



ANNUAL REPORT FOR THE YEAR ENDED 31 DECEMBER 2019

1. St. John's Home for Elderly Persons began operating in Dec 1958 at its current premises at 69 Wan Tho Avenue. It was registered under the Societies Act on 18 Oct 1961 and under the Charities Act on 12 Mar 1988.

Charity Registration Number: 000563
 ROS Registration Number: 0155/1960
 Registered Address: 69 Wan Tho Avenue Singapore 347601
 IPC Registration Number: 000361
 UEN: S61SS0176G

2. MISSION

The mission of the Home is to provide shelter and to care for the physical and spiritual needs of such elderly persons as have no home or suitable accommodation and no children or close relatives who have adequate facilities for looking after them. The Home is open to all regardless of race or creed.

3. GOVERNING INSTRUMENT

The Home's governing instrument is the Constitution of the Home.

4. MANAGEMENT COMMITTEE

- 4.1 The Management Committee comprises the following persons elected at the Annual General Meeting held on 10 May 2019.

<u>Designation</u>	<u>Name</u>	<u>Date of Appointment to Current Office</u>	<u>Occupation</u>	<u>Date of Appointment to 1st Key Office</u>	<u>Attendance 2019</u>
Chairman	Mr. Woon Wee Yim	27Jun2008	Retiree	May 1999 Hon. Treas.	12 of 12
Vice-Chairman	Mr. Andrew Lioe Hui Siang	27Jun2008	Self Employed	Apr 2001 Hon. Sec.	11 of 12
Hon. Secretary	Mr. John P. Kiramathypathy	22Jun2007	Self Employed	Apr 2003 Asst Hon. Sec.	11 of 12
Asst. Hon. Secretary	Mr. Warren Consigliere (Jan-May2019; term ended in May2019)	05May2017	Self Employed	Jun 2007 Asst. Hon. Sec	04 of 04
	Mr. Jeyaraj Indra Raj (May-Dec2019)	10May2019	Partner Law Firm	May2019 Asst. Hon. Sec	09 of 12
Hon. Treasurer	Mr. Vijendran Alfreds	05May2017	Retiree	Apr 2010 Asst. Hon. Sec.	10 of 12
Committee Members					
	Mr. Lester Lee Keng Kok	Apr2012	Director	NA	09 of 12
	Mr. David Alexander Ong	Sep2013	Retiree	NA	10 of 12
	Ms. Pearl Lee Tuan Kee	Sep2017	Retiree	NA	09 of 12
	Ms. Rachel Ong Chuan Chuan	Sep2018	Unemployed	NA	10 of 12

Mr. Tan Willie, Head of Investment Promotion, a co-opted Management Committee member, resigned in Dec 2019 due to health and work commitments. (2019 Attendance: 08 of 12).

4.2 The Management Committee meets each month in accordance with the Constitution. Members of the Committee hold office for a period of one year. They are eligible for re-election to the Committee except that the Honorary Treasurer shall not hold the same office for a continuous period of more than four successive years.

4.3 Four members of the Management Committee have served more than 10 years continuously on the Committee (compared to five for 2018). Their services will continue to be required as the Home is currently undertaking a building redevelopment project which is expected to be completed in Dec 2020.

4.4 Chairs of Sub-Committees

Each of the 11 Sub-Committees is headed by a member of the Management Committee.

Admissions Sub-Committee	Mr. Tan Willie
Audit Sub-Committee	Mr. Lester Lee Keng Kok
Building Development Sub-Committee	Mr. Andrew Lioe Hui Siang
Buildings & Facilities Sub-Committee	Mr. John P. Kiramathypathy
Endowment Fund Investment Sub-Committee	Mr. Lester Lee Keng Kok
Finance Sub-Committee	Mr. Andrew Lioe Hui Siang
Home Life Sub-Committee	Mr. Jeyaraj Indra Raj
Nomination Sub-Committee	Mr. David Alexander Ong
Resource Development Sub-Committee	Mr. David Alexander Ong
Spiritual Life Sub-Committee	Mr. Vijendran Alfreds
Staff Sub-Committee	Mr. Andrew Lioe Hui Siang

4.5 The principal areas of focus are:

- a. the safety, physical, emotional and spiritual well-being of the Residents
- b. stewardship of financial, staff and physical resources of the Home
- c. redevelopment of the Home
- d. fundraising for the redevelopment project and the on-going operations of the Home.

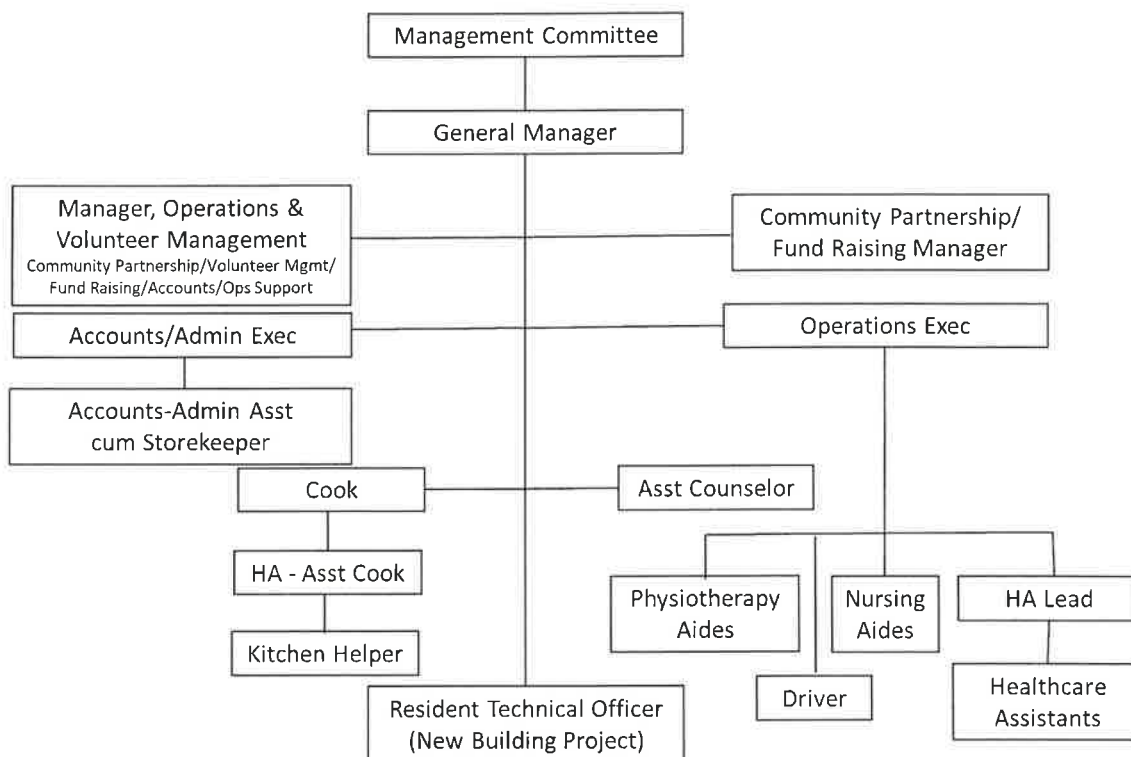
4.6 Members of the Management Committee attended the following courses in 2019:

- a. Social Trends (1 member)
- b. Board and Management Dynamics (1 member)
- c. Strategy and Board Performance (2 members)
- d. Risk Management for NPO (1 member)
- e. Recent Legal Developments & Implications for Healthcare Practice (1 member).

5. TRUSTEES OF THE HOME

- a. Mr. Matthew Wilfred Anthonisz (PBM)
- b. Mr. Woon Wee Yim
- c. Mr. Andrew Lioe Hui Siang
- d. Mr. Victor Vijendran Alfreds

6. ORGANIZATION CHART



7. GENERAL MANAGER OF THE HOME

Mr. Goh Beng Hoe (Date of Appointment: 1 Sep 2007 as Superintendent. Appointed General Manager 1 Jul 2013)

8. BANKERS OF THE HOME

UOB – Tai Seng Branch

9. AUDITORS OF THE HOME

- a. Internal Auditor: M/S Ardent Business Advisory Pte Ltd
- b. External Auditor: M/S Fiducia LLP, Certified Public Accountants (formerly M/S H W Soo and Co)

10. STAFFING

10.1 The Home had 28 staff on 31 Dec 2019:

Staff Category	No. of Local Staff	No. of Foreign Staff
Nursing Aide	0	4
Physiotherapy Aide	0	2
Healthcare Assistant	1	10 (1 leaving Jan2020)
Kitchen Helper	1	0
Cook	1	0
Driver (part time)	1	0



Operations Executive	2	0
Operations/Volunteer Manager		
Assistant Counsellor (part time)	1	0
Accounts Exec		
Admin/Accounts Asst-Storekeeper	2	0
Fund Raising Manager	1	0
Resident Technical Officer (for new building project)	1	0
General Manager	1	0
Total	12	16

10.2 Regular briefings are conducted concerning their duties, and staff rules and regulations. The staff are also kept informed through staff notices. Supervision is carried out daily by the General Manager, Operations Manager and Operations Executive.

10.3 Appraisal of staff's conduct and work performance is continuous. A formal appraisal of each staff is carried out once a year in May. The appraisal of the General Manager is done by the Staff Sub-Committee. The General Manager ensures that appraisals are carried out for other staff.

10.4 Staff salaries are reviewed annually, effective July. The Staff Sub-Committee submits recommendations to the Management Committee for approval. The remuneration of staff is determined by the Management Committee. No staff is involved in the setting of their own remuneration.

10.5 Staff costs, including employer CPF, Foreign Workers' Levy and other staff costs, increased by 5.6%. Staff costs as a percentage of Total Expenditure, excluding building costs, decreased by 0.5 point, to 51.6%.

Overall Staff Cost	2019 (\$)	2018 (\$)	% Change (2019 vs 2018)
Salary & AWS	648,454	612,131	5.9%
Employer CPF/SDL	61,752	60,843	1.5%
Foreign Worker Levy	73,026	75,780	-3.6%
Staff Welfare/Training/Uniform/Repatriation etc	13,765	6,030	128.3%
Total	796,997	754,784	5.6%
Total Expenditure	1,544,367	1,449,892	6.5%
Staff Cost as % of Total Expenditure	51.6%	52.1%	-0.5 pt

-exclude RTO (Resident Technical Officer) salary under Building Fund

10.6 Staff turnover was 21% (42% for local staff and 9% for foreign staff). A foreign staff (physiotherapy aide) left the Home in pursuit of a career in the USA. There were



five local staff resignations namely, two for the position of Operations Executive; another two for the position of Resident Technical Officer; and one for the Admin/Accounts Assistant cum Storekeeper. Replacements have been found for all the resignations.

10.7 The Home continues to face challenges in attracting and retaining staff. Actions taken to address the challenge include salary increments and higher expenditure for staff welfare, training and provision of staff uniforms.

10.8 Two training sessions were conducted in 2019 for staff to create bonding, mutual understanding and empathy towards one another (thus creating a kampong spirit among them). This was done through bringing awareness of similarities they share in common despite coming from different countries and backgrounds. The training sessions were conducted by Tsao Foundation.

10.9 No staff is paid more than \$100,000 in total annual remuneration.

10.10 There are no paid staff who are close family members of the Executive Head or Management Committee members.

11. LICENSED CAPACITY AND OCCUPANCY

11.1 We had an average monthly occupancy of 76 Residents in the year (average of 81 in 2018 and 90 in 2017). In 2019, 10 persons were admitted to the Home, 2 Residents passed away and 13 were discharged. The majority of those discharged were transferred to Nursing Homes due to the deterioration of their physical condition.

11.2 Residents who are admitted generally face circumstances such as having:

- no immediate family
- family members who have passed away or who are themselves elderly
- severe conflict within the family (with spouse or children/children-in-law and conflict between children and their spouse)
- financial problems which prevent their access to elderly commercial Homes.

11.3 The current capacity of the Home is 86, reduced from 102 in 2018 because we tore down 4 dormitories to make way for the new building. The new building will have a capacity of 150.

11.4 As at the date of this report, we have 71 Residents. 42 are males, and 29 females. Their ages range from 62 to 97. 23 Residents are Public Assistance recipients. The average length of stay is 6 years and 1 month. 10 Residents have been with the Home for more than 10 years. The longest staying has been with us for 20 years.

12. PROGRAMMES PROVIDED BY STAFF

12.1 Well balanced meals 4 times a day. The meals are cooked within the Home. The menus are vetted by a dietician.

12.2 Physiotherapy. The Home has a designated physiotherapy area and employs 2 full time physiotherapy aides.

Physiotherapy sessions are held every day except Sunday. Morning exercises are held each Monday, Wednesday and Friday at 7.30am. Residents are given the opportunity to participate in individual physiotherapy, group physiotherapy, bed exercises and cognitive exercises.

A professional physiotherapist from AWWA-Allied Health Professional Group visits the Home weekly to assess Residents, review progress, recommend therapy exercises and supervise our physiotherapy aides.

Of the cohort of about 68 Residents who went through the pre- and post-assessments over a 6-month period from Jul 2019 to Dec 2019:

- Fall Risk: the proportion of Residents with high fall risk has reduced from 23.5% (Jul 2019) to 20.6% (Dec 2019) and low fall risk has increased from 76.5% (Jul 2019) to 79.4% (Dec 2019)
- Functional Independence: 2.9% made improvement, 94.2% maintained and 2.9% showed decline.

12.3 Counselling Services

To meet our Residents' emotional and psychological needs, we engage a professional counsellor who comes once a week. We also employ an Assistant Counsellor five half-days a week. The counselling services provided include Individual Counselling, Adjustment Counselling, Conflict Resolution and Group Counselling programmes (Life Review Group and Emotional Management Group).

A total of 24 counselling cases were seen in the year 2019 (nine cases have been closed and 15 still active). These counselling sessions helped the Residents improve in their social, emotional, mental and spiritual well-being.

Two group work sessions on Emotional Management and Life Review were conducted. The Emotional Management group work session helped Residents gain awareness of their habitual way of coping with emotions and see new possibilities in accepting and managing their emotions. 13 Residents participated in this group work session.

In the Life Review group work session, Residents revisited significant moments of their life journey through different experiential activities and developed better awareness and appreciation of their internal qualities. It also tapped on the group energy to support and further enhance their acceptance and appreciation of one another. 8 Residents participated in this group work session.

In addition, two talks were conducted to create a kampong spirit among the Residents through connecting them to common memories on happiness and family time. This helped create better understanding and promote friendliness amongst the Residents.

13. PROGRAMMES PROVIDED BY COMMITTED VOLUNTEERS

13.1 A wide range of activities were conducted by volunteers to meet the needs of the Residents. Volunteer groups include people from all walks of life such as organizations, community groups, constituency grassroots, Chinese temples, Churches, schools and associations.

13.2 Sunday Services and Christian Fellowships. Services in English are held each Sunday in the Lounge at 8.30am. Mandarin/Dialect Services are held on Sundays at 4.00pm. Hymns and Songs sessions are held on Tuesdays at 10am. Mid-week Fellowship Services are held in English on Wednesdays at 10am. Chinese Fellowship Services are held on Thursdays at 10am. These services help meet the spiritual needs of the Residents. Attendance is voluntary.

13.3 Karaoke, Sing-a-long and Games Sessions. These are held every Tuesday at 3pm.

13.4 Qi Gong Exercises. These are held every Monday at 7.30am.

13.5 Haircuts. Two hair saloons provide complimentary haircuts each month.

13.6 Regular visits from students. These students conduct activities such as Bingo, chess, Chinese chess, other board games and increasingly iPad games.

13.7 The Home is grateful that many organizations and volunteer groups visit the Home to bring joy to our Residents. There were 225 visits in 2019 (184 in 2018). Volunteers engaging Residents help in their wellbeing. Residents so enjoy the singing, bingo and other games with these groups.

13.8 Several organizations took our Residents out on excursions: 23 in 2019 (41 in 2018). Our Residents so enjoy these outings.

14. REDEVELOPMENT/FUTURE PLANS

14.1 The Home has been located at its present premises, 69 Wan Tho Avenue Singapore 347601, since Dec 1958. The area occupied is 12,294 sqm. The lease on the land expired on 31 Dec 2015.

14.2 After several rounds of negotiation, the Trustees of the Home supported by the Management Committee gratefully accepted an offer from the Government of Singapore for a 30-year lease from 1 Jan 2016, on 3,300 sqm on lot 7112W-PT and 7108M-PT MK24 for a premium of \$2.88 million.





14.3 After a design competition ran in conjunction with the Singapore Institute of Architects, the design of Aamer Architects was selected. This excellent design was shortlisted as a finalist for an award at the World Architectural Festival held in Amsterdam in Nov 2018.

14.4 Construction work for the new 5-storey building to meet the plot ratio of 1.4 as required by the authorities commenced in Dec 2018. The licensed capacity of the new Home will be 150. The tender was awarded at a cost of \$14.4 million in Aug 2018, making the total cost of the project \$20 million (including land lease cost of \$2.88 million, architects and consultants' fees, laundry and physiotherapy equipment, furniture, new hospital beds and GST). Demolition work was carried out in Dec 2018.

14.5 During the year, the Building Development Sub-Committee, headed by our Vice-Chairman, continued fortnightly meetings with our architects, consultants and main contractor to plan, address issues and monitor the progress of the construction works. Regular site visits were conducted. Work matters were also addressed through channels like phone calls and emails.

14.6 A variation order to add a hydro-therapy pool was approved by the Management Committee. This additional facility will improve the Home's capacity for providing physiotherapy exercises for our Residents.

14.7 At the end of 2019, 54% of the construction work has been completed. The building is expected to be completed in Dec 2020 per schedule.

14.8 During the construction period, the Home continues to operate, with 15% reduction in capacity (to 86 beds) under a tenancy agreement with the Government of Singapore. The present second 3-year tenancy took effect from 1 Jan 2019 at a monthly rent of \$13,600 (\$13,505 for the first 3 years) for GFA of 2,004.4 sqm on the remaining 8,923.7 sqm land area of the present site.

14.9 The Management Committee had a two-day strategy meeting in Nov 2019, when the Mission was reaffirmed, and a new financial model from Jan 2021 was recommended.

15. FINANCIAL MATTERS

15.1 Finance Standard Operating Procedures are in place governing financial matters in key areas such as procurement, payment and receipting. Reviews of accounting documents are carried out by members of the Management Committee and by an internal audit/accounting firm.

15.2 The Home is funded by upkeep fees from Residents, allowances paid by Government for Public Assistance Residents, and by public donations.

15.3 For the year ended 31 Dec 2019, the Home had an income of \$3,370,011 (FY2018 \$4,929,567) including \$1,833,449 (FY2018 \$3,104,993) for our Building Fund.

15.4 15% of our income in 2019 (11% in 2018) was from upkeep fees paid by Residents, 55% from donations (76% in 2018), 5% from Government in respect of Residents on Public Assistance who composed 32% of our Residents (3% in 2018), 17% from Tote Board/Care & Share Grant (6% in 2018) and 8% others (4% in 2018).

15.5 Expenditure was \$1,978,656 (FY2018: \$1,929,646). A Net Surplus of \$1,391,355 (FY 2018: \$2,999,921) brought our accumulated funds carried forward to \$20,641,674 (FY2018: \$19,250,319). Cash and Cash Equivalents as at 31 Dec 2019 was \$13,011,531 (31 Dec 2018: \$16,352,821).

Excluding Building Expenses, our cost analysis is:

#	Description	2019	2018	% of Total Exp Yr 2019	\$ Change (2019 vs 2018)	% Change (2019 vs 2018)
		Total	Total			
1	Staff Cost (Operations)	634,604	596,010	41.1%	\$38,594	6.5%
2	Staff Cost (Governance and Administration)	162,393	158,774	10.5%	\$3,619	2.3%
3	Operations	192,573	147,281	12.5%	\$45,292	30.8%
4	Food Provision & Medical Expense /Clinical Supplies	126,607	122,773	8.2%	\$3,834	3.1%
5	Utilities	80,757	78,881	5.2%	\$1,876	2.4%
6	Repair & Maintenance	63,719	53,000	4.1%	\$10,719	20.2%
7	Depreciation (including ROU Asset)	200,162	212,998	13.0%	-\$12,836	-6.0%
8	Governance and Administration	37,120	41,210	2.4%	-\$4,090	-9.9%
9	Cost of Generating Funds	46,432	38,966	3.0%	\$7,466	19.2%
	Total (General Fund)	1,544,367	1,449,892	100.0%	94,475.31	6.5%

15.6 Cost per resident for 2019 was \$1,705* per month (FY2018: \$1,495*). In 2019, our operational expenditure increased by 6.5% but we had on average 5 fewer Residents.

* excludes Building Fund expenditure & land lease depreciation

15.7 We continued our practice of appointing an accounting firm to conduct an annual internal audit of the Home.

15.8 An internal audit was carried out by M/S Ardent Business Advisory Pte Ltd for the period Jul 2018 to Jun 2019. Ten findings were observed and raised in the report, with one finding categorized as “High Risk”, 6 as “Medium Risk”, 2 as “Low Risk” and 1 as “Opportunity to Implement Best Fit Practices”.

15.9 The “High Risk” observation relates to the timeliness of:

- overtime payment (paid more than 14 days after the salary period)
- salary payment for new hire in respect of their first incomplete month of service, and

- salary payment for staff who have resigned (1 staff was paid after his last day of service).

15.10 Actions have been taken to immediately address all the 10 observations. The auditor has reviewed and confirmed that all the recommendations from the previous audit done in 2018 had been implemented.

15.11 In July 2019, we implemented iBanking. Another productivity measure that we will be implementing is the Integrated System for Resident Care Management & Billing, Charity Management, Accounting and Payroll which, among other things, will obviate the necessity for double entries by having an integrated system. We are planning to implement this in 2020.

15.12 We have paid \$5,854,983 for the construction of the new building. This expenditure is capitalized in the financial statements.

16. RESOURCE DEVELOPMENT SUB-COMMITTEE

16.1 In 2019, we raised \$1,844,362 for both the General and Building Funds. 2018: \$3,732,380.

Our fundraising expense for 2019 was \$46,432 (2018: \$38,966). So, our fundraising efficiency ratio works out to 2.5% (2018: 1.04%), which is well below the regulated limit of 30%.

The Home does not engage any commercial fundraiser.

16.2 Our sixth Annual Gala Dinner held on 24 Aug 2019, raised a nett total of \$517,162 (this amount includes a Tote Board grant of \$100,000 that was disbursed to the Home in Dec 2019) compared with a nett total of \$350,456 raised in 2018's Gala Dinner.

16.3 Our 'Name-a-Room' campaign whereby individuals and corporations can donate sums between \$8,000 and \$1,500,000 for facilities or equipment to be named by them at the new Home, yielded \$422,004 in 2019 and \$1,731,438 in 2018.

16.4 Online donations via Giving.sg and GiveAsia totalled \$276,767 (\$411,029 in 2018).

16.5 Our first PayNow donation was received August 2019. Total collection for 2019 was \$2,101.

16.6 The number of individual donations was 2,281 (2,859 in 2018). There were 115 Corporate donations (149 in 2018).

16.7 The Home appeared in the news for 3 MediaCorp TV channels, CNA for the repeat broadcasts of documentary #DontForgetMe and 1 online content by NVPC in 2019.



16.8 A group of students from LaSalle College of the Arts, Puttnam School of Film & Animation used our Home for the full location shoot for their graduating film "Ah Mak's Great Escape" in 2019. The comedy will be released for public viewing in May 2020.

16.9 Our Home's website was refreshed, and the new look was live by April 2019.

16.10 Our Home currently has digital exposure through our website, Facebook, Twitter and Youtube.

17. PURPOSES FOR WHICH THE HOME'S ASSETS ARE HELD

The land leased for 30 years and Land and Buildings under the Tenancy Agreement with the Government provide a place for the Home to provide sheltered home services to our Residents.

18. POLICIES

18.1 CONFLICT OF INTEREST POLICY

The Home has a Conflict of Interest Policy. The policy applies to:

- a) all Management Committee members;
- b) all Sub-Committee members; and
- c) the General Manager, Accounts/Admin Executive, Community Partnership/Fund Raising Manager, Operations Manager and all local employees of the Home.

They must complete and submit the prescribed Conflict of Interest declaration form to the Home in May each year (or on the date of appointment if this is later). In addition, as and when a new Conflict of Interest arises, the declaration form must be completed. The individual concerned must abstain from the discussion and decision on the particular matter where there is a conflict of interest.

18.2 RESERVE POLICY

The Home's Reserve Policy is as follows:

- (a) The Home intends to follow the guidelines in the Code of Governance for Charities and IPCs.
- (b) Funds in the Reserve are to provide for financial stability and the means for the development of our principal activity.
- (c) Should these funds be required for the construction of the new building, they may be drawn down.
- (d) Once the building has been paid for, the Home intends to build up its Reserve to a level which is equivalent to two years of operating expenditure, excluding depreciation. Annual operating surpluses will be transferred to the Reserve.
- (e) Once the Reserve has two years of operating expenditures, operating surpluses will be transferred to a Sinking Fund, to be used for:



- (i) cyclical maintenance and renovations of the building occupied by the Home;
- (ii) renewal in 2045 of the land lease.



18.3 OTHER POLICIES

Besides the Conflict of Interest and Reserve Policies, the Home has in place the following:

- a. Whistle Blowing Policy
- b. Volunteer Management Policy
- c. Communication Policy
- d. Fund Raising Policy
- e. Risk Management Policy
- f. Endowment Fund Investment Policy
- g. Board Governance Policy.



19. COMPLIANCE WITH IPC'S GOVERNANCE EVALUATION CHECKLIST

The Home complied with all the IPC's Governance Evaluation Checklist of 38 items for the period Jan to Dec 2019.



20. GOVERNMENT AUDIT FOR LICENSE RENEWAL

The Home complied with all the requirements of the license renewal audit inspection conducted by the Ministry of Social and Family Development in Mar 2019. The Home's license was renewed for another two years from Jun 2019 to Jun 2021.



21. AWARDS

In 2019, the Home was awarded the Charity Transparency Award from the Charity Council (also awarded in 2018).

In 2018, 2016 and 2014, the Home was awarded the Community in Bloom Award Silver Category from National Parks Board.

In 2014, the Home was awarded the President's Award for Philanthropy (Non-profit Category).

22. APPRECIATION

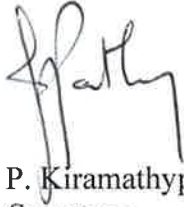
22.1 The Management Committee wishes to thank officials in the Ministry of Social and Family Development, Commissioner of Charities, National Council of Social Service, National Volunteer & Philanthropy Centre, Singapore Land Authority and Building and Construction Authority for their advice, encouragement and support during the year.

22.2 We also thank the Singapore Institute of Architects for their continuing advice on the construction of the new building.

22.3 We are grateful to every one of our untiring volunteers for the joy they bring. It is our volunteers who make the Home one where Ageing is Celebrated.

22.4 We are grateful for the generosity of every donor, without which we would not be able to carry out our Mission.

22.5 Above all, we are grateful for God's continued provision and Grace over the past year, both for our Home and in our personal lives that enabled us to serve Him in our Service to the Residents of St. John's Home For Elderly Persons.



John P. Kiramathypathy
Hon. Secretary
For and on behalf of the Management Committee
05 May 2020

