

ST. JOHN'S HOME FOR ELDERLY PERSONS
ANNUAL REPORT OF THE MANAGEMENT COMMITTEE
FOR THE YEAR ENDED 31 DECEMBER 2015

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 8 May 2015.

| <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 2015</u> |
|----------------------------|---|--|-------------------|---|------------------------|
| Chairman | Mr. Woon Wee Yim | 27Jun'08 | Retiree | May 1999 Hon. Treas. | 11 of 12 |
| Vice-Chairman | Mr. Andrew Lioe Hui Siang | 27Jun'08 | Self Employed | Ape 2001 Hon. Sec. | 06 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. | 12 of 12 |
| Hon. Treasurer | Mr. Warren Consigliere | 26Apr'13 | Self Employed | Jun 2007 Asst. Hon. Sec. | 10 of 12 |
| Committee Members | Mr. Eugene Chng Wee Lee | 30Apr'10 | VP | NA | 06 of 12 |
| | Mr. Lester Lee Keng Kok | 20Apr'12 | Director | NA | 08 of 12 |
| | Mr. David Alexander Ong(PBM) | Sep'13 | Retiree | NA | 11 of 12 |
| | Ms. Koh Juat Muay (May15-Nov15) | 8May2015 | Director | NA | 04 of 06 |
| | Mr. Leong Lick Tien (up to 7May2015) | 25Apr'14 | Retiree | NA | 02 of 04 |

4.2 CHAIRS OF SUB-COMMITTEES

| | |
|--------------------------------------|-------------------------------|
| 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 |
| Spiritual Life Sub-Committee | Mr. Victor Vijendran Alfreds |
| Staff Sub-Committee | Mr. Victor Vijendran Alfreds |
| Resource Development Sub-committee | Mr. David Alexander Ong (PBM) |

4.3 The Management Committee meets each month in accordance with the Constitution. Each of the 7 sub-committees is headed by a member of the Management Committee.

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 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. GENERAL MANAGER OF THE HOME

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

7. BANKERS OF THE HOME

- a. UOB – Tai Seng Branch
- b. Maybank – Bedok Branch

8. 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)

9. STAFFING

9.1. As at 31 December 2015, the staff strength was as follows:

| | |
|---|---------------|
| General Manager: | 1 |
| Accounts/Admin Exec: | 1 |
| Community Partnership/ Fund Raising Manager: | 1 |
| Operations Assistant: | 0 (1 vacancy) |
| Assistant Counsellor: | 1 |
| Admin Asst/Storekeeper: | 1 |

| | |
|------------------------|---------------|
| Cook: | 1 |
| Driver: | 1 |
| Nursing Aides: | 3 (1 vacancy) |
| Physiotherapy Aides: | 2 |
| Healthcare Assistants: | 11 |
| Total: | <u>23</u> |

9.2 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.

9.3 Staff salaries are reviewed annually, effective July. Chairman Staff Sub-Committee submits recommendations to the Management Committee for approval. The remuneration of staff is determined by the Management Committee.

10. 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 of 102. We had an average monthly occupancy of 95.5 Residents in the year (average of 94.5 in 2014 and 96.5 in 2013). As at 31 December 2015, we had 91 Residents. 53 were male and 38 female. The ages range from 59 to 102. Thirty three Residents were Public Assistance recipients. In 2015, 20 applicants were admitted to the Home, 6 Residents passed away and 22 were discharged.

11. PROGRAMMES PROVIDED BY STAFF

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

11.2 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. Our Residents are given the opportunity to participate in individual physiotherapy, mass physiotherapy, bed exercises and cognitive exercises.

A professional physiotherapist from Care Visions Singapore visited the Home twice a week to assess each Resident, review progress, recommend therapy exercises and monitor our aides. Care Visions terminated its services to the Home in Dec 2015. The Home has engaged another service provider who will commence service in Apr 2016.

11.3 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).

12. PROGRAMMES PROVIDED BY COMMITTED VOLUNTEERS

12.1 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.

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

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

12.4 Haircuts. Two hair saloons provide complimentary haircut services each month.

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

12.6 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 182 ad hoc visits to the Home and 30 outings during the year 2015 (121 visits and 27 outings in 2014):

| | Visits | Outings | Total |
|---------------|------------|-----------|------------|
| Jan-15 | 12 | 1 | 13 |
| Feb-15 | 19 | 3 | 22 |
| Mar-15 | 14 | 4 | 18 |
| Apr-15 | 8 | 2 | 10 |
| May-15 | 11 | 2 | 13 |
| Jun-15 | 9 | 4 | 13 |
| Jul-15 | 19 | 2 | 21 |
| Aug-15 | 21 | 1 | 22 |
| Sep-15 | 12 | 2 | 14 |
| Oct-15 | 12 | 2 | 14 |
| Nov-15 | 14 | 3 | 17 |
| Dec-15 | 31 | 4 | 35 |
| Total | 182 | 30 | 212 |

13. REDEVELOPMENT

13.1 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.

13.2 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.

13.3 Now that the Home's future on the land is secure, the Home is 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.

13.4 The Home is working with the Singapore Institute of Architects to conduct a Design Competition for the building. We hope the building will enhance the quality of life for Residents, while incorporating the latest elderly friendly facilities.

13.5 It is expected that the building will be ready for occupation in mid-2021.

13.6 The Trustees of the Home on authorization by the Management Committee entered into a tenancy agreement with the Government of Singapore for three years 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 located at 69 Wan Tho Avenue Singapore 347601.

13.7 To ensure Residents are comfortable, repair and improvement works continue. In 2015, the works included:

- a) Purchase of a scrubber machine to improve cleaning effectiveness of toilet floor tiles
- b) Installation of a simple PABX system for the office/clinic
- c) Repair of Staff dormitory window
- d) Replacement of office projector
- e) Termite treatment for termite infested Dormitory 6
- f) Replacement of roof rafters for termite damaged Dormitory 6
- g) Repair of several leaks on corridor flat roof.

14. FINANCIAL MATTERS

14.1 Finance Standard Operating Procedures are in place governing the procedures for 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.

14.2 The Home is funded by upkeep fees from Residents, government allowances for Public Assistance Residents, and by public donations. In 2015, the Home also received Care and Share grants from the Government as part of SG50 celebration.

14.3 For the year ended 31 December 2015, the Home received an income of \$4,004,022, including \$2,418,343 for our Building Fund. Expenditure was \$1,280,100. The surplus of \$2,723,922 brings our accumulated fund carried forward to \$6,453,749.

14.4 14% of our income in 2015 was from upkeep fees paid by Residents, 35% from donations, 4% from Government in respect of Residents on Public Assistance, 45% from Government Care & Share Grant and 2% others.

14.5 35% of our expenditure in 2015 was on operational staff costs, 14% on depreciation and building expense, 13% on operations, 13% on administration (11% admin staff cost), 10% on food and medical/clinical supplies, 7% on utilities, 5% on repair and maintenance and 3% on fund raising.

14.6 In 2015, our monthly cost per Resident was \$1,117 (\$992 in FY2014 and \$856 in 2013).

14.7 The Home has been charging Residents (other than those on Public Assistance for whom the Home receives \$450 per month) a fee of up to \$730 per month since 1994. In the last few years, it has been a struggle to maintain this fee in the face of rising costs. In August 2014, Management Committee reluctantly increased the fee to \$900 per month for Residents admitted after 1 Oct 2014.

The Management Committee is mindful that St. John's Home is a charity home. Nevertheless, it had to take into consideration:

- a. payment of \$2.88 million as land premium for a new 30 year lease beginning on 1 January 2016, on 3,300 square meter of land for the Home,
- b. payment of monthly rent of \$13,505 for GFA 2,143.59 square meter of the built up area for the Home,
- c. construction cost for a new building, estimated at \$12 million,
- d. increased operating costs (especially manpower).

The Management Committee therefore decided on 15 September 2015 to increase the fee for all Residents to \$900 per month from 1 January 2016.

Public Assistance Recipients will not be affected, as they are 'non-paying' Residents. The Management Committee also considers on a case-by-case basis if a lower fee can be charged to Residents who appeal on grounds of hardship.

14.8 For details on the Home's financial position, please see the Home's Audited Financial Statements for the year ended 31 December 2015.

14.9 An internal audit was carried out by M/S Audit Alliance LLP. Five (5) audit issues were raised. Two (2) were categorized as "High Risk", two (2) as "Medium Risk" and one (1) "Low Risk". The 2 "High Risk" issues relate to non-segregation of duties for the accounts receivable and receipts cycle and accounts payable and payments cycle. This arises as the Home only has one Accounts staff. The Management Committee has engaged our auditor to do a further study on how the Accounts work can be reorganized to achieve segregation of duty.

15. RESOURCE DEVELOPMENT SUB-COMMITTEE

15.1 From 1 January to 31 December 2015, we raised \$1,413,003 for both the General and Building Funds. In addition, we received \$1,815,846 under the SG50 Care & Share Movement which matched donations raised by the Home during the qualifying period between 1 December 2013 and 31 December 2015.

Our fundraising expense for 2015 was \$41,038.

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

15.2 In 2015, we undertook the following fundraising / resource development initiatives:

- (a) Share Your Chinese New Year Hong Bao Campaign,
- (b) Fundraising Gala Dinner on 16 September 2015,
- (c) 'Charity Adoption' / Fundraising Partnership, where we get schools and organizations to adopt our Home as a beneficiary of their fundraising initiatives,
- (d) Engaging MediaCorp celebrity Ya Hui, as ambassador of our online fundraising campaign on the newly launched Giving.sg portal,
- (e) Direct appeal letters to our existing donors,
- (f) Merchandise sales.

15.3 Our online donations on Giving.sg, SG Gives and Simply Giving increased from \$73,244 in 2014 to \$130,291.50 in 2015. A reason for this is our efforts in social media marketing, as well as the use of Google text advertisements. We received \$10,000 monthly worth of text advertising on Google Search page after becoming a beneficiary of a Google Ad grant.

15.4 St. John's Home appeared in broadcast, online and print media 13 times in 2015 with the majority of the media coverage concentrated towards the end of the year, due to our online fundraising campaign on Giving.sg.

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

The land leased for 30 years (refer to section 13.2) and Land and Building under the Tenancy Agreement with the Government (refer to section 13.6) provide a place for the Home to provide sheltered home services to our Residents.

17. CONFLICT OF INTEREST POLICY

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

- 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.

The above named persons are referred to as "qualified persons".

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 to this annual declaration, 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 a declaration of an actual or potential Conflict of Interest, the member must abstain from the discussion and decision.

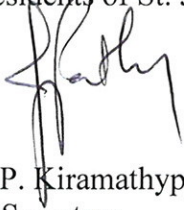
18. COMPLIANCE WITH IPC'S GOVERNANCE EVALUATION CHECKLIST

The Home complied with all the IPC's Governance Evaluation Checklist of 27 items for the period January to December 2015.

19. 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 Land Authority and the Singapore Institute of Architects for assistance with the renewal of the land lease.

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 2016