitution.

All Board Members are not paid any remuneration or director’s fees.

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 assumes responsibility for the stewardship of MWS and strives to fulfil its mission.

The Board oversees the decisions relating to policy, strategic issues and governance of MWS. The Board is responsible for setting the overall direction and strategy of MWS and ensures that there are adequate financial and human resources to meet its objectives.

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 Sub-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 or Sub-Committees such as Finance, Human Resources and Information Technology. These help 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 Sub-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 COMMITTEES AND SUB-COMMITTEES

The Board is further complemented by:

- 12 Centre Governance Committees; and
- 9 Sub-Committees covering the following functions: Audit, Finance, Investment, Human Resources, Information Technology, Communications and Partnerships & Engagement, Nominations, Chaplaincy and Eunus Nursing Home Oversight Committee

CENTRE GOVERNANCE COMMITTEES (CGCs)

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, approve strategic plans and overall 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.

SUB-COMMITTEES

(i) Audit

The Audit Sub-Committee assists the Board by overseeing the external audit process over the financial statements of MWS to ensure that these are planned and executed appropriately, and audit risks and issues are appropriately dealt with. The Audit Sub-Committee also reviews the internal audit reports over the effectiveness of, and adherence to MWS' internal financial controls and systems.

The Audit Sub-Committee also advises the Board on MWS' risk strategy and policies as well as risk governance and oversight. Its specific responsibilities include:

- Safeguarding MWS assets
- Maintaining adequate accounting systems
- Reviewing accounting policies and effectiveness of internal controls
- Reviewing the adequacy and effectiveness of the risk framework and ensuring risk management is in alignment with its risk appetite and tolerance
- Regularly reviewing and implementing the Whistle-blowing policy

The Audit Sub-Committee meets at least 2 times a year.

(ii) Finance

The Finance Sub-Committee assists the Board in supervising MWS' financial affairs and ensuring that the Board receives financial information on a regular and timely basis. 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 Sub-Committee meets at least 2 times a year. The MWS Honorary Treasurer is the Chairman of the Finance Sub-Committee.

(iii) Investment

The Investment Sub-Committee advises the Board on matters concerning MWS' investment strategies, and manages the Investment Funds of MWS in accordance with policies approved by the Board, in compliance with existing regulatory requirements. 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

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 Sub-Committee meets at least 4 times a year.

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

(iv) Human Resources

The Human Resources Sub-Committee advises the Board in fulfilling its obligations in overseeing areas of governance and operations relating to human resources, including performance, compensation and succession matters. 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 Resources Sub-Committee meets at least 2 times a year.

(v) Information Technology

The Information Technology Sub-Committee advises the Board in the management of MWS' Information Technology assets including cybersecurity, infrastructure and systems. 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, cybersecurity and use of software

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

(vi) Communications and Partnerships & Engagement

The Communications and Partnerships & Engagement Sub-Committee advises the Board on matters relating to community and corporate communications and engagements, volunteer management, fundraising strategies 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 Sub-Committee meets at least 2 times a year.

(vii) Nominations

The Nominations Sub-Committee advises the Board on matters concerning the appointments of new members to the Board and the various Committees, and reviews the structure, size and composition of the Board and Committees, and evaluates the Board's performance in line with best practices.

The Nominations Sub-Committee consists of MWS' Board Chairperson, current members and independent professionals appointed by the Board. 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 Sub-Committee meets at least once every 2 years.

(viii) Chaplaincy

The Chaplaincy Sub-Committee was established to advise the Board on matters relating to the development of 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 Sub-Committee meets at least 4 times a year to review the plans and work of the ministry.

SUB-COMMITTEES' MEETING ATTENDANCE

Sub-Committee	Number of Members (A)	Total Number of Meetings (B)	Maximum Score (A*B)	Actual Score	Sub-Committee Attendance Actual Score/Maximum Score * 100%
Audit	4	2	8	6	75%
Finance	5	4	20	20	100%
Investment	6	4	24	15	62.5%
Human Resources	5	2	10	9	90%
Information Technology	4	4	16	14	87.5%
Communications, and Partnerships & Engagement	4*	4	18	16	88.9%
Chaplaincy	6*	4	26	19	73%
Nomination	5	1	5	5	100%
Eunos Nursing Home Oversight	5	2	10	7	70%

* Ps David Gwee resigned on 10 September 2022

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

KEY MANAGEMENT EXECUTIVES**1. Ms Fong Mee Sim, Acting Chief Executive Officer and 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.

2. 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

The top goals of the talent acquisition team include devising strategies to improve the speed and quality of hires, establishing a solid employer branding strategy to attract top talent, and building a reliable and robust talent pipeline. Our retention strategies include offering a competitive compensation and benefits package (the compensation framework is slated for review); prioritising internal promotions; and investing in employee recognition, development and engagement.

STRUCTURED CAREER AND COMPETENCY DEVELOPMENT

We believe a structured career and competency development framework provides employees with a clear understanding of the knowledge, skills and experiences required. Our development of a competency framework for MWS Senior Care Centre – Eunost and MWS Active Ageing Centres started in FY2022/23 and will be launched by Q3 FY2023/24.

ANNUAL REMUNERATION OF 3 HIGHEST PAID STAFF

Salary Bands (in bands of \$100,000)	Number
\$200,001-\$300,000	2
\$300,001-\$400,000	1

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.

C. Financial & Risk Management and Internal Controls

INTERNAL CONTROL SYSTEMS

The MWS Board is responsible for ensuring that it has a sound system of internal controls to safeguard stakeholders’ interests and the organisation’s assets. The Audit Sub-Committee and the Finance Sub-Committee assist the Board with this responsibility. The Senior Director of Finance who heads the Finance Department, ensures that operations comply with the procedures set out in the Financial Policies and Procedures Manual. The Manual documents procedures and controls for all financial matters including key areas such as procurement, receipting, payments, delegation of authority and limits of approval.

The Audit Sub-Committee also advises the Board on risk strategy and policies as well as risk governance and oversight. The Audit Sub-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 Sub-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.

The external auditors, in the course of their annual statutory audit, review and test the operating effectiveness of internal controls to enable them to arrive at their unqualified audit opinion.

MWS also engages internal auditors to audit the organisation’s internal controls, operations and procedures. In consultation with the Audit Sub-Committee, Management considers the recommendations made by external and internal auditors to improve controls and implements changes as appropriate. Implementation of recommendations by both internal and external auditors are reviewed and monitored by the Audit Sub-Committee.

Each MWS Centre is overseen by a Centre Governance Committee which helps to provide effective governance at the Centre level, and to ensure proper allocation of funds and compliance with relevant regulatory requirements.

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 exposures.

BUDGET PLANNING AND FINANCIAL INFORMATION

The Board receives monthly financial reports of the financial position of the organisation. These reports are scrutinised by the Finance Sub-Committee to identify unusual amounts or transactions as well as material deviation from the annual budget set for the financial year.

Financial risks such as ‘Non-compliance with annual budgets with strategic plan’, ‘reserves inadequate to meet planned objectives’ and ‘cash flow difficulties come under the purview of the Finance Sub-Committee. The Board’s responsibility includes monitoring of funds received as donations or from funding agencies to ensure that they are used for the specific purpose they are intended.

Funding for programmes and services are annually reviewed by the Board to ensure long-term sustainability of MWS’ initiatives, programmes and services. Funds in excess of immediate needs are invested based on recommendations provided by the Investment Sub-Committee with approved financial institutions in Singapore or in Singapore dollar bonds of good credit standing or unit trusts which are approved by the Board. The portfolio of investment is reviewed at each meeting of the Investment Sub-Committee.

The annual budget is prepared by the Finance Department with inputs from the various department heads, heads of centres and Centre Governance Committees and is reviewed by the Finance Sub-Committee prior to the submission to the Board for approval. The annual budget is updated where necessary.

The Board receives monthly financial reports of the financial position of the organisation. These are first reviewed by the Finance Sub-Committee to identify unusual items and transactions as well as for deviations from the annual budget of both income and expenditure.

Audited financial statements are made available on our website to provide full disclosure for the benefit of all our stakeholders.

D. Conduct of Fundraising Activities

Fundraising Activities	Receipts (Rounded Off)	Purpose	Efficiency Ratio**
MWS Empowerun 2022 (15 to 29 October 2022)	\$368,074*	Channelled to MWS Centres and Programmes	30%
MWS Fellowship on the Greens 2022 (18 to 19 August 2022)	\$405,952	Channelled to MWS Centres and Programmes	25%
MWS Charity Gala 2023 (6 January 2023)	\$707,735	Channelled to MWS Centres and Programmes	16%
MWS Hong Bao Donation Drive 2023 (January to February 2023)	\$183,561^	Channelled to MWS Centres and Programmes	2%

* This figure excludes a government grant and registration fees that were 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. Policies and Practices

CONFLICT OF INTEREST POLICY

All Board members and staff of MWS are required to comply with the MWS Conflict of Interest Policy and operating procedures are in place to avoid and manage situations of actual or perceived conflicts of interest. The Policy is read and acknowledged by each member of the MWS Board, the Board Committees and all employees, upon appointment, annually and on a need-to basis. In the event a conflict of interest situation arises, whether direct or indirect, full disclosure must be made and the interested member must abstain from any discussion and voting on the matter. In order to avoid any conflict of interest or any conflict in roles, employees of MWS are not allowed to be members of the MWS' Board and Board Committees. Members of the MWS Board and Board Committees are not paid for their services. The full policy can be found at www.mws.sg.

PERSONAL DATA PROTECTION POLICY

MWS has implemented a Personal Data Protection Policy and related processes to comply with the Personal Data Protection Act 2012 (the "PDPA"). Unless otherwise permitted by law, MWS is required to obtain consent for the collection, use, disclosure and processing of personal data. Data will only be used for the purposes disclosed and consent obtained, unless otherwise permitted under the law. Reasonable security arrangements are in place to prevent unauthorised access, collection, use, disclosure, copying, modification or disposal of the personal data. The full policy can be found at www.mws.sg.

WHISTLE-BLOWING POLICY

MWS is committed to high standards of ethical behaviour and sound corporate governance in compliance with all laws, regulatory requirements and internal policies. MWS' Whistle-blowing 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. MWS does not condone any malpractice, impropriety or statutory non-compliance by staff in the course of their work.

The Whistle-blowing policy aims to encourage members of staff, partners, volunteers, suppliers, contractors, clients and other stakeholders of MWS to raise concerns or to report malpractices or misconducts, and to offer assurance that they would not suffer any detriment, or be fearful of the risk of reprisal, victimisation or other adverse repercussions, as a consequence of them raising their concerns in good faith. The full policy can be found at www.mws.sg.

CODE OF CONDUCT

All members of the Board, staff and volunteers abide by a code of conduct throughout their employment or engagement with MWS. This code of conduct is aligned to MWS' core values of Trust, Respect worth and dignity of people, Uncompromising integrity, Service before self, Teamwork and Sound governance.

RESERVES AND RESTRICTED FUNDS POLICY

Reserves are maintained to provide working capital and enable MWS to develop over the longer term. The Board reviews its policy on accumulated reserves annually to ensure long-term sustainability of the activities.

Designated Funds and Restricted Funds are donations or grants received that are set aside for specific projects and expenses, 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 staff, members of the Board, Board Committees 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. 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 (FY2022/23)

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied 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 ¹ 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/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
Human Resource and Volunteer² 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	
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	

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
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 ³ belonging to the Executive Head ⁴ 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 ³ belonging to the Executive Head ⁴ 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	

Notes:

- ¹ Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, e.g. an Executive Director or administrative personnel.
- ² Volunteer: A person who willingly serves the charity without expectation of any remuneration.
- ³ Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity –
(a) who may be expected to influence the Executive Head’s or governing board member’s (as the case may be) dealings with the charity; or
(b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member’s dealings with the charity.
A close member of the family may include the following:
(a) the child or spouse of the Executive Head or governing board member;
(b) the stepchild of the Executive Head or governing board member;
(c) the dependant of the Executive Head or governing board member.
(d) the dependant of the Executive Head’s or governing board member’s spouse.
- ⁴ Executive Head: The most senior staff member in charge of the charity’s staff.



Thank you for partnering us
to empower life to the full!

**‘Whoever brings blessing will be
enriched, and one who waters will
himself be watered.’**

Proverbs 11:25

