

ANNUAL REPORT
FOR THE YEAR ENDED 31DEC2018



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 18 May 2018.

<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 2018</u>
Chairman	Mr. Woon Wee Yim	27Jun'08	Retiree	May 1999 Hon. Treas.	13 of 13
Vice-Chairman	Mr. Andrew Lioe Hui Siang	27Jun'08	Self Employed	Apr 2001 Hon. Sec.	11 of 13
Hon. Secretary	Mr. John P. Kiramathypathy	22Jun'07	Self Employed	Apr 2003 Asst Hon. Sec.	10 of 13
Asst Hon. Secretary	Mr. Warren Consigliere	05May'17	Self Employed	Jun 2007 Asst. Hon. Sec	12 of 13
Hon. Treasurer	Mr. Vijendran Alfreds	05May'17	Retiree	Apr 2010 Asst. Hon. Sec.	10 of 13
Committee Members					
	Mr. Lester Lee Keng Kok	Apr'12	Director	NA	11 of 13
	Mr. David Alexander Ong	Sep'13	Retiree	NA	10 of 13
	Mr. Jeyaraj Indra Raj	Sep'16	Partner Law Firm	NA	8 of 13
	Ms. Pearl Lee Tuan Kee	Sep'17	Communication Practitioner	NA	11 of 13



4.2 In addition, two persons were co-opted to the Management Committee in 2018:

- Mr Tan Willie, Deputy Head of Investment Promotion, was co-opted in May 2018 and continued to serve on the Management Committee. (2018 Attendance: 07 of 13)
- Ms Rachel Ong Chuan Chuan, presently on sabbatical leave (previously, Senior Manager Client Management), was co-opted in September 2018. (2018 Attendance: 03 of 03)

4.3 The Management Committee meets each month in accordance with the Constitution. Members of the Management 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.

4.4 Five members of the Management Committee have served more than ten years on the Committee. Their services will continue to be required as the Home is currently undertaking a building redevelopment project which is expected to be completed in 2020.

4.5 CHAIRS OF SUB-COMMITTEES

4.5.1 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. Warren Consigliere
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

4.6 The principal areas of focus are:

- a. The safety, physical, emotional and spiritual well-being of Residents
- b. Stewardship of financial, staff and physical resources of the Home
- c. Redevelopment of the Home
- d. Fundraising for the redevelopment project.

4.7 Members of the Management Committee attended the following courses in 2018:

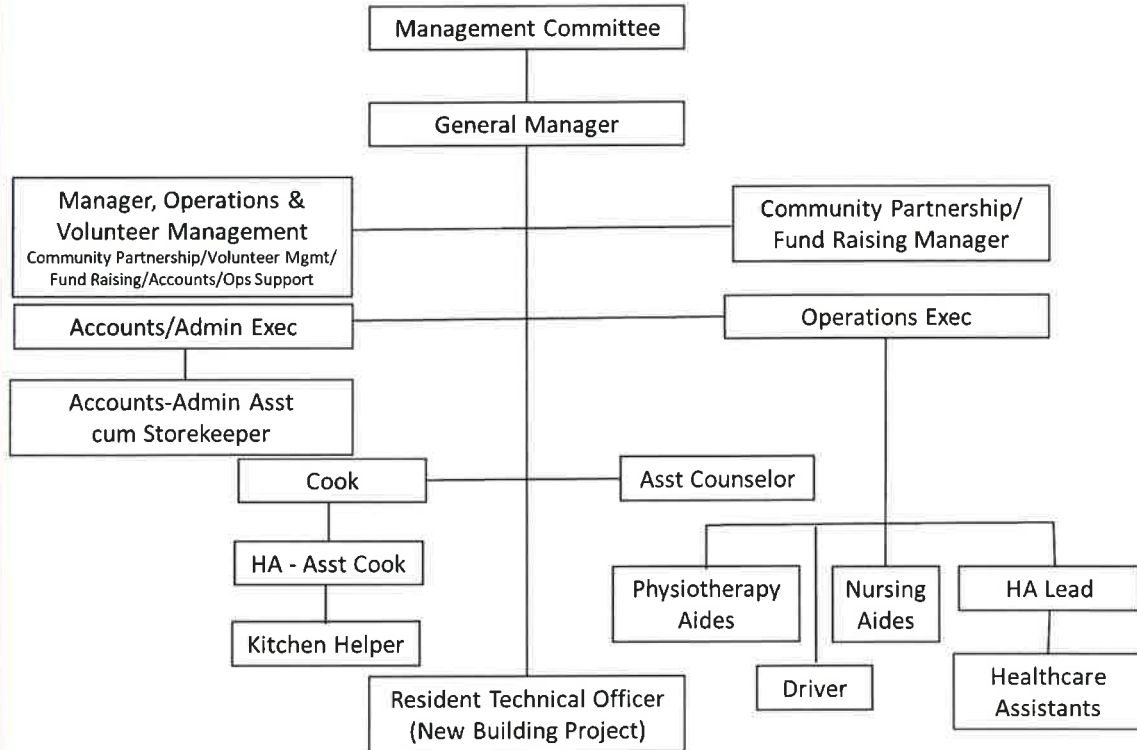
- a. Fraud Risk Workshop (7 members)
- b. Understanding the Regulations and Code of Governance for Charities & IPCs (2 members)
- c. Financial Oversight and Governance of NPO Boards (1 member)
- d. Making Sense II: Fund-Raising Strategy Development (2 members)
- e. Age Well Every Day Programme (1 member)

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 July 2013)

8. BANKERS OF THE HOME

UOB – Tai Seng Branch

9. AUDITORS OF THE HOME

- a. Internal Auditor: M/S Tan Chan & Partners
- 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 27 Staff on 31 Dec 2018:

Staff Category	No. of Local Staff	No. of Foreign Staff
Nursing Aides	0	4
Physiotherapy Aides	0	2
Healthcare Assistants	1	9
Kitchen Helper	1	0
Cook	1	0
Driver (part time)	1	0
Operations Executive Operations/Volunteer Manager	2	0
Assistant Counsellor (part time)	1	0
Accounts Exec Admin/Accounts Asst-Storekeeper	2	0
Fund Raising Staff	1	0
Resident Technical Officer (for new building project)	1	0
General Manager	1	0
Total	12	15

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 4.4%. Staff costs as a percentage of Total Expenditure, excluding building costs, increased 2.2 points, to 52.1%.

	2018 (\$)	2017 (\$)	% Change
Salary & AWS	612,131	576,019	6.3%
Employer CPF/SDL	60,843	60,912	-0.1%
Foreign Worker Levy	75,780	78,578	-3.6%
Staff Welfare/Training/Uniform/Repatriation etc	6,030	7,681	-21.5%
Total	754,784	723,190	4.4%
Total Expenditure (excluding Building Fund)	1,449,892	1,448,902	0.1%
Staff Cost as % of Total Expenditure	52.1%	49.9%	+2.2 pts

-exclude RTO salary under Building Fund



10.6 Staff turnover was 11% (9% for local staff and 13% for foreign staff). 2 foreign staff (2 nursing aides) left the Home on expiry of their contracts. The Community Partnership/Fundraising Manager resigned in July 2018; his replacement was found in Jun 2018.

10.7 A Resident Technical Officer was hired in October 2018 to support the new building project.

10.8 The Home continues to face challenges in attracting and retaining foreign staff, especially Nursing Aides in the face of competition from hospitals and improving prospects in the foreign workers' home countries. Local staffing for the year was stable.

10.9 None of our staff receives more than \$100,000 in total annual remuneration.

10.10 There is no paid staff who is a close member of the family belonging to the Executive Head or Management Committee members.

11. LICENSED CAPACITY AND OCCUPANCY

11.1 We had an average monthly occupancy of 81 Residents in the year (average of 90 in 2017 and 93 in 2016). In 2018, 4 persons were admitted to the Home, 3 Residents passed away and 11 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 commercial Homes for the elderly.

11.3 The current capacity of the Home is 86, reduced from the previous 102 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 76 Residents. 46 are male, and 30 female. Their ages range from 61 to 96. 25 Residents are Public Assistance recipients. The average length of stay is 5 years and 9 months. 14 Residents have been with the Home for more than 10 years. The longest staying has been with us 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 monitor our aides.

Of the cohort of about 73 Residents who went through the pre- and post-assessments over a 6-month period of Jul 18 to Dec 18:

- Fall Risk: The proportion of residents with high fall risk remains at 20%, and low fall risk at 80%.
- Functional Independence: 1.4% made improvement (10.2% Jan-Jun18 period), 95.9% maintained (82.1% Jan-Jun18) and 2.7% showed decline (7.7% Jan-Jun18).

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).

In 2018, 4 new Residents received adjustment counselling to help them cope with their life changes when they first came to the Home. 21 Residents received professional counselling/para-counselling. These counselling sessions helped improve the social, emotional as well as spiritual well-being of these Residents.

13. PROGRAMMES PROVIDED BY COMMITTED VOLUNTEERS

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, Sikh groups, schools and clan associations.

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



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

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

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

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

13.6 The Home is grateful that many organizations visit the Home, to bring joy to our Residents. There were 184 visits, about one every other day. There were 202 in 2017. Visitors engaging Residents help in their wellbeing. Residents so enjoy the singing, bingo and other games with these groups.

13.7 Several organizations took our Residents out on excursions: 41 in 2018 (36 in 2017). Our Residents so enjoy these outings.

14. REDEVELOPMENT

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

14.2 After several rounds of negotiation, the Trustees of the Home on authorization 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 to be a finalist for an award at the World Architectural Festival held in Amsterdam in Nov 2018.

14.4 Building work for the new five-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 began in December 2018. The building is expected to be completed end 2020.

14.5 During the construction of the new building, the Home will continue 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 square meter on the remaining 8,923.7 square meter land area of the present site.



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 our internal auditor.

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

For the year ended 31 Dec 2018, the Home had an income of \$4,929,567 (FY2017: \$10,991,117*), including \$3,104,993 (FY2017: \$3,459,789) for our Building Fund.

11% of our income in 2018 (12% in 2017) was from upkeep fees paid by Residents, 76% from donations (72% in 2017), 3% from Government in respect of Residents on Public Assistance, who composed 30% of our Residents (4% in 2017), 6% from ToteBoard/Care & Share Grant (10% in 2017) and 4% others (2% in 2017).

15.3 Expenditure# was \$1,929,646 (FY2017: \$1,639,304). A Net Surplus of \$2,999,921 (FY2017: \$9,351,813*) brought our accumulated funds carried forward to \$19,250,319 (FY2017: \$16,250,398*). Cash and Cash Equivalents amounted to \$16,352,821 (FY2017: \$13,457,003*).

Expenditure is inclusive of \$479,754 New Building Expenditure and Depreciation of land lease in 2018 (\$190,402 in 2017).

* Net Surplus, Accumulated Fund and Cash and Cash Equivalents is inclusive of the \$6M donation for the Endowment Fund. (In 2017, a bequest of \$8M was received from an anonymous donor (Estate of the late XYZ). In accordance with the donor's wishes, \$6M was used to set up an Endowment Fund and \$2M was channeled into our Building Fund)

Excluding Building Expenses, our cost analysis is:

#	Description	2018	2017	% of Total Exp Yr 2018	\$ Change (2018 vs 2017)	% Change (2018 vs 2017)
		Total	Total			
1	Staff Cost (Operations)	596,010	582,481	41.1%	\$13,529	2.3%
2	Staff Cost (Governance and Administration)	158,774	140,709	11.0%	\$18,066	12.8%
3	Operations	147,281	161,355	10.2%	-\$14,075	-8.7%
4	Tenancy Rental	162,060	162,060	11.2%	\$0	0.0%
5	Food Provision & Medical Expense /Clinical Supplies	122,773	128,574	8.5%	-\$5,801	-4.5%
6	Utilities	78,881	80,096	5.4%	-\$1,215	-1.5%
7	Repair & Maintenance	53,000	78,216	3.7%	-\$25,217	-32.2%
8	Depreciation of Property, Plant & Equipment	50,938	49,084	3.5%	\$1,854	3.8%
9	Governance and Administration	41,210	37,830	2.8%	\$3,380	8.9%
10	Cost of Generating Funds	38,966	28,497	2.7%	\$10,469	36.7%
	Total (General Fund)	1,449,892	1,448,902	100.0%	\$990	0.1%

15.4 Cost per resident for 2018 was \$1,495* per month (FY2017: 1,344; FY2016: \$1,239).

* excludes Building Fund expenditure & land lease depreciation

15.5 Please see the Home's Audited Financial Statements for the year ended 31 December 2018 for details.

15.6 An internal audit was carried out by M/S Tan Chan & Partners for the period of Jul 2017 to Jun 2018. Eleven (11) findings were observed and raised in this report, with one (1) finding categorized as "Moderate Risk" and the remaining ten (10) categorized as "Low Risk". The "Moderate Risk" observation relates to receipt of cash by Accounts/Admin Exec who is responsible for bookkeeping & reconciliation in the absence of staff authorized to do receipts. We have updated our SOP to require a second staff to witness the collection by Accounts/Admin Exec in the absence of staff authorized to do receipts.

16. RESOURCE DEVELOPMENT SUB-COMMITTEE

16.1 In calendar 2018, we raised \$3,732,380 for both the General and Building Funds. FY2017: \$1,587,016 (excluding the \$8,000,000 from the 'Estate of XYZ')

Our fundraising expense for 2018 was \$38,966 (FY2017: \$28,497). So, our fundraising efficiency ratio works out to 1.04% (FY2017: 2%), which is well below the regulated limit of 30%.

The Home does not engage any commercial fundraiser.

16.2 In conjunction with our 60th Anniversary, our fifth Annual Gala Dinner held on 25 Aug 2018, raised a nett total of \$350,456 (this amount includes a sum of \$100,000 that was disbursed to the Home in Jan 2019) compared with nett total of \$326,701 raised in 2017's Gala Dinner.

16.3 Our 'Name-a-Room' campaign whereby individuals and corporations can donate sums between \$50,000 and \$1,500,000 for facilities to be named by them at the new Home, yielded \$1,731,438 in 2018 and \$200,000 in 2017.

16.4 Online donations via Giving.sg and GiveAsia more than doubled to \$411,029 (\$173,120 in 2017).

16.5 The number of individual donations increased to 2,859 from 1,003 in 2017. Corporate donations increased to 149 from 114 in 2017.

16.6.1 In May 2018, eight Residents, aged between 66 to 90, were trained in the use of smart phones by SGAG. Channel News Asia originated the project.





16.6.2 The Residents produced a 3-minute video asking the public to donate to the Building Fund. The heartwarming video went viral.

16.6.3 Channel News Asia telecast a 45-minute programme on the efforts of the Residents, a programme which was telecast several times.

16.6.4 This brought the Home much attention, and secured donations. President Halimah Yacob visited the Home on 27 Sep 2018, to interact with our Residents. Her visit was well reported in the media.

16.6.5 Our Residents were featured singing National songs in an online video clip broadcast for National Day.

16.6.6 The Home appeared in broadcast, online and print media 15 times in 2018, compared to 4 times in 2017.



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. This policy applies to all “qualified persons”, who are:

- a) all Management Committee members;
- b) all members of the Admissions Sub-committee, Buildings and Facilities Sub-committee, Finance Sub-committee, Home Life Sub-committee, Resource Development Sub-Committee, Spiritual Life Sub-committee, Staff Sub-committee, Audit Sub-Committee, Building Development Sub-Committee, Nomination Sub-Committee and Endowment Fund Investment Sub-Committee; and
- c) the General Manager, the Accounts/Admin Executive, the Community Partnership/Fund Raising Manager, Operations Manager and all local employees of the Home.

All “qualified persons” must complete and submit the 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 there is an actual or potential Conflict of Interest, the “qualified person(s)” must immediately make a declaration by completing the Conflict of Interest declaration form.

Where there is an actual or potential Conflict of Interest on a particular matter, the member must abstain from the discussion and decision.



18.2 OTHER POLICIES

The Home formally adopted a Risk Management Policy and an Investment Policy in Dec 2018. These are in addition to the Whistle Blowing Policy, Communication Policy, Volunteer Management Policy and Fund-Raising Policy formalized in 2017.

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 January to Dec 2018.

20. GOVERNMENT AUDIT

The Home complied to all the areas of the annual inspection conducted by the Ministry of Social and Family Development in Aug 2018.

21. AWARDS

The Home received the following awards in 2018:

- a. Charity Transparency Award granted by the Charity Council
- b. Community in Bloom Award Silver Category granted by National Parks Board (also received in 2014 and 2016)

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

22. APPRECIATION

22.1. The Management Committee wishes to thank officials in 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 Singapore Institute of Architects for the 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
26 Mar 2019