

ST. JOHN'S HOME FOR ELDERLY PERSONS

ANNUAL REPORT OF THE MANAGEMENT COMMITTEE

FOR THE YEAR ENDED 31 DECEMBER 2016

1. St. John's Home for Elderly Persons was registered under the Societies Act on 18 October 1961. It was registered under the Charities Act on 12 March 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.

4.1 MANAGEMENT COMMITTEE

The Management Committee comprises the following persons elected at the Annual General Meeting held on 6 May 2016 or subsequently co-opted to the Committee:

<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 2016</u>
Chairman	Mr. Woon Wee Yim	27Jun'08	Retiree	May 1999 Hon. Treas.	12 of 12
Vice-Chairman	Mr. Andrew Lioe Hui Siang	27Jun'08	Self Employed	Apr 2001 Hon. Sec.	09 of 12
Hon. Secretary	Mr. John P. Kiramathypathy	22Jun'07	Self Employed	Apr 2003 Asst Hon. Sec.	10 of 12
Asst Hon. Secretary	Mr. Victor Vijendran Alfreds	26Apr'13	Retiree	Apr 2010 Asst. Hon. Sec.	10 of 12
Hon. Treasurer	Mr. Warren Consigliere	26Apr'13	Self Employed	Jun 2007 Asst. Hon. Sec.	10 of 12
Committee Members	Mr. Lester Lee Keng Kok	20Apr'12	Director	NA	09 of 12
	Mr. David Alexander Ong(PBM)	Sep'13	Retiree	NA	09 of 12
	Mr. Eugene Chng Wee Lee	30Apr'10	VP	NA	03 of 08
	(till Sep'16)				
	Mr. Jeyaraj Indra Raj (Co-opted)	Sep'16	Partner	NA	02 of 03
	(From Sep'16)		Law Firm		
	Mr. Tan Willie (Co-opted)	Nov'16	Head of	NA	01 of 01
	(From Nov'16)		Investment Promotion		

Note: Ms Stella Wee May Li was elected as a Committee Member at the AGM on 6 May 2016 but was unable to take up the appointment for personal reasons.

4.2 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.

4.3 CHAIRS OF SUB-COMMITTEES

Each of the 7 Sub-Committees is headed by a member of the Management Committee.

Admissions Sub-Committee	Mr. Warren Consigliere
Buildings & Facilities Sub-Committee	Mr. John P. Kiramathypathy
Finance Sub-Committee	Mr. Andrew Lioe Hui Siang
Home Life Sub-Committee	Mr. Eugene Chng Wee Lee (till 20 Sep'16) Mr. Andrew Lioe Hui Siang (from 26 Sep'16)
Resource Development Sub-Committee	Mr. David Alexander Ong (PBM)
Spiritual Life Sub-Committee	Mr. Victor Vijendran Alfreds
Staff Sub-Committee	Mr. Victor Vijendran Alfreds

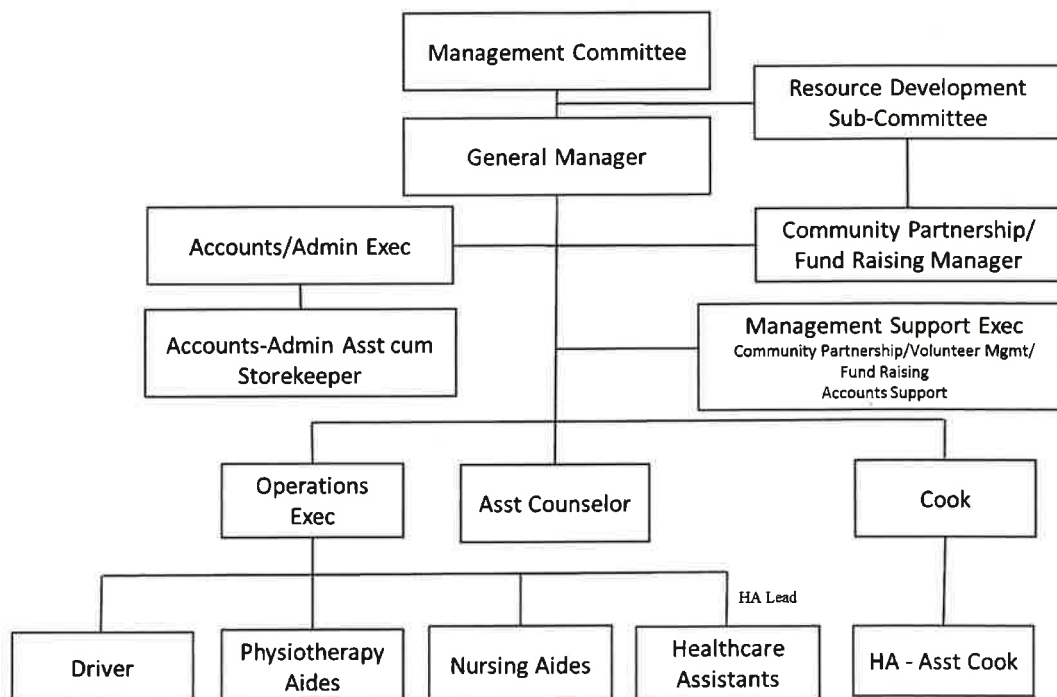
4.4 The principal areas of focus are:

- a. The safety, physical and spiritual well-being of Residents
- b. Stewardship of financial, staff and physical resources of the Home
- c. Redevelopment of the Home.

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 Audit Alliance LLP

b. External Auditor: M/S Fiducia LLP, Certified Public Accountants (formerly M/S H W Soo and Co). CPA Ethan Ong (2011, 2012, 2013 & 2014). CPA Lee Choon Cheat (2015 & 2016)

10. STAFFING

10.1. The Home had 26 Staff on 31 December 2016:

Staff Category	No. of Local Staff	No. of Foreign Staff
Nursing Aides	0	4
Physiotherapy Aides	0	2
Healthcare Assistants	1	10 (1 left the Home in Jan 2017)
Kitchen Helper	0	0
Cook	1	0
Driver	1	0
Operations Executive Management Support Exec	2	0
Assistant Counsellor	1	0
Accounts Exec/ Admin Asst-Storekeeper	2	
Fund Raising Staff	1	0
General Manager	1	0
Total	10	16

10.2 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.

10.3 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.

10.4 Staff turnover was 30% (60% for local staff and 12% for foreign staff). 2 foreign staff (physiotherapy aides) left the Home. We lost the services of the Community Partnership/Fund Raising Manager, Admin Assistant/Storekeeper (which post was vacated 3 times), and Kitchen Helper (which post was vacated twice, and which is still vacant). We are having difficulty filling the latter two posts with locals.

11. LICENSED CAPACITY AND OCCUPANCY

10.1 The Home's licensed capacity was increased from 99 to 102 in May 2015.

10.2 We ran close to our licensed capacity. We had an average monthly occupancy of 92.5 Residents in the year (average of 95.5 in 2015 and 94.5 in 2014). As at 31 December 2016, there were 91 Residents in the Home. 55 were male and 36 female. The ages range from 59 to 103. Thirty one Residents were Public Assistance recipients. In 2016, 26 applicants were admitted to the Home, 4 Residents passed away and 22 were discharged.

12. PROGRAMMES PROVIDED BY STAFF

12.1 Well balanced meals 4 times a day. The meals are cooked within the Home. The menus were 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, mass physiotherapy, bed exercises and cognitive exercises.

A professional physiotherapist from AWWA- Allied Health Professional Group visits the Home twice a week to assess Residents, review progress, recommend therapy exercises and monitor our aides.

Of the cohort of about 80 Residents who went through the pre- and post- assessments over a 6-month period of April to December 2016:

- Fall Risks: 22.9% made improvement from high fall risk to low fall risk
- Functional Independence: 3.6% made improvement, 77.0% maintained and 3.6% showed decline in their functional independence.

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).

13. PROGRAMMES PROVIDED BY COMMITTED VOLUNTEERS

13.1 Worship Services and Christian Fellowships. Worship Services in English are held each Sunday in the Chapel at 8.30am. Mandarin/Dialect Worship 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.

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 Ad Hoc Visits and Outings. The Home is grateful to many organizations and volunteers who organize a variety of events to bring our Residents joy and make their lives more meaningful. There were 239 ad hoc visits to the Home and 31 outings during the year 2016 (182 visits and 30 outings in 2015):

	Visits	Outings	Total
Jan-16	17	4	21
Feb-16	25	5	30
Mar-16	16	1	17
Apr-16	18	2	20
May-16	12	1	13
Jun-16	9	2	11
Jul-16	23	3	26
Aug-16	17	2	19
Sep-16	18	4	22
Oct-16	18	3	21
Nov-16	21	1	22
Dec-16	45	3	48
Total	239	31	270

14. REDEVELOPMENT

14.1 The Home has been located at its present premises, 69 Wan Tho Avenue Singapore 347601, since December 1958. The area occupied is 12,294sqm. The lease on the land expired on 31 December 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 January 2016, on 3,300 sqm on lot 7112W-PT and 7108M-PT MK24 for a premium of \$2.88 million.

14.3 The Home is now developing a five storey building to meet the plot ratio of 1.4 as required by the authorities. The licensed capacity of the Home will be 150. Professional advice is that the building will cost about \$12million.

14.4 The Home worked with the Singapore Institute of Architects to organize an Architectural and Design Competition for the new building. 52 architects submitted entries, from which one, Aamer Architects, was selected after a rigorous process.

14.5 We are now working with the Architects and Consultants to finalize the building design and specification. It is expected that construction will start in Jan 2019, to be ready for occupation in mid-2021.

14.6 During the construction of the new building, the Home will continue to operate with about 30% reduction in capacity under a tenancy agreement with the Government of Singapore. The present 3-year tenancy took effect from 1 January 2016, with an option for a further 3 years, at a monthly rent of \$13,505 for GFA of 2,143.59 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 are carried out by members of the Management Committee and our internal auditor.

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

15.3 For the year ended 31 December 2016, the Home had an income of \$2,003,344 (FY2015: \$4,004,022), including \$548,753 (FY2015: \$2,418,343) for our Building Fund.

Expenditure was \$1,558,508 (FY2015: \$1,280,100). The surplus of \$444,836 (FY2015: \$2,723,922) brings our accumulated funds carried forward to \$6,898,585 (FY2015: \$6,453,749). Cash and cash equivalent amounted to \$4,021,979 (FY2015: 3,233,441).

15.4 30% of our income in 2016 was from upkeep fees paid by Residents, 55% from donations, 9% from Government in respect of Residents on Public Assistance (who composed about 30% of our Residents), 2% from Toteboard Grant and 4% others.

15.5 32% of our expenditure in 2016 was on operational staff costs, 15% on depreciation and building expense, 13% on operations, 10% on tenancy rental, 10% on administration (8% admin staff cost), 8% on food and medical/clinical supplies, 6% on utilities, 3% on repair and maintenance and 3% on fund raising.

15.6 Cost per resident for 2016 was \$1,404 per month (FY2015: \$1,117; FY2014: \$992). The increase is mainly due to the Tenancy Rental and depreciation of Land Lease for the new 30-year lease on 3,300 sqm on lot 7112W-PT and 7108M-PT MK24 with effect from 1 January 2016.

15.7 For details on the Home's financial position, please see the Home's Audited Financial Statements for the year ended 31 December 2016.

15.8 An internal audit was carried out by M/S Audit Alliance LLP for the period of January 2016 to Jun 2016. Twelve (12) audit issues were raised. Seven (7) were categorized as "Medium Risk" and five (5) "Low Risk". The 7 "Medium Risk" issues mainly relate to time taken to issue tax-exempt receipts, banking of cash and some shortcoming in process of Purchase Requisition and confirmation of delivery of goods. This problem arose as the Home only had one Accounts staff. To address this, we have hired an additional staff since July 2016 and have made improvement to our Purchase Requisition process.

16. RESOURCE DEVELOPMENT SUB-COMMITTEE

16.1 From 1 January to 31 December 2016, we raised \$1,091,398 for both the General and Building Funds. FY2015: \$1,413,003. The lower amount is mainly because there was no President Challenge's grant in 2016 whereas there was a grant of \$285,000 in 2015.

Our fundraising expense for 2016 was \$54,709 (FY2015: \$41,038).

So, our fundraising efficiency ratio works out to 5% (FY2015: 3%), which is well below the regulated limit of 30%.

16.2 In 2016, we undertook the following fundraising / resource development initiatives:

- (a) Share Your Chinese New Year Hong Bao Campaign,
- (b) Fundraising Gala Dinner on 20 August 2016,
- (c) 'Charity Adoption' / Fundraising Partnership, where we get schools and organizations to adopt our Home as a beneficiary of their fundraising initiatives,
- (d) Direct appeal letters to our existing donors,
- (e) Newsletters & Electronic Direct Mailers (EDMs) to donors & supporters,
- (f) Merchandise sales.

16.3 Our online donations on Giving.sg have increased from \$130,291.50 in 2015 to \$172,527.00 in 2016. Our efforts in digital marketing may have played a role in the increase.

16.4 St. John's Home appeared in broadcast, online and print media 4 times in 2016.

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. 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, and Staff Sub-committee; and
- c) the General Manager, the Accounts/Admin Executive, the Community Partnership/Fund Raising 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.

19. COMPLIANCE WITH IPC'S GOVERNANCE EVALUATION CHECKLIST

The Home complied with all the IPC's Governance Evaluation Checklist of 27 items for the period January to December 2016.

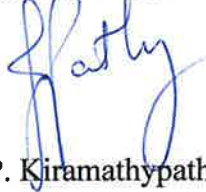
20. GOVERNMENT AUDIT

The Home passed the annual inspection by the Ministry of Social and Family Development conducted on 18 Mar 2016.

21. APPRECIATION

The Management Committee wishes to thank every Volunteer, Donor, the National Council of Social Service, Ministry of Social and Family Development, the Commissioner of Charities, our Staff and all persons and organizations who have provided us the necessary support, finance and encouragement to enable our Home to continue its work of providing a Home away from home for our elderly Residents. We also thank the Singapore Institute of Architects who assisted the Home in organizing a Design Competition from which our new building design was selected and for matters pertaining with the development of our new building.

We are grateful above all 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
31 March 2017