



Annual Report 2021

(for the year ended Dec 2021)

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1. About Us.

SWS is a public company incorporated to promote the physical, mental and spiritual welfare of elderly persons suffering from ill-health, disease or accidents, the needy persons and people with special needs.

2. Our Vision

To practise the biblical injunction of showing kindness to mankind, especially to the poor, needy and destitute.

3. Our Mission

To promote the physical, mental and spiritual well-being and welfare of the elderly persons suffering from ill-health, disease or accident, the needy persons and people with special needs, without distinction of race, language or creed.

4. Corporate Information

Salem Welfare Services Ltd (SWS) was registered on 15 November 1995 as a company limited by guarantee. SWS is granted the status of an Institution of Public Character (“IPC”) in Singapore.

Unique Entity Number (UEN) 199508102H

Registered Address 1 – 7, Thomson Hills Drive,
Singapore 574746

Banker: DBS Bank Ltd

Auditor: JPL Wong & CO, Chartered
Accountants of Singapore

Management Board

Chairman	:	Mr Choong Shee Sai
Secretary	:	Ms Leow Sok Fen
Treasurer	:	Mr Ravi Chandran S/O Katergamathamby
Director	:	Mr Ng Keat Seng
Director	:	Mr Neo Ban Hui
Director	:	Ms Wong Lee Nan
Director	:	Mr Rayson Lee
Director	:	Mr Lam Pin Shin (Deceased in February 2021)

Executive Team

Executive Director	:	Mr Koh Weng Kin (appointed 1 Apr 21)
General Manager	:	Ms Wong Wee Ping (appointed 10 August 21)

5. Delivered Services



- 22 seniors served in Salem Centres at Yishun and Kebun Baru (Daycare, rehabilitative and dementia programme).
- 20 seniors benefitting from our Active Ageing activities.
- 70 households helped by our food distribution programme.

6. Our Services

a. Care at home. Staff and volunteer be-frienders make home visitations to help care for the emotional and psychological well-being of the elderly.

b. Care at centre.

Day and Rehabilitative - Services includes physiotherapy, exercise, nursing and day care. This service was delivered from the Salem Daycare and Rehabilitation Centre in Yishun.

c. Active Ageing – The services provided includes i) providing a communal space for seniors in the form of community cafe and farming to socialize with their peers and find social support, ii) organizing active ageing programmes and activities such as exercise, arts and crafts, iii) community befriending programme designed to empower seniors to age well in the community and iv) monitoring key health indicators such as blood pressure, heart rate and blood glucose level to support the hospital system in executing medical care plans for seniors with declining health. The seniors were able to enjoy freshly brewed coffee at the centre's café while interacting with our staff and volunteers, giving us an opportunity to listen to their concerns. This service was delivered from the Salem Onesimus Village Centre at Kebun Baru (OV@KB).

d. Dementia Care. Staff and volunteers conduct a person-centred “Meeting Centre” programme to support people living with dementia (PWD) and their family caregivers. Meaningful activities that promote cognitive stimulation to the PWDs are carried out to help the members to re-socialise and/or rebuild social interactions. This care programme was conducted twice a week. It supports both the PWDs and their caregivers.

e. Food Distribution and Community Outreach. Staff and volunteers distributed fresh vegetables weekly and essential food and other items monthly to needy families and the elderly. The provision of essential foodstuff to the needy families helps to alleviate their hardship. The social initiatives given to them through befriending and caring outreach services help to give emotional and mental support to them.

7. Year in Brief (2021)

In 2021, SWS continued to deliver the services to the elderly and needy through two locations at Salem Daycare and Rehabilitation centre in Yishun and Onesimus Village in Kebun Baru. Onesimus Garden in Neo Tiew Road stopped operation in Apr when the land lease expired.

Salem Daycare and Rehabilitation Centre (Yisun)

The COVID situation in 2021 remained critical and fluid and the operation at the Centre was affected by several periods of closure and/or operating under very strict Safe Management Measures (SMMs). The number of users dropped to between 10 to 12 from our usual number of up to 50 persons. Amidst these challenges we were encouraged by the commitment of our staff to adapt and soldier-on in serving our beneficiaries despite many constraints. We were also grateful for the generous support from our supporters and friends. The Centre officially closed on 1 Oct 2021 and will be operating again in collaboration with St Luke's ElderCare in 2023 as the principal operator.

Onesimus Garden (Neo Tiew)

Onesimus Garden's mission was to provide an alternative restorative and rehabilitation therapy through farming for the elderly, people with special needs and the mentally challenged. However the operation was severely affected by the COVID situation and the need to prepare the land for the Lessee to return it to Singapore Land Authority (SLA) as the land lease expired in mid-April 2021. Onesimus Garden officially stopped its operations on 15 April 21 and the land was handed back to SLA.

Onesimus Village (Kebun Baru)

Onesimus Village @ Kebun Bahru is a collaboration with the Kebun Baru grassroots community. It is a community-based center with a café and small farming space, offering outreach activities to family and dementia persons/caregivers. This initiative is intended to engage the KB residents in social activities to build a harmonious neighborhood. The

farming space allows the use of farming as a therapy to help the elderly, dementia seniors, those with special needs, and ex-offenders to learn to relate better to new environments and with people in order to have a meaningful, dignified and purposeful way of life.

Due to the COVID situation and the several periods of closure and/or very strict Safe Management Measures, we were not able to conduct our usual active ageing activities at the Centre during such periods. However, when the Heightened Alert phase was eased, we quickly adapted flexibly to deliver the following services to our beneficiaries in 2021:

- a. conducted home visitations to monitor the mental well-being and key health indicators such as blood pressure, heart rate and blood glucose level of the persons under our care. The visits were made in full compliance with the prescribed SMM.
- b. engaged seniors with dementia through personalized and structured cognitive activities and games. This was done in small groups of not more than five persons when the Heighten Alert phase was relaxed.
- c. carried out reduced group-size active ageing activities for seniors. This was done when the Heighten Alert phase was relaxed.
- d. planned and distributed essential foodstuff and fresh vegetables to the low income and needy families from October 2021. The distributions were conducted in full compliance with the prescribed SMM.



8. Expansion of Major Programmes

Dementia Care for seniors

With the greying population and an increasingly stress-filled city living environment, the prevalence of dementia is rising. Salem Welfare Services (SWS) partnered Dementia Singapore (DSG) to deliver a dementia programme¹ that is innovative, evidence-based and person-centred to support people living with dementia and their family caregivers. The key differentiating feature of this Meeting Centre Support Programme (MCSP) from other dementia day-care programmes that care for people living with dementia only, is that the MCSP supports both people living with dementia and caregivers who are family members. This programme thus strengthens relations between loved ones and promotes family cohesion.

The MCSP aims to help the members re-activate, re-socialise, and/or rebuild social interactions. Activities at the Meeting Centre are tailored to the needs and interest of the users. Some of them are as follows :

- a. structured cognitive stimulation activities and physical activities.
- b. current affairs discussion through newspaper reading.
- c. members and family members have their own discussion group on a series of topics.
- d. outdoor activities - walk around the neighbourhood, or working in the community farm/garden.
- e. quarterly outings such as visiting the museum or art gallery.

Currently the programme is running at OV@Kebun Baru with 10 families. SWS intends to expand and run this programme at its second centre OV@Thomson Hills in 2022. We aim to double the number of families at both OV centres over the next two years.

¹ The programme was developed and evaluated in the Netherlands by the Department of Psychiatry of the VU University Medical Centre, led by Professor Rose-Marie Drees. This programme started as a pilot in 2020 at Onesimus Village@Kebun Baru Centre, the first centre in Singapore.

Food Distribution and Community Outreach

SWS has been distributing fresh vegetables weekly to seniors and needy families since 2021. Another community outreach programme called Onesimus Market (OM) was started in Oct 2021 to provide essential food supplies to the needy families in the Kebun Baru community. The OM programme is a collaboration with Kebun Baru Community Club (KBCC) and Food From The Heart (FFTH). Needy families are identified and screened by KBCC on a monthly basis. The volume and quality of the food supplies are provided by FFTH based on the number of needy families. The food supplies are eggs, fruits, root vegetables, and various non-perishable foods such as canned food, rice etc. SWS volunteers manage the distribution and make the monthly deliveries.

SWS started the essential food distribution with 15 needy families in Oct 2021. Currently the programme has expanded to 27 families. Moving forward, SWS plans to reach out to more needy families and invites more volunteers to support this OM outreach programme. SWS is working with sponsors to fund the expansion. We aim to triple the number of families over the next two years, as we received positive feedback from many of the needy families on how this programme really helps to lighten the burden of their food cost.

9. SWS Fund Raising and Expenses

In 2021, SWS received funding support from the President Challenge 2021 and other government grants. Donations from our supporters and well-wishers made up a significant percentage of our income. For the year 2022, we will continue to draw funding support from government grants, direct appeals to our supporters and the public via our refreshed website and resumption of our annual fund-raising dinner when the large group event restriction is eased.

As SWS expands our services to another centre in 2022, operating expenses are expected to go up. We will also be expanding our food

distribution and community outreach programme and have to spend more on governance cost as we refresh the SWS Website and engage a consultant to assist us to set up a management system to comply with the requirements of the Personal Data Protection Act.

10. Corporate Governance

Disclosure of specific required information

a. None of SWS Board members received any form of remuneration for his or her work contributed to the organisation in his/her capacity as a Board member during the past year, or any time in the past.

b. None of SWS' paid staff annual remuneration exceeded \$100,000 during the financial year.

c. There is no paid staff, being a close member of the family belonging to the Executive Director or a governing board member, who has received remuneration exceeding S\$50,000 during the financial year.

d. Attendance of Management Board members at Board Meeting.

Board Member	Designation	Appointed since	Attendance
1. Mr Choong Shee Sai	Chairman	2019	4/4
2. Ms Leow Sok Fen	Secretary	2016	4/4
3. Mr Ravi Chandran	Treasurer	2017	4/4
4. Mr Ng Keat Seng	Director	2016	4/4
5. Mr Neo Ban Hui	Director	1999	4/4
6. Ms Wong Lee Nan	Director	2016	4/4
7. Mr Rayson Lee	Director	2016	3/4

e. There are two members of the Management Board with more than 10 consecutive years or more service:

- (a) Mr Choong Shee Sai (Chairman); and
- (b) Mr Neo Ban Hui (Board Member).

f. Although Mr Choong was on the Board for more than 10 years, he only led the Board for 3 years as he was officially appointed as Chairman in 2019. His continuous leadership is essential for SWS.

g. Mr Neo is the only person on the Board with over 20 years of experience as a pastor. He gives advice and directions on matters of counselling and pastoral care from his deep experience. His continuous guidance is thus essential for SWS.

11. Policy Statements and Practices

Whistle Blowing Policy

Salem Welfare Services has a whistle blowing policy and this policy applies to all employees of Salem Welfare Services as well as to external parties who have business relationships with SWS. The intended objectives of this policy are to:

- a. deter wrongdoing and to promote standards of good corporate practice;
- b. provide proper avenues to raise concerns about actual or suspected improprieties in matters of financial reporting, irregularities or other matters and receive feedback on any action taken;
- c. reassure the whistle blower that he/she will be protected from punishment or unfair treatment for disclosing concerns in good faith in accordance with this procedure;
- d. assist to develop a culture of openness, accountability and integrity.

The channels of whistle blowing are as follows:

Email: admin@sws.sg; and

Mail: Chairman and Board Members of Salem Welfare Services
1-7 Thomson Hills Drive
Singapore 574746

Declaration of Conflict of Interest Policy

All Board members with actual or potential conflicts of interest are required to declare such conflicts to the Board at the earliest opportunity. All Directors are required to make annual declaration of conflict of interest in compliance with the Code of Governance. For the year in review, all of the Board has declared no actual or potential conflict of interest with one exception. The sister of one of the Directors, Wong Lee Nan is employed as the General Manager of SWS. As required by regulations, she does not participate in discussions nor vote on matters directly or indirectly related to her sister.

Personal Data Protection Act Policy

SWS has engaged a consultant to assist us to set out the basis which Salem Welfare Services may collect, use, disclose or otherwise process personal data of our prospective service users, beneficiaries, donors and volunteers in accordance with the Personal Data Protection Act (“PDPA”). The policy also applies to personal data in our possession or under our control, including personal data in the possession of organisations which we have engaged to collect, use, disclose or process personal data for our purposes. Collection, use, disclosure or otherwise processing of personal data of our service users on behalf of government ministries or statutory boards will be in accordance with guidelines set out in the government’s data management policy. Salem Welfare Services will comply with the relevant requirements under the government’s data management policy. We are putting in place Standard Operating Procedures and will be conducting training for all staffs. The consultancy and training are expected to complete in 2022.

12. Governance Evaluation Checklist

See attached table in Annex A.

13. Acknowledgement

The Board of Directors would like to thank all our supporters, volunteers and well-wishers for their generous contributions to SWS. We are also very grateful and encouraged by the commitment of our staff to adapt and soldier-on in serving our beneficiaries despite many constraints and challenges posed by COVID-19.

Submitted :

Choong Shee Sai
Chairman of Board
Salem Welfare Services Ltd

Annex A :

Governance Evaluation Checklist

S/N	Code Guideline	Code ID	Response	Explanation (if Code Guideline is not complied with)
Board Governance				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	Are there governing board members holding staff ¹ appointments? (skip items 2 and 3 if “No”)		No	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3		
3	There are written job descriptions for the staff’s executive functions and operational duties, which are distinct from the staff’s Board role.	1.1.5		
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if “No”)		Yes	
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	Complied	
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	

Conflict of Interest				
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
Human Resource and Volunteer² Management				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteers serving in the charity? (skip item 15 if "No")		Yes	
15	There are volunteer management policies in place for volunteers.	5.7	Complied	
Financial Management and Internal Controls				
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	Not Applicable. We do not give such loans etc.
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	

20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")		No	
21	The charity has a documented investment policy approved by the Board.	6.4.3		
Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")		Yes	
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
	Did the charity receive donations in kind during the financial year? (skip item 23 if "No")		No	
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3		
Disclosure and Transparency				
24	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
	Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if "No")		No	
25	No governing board member is involved in setting his own remuneration.	2.2		
26	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated.	8.3		
	Does the charity employ paid staff? (skip items 27,		Yes	

	28 and 29 if “No”)			
27	No staff is involved in setting his own remuneration.	2.2	Complied	
28	<p>The charity discloses in its annual report —</p> <p>(a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity’s subsidiaries) exceeding \$100,000 during the financial year; and</p> <p>(b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p>OR</p> <p>The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.</p>	8.4	Complied	
29	<p>The charity discloses the number of paid staff who satisfies all of the following criteria:</p> <p>(a) the staff is a close member of the family³ belonging to the Executive Head⁴ or a governing board member of the charity;</p> <p>(b) the staff has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p>OR</p> <p>The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p>	8.5	Complied	
Public Image				
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	