

Annual Report 2022



‘God’s love started it all !’.

The year 2022 marked the 25th year of service of Salem Welfare Services Limited (SWS). This annual report highlights the works we did in the year ended 31 December 2022. The report included pages from the 25th Anniversary magazine reflecting our past and present works and services.

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Salem Welfare Services

MANAGEMENT BOARD

Mr Choong Shee Sai
Chairman

Mr Ng Keat Seng, Timothy
Director

Pastor Neo Ban Hui
Director

Ms Leow Sok Fen
Director

Mr Ravi Chandran
Director

Ms Wong Lee Nan
Director

MANAGEMENT STAFF

Mr Koh Weng Kin
Executive Director

Ms Peggy Wong Wee Ping
General Manager

Ms Ho Lay Hwa, Cindy
Accounts & Programme Staff

Special Thanks

Mrs Maureen Ng
Story Contributor

Salem Media Team
Copywriting &
Magazine Design

Visit our website:
www.sws.sg

Chairman's Foreword



Mr Choong Shee Sai

There is a well-known story about a young man seen picking up starfish on the seashore and tossing them back into the ocean. When he was asked the reason for doing so, he replied that he wanted to save the starfish from being dehydrated when left on the shore. As there were thousands of starfish on the shore, anyone would have doubted the actual effectiveness of his action. However, the young man was undeterred and emphatically proclaimed that his small action would have mattered greatly to each starfish he helped.

This young man's belief and action epitomize what Salem Welfare Services (SWS) has been doing the past 25 years – to care and assist the elderly and the socially handicapped in their daily lives so that they can be uplifted to experience a better quality of life.

Although our financial means are limited, our desire to impact lives, even if it were a single life, is steadfast and unwavering. We want to be like that young man by the seashore, always looking out for a stranded starfish, and ever ready to lend a hand.

We, too, want to help and make a difference in each life that crosses our path.

The past couple of years have been extraordinary, dominated by unprecedented events like the Covid-19 pandemic and the war in Ukraine, that caused supply chain disruptions, resulting in shortages of food and fuel. As inflationary pressures are felt around the world, our communities have not been spared. Significant food price increases have hit everyone, but the live-alone seniors and needy families have been hit the hardest.

In line with Salem Welfare Services' vision to show kindness to the community; especially to the elderly, the needy persons and people with special needs, we decided to reach out to more communities beyond our original footprint in Yishun Central.

“
Although our financial means are limited, our desire to impact lives, even if it were a single life, is steadfast and unwavering.”

Pursuant to this decision, we have, since 2019, set up an additional centre, known as the SWS Onesimus Village at Kebun Baru, whilst another centre is in the works, temporarily operating out of the premises of Salem Chapel in Thomson Hills Estate. In addition, the current Rehabilitation Centre for the Elderly at Yishun Central will also be restructured and its programme offerings enhanced in collaboration with St Luke's ElderCare.

We are thankful that SWS has never needed to walk alone since its inception 25 years ago. There have been countless people – volunteers, partners, donors and supporters who walked beside us, giving us words of encouragement, generously giving their time to serve the community at Yishun Central and Onesimus Garden at Neo Tiew, as well as sponsoring, through monetary support, the programmes of SWS and enabling us to augment our service offerings. Indeed, I like to echo Apostle Paul, as he said of the Philippian church, “Every time I think of you (all), I give thanks to my God” (NLT).

I am also grateful to the SWS Board and Management team – they are driven by love for the people they serve. I am humbled and inspired by their dedication and sincere care for our elderly, disadvantaged individuals and families. And I am certain that God, who began the good work in SWS, will continue His work until it is finished, according to His plan and purposes. ✦

Our Vision

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

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.

For more ways to support us, visit our website at

WWW.SWS.SG

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

Delivered Services



- 40 seniors and their caregivers meaningfully served in our dementia care programme.
- 60 seniors benefitting from our Active Ageing activities.
- 100 households helped by our grocery, vegetables and bread distribution and outreach programme.

The History of Salem Welfare Services 撒冷福利服务的历史

God's Love Started It All 上帝的爱开始了这一切

Mrs Maureen Ng

It was 1997. It has been more than 20 years. In those days, digital cameras and smart phones were not available to record what we want to remember. Looking through the scant materials available, I managed to find some information I can use in this article. What I remember best is why Salem Welfare Services set up the Day Care and Rehabilitation Centre (Centre in short). Drafting out the Constitution, the verse I had selected to embody our passion was 1 John 4:19 - "We love because He (the Lord Jesus) first loved us". Our drive to show kindness and share God's love was what compelled the pioneers as they used their gifts and skills to plan and establish the Rehab Centre in November 1995. It opened its doors at Block 323, Yishun Central in 1997 to serve the needs of the elderly in the Yishun area.

God brought together a group of people compelled by the love of Christ to serve. The first Board of Directors comprised Professor Bay Boon Huat (Chair), Mrs Maureen Ng (Vice-Chair), Choong Shee Sai, Kelvin (Secretary), Daniel Wong (Treasurer), Ronnie Ong (Asst Treasurer), other directors responsible for special duties, fund raising, etc - the late Mr Lam Pin Shin, Mr Clarence Perera, Mr William Chan, Mr Wong Nam Hoi, Pastor Andrew Khoo, Mr Tan Chian Eng, the late Mr Eddy Winjadi and Pastor Neo Ban Hui. I am acknowledging them for their dedication as pioneers.

Starting the Centre was no easy task. Planning for the

(华文翻译缩短版本)

那是1997年，已经过去二十多年了。当我起草章程时，我选择的经文是取自约翰一书4:19 - "我们爱，因为祂（主耶稣）先爱我们"。在1995年11月，我们规划并建立了撒冷日间康复中心。我们这一群先锋们这样做只是为了要展现上帝的仁慈和分享祂的爱。康复中心于1997年在义顺中大牌323座终于开业了，为义顺地区的老人提供服务。

Credits: "Seasons of Love" Magazine, 1999



Mrs Anna Liu at work
Anna Liu 女士

神把一群被基督的爱所吸引的人聚集在一起，共同服侍。第一届董事会成员包括了 Bay Boon Huat 教授 (主席), Maureen Ng 女士 (副主席), Choong Shee Sai, Kelvin (秘书), Daniel Wong (财政), Ronnie Ong (助理财政), 其他负责特殊职责、筹款等的董事包括了一 Lam Pin Shin 先生 (已故), Clarence Perera 先生, William Chan 先生,

Wong Nam Hoi 先生, Andrew Khoo 牧师, Tan Chian Eng 先生, Eddy Winjadi 先生 (已故) 和 Neo Ban Hui 牧师。我感谢他们这一群先锋的奉献。创办该中心并非易事；筹划中心，撰写建议书供卫生部批准、批准章程，与建屋局合作设计空间，筹集资金以补贴卫生部的拨款，寻找关键人员来培训员工和管理中心等等，这些都是具有挑战性的任务。感谢上帝，祂提供了所有我们需要的东西！举个例子，Bay Boon Huat 教授好不容易的物色了当时已退休的新加坡中央医院物理治疗部主任 Anna Liu 女士来帮忙服侍。Anna 女士后来也在中心全

Centre and writing the proposal for Ministry of Health's (MOH) approval, getting the Constitution approved, designing the space in collaboration with HDB, raising the funds to top up the subsidy from MOH, getting the key personnel to train staff and run the Centre were challenging. Nam Hoi looked into the nitty-gritty of housekeeping when the government granted the use of the double void decks at Block 323. Planning and constructing the void decks needed painstaking work to ensure compliance with MOH's and HDB requirements. Thank God, He provided all that were needed. For example, Professor Bay managed to engage the services of Mrs Anna Liu, the then retired Head of Physiotherapy at Singapore General Hospital. Being a Christian she was easily persuaded to join us. Professor Bay must have fired her enthusiasm with his own enthusiasm. Mrs Liu went on to serve at the Centre full time without pay for a few years. The Centre had credibility as a Rehabilitation Centre because of her standing in the physiotherapy community. She trained our staff and volunteers, planned the Centre's activities and offered internship training for students and aspiring physiotherapists. Her contact with other sister organisations and her expertise on the use and acquisition of equipment was a great blessing from God.

In the area of fundraising God favoured us. We had regular donations from the Lee Foundation as well as grants from the government's President's Charity Drive. Mr Clarence Perera organised many fundraising dinners and golf games. Church members gave willingly.

God gave us friends. Professor Ho Peng Kee, the then Senior Minister of State for Law and Home Affairs and Advisor to Nee Soon East Grassroots Organisations was Guest of Honour at the opening of our Centre in 1997. His support of the Centre helped us to use the grassroots organisation to disseminate our news and services to the wider community and paved the way for us to be an active part of the community. This collaboration was reported in *The Business Times* on 12 December 2007. Cycle & Carriage, Borneo Motors (C&C) had plans to donate a few vehicles to charity. The Centre had already booked a van and paid a deposit. However when Professor Ho approached C&C for help with the Centre's vehicular needs, the deposit was refunded and the Centre received a brand new van! Such was an example of how God moved people to come alongside us in this work.

As I flipped through the fundraising magazine - Seasons

“

God brought together a group of people compelled by the love of Christ to serve.”

Credits: "The Business Times", December 12, 2007



Photo with the Gifted Van!

赠予SWS的车!

职无薪的服务了好几年。由于她在物理治疗界的地位，使到康复中心得到公众的认可。她也培训我们的员工和志愿者，计划中心的活动，并为学生和物理治疗师提供实习培训的训练。

在筹款方面，上帝眷顾我们。我们有李氏基金会的定期捐款，以及政府总统慈善活动的拨款。教会的成员们也心甘情愿地奉献。上帝给了我们许多的朋友，何炳基教授是当时的法律和内政部高级部长和义顺东基层组织的顾问。他也是我们中心在1997年开幕时的嘉宾。他帮助我们向社区传播我们的服务。婆罗洲汽车公司(C&C) 有计划捐赠一些车辆给一些慈善机构。当时义顺中心已经预定了一辆车并支付了定金。然而，当何教授向C&C询问时，C&C就决定赠予我们一辆全新的车，也同时将我们的定金退还。这就是神感动人们与我们一起工作的一个例子。

当我翻阅1999年出版的筹款杂志《爱的季节》时，有两篇文章引起我的注意。这两篇文章是由Tan Yit Wah 姐妹和Tan Chian Eng 弟兄写的。陈姐妹写这篇文章时已年过七旬。她说到：“只要我还有力气，我就会继续为中心提供志愿服务...我觉得这项工作非常令人满意”。她现在与主在一起了，我深信她也领受了主给予她的赞许说：“好，忠心的仆人，做得好。进来享受主的喜乐”。陈弟兄在60多岁时退休。他写道：“作为一个基督徒，我觉得我必须遵守圣经的教导。对我来说，基督的诫命，即爱邻舍如同爱自己，不只是要理解，也要实践”。

我们在《使徒行传》中读到了保罗的宣教之旅，看到了圣灵对福音传播的引领。同样的康复中心是上帝在引导我们通过中心来展现仁慈和分享基督。



Sister Tan Yit Wah, first from right
右边第一位是Tan Yit Wah 姐妹

Credits: "Seasons of Love" Magazine, 1999

of Love, published in 1999 as part of fundraising efforts, 2 articles caught my attention. They were written by Sis Tan Yit Wah and Brother Tan Chian Eng. Sister Tan was over 70 years old when she wrote the article. She mentioned: *"As long as I have the strength, I will continue to volunteer my services to the Centre. I find the work very satisfying"*. She's with the Lord now after being welcomed by her Lord and Saviour with *"Well done, good and faithful servant. Enter into the joy of the Lord"*. Bro Tan was in his late 60s, having retired as principal of a primary school. He wrote: *"As a Christian, I feel it is imperative for me to obey the teachings of the Bible. To me the commandment of Christ to love our neighbour as ourselves, is not only meant to be understood but to be practised as well"*.

We read of Paul's missionary journeys in the book of Acts and saw the leading of the Holy Spirit in the spread of the gospel. The Salem Day Care & Rehabilitation Centre was God leading us to show kindness and to share Christ. Pastor Andrew Khoo ministered to the users in the early years. He fulfilled his pastoral duty by engaging the elderly. Some even remembered his name fondly.

My ageing memory is at fault if I have left out anything or anybody important. I want to quote Paul in 1 Corinthians 3:5-7 - *"What then is Apollos? What is Paul? Servants through whom you believed, as the Lord assigned to each. I planted, Apollos watered, but God gave the growth. So neither he who plants nor he who waters is anything, but only God who gives the growth"*. For those who knew Christ through the Centre, we can only glorify God who created for us the opportunities.

For all our activities for the elderly and organised for our neighbourhood, let us be mindful and intentional in sharing Christ. If we are not active or we have neglected God's call, be encouraged that our God is a God of 2nd chances. Seize the opportunity to serve Him by getting involved. Bring joy to yourselves and others. *

我想引用保罗在哥林多前书3:5-7中的话——“亚波罗算什么？保罗算什么？无非是执事，照主所赐给他们各人的，引导你们相信。我栽种了，亚波罗浇灌了，唯有神叫他生长。可见栽种的算不得什么，浇灌的也算不得什么，只在那叫他生长的神”。对于那些通过中心认识基督的人士，我们只能荣耀为我们创造机会的神。

当我们为老年人以及邻里组织活动时，我们要注意并刻意的分享基督。如我们还未曾做过，不要气馁，神会再给我们第二次的机会。我们要抓住机会，通过参与来服侍祂。给你们自己和他人带来欢乐吧。*

“同样的康复中心是上帝在引导我们通过中心来展现仁慈和分享基督。”

Ready and Action!

Our Current Activities

Against a rapidly evolving national landscape of the senior care sector in Singapore, Salem Welfare Services (SWS) carried out a review of our service portfolio in 2018. A vital focus of the review was to assess if SWS, particularly in the day-care component through its “Rehabilitation Centre for the Elderly” at Yishun, was effectively serving the needs of the community. As a result of the review, SWS decided to restructure itself to offer a new set of service propositions in Yishun, as well as create opportunities to offer the same in Kebun Baru at Ang Mo Kio and Thomson Hills Estate.

At present, “SWS Onesimus Village at Kebun Baru” runs four programmes at its Block 113 centre while the Onesimus Village at Thomson Hills Estate (temporarily operating out of the premises of Salem Chapel church) presently runs only the Dementia and Caregiver programme.

Dementia and Caregiver Programme



This programme is also called the Meeting Centre Support Programme (MCSP). It provides a community-based social, emotional and practical support for people living with dementia and their family caregivers to adjust to the gradual changes that a person living with dementia undergoes. The first objective is to help family caregivers to become more competent to provide care to their loved ones and building a community of support for them. The second objective is to help the persons living with dementia to be more active through the various activities and thereafter, hopefully, develop new friendships through the MCSP.

Community Programme

The services include:

- providing a communal space for seniors through a community cafe to socialise with their peers and find social support
- organizing “active ageing” activities such as morning exercises, arts and crafts, Chinese calligraphy writing and table games.
- community befriending



Food Distribution and Outreach Programme

Staff and volunteers distribute fresh vegetables weekly and essential food and groceries’ monthly, to families in need and to the seniors who live alone in Block 115 of Kebun Baru Estate. On ad-hoc occasions, generous sponsors would supply additional cooked meals in lunch boxes, and SWS is then able to distribute to a wider network of seniors living in neighbouring HDB blocks as well.

Inclusive Dementia and Assisted Living (IDeAL) Programme

SWS is collaborating with the Kebun Baru Grassroots Organisation to build an inclusive and dementia-friendly community where people living with dementia and their caregivers are socially and emotionally supported while living in the constituency. Under this programme we provide befriending and visitation services to seniors living alone in the rental HDB block 115 in Kebun Baru estate. HDB block 115, has been identified as an “Assisted Living” block where the seniors have opted to “age in place”. SWS volunteers are part of a team that chaperon seniors for medical appointment at the hospital and polyclinic.

Additional services we provide under this Programme include:

- monitoring key “health indicators” such as blood pressure, heart rate and blood glucose level to support the hospital healthcare system in executing medical care plans for seniors with declining health. (The information is then submitted to a consolidated database where they are monitored and evaluated by medical care staff).
- providing fresh vegetables to the central kitchen where lunches are prepared onsite daily for the seniors living in the HDB block.
- fortnightly morning exercise designed for the seniors to strengthen their body.



Programme Feature:

Dementia and Caregiver Programme

The programme is an intensive 2-hour engagement with the people living with dementia that includes exercise and movement, tabletop games, cognitive stimulation activities such as “Art and Reminiscence” type activities.

Social support is also given to the Caregivers through separate monthly group discussions, whereby caregiving techniques are imparted. Mutual sharing among the Caregivers during such sessions also allows them to learn from one another.



200+
sessions conducted
since 2020



15+
families supported
thus far



Testimonial

I am so glad that my mum joined this programme organized by Dementia Singapore & Salem Welfare Services.

After my dad passed away, my mum refused to step out of the house except for medical appointments. It is still difficult to get her out weekly, but once she started coming for the 2-hour long activities, she has since immersed herself totally into it. I noticed that she feels very happy joining other members in exercising, playing games, doing arts and crafts, sing-along etc.

I am very grateful & thankful for the tenderness and loving care from all the staff & volunteers who made this programme really relevant and helpful to my mum. In fact, I too, have enjoyed those happy moments together with my mum.

Kudos to everyone who help with this programme!

Contribution by Serene Tan
(Daughter of Mdm Soh Geok Choo)



Testimonial

First of all, our heartfelt thanks from my family and I, to the SWS programme for helping my father improve his outlook on life despite the worsening effects of dementia. In fact, he appears to be very happy since he started taking part in the programme. It has given us joy, as well, of watching him smiling and enjoying himself while playing the games at your centre and getting excited when going through the workouts you have set up. We are impressed with the comprehensive programme and the scope of activities that you provide at the centre.

As all of us are out for work during the day, it would have been difficult for us to provide constant attention and care to his needs. My dad's routine at home could best be described as mundane. At times, he can be quite uncooperative or restless. While at your centre, however, his mind lights up and he becomes more sociable and, in that process, is enjoying the activities with the other seniors.

Apart from going to your centre, which he looks forward to every Friday, the only other activity he does is when he goes out to play golf with his old friends, once a fortnight.

My mother is especially grateful that you even allow our caregiver to attend the programme at the centre along with him.

Once again, please allow us to express our deepest thanks for your help and care.

Contribution by Stephanie Ho
(Daughter of Mr Jeffrey Ho)



8. 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 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	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 4 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.

9. 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 was 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 have put in place Standard Operating Procedures and training for all staffs completed in 2022.

10. Acknowledgement

The Board of Directors are grateful to all our supporters, volunteers and well-wishers for their generous contributions to SWS.

Submitted :

Choong Shee Sai
Chairman of Board