

2020

SWS
Salem Welfare Services
*empowering lives
impacting change*

empowering lives
impacting change

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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 : Apen Chartered Accountants of Singapore

Management Board

Chairman :	Mr Choong Shee Sai
Secretary:	Ms Leow Sok Fen
Director :	Mr Ravi Chandran S/O Katergamathamby
Director :	Mr Ng Keat Seng
Director :	Mr Neo Ban Hui
Director :	Ms Wong Lee Nan

Executive Team

Executive Director :	Mr Koh Weng Kin
General Manager :	Ms Wong Wee Ping

5. Impact at a glance



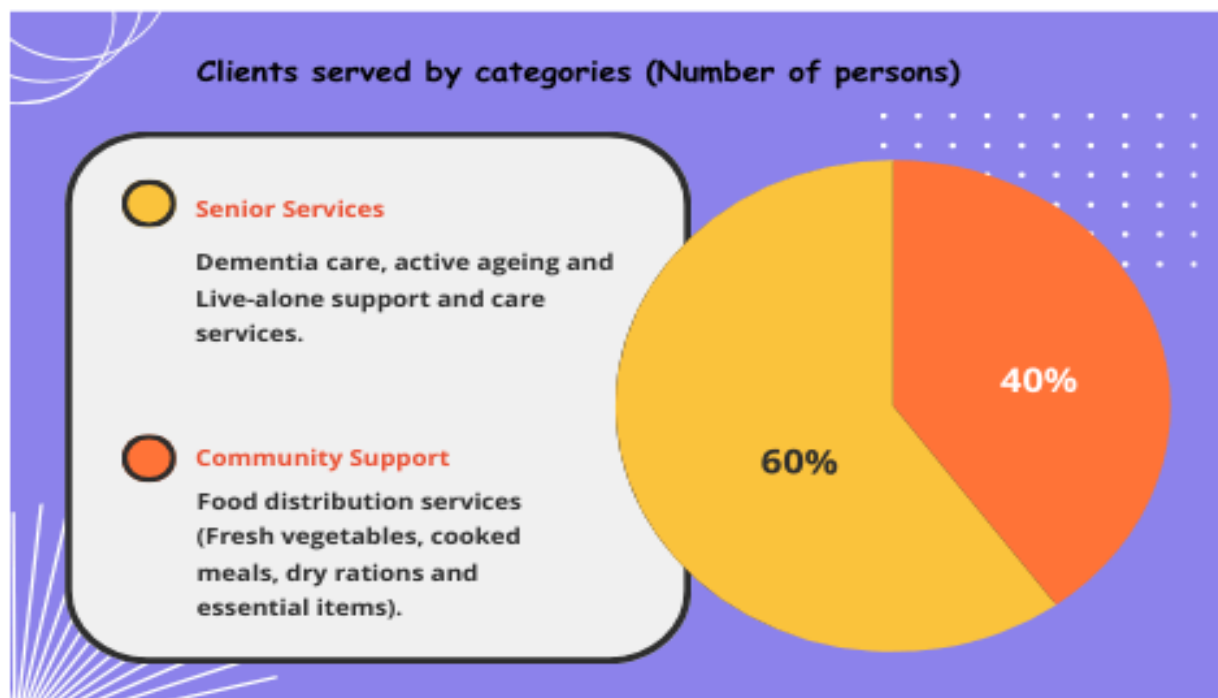
3 Touchpoints (located at Yishun, AMK & Thomson)



250+ Clients served



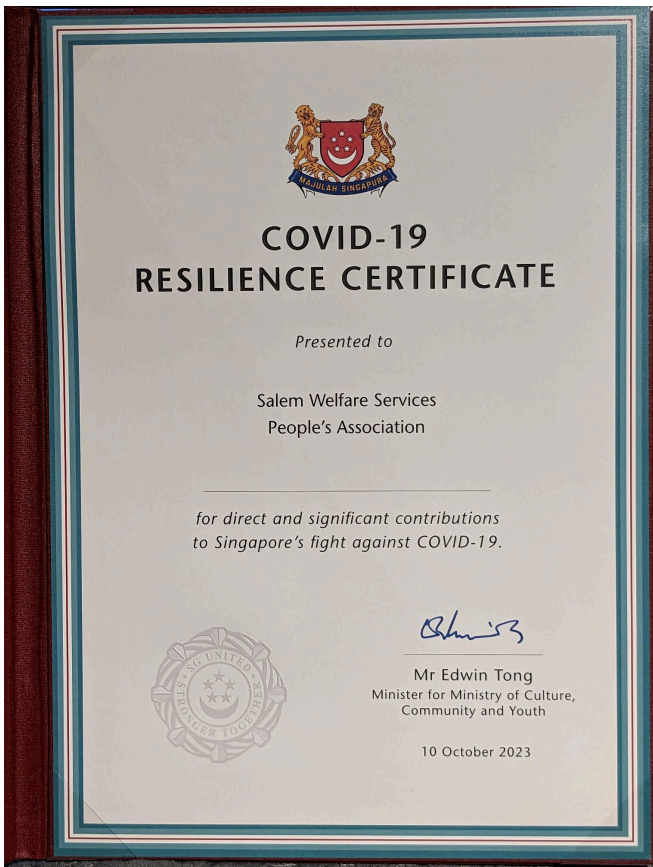
50+ Volunteers



6. Year in Brief

Salem Welfare Services Office

In October 2023, SWS was commended for its “direct and significant contributions to Singapore’s fight against COVID-19”. The Certificate of commendation was presented to us by the Minister for Culture, Community and Youth.



Our Dementia and Caregiver service, known as Meeting Centre Support Programme, was

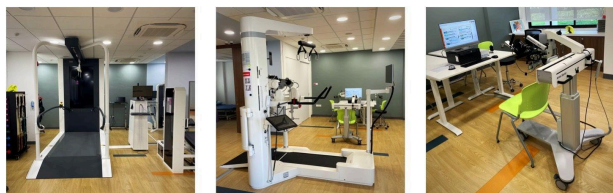
acknowledged by Agency of Integrated Care (AIC). The service was featured in “The Straits Times” on 11 July 2023 and as a result there were increased enquiries from the public. Currently all vacancies at our three centres are filled.



The SLEC-Salem Centre was officially opened in July 2023 marking a major milestone for SWS.

This new center occupies the former site of the Salem Day Rehabilitation Centre (SDRC), situated at Blk 323, Yishun Central, #01-271, which SWS established in 1997 to provide day care and community-based rehabilitation for the elderly in Singapore.

Under an agreement to collaborate between SLEC and SWS, full novation of SDRC to SLEC was completed in 2022.



The new SLEC-Salem Centre is now managed by SLEC to provide healthcare and rehabilitation services while SWS provide Dementia day care and active ageing services. **A dedication service was conducted on 7 July** and was well represented by SLEC and SWS leadership teams.



On 6 July 2023, SWS Board and Management members and our volunteers gathered for a **Thanksgiving Dinner**. This is a special occasion to show our deep appreciation of our volunteers and celebrate their faithful services. Besides fine food and sweet fellowship, our Chairman also gave out gifts of appreciation to all the volunteers.



Senior Services

The community service team organised a **variety of activities for the seniors who visit our Onesimus Village@Kebun Baru centre** weekly. They come from various blocks in Kebun Baru estate. A variety of activities like cake baking, popiah making, calligraphy and origami sessions were some of the fun and interactive moments that the seniors enjoyed. The all-time favourites however were singing, exercises and playing Rummy-O!



Through our partnership with a trained masseuse, we arranged **hot-compression massage sessions** for our seniors every two months,

as we observed that they often complained of body ache.



SWS believes that outings are a wonderful way to engage and brighten up the lives of our seniors. On 21 July 2023, an **outing was made to the Grace Mission Agriculture Pte Ltd**, a therapy garden and hydroponic farm located on the roof top of 4009 Ang Mo Kio Ave 10 #07-K1 Tech Place 1 Singapore 569738. The farm helps people with autism to integrate into society through rehabilitation, activities, training and jobs.



The seniors had an enjoyable morning learning how vegetables are grown without soils and yet are so fresh and healthy! The morning ended with a simple but tasty lunch before all headed home with happy memories.

A second **outing to the Gardens By The Bay** was made on 15 September 2023 where we had a bus full of seniors and volunteers and spent an engaging morning together.



To bring joy to the seniors during festive seasons, we organised **celebration events** with songs, games with prizes and dinners for 100 to 120 seniors residing in Kebun Baru estate. We had a 'Mid-Autumn' celebration in September 2023 and the event was also graced by the presence of Mr Henry Kwek, Member of Parliament for Kebun Baru SMC. Based on the favourable response we organised a year end 'Christmas' celebration on Christmas Eve, 24 December

2024. The two events were well attended and enjoyed by residents coming from several blocks around the IDeAL block 115.



Our **Dementia and Caregiver programme** has reached out to more than 50 members and caregivers through our three centres in 2023/24. Through the programme we served seniors with mild to moderate levels of dementia and we saw positive changes in our members.

An encouraging example was when one of our members who attended the programme at Kebun Baru, found safety in the group and became more communicative with other members and volunteers. She

overcame her reticence and mild depression and now she would open up with our student volunteers and has been very participative in the activity. It was also encouraging to see members and caregivers coming early to the centres and all excitedly looking forward to our activities.



This Meeting Centre Support Programme not only provided care for the members living with dementia, it also provided care tips to the caregivers in rendering care to the members at their home. SWS conducted monthly caregiving workshops and they have been well received by the caregivers.



Community Support

SWS started the **food distribution and outreach program known as Onesimus Market (OM)** in October 2021 to provide essential food supplies to needy families in the Kebun Baru community and some other areas in Singapore. Currently we are serving 84 needy families monthly. We are thankful to our partners and supporters who provided the food supplies from two organisations monthly - Food From the Heart and Food Bank.



SWS volunteers pack the food items monthly and another 6 teams of volunteers distribute these items, which typically consists of rice, oil, noodles, canned food, biscuits and beverages.



Another initiative that was started in 2023, SWS together with the Kebun Baru Grassroots Organisation, identified needy families and invited them to receive fresh foods and other household necessities during the **SWS Outreach Community Day**, which was held quarterly. Fresh foods such as eggs, breads, fruits, milks, vegetables; and household necessities such as toiletry, cleanliness and wellness products, were given out to these families at Ang Mo Kio Avenue block 113 void deck.

It is very heartening to see these provisions could bring some relief to the recipient families in the face of rising food costs. The number of recipient families has increased from 60 to 75.



On top of the monthly and quarterly distribution of food items and household necessities to needy families, on every Tuesday SWS volunteers collect **fresh vegetables** from a donor in Yishun and supply them to the IDeaL programme at Ang Mo Kio Avenue 4, block 115 where a central kitchen prepares lunch everyday for the live-alone seniors.



7. Programme Feature

Dementia and Caregiver Programme (Meeting Centre Support Programme)



The Meeting Centre is a social club to support people and families affected by dementia (mild to moderate). It is where people meet to have fun, talk to others and get help that focuses on individual needs. Meeting Centres are based on sound research evidence on what helps people to cope well in adjusting to living with the symptoms and changes that dementia brings. It first started in the Netherlands and was adopted by the UK. In collaboration with Dementia Singapore, this novel programme was customised and SWS are currently running it in all three of our centres.

The philosophy behind the Meeting Centres is based on the principles that it is best to support people jointly in a normal environment. It is said that “sorrow shared is sorrow halved”, and the normal environment (in the community) where this could be done is important as it is easily accessible, socially integrated and not stigmatising.

The carer support focuses on learning to deal with the consequences of dementia and on preventing overburden and illness in themselves. Adequate support of the carer may also enable the person with dementia to stay in their own living situation for a longer period of time.

The support of the person with dementia focuses on learning to cope with challenges and disabilities, which may prevent or reduce behaviour and mood disruptions. This is also an important condition for being able to live at home as long as possible.

Who uses Meeting Centres?

The Meeting Centre is typically provided within a local community, offered once a week supporting 7 - 10 members. It is open to people of all ages and types of dementia. The focus of a Meeting Centre is both the person living with dementia and their family caregivers.

What happens at a Meeting Centre ?

It is facilitated by a small team of staff and volunteers trained in the ethos of person-centred dementia care and the Adjusting to Change Model. Practical information, personal advice and emotional and social support is offered to the central caregiver. This may be the person most involved in the care, who could be a partner, son or daughter, but also a friend or acquaintance.

What some caregivers say of the programme :

Caregiver #1 : "(It is) effective and it's very clear there has been a lot of thought put into it, right. I mean they have, you know, the programme, there's a certain structure. So I think structure is very important, especially for people living with dementia."

Caregiver #2 : "They were quite good! I never think that they will bring this type of programme up. Yeah, to motivate them or activate their minds to try and recollect what they did during their childhood."

Caregiver #3 : "Yeah, over here actually, it's really a relief for me when I'm here. I feel quite relieved, the staff here are very good, they are very well trained. They know how to care about those people with dementia and their caregivers, they really know how to tell us what to do, help us and make us feel very relaxed."

8. Corporate Governance

Disclosure of specific required information

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.

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

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.

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

(i) Mr Choong Shee Sai (Chairman) and

(ii) Mr Neo Ban Hui (Board Member).

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.

Pastor Neo is the only person on the Board with over 20 years of experience as a pastor. He gives advice on matters of counselling and pastoral care from his deep experiences.

Both Mr Choong and Pastor Neo were invited to continue to serve, as the Board values their understanding of our operations, corporate culture, and history.

Attendance of Management Board members at Board Meeting.

Board Member	Designation	Appointed	Attendance
1. Mr Choong Shee Sai	Director	1997	4/4
2. Ms Leow Sok Fen	Director	2016	4/4
3. Mr Ravi Chandran	Director	2017	3/4
4. Mr Ng Keat Seng	Director	2016	4/4
5. Mr Neo Ban Hui (Pastor)	Director	1999	3/4
6. Ms Wong Lee Nan	Director	2016	4/4

The Board meets four times a year with a minimum quorum of 4 members present. They also participate in decision- making through other means (such as electronic communications and approving resolutions in writing).

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:

- a) Email: admin@sws.sg; and
- b) Mail: Chairman and Board Members of SWS

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 have put in place Standard Operating Procedures and completed training for all staff since 2022.

10. Acknowledgement

The Board of Directors would like to thank all our volunteers, partners, supporters and our staff for their generous contributions.

To our **Volunteers**. Thank you for your passionate services, delivering them effectively and with much care for the seniors and needy families. Without all your valuable services, we would not have been able to run the Dementia and Caregiver Programme, Community Support Programme and the Food Distribution Programme.

To our **Partners and Supporters**. Our valuable partners are (in alphabetical order) : Dementia Singapore, Family, Inner Wheel Club - West, James Cook University Singapore, Kebun Baru Grassroots Organisation, St Luke's ElderCare, Singapore University of Social Science and many more individuals.

To our **Staff**. We are grateful and encouraged by the commitment of our staff to soldier-on in serving our beneficiaries despite many constraints and challenges.

11. 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	

DECLARATION

Name	<div>Koh Weng Kin</div>		
Email	Wengkin.koh@sws.sg		
Contact	Office 64564891	Mobile	98361224
Designation	Executive Director / Chief Executive Officer / General Manager / Board Member		
<p> I declare that my charity's / IPC's governing Board has approved this Governance Evaluation Checklist and authorised me to submit on its behalf.</p> <p>All information given by me in this checklist submission is true to the best of my knowledge and I have not wilfully suppressed any material fact.</p> <p>The full responsibility for providing accurate and updated checklist information will rest with my charity's / IPC's governing Board.</p>			