

**ST. JOHN'S HOME FOR ELDERLY PERSONS**

**ANNUAL REPORT OF THE MANAGEMENT COMMITTEE**  
**FOR THE YEAR ENDED 31 DECEMBER 2017**

1. St. John's Home for Elderly Persons began operating in December 1958 at its current premises at 69 Wan Tho Avenue. It was registered under the Societies Act on 18 October 1961, and 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. MANAGEMENT COMMITTEE**

- 4.1 The Management Committee comprises the following persons elected at the Annual General Meeting held on 5 May 2017.

<u>Designation</u>	<u>Name</u>	<u>Date of Appointment to Current Office</u>	<u>Occupation</u>	<u>Date of Appointment to 1<sup>st</sup> Key Office</u>	<u>Attendance 2017</u>
<b>Chairman</b>	Mr. Woon Wee Yim	27Jun'08	Retiree	May 1999 Hon. Treas.	12 of 12
<b>Vice-Chairman</b>	Mr. Andrew Lioe Hui Siang	27Jun'08	Self Employed	Apr 2001 Hon. Sec.	08 of 12
<b>Hon. Secretary</b>	Mr. John P. Kiramathypathy	22Jun'07	Self Employed	Apr 2003 Asst Hon. Sec.	09 of 12
<b>Asst Hon. Secretary</b>	Mr. Warren Consigliere	05May'17	Self Employed	Jun 2007 Asst. Hon. Sec	10 of 12
<b>Hon. Treasurer</b>	Mr. Victor Vijendran Alfreds	05May'17	Retiree	Apr 2010 Asst. Hon. Sec.	10 of 12
<b>Committee Members</b>	Mr. Lester Lee Keng Kok	Apr'12	Director	NA	10 of 12
	Mr. David Alexander Ong(PBM)	Sep'13	Retiree	NA	08 of 12
	Mr. Jeyaraj Indra Raj	Sep'16	Partner Law Firm	NA	08 of 12
	Mr. Tan Willie	Nov'16	Head of Investment Promotion	NA	06 of 12

4.2 Ms. Pearl Lee Tuan Kee, Communication Practitioner, was co-opted in August 2017.

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 will be undertaking a building redevelopment project which will commence in 2018.

#### 4.5 CHAIRS OF SUB-COMMITTEES

4.5.1 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. Warren Consigliere
Home Life Sub-Committee	Mr. Lester Lee Keng Kok
Resource Development Sub-Committee	Mr. David Alexander Ong (PBM)
Spiritual Life Sub-Committee	Mr. Jeyaraj Indra Raj
Staff Sub-Committee	Mr. Andrew Lioe Hui Siang

4.5.2 During the year, the Management Committee set up additional three Sub-Committees, each headed by a member of the Management Committee.

Building Development Sub-Committee	Mr. Andrew Lioe Hui Siang
Audit Sub-Committee	Mr. Lester Lee Keng Kok
Nomination Sub-Committee	Mr. David Alexander Ong (PBM)

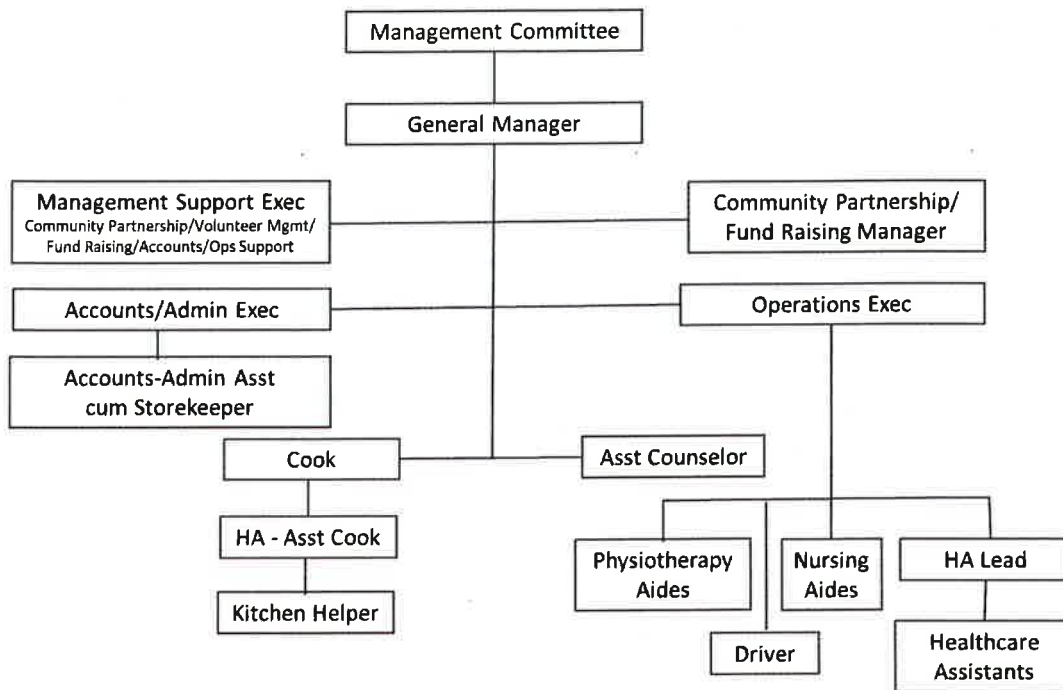
4.6 The principal areas of focus are:

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

#### 5. TRUSTEES OF THE HOME

- Mr. Matthew Wilfred Anthonisz (PBM)
- Mr. Woon Wee Yim
- Mr. Andrew Lioe Hui Siang
- 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

- Internal Auditor: M/S Ardent Business Advisory Pte Ltd
- 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). CPA Soo Hon Weng (2017).

## 10. STAFFING

10.1. The Home had 26 Staff on 31 December 2017:

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	2	0
Management Support Exec	1	0
Assistant Counsellor (part time)	1	0
Accounts Exec/ Admin Asst-Storekeeper	2	0
Fund Raising Staff	1	0
General Manager	1	0
<b>Total</b>	<b>11</b>	<b>15</b>

10.2 Regular briefings were conducted with staff concerning their duties, and staff rules and regulations. The staff were also kept informed through staff notices. Supervision is carried out daily by the General 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 16.9%. This was due to the employment of one more local staff in 2017, increases in Foreign Workers' Levy, Employer's CPF contribution and annual wages. Staff cost as a percentage of Total Expenditure increased 4.9 points.

Overall Staff Cost	2017 (\$)	2016 (\$)	% Increase
Salary & AWS	576,019	488,683	17.9%
Employer CPF/SDL	60,912	51,178	19.0%
Foreign Worker Levy	78,578	73,523	6.9%
Staff Welfare/Training/Unifor/Repatriation etc	7,681	5,081	51.2%
<b>Total</b>	<b>723,190</b>	<b>618,465</b>	<b>16.9%</b>
<b>Total Expenditure</b>	<b>1,448,902</b>	<b>1,375,384</b>	<b>5.3%</b>
<b>Staff Cost as % of Total Expenditure</b>	<b>49.9%</b>	<b>45.0%</b>	<b>+4.9 pts</b>

10.6 Staff turnover was 27% (9% for local staff and 40% for foreign staff). 6 foreign staff (2 nursing aides and 4 healthcare assistants) left the Home on expiry of their contracts. The Accounts-Admin Assistant cum Storekeeper resigned in Jan 2017 (A replacement was found in Apr 2017).

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

## 11. LICENSED CAPACITY AND OCCUPANCY

11.1 We had an average monthly occupancy of 90 Residents in the year (average of 93 in 2016 and 96 in 2015). In 2017, 11 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 commercial Homes for the elderly.

11.3 In September 2017, the Management Committee froze admission as four dormitories will have to be demolished to make way for the construction of the new building project which is expected to commence in mid-2018. The demolition of the four dormitories will reduce the Home's capacity by 32 beds from 102 to 70 beds. At the same, an application was submitted to MSF to use spaces in some of the remaining dormitories to add 16 beds. This has been approved. Consequently, the Home's capacity is now 86.

11.4 As at the date of this report, we have 82 Residents. As this is within the revised capacity of 86, we are so glad that no resident will be transferred out of the Home during the construction of the new building.

11.5 50 are male, and 32 female. Their ages range from 60 to 96. 28 Residents are Public Assistance recipients. The average length of stay is 4 years and 11 months. 10 Residents have been with the Home for more than 10 years. The longest staying has been with us 19 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 85 residents who went through the pre- and post-assessments over a 6-month period of Jun 17 to Dec 17:

- Fall Risk: 3.5% made improvement from high fall risk to low fall risk
- Functional Independence: 5.6% made improvement, 86.7% maintained and 7.7% 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).

In 2017, 10 new Residents received adjustment counselling to help them cope with their life changes when they first came to the Home. 13 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 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 202 ad hoc visits to the Home and 36 outings during the year 2017 (239 visits and 31 outings in 2016):

Month	Visits	Outing	Total
Jan-17	22	5	27
Feb-17	14	5	19
Mar-17	15	3	18
Apr-17	16	3	19
May-17	14	3	17
Jun-17	14	5	19
Jul-17	16	2	18
Aug-17	17	0	17
Sep-17	17	3	20
Oct-17	18	2	20
Nov-17	15	3	18
Dec-17	24	2	26
<b>Total</b>	<b>202</b>	<b>36</b>	<b>238</b>

## 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 new Home will be 150. Professional advice is that the building will cost about \$14 million.

14.4 With the help of the Singapore Institute of Architects, an Architectural and Design Competition was held in 2016 for the new building design. 52 architects submitted entries, from which one, Amer Architects, was selected after a rigorous process.

14.5 We have, together with our Architects and Consultants, finalized the building design and specification. Grant of Provisional Permission from the authorities has been obtained. Tenders were called for in February 2018. It is expected that construction will start in September 2018, to be ready for occupation by 4<sup>th</sup> quarter 2020.

14.6 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 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, allowances paid by Government for Public Assistance Residents, and by public donations.

15.3 During the financial year, 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.

15.4 The Endowment Fund is to assist as a long-term source of the Home's funds. No Capital of the Endowment Fund shall be expended without the approval of the Court. Amounts in excess of capital earned (which for the avoidance of doubt shall include net income, dividends, interest, accumulated surplus and capital gains) shall be applied by the Management Committee for the purposes as set out in Clause 3 of the Constitution.



15.5 For the year ended 31 December 2017, the Home had an income of \$10,991,117 (FY2016: \$2,003,344), including \$3,459,789 (FY2016: \$548,753) for our Building Fund and \$6,012,000 for the Endowment Fund.

Expenditure was \$1,639,304 (FY2016: \$1,558,508)#. A Net Surplus of \$9,351,813\* (FY2016: \$444,836) brings our accumulated funds carried forward to \$16,250,398\* (FY2016: \$6,898,585). Cash and Cash Equivalents amounted to \$13,457,003\* (FY2016: \$4,021,979).

# Expenditure is inclusive of \$190,402 (New Building Expenditure and Depreciation of land lease) in 2017 and \$183,124 in 2016.

\* Net Surplus, Accumulated Fund and Cash and Cash Equivalents is inclusive of the \$6M donation for the Endowment Fund.

15.6 12% of our income in 2017 was from upkeep fees paid by Residents, 72% from donations, 4% from Government in respect of Residents on Public Assistance (who composed about 30% of our Residents), 2% from ToteBoard Grant and 10% others (inclusive of disbursement from balance Care & Share Grant).

15.7 An analysis of our cost, excluding Building Expenses, is as follows:

#	Description	2017	2016	% of Total Exp Yr 2017	\$ Change (2017 vs 2016)	% Change (2017 vs 2016)
		Total	Total			
1	Staff Cost (Operations)	\$582,481	\$494,255	40.2%	\$88,226	17.9%
2	Staff Cost (Governance and Administration)	\$140,709	\$124,211	9.7%	\$16,498	13.3%
3	Operations	\$161,355	\$202,495	11.1%	-\$41,140	-20.3%
4	Tenancy Rental	\$162,060	\$162,260	11.2%	-\$200	-0.1%
5	Food Provision & Medical Expense /Clinical Supplies	\$128,574	\$125,347	8.9%	\$3,227	2.6%
6	Utilities	\$80,096	\$93,036	5.5%	-\$12,940	-13.9%
7	Repair & Maintenance	\$78,216	\$50,494	5.4%	\$27,722	54.9%
8	Depreciation of Property, Plant & Equipment	\$49,084	\$46,224	3.4%	\$2,860	6.2%
9	Governance and Administration	\$37,830	\$22,353	2.6%	\$15,477	69.2%
10	Cost of Generating Funds	\$28,497	\$54,709	2.0%	-\$26,212	-47.9%
	<b>Total (General Fund)</b>	<b>\$1,448,902</b>	<b>\$1,375,384</b>	<b>100.0%</b>	<b>\$73,518</b>	<b>5.3%</b>

15.8 Cost per resident for 2017 was \$1,344\* per month (FY2016: \$1,239; FY2015: \$1,117).

\* excludes Building Fund expenditure & land lease depreciation

15.9 For details on the Home's financial position, please see the Home's Audited Financial Statements for the year ended 31 December 2017.

15.10 An internal audit was carried out by M/S Ardent Business Advisory Pte Ltd for the period of January 2017 to June 2017. Three (3) audit items were raised. Two (2) were categorized as "Medium Risk" and one (1) "Low Risk". The 2 "Medium Risk" items relate to time taken to deposit cash received and availability of policies and procedures in compliance with the revised Code of Governance for Charities and IPCs The Home's management has taken actions to address the audit findings.



## **16. RESOURCE DEVELOPMENT SUB-COMMITTEE**

16.1 From 1 January to 31 December 2017, we raised \$1,587,016 for both the General and Building Funds. FY2016: \$1,091,398. This amount excludes the \$8,000,000 from the 'Estate of XYZ'.

Our fundraising expense for 2017 was \$28,497 (FY2016: \$54,709).

So, our fundraising efficiency ratio works out to 2% (FY2016: 5%), which is well below the regulated limit of 30%.

16.2 In 2017, we undertook the following fundraising / resource development initiatives:

- (a) Share Your Chinese New Year Hong Bao Campaign,
- (b) Fundraising Gala Dinner on 9 September 2017,
- (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 and potential donors,
- (e) Newsletters & Electronic Direct Mailers (EDMs) to donors & supporters,
- (f) Online presence via Facebook postings

16.3 Our online donations via Giving.sg and GiveAsia at \$173,120 remained about the same as 2016 (\$172,527).

16.4 Our fourth Annual Gala Dinner held on 9th September 2017 raised a net total of \$326,701 (against net total of \$242,227 raised in 2016's Gala Dinner).

16.5 We received a bequest of \$8 million from the 'Estate of XYZ'. \$2 million was put into the Building Fund for the construction of our new Home and the remaining \$6 million into an Endowment Fund in accordance the wishes of the donor.

16.6 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 \$200,000 in 2017.

16.7 We received \$250,000 from the President's Challenge in 2017. We have, unfortunately, not been selected as a beneficiary of President's Challenge 2018.

16.8 The number of individual donors increased to 1,003 from 616 in 2016. Corporate donors reduced to 114 from 137 in 2016.

16.9 The Home appeared in broadcast, online and print media four times in 2017.

16.10 The Home did not engage any commercial fund raiser in its fundraising efforts.

## **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, Staff Sub-committee, Audit Sub-Committee, Building Development Sub-Committee and Nomination Sub-Committee; and
- c) the General Manager, the Accounts/Admin Executive, the Community Partnership/Fund Raising Manager, Management Support Executive 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. POLICIES

The Home implemented a Whistle Blowing Policy in October 2017. A Communication Policy was developed in November 2017. A Fund-Raising Policy was formalized in December 2017.

## 20. 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 2017.

## 21. GOVERNMENT AUDIT

The Home passed the license renewal inspection by the Ministry of Social and Family Development conducted in March 2017. The Home's license was renewed for another two years from June 2017 to June 2019.

## 22. APPRECIATION

The Management Committee wishes to thank every Volunteer, Donor, the National Volunteer and Philanthropy Centre, 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  
24 April 2018