Aligning to Empower
Fuller Lives

Annual Report FY2023/24

METHODIST WELFARE SERVICES



Vision

To be Christ-centred, in enabling the disadvantaged and distressed to have life to the full.

Mission

To enrich the quality of life for the disadvantaged and distressed, through integrated and holistic services in partnership with Methodist churches and the community.

Values

- **T**rust
- **R**espect Worth & Dignity of People
- **U**ncompromising Integrity
- **S**ervice before Self
- **T**eamwork
- **S**ound Governance

Methodist Welfare Services (MWS) is all about empowering people to have life to the full.

Our story began out of Christian love in 1981 with a simple desire to help those in need. From a humble starter project of a small nursing home for 24 sick elderly, we have grown to 22 centres and programmes island-wide, serving over 16,700 families and individuals who may experience poverty in different ways, across age groups, ethnicities and religions.

Our work is founded on the perspective that poverty goes beyond dire financial constraint and extends to impoverishment in our well-being. As such, we believe that while every person has their inherent strengths and abilities, some of us may need more help than others to overcome the different forms of poverty we may face. These include poor health, fractured relationships, broken dignity and financial distress.

Recognising that poverty is complex, MWS takes a holistic approach that considers a person's total physical, emotional and psychosocial well-being. Being person-centred, we adopt a posture of togetherness where we journey alongside the persons we care for while carefully considering their experiences, hopes and strengths. In all we do, we aim to uphold dignity.

The MWS network of services makes cross referrals and multi-pronged interventions from professionals of different disciplines possible. Our Family Services are designed to meet a wide spectrum of social needs, supporting healthy families to those experiencing distress, as well as children and youth. Our range of Healthcare Services addresses seniors' care needs and preferences at different stages of frailty.

As society and the needs of community change over time, MWS' role has also evolved beyond being simply a provider of remedial services. We aim to build on foundations that have been laid, to:

- Empower communities with resources to lead fuller lives;

- Advocate for those who may have fallen through the cracks;

- Partner with like-minded collaborators to ignite change; and

- Nurture talents to make an effective difference.

Working closely with our church partners and the community, we look to the day when all who call Singapore home will truly be able to have life to the full.

As part of our efforts to reduce our carbon footprint, MWS no longer prints the full Annual Report.

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MWS is governed by its Constitution and is a registered charity and an Institution of Public Character.

MWS is a member of the National Council of Social Service.
IPC Registration No.: IPC000360
Charity Registration No.: 00166
UEN: S81SS0088H
Bank: The Development Bank of Singapore Limited
Auditor: Baker Tilly TFW LLP

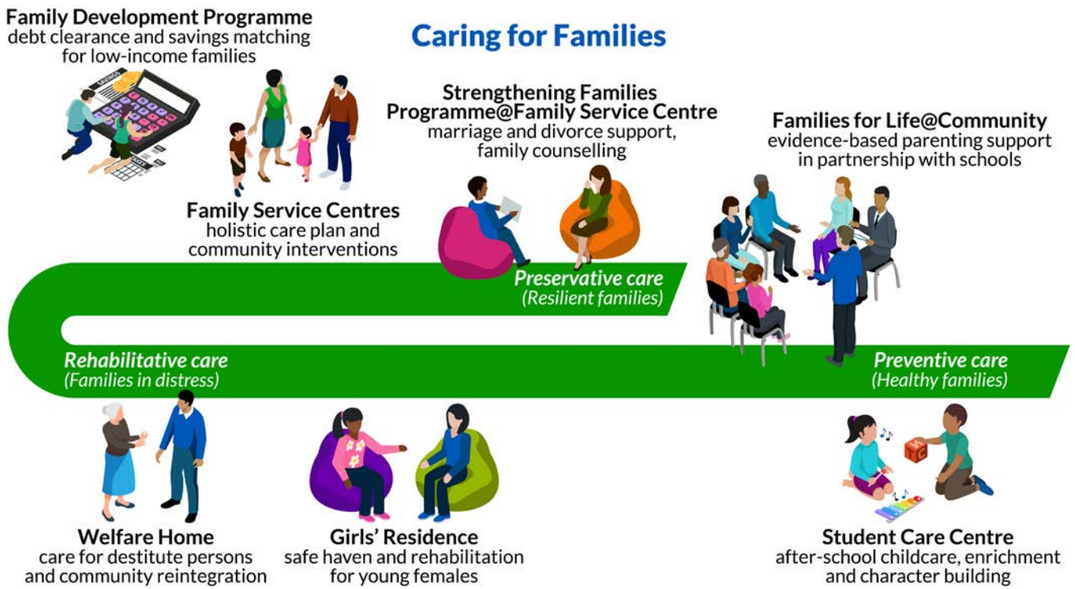
Overview of Services

MWS' holistic empowerment of beneficiaries rests on an integrated suite of services. These include pastoral care; case management and counselling; nursing and rehabilitative care; home-based, community-based and residential care; a debt clearance and asset-building scheme; family support and other services.

Today, we serve to meet the needs of children from disadvantaged backgrounds and youths at risk; seniors battling chronic illness or social isolation; and families troubled by fractured relationships, financial woes and other forms of distress through 22 centres and programmes across Singapore.

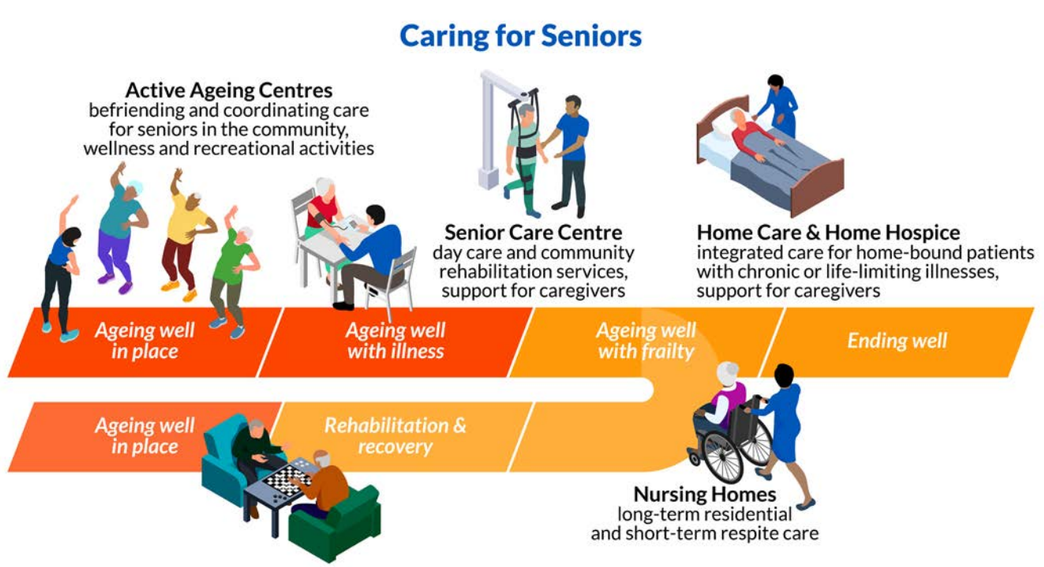
Our Family Services are designed to meet a wide spectrum of needs, ranging from those of families in distress to healthy families.

Caring for Families



Our comprehensive Healthcare Services are tailored to meet seniors' needs and preferences at different stages of their silver years.

Caring for Seniors



Serving God through Loving Our Neighbours

Message from Patron



Rev Dr Gordon Wong

Bishop, The Methodist Church in Singapore
Patron, Methodist Welfare Services

I am deeply grateful for the unwavering dedication of Methodist Welfare Services (MWS), whose tireless efforts to serve those in need exemplify our mission to love our neighbours as an expression of our love for God.

In a time when Singapore's population is ageing, family dynamics are increasingly fractured, and society is becoming more complex, MWS commitment to support and uplift those who are struggling is a beacon of hope and faith. Through our work, we are not only meeting the physical needs of our community but also bearing witness to the love of Christ in action.

Remember the famous paraphrase of the words of John Wesley, the founder of Methodism: "Do all the good you can, by all the means you can, in all the ways you can, in all the places you can, at all the times you can, to all the people you can, as long as ever you can." His life and ministry are a testament to the transformative power of faith in action. Wesley's dedication to serving those who are in need and marginalised continues to inspire us today, aligning our efforts with the very heartbeat of our mission.

Scripture reminds us in Matthew 25:40, "The King will reply, 'Truly I tell you, whatever you did for one of the least of these brothers and sisters of mine, you did for me.'" This verse encourages us to see our acts of service as acts of love towards Christ Himself.

I urge our church community to come together and actively support MWS. Let us embody the love of Christ by serving those in need, providing comfort, and extending grace. In doing so, we fulfill our divine mandate to love God by loving our neighbours.

May God bless MWS abundantly as we continue this vital work.

Aligning to Empower Fuller Lives

Joint Message by Chairperson & CEO

Over the past 18 months, Methodist Welfare Services (MWS) has navigated through a season of transitions with new leadership at both the Management and Board levels. Building on the solid foundation laid by prior generations of MWS leaders, we remain committed to partnering with our community to empower Singaporeans towards leading fuller lives.

As the social services and healthcare landscapes evolve, MWS is poised to enhance our impact through greater alignment in our operations, and ensuring we meet the community's needs more effectively.

Strengthening Internal Alignment

In September 2023, MWS reorganised our services into two groups: Family Services and Healthcare Services.

A key change involved combining our community eldercare services in Active Ageing Centres, Senior Care Centre and Home Care & Home Hospice with our residential services i.e. the Nursing Homes.

This reorganisation enables our healthcare services to collaborate and address client ageing needs even more holistically, through different stages of wellness, frailty, and care environments, as the nation approaches 'super-aged' status in 2026.

Additionally, our Welfare Home for destitute individuals is now part of the Family Services group to better address complex social issues and family dynamics.

In 2025, we will open a new Family Service Centre in Sengkang West and a new Nursing Home in Eunos. The Family Service Centre in Sengkang West will be complemented by our existing family and parenting support programmes, to support local families with skills and resources to navigate life's challenges. The Nursing Home in Eunos, located adjacent to our Senior Care Centre and the SingHealth Polyclinic, will expand care options in the Eastern region.

Alignment to National Agenda & Singaporeans' Aspirations

In response to domestic challenges and global conflicts, the government has called for more citizenry participation to build a community of care, launching national initiatives such as *Healthier SG*, *Age Well SG*, *ComLink+*, and *Forward Singapore* – the refreshed social compact.



From left: Eugene Toh (Chairperson, Board of Governance) and Calvin Ngo (Chief Executive Officer)



With 43 years of experience in social and healthcare services, MWS is committed to aligning our community support and outreach with these national goals. We have therefore refreshed our strategic direction with three key commitments:

- Strengthening our reach in what we are already doing;
- Building new capabilities to address needs; and
- Creating an ecosystem of partners through sharing of resources

Aligned with the government's multi-level approach, our Family Support Programme has actively collaborated with schools and community partners in our East and North

service regions to support parents and families using the evidence-based *Positive Parenting Program* and *Signposts* programme. In FY2023/24, 2,637 parents/families attended parenting seminars, while 147 received one-on-one consultations to address specific parenting challenges.

On the healthcare front, the full onboarding of our eldercare centres as Active Ageing Centres in April 2023 increased our outreach to seniors by 66%, reaching 6,037 seniors.

With this expanded outreach, we are thankful that we connected over 16,700 families and individuals to resources for better, fuller lives in FY2023/24.

Our Allied Health services have successfully impacted many seniors through activities like Adaptive Sports, which has been recognised for its innovative approach to preventive care. So tangible was its impact on our Welfare Home residents that we have since introduced the activities to other seniors under our care.

In FY2023/24, we deployed new technology in eldercare, such as Dexie, a humanoid AI robot. Dexie has significantly improved the lives of our elderly residents, including 89-year-old Mdm Ong Soh Tin. Initially unresponsive and cognitively impaired after a severe fall, Mdm Ong regained some of her strength and independence through regular sessions. This progress has so encouraged her family that she was able to be discharged for home.

Aligning with *Forward Singapore* requires innovation and effective use of data and analytics. In April 2023, we launched the Research, Innovation & Training Academy (RITA) to enhance our service delivery through research insights, data analytics, and training. Data analytics and visualisation have also supported our Family Service Centres and Home Care & Home Hospice's showcase at various conferences. Through RITA, we aim to build capability and capacity for MWS and the broader sector, addressing the growing need for talent and innovative solutions.

Aligning to the Methodist Heartbeat

As Singapore reaches an inflection point, we recognise that solving society's challenges requires more than policy changes or the efforts of any single organisation. The only way to serve and make a difference is to do it together.

MWS, with 650 staff and nearly 6,000 volunteers, aims to mobilise even more volunteers to meet the community's growing needs effectively. As the social concerns arm of The Methodist Church in Singapore, we have a long tradition of providing pastoral care. As society begins to recognise the importance of pastoral care in holistic well-being, we plan to raise an extended team of pastoral care volunteers to address the emotional and psychosocial needs arising from relationship breakdowns, social isolation, and senior loneliness.

Aligning to Empower Fuller Lives

Strengthening Internal Alignment

- Reorganisation to Family Services group and Healthcare Services group
- New Family Service Centre and Nursing Home in 2025

Alignment to National Agenda & Singaporeans' Aspirations

- Orientation to social compact, *Forward Singapore*
  1. Strengthening our reach in what we are already doing;
  2. Building new capabilities to address selected needs; and
  3. Creating an ecosystem of partners through sharing of resources
- Strengthening Allied Health for ageing population
- Deployment of technology in eldercare
- Launch of Research, Innovation & Training Academy (RITA)

Alignment to the Methodist Heartbeat

- Community of pastoral care volunteers
- 1.4 million volunteer hours and sharing of resources

Our aspiration is to raise 1.4 million volunteer hours, beginning with the Methodist family and expanding to the wider community. We also want to provide a platform to match charity needs with volunteers' desires, and share best practices and resources. With these, we hope to create a self-sustaining ecosystem of volunteerism and collaboration. This approach embodies our mission to love God and our neighbours, regardless of race or religion.

Appreciation and Thanksgiving

Our success in meeting the community's evolving needs hinges on MWS' greatest asset: our dedicated staff. Their commitment to enduring and selfless service is a testament to the strength of Team MWS, and we are immensely proud of the contribution of each and every single individual.

We are also grateful to the MWS Board of Governance, Centre Governance Committees, Sub-Committees, partner churches, donors, volunteers, and community partners who have come alongside us to make our work fulfilling.

Above all, we recognise that while we plan, it is the purpose of the Lord that prevails. We give thanks to Almighty God, who enables all things, for guiding us in our mission to empower fuller lives for all Singaporeans.

To Him be the Glory!

"And God is able to make all grace abound to you, so that having all sufficiency in all things at all times, you may abound in every good work."

2 Corinthians 9:8 (ESV)

Eugene Toh
Chairperson, Board of Governance

Calvin Ngo
Chief Executive Officer

Corporate Highlights











Doing More Together

Partnership Highlights

At MWS, we deeply value each of our partners. Much of what we achieve is made possible through their support and commitment. Here, we highlight some of the partners who have walked alongside us in serving our clients.

Corporate Partner: Tan Chin Tuan Foundation

Our partnership with the Tan Chin Tuan Foundation (TCTF) goes back to 2003, when they first donated to MWS. TCTF has been supporting MWS events, programmes, and donation appeals ever since.

One programme that TCTF has been funding is the MWS Family Development Programme (FDP), a debt relief and savings scheme which matches $2 with every dollar of debt cleared or savings accumulated by the clients, so that they may get out of debt or build assets quicker.

In 2023, TCTF began to connect MWS with companies seeking to volunteer as part of their CSR (corporate social responsibility). TCTF's support has paved the way for additional corporate partnerships, and fruitful engagement with seniors at our Active Ageing Centres (AACs) and families on MWS FDP.

> ***Partnership is a cornerstone of our work at Tan Chin Tuan Foundation. Beyond giving donations, we come alongside charitable organisations to advocate for and share new and innovative ways of impacting our community.***
>
> Carol Lee, Head, Philanthropy and Grants,
> Tan Chin Tuan Foundation

School Partner: Methodist Girls' School

MWS' partnership with Methodist Girls' School (MGS) began in 2009 when the school donated generously towards the Hong Bao Donation Drive. Since then, MGS often collaborated with our Centres.

From January to July 2023, MGS, along with other secondary schools, joined seniors from MWS Wesley AAC – Jalan Berseh to co-create an artwork titled "One Moon, Two Worlds", which was presented at the Gallery Wellness Festival at the National Gallery from 8-9 July 2023.

In the same month, MGS launched its Intergenerational Learning Centre on campus and signed a Memorandum of Understanding with MWS, designating MWS as the anchor social service agency partner for its IGL programme.

In 2024, MWS AAC – Fernvale Rivergrove started an aqua aerobics programme with MGS, following a successful trial in December 2023.

We are grateful for the youthful energy and ideas that MGS students bring to the joint projects with our seniors.



Intergenerational cooking at the Food and Consumer Education kitchen at MGS (Photo Credit: Methodist Girls' School)

Institute of Higher Learning Partner: Singapore University of Social Sciences



An SUSS Reminiscence facilitator (with laptop) with seniors at MWS Active Ageing Centre – GreenTops@Sims Place

The Research, Innovation & Training Academy (RITA) of MWS began partnering with Singapore University of Social Services (SUSS) in February 2023, when our volunteers joined its Gerontech training. Since then, RITA and SUSS have collaborated on other eldercare projects.

In December 2023, SUSS Reminiscence facilitators successfully piloted the *Reminiscence Facilitation* programme at MWS AAC – GreenTops@SimsPlace. The programme sought to create a safe and supportive space for seniors to share memories and connect with others. Together with SUSS, RITA will train 40 MWS staff and volunteers as Reminiscence facilitators to implement the programme across MWS, particularly at the AACs.



A senior's photo board of reflective notes from the Reminiscence Facilitation programme held at MWS Active Ageing Centre – GreenTops@Sims Place

Intergenerational Engagement

MWS values our partnerships with schools, as intergenerational engagement benefits both seniors and youth. Here are some examples from FY2023/24:

- Students from Anglo-Chinese School (Independent) taught residents at MWS Bethany Nursing Home – Choa Chu Kang about cybersecurity.
- Students from the Boys' Brigade conducted activities at MWS Senior Care Centre – Eunos.
- Seniors from MWS Wesley AAC – Jalan Berseh came together with students from MGS to sew 430 reusable sanitary pads for Nepali girls. With access to these sanitary products, the girls will be able to attend school even when they have their periods, resulting in less disruption to their studies.



An MGS student collaborating with a senior from MWS Wesley Active Ageing Centre – Jalan Berseh to sew sanitary pads for Nepali girls

- Preschoolers and teachers from My First Skool performed and played games with residents at MWS Bethany Nursing Home – Choa Chu Kang during the Mid-Autumn festivities on 18 September 2023.



Students from My First Skool celebrating the Mid-Autumn Festival with residents of MWS Bethany Nursing Home – Choa Chu Kang

- Student volunteers from Republic Polytechnic and Anglo-Chinese School (Junior) set up carnival stalls and played games with seniors at MWS AAC – GreenTops@Sims Place.

Together with the Churches

Part of the Methodist ethos is to follow the example of Christ who "came not to be served but to serve, and to give his life as a ransom for many" (Matthew 20:28). This is why MWS has always engaged with the Methodist churches in Singapore to serve the community, with several of our Centres having partnering churches.

Engaging the Churches

MWS' church engagement rests on three pillars: building awareness, building relationships, and building partnerships.

In FY2023/24, we conducted 32 church engagements. These included meetings with pastors, MWS chaplains speaking at church services, roadshows, and training of church volunteers.

The Giving Methodist

One way MWS engages the churches is through the annual The Giving Methodist (TGM) campaign. Held during Lent, the campaign seeks to galvanise Methodists to show love and kindness to people in disadvantaged and distressed circumstances.

In the 2024 TGM campaign, titled "Serving in His Footsteps", 18 Methodist churches signed up for pastoral care training, and about 25 churches shared TGM materials with their members and made donations.



> *I love interacting with seniors. During one visit to an MWS Nursing Home, a resident who could barely move stretched out her hand to me when I asked if I could pray for her. That moved me.*
>
> *Chang Li, church volunteer from Bukit Panjang Methodist Church*

Vital Aid for Low-Income Families

Church partnerships play a critical role in helping the individuals and families we serve. The Empowering Life Fund (ELF) administered by MWS Family Service Centre – Tampines is one example. Funded by Pentecost Methodist Church, the ELF bridges critical support gaps by providing essential needs such as upskilling and relocation assistance for individuals and families in need. For instance, it helped Mr Wandy (alias) pay for driving lessons so he could become a private-hire driver, and make a fresh start after recovering from mental health struggles post-incarceration.



Outreach and Social Concerns chairpersons/members from 15 Methodist churches attended an outreach gathering at MWS Charis ACE Active Ageing Centre – Geylang East on 27 January 2024

> *This year, more church members participated in the outreach effort. Youth and adults were mobilised to walk the ground, knock on doors, and befriend residents within our service boundary.*
>
> Charis Methodist Church on its partnership with MWS Charis ACE Active Ageing Centre – Geylang East

Elsewhere, Paya Lebar Methodist Church donated $42,000 to MWS Covenant Family Service Centre – Hougang & Buangkok to buy grocery vouchers for families in need.

Deepening Partnerships

During FY2023/24, we strengthened our partnerships with the Methodist churches, resulting in more activities at our Centres and an increase in church volunteers.

One example is MWS Senior Care Centre (SCC) – Eunos' partnership with Bedok Methodist Church. The church has been volunteering at MWS SCC – Eunos for over a year, during which time the Centre saw an increase in clients' enrolment for church-organised activities. The partnership also deepened as more ministries, like the GYM (Glowing Years Ministry) Ukulele group, The Boys' Brigade, and different disciple groups, became involved in volunteering.

All Churches Welcomed

Other than the Methodist churches, MWS welcomes churches from other denominations to partner with us. For instance, the Lutheran Church of Our Redeemer initiated its partnership with MWS Christalite Methodist Home (CMH) in December 2022 with a Christmas carolling session. Last year, the partnership grew to include pastoral care visits. On 22 October 2023, MWS CMH participated in the church's Mission Sunday.

Development-Focused Performance

Talent Development & Performance Management

MWS embarked on a project in May 2022 to transform our performance management strategy to become more development-focused. This better aligns talent development with organisation goals, and empowers staff to take more responsibility for their personal growth. We worked with Mercer Singapore to create a new framework in January 2023, and it was formally implemented in FY2023/24.

Undergirding the framework are the goals to build a performance-driven culture and to enhance leadership. Another priority was identifying and nurturing talent. A Mid-Year Review was added to the annual performance management process to nominate top talents for the Advance Development Programme, which aims to develop future MWS leaders.

Awards & Accolades

National Awards (COVID-19), 2023, Prime Minister's Office

COVID-19 Resilience Medal and COVID-19 Resilience Certificate

- *Penny Tan, Director of Nursing, MWS Nursing Home – Yew Tee*
- *Lagare Remedios, Nurse Manager, MWS Nursing Home – Yew Tee*
- *Nuraini Binte Idris, Nurse Manager, MWS Nursing Home – Yew Tee*
- *Debbie Su, Executive – Administration, Nursing, MWS Nursing Home – Yew Tee*

President's Certificate of Commendation (COVID-19), 2023, Prime Minister's Office

- MWS Family Service Centres were recognised for their work in providing casework to rough sleepers during the pandemic in 2020.

Nurses' Merit Award 2023, Ministry of Health

- *Melissa Fong, Nurse Clinician, MWS Home Care & Home Hospice*



Melissa Fong (centre) recognised with Nurses' Merit Award

Charity Transparency Award 2023, Charity Council



MWS Board of Governance Chairperson, Eugene Toh, receiving the Charity Transparency Award on behalf of MWS

Community Care Excellence Award 2023, Agency for Integrated Care

Gold

- *Yeo Chee Wei, Principal Medical Social Worker, MWS Home Care & Home Hospice*
- *Chong Yan Chew, Assistant Nurse Clinician, MWS Home Care & Home Hospice*

Silver

- *Poh Chu Xiang, Senior Staff Nurse, MWS Home Care & Home Hospice*

Community Care Manpower Development Award 2023, Agency for Integrated Care

- *Dr Roland Cai, Locum Doctor, MWS Home Care & Home Hospice*

Rallying the Community for Impact

Fundraising & Donor Engagement

MWS Empowerun 2023

21 – 30 July 2023

The third edition of MWS' flagship charity run saw over 500 participants hitting the road to raise funds for over 11,000 families and individuals served by MWS. This year's virtual run featured 21km, 42km and custom distances. We thank our delivery partner DPEX Worldwide Express and sponsors F&N Foods, Amore Fitness & Define, Eu Yang Sang Singapore, and The Soup Spoon.



$177,088 raised
23.6% Efficiency Ratio



$406,262 raised
24.2% Efficiency ratio

MWS Fellowship on the Greens 2023

6 September 2023
Orchid Country Club

At MWS' 35th annual charity golf tournament, organised by Cairnhill Methodist Church and Foochow Methodist Church, 247 donors enjoyed a delightful day on the greens.

MWS Uncommon Dialogue: From Intergenerational Poverty to Mobility

20 October 2023
The Fullerton Hotel Singapore

Over 160 guests attended the donor luncheon where esteemed panellists weighed in on the topic of intergenerational poverty and mobility. The panellists, Associate Professor Walter Theseira (Singapore University of Social Sciences), Dr Mathew Mathews (Institute of Policy Studies, National University of Singapore) and Dr Dennis Chia (ftormer Healthcare Services Group Director, Methodist Welfare Services) explored the topic of poverty in Singapore, the poverty cycle, meritocracy, and the role of charities and the community.



Panellists and moderator Steven Chia (far right) at the MWS Uncommon Dialogue

$142,224 raised
12.4% Efficiency ratio





MWS Hong Bao Donation Drive 2024

16 January to 10 March 2024

Children and youth from 23 schools and kindergartens extended a helping hand to the less fortunate in this annual fundraising drive.

MWS Charity Gala 2024

22 March 2024
The St. Regis Singapore

The fundraising dinner, which attracted nearly 300 guests, featured live and silent auctions, exquisite dining, and captivating entertainment by acts like opera singer Leslie Tay, dynamic duo Jack & Rai, as well as seniors from MWS Active Ageing Centres. Proceeds go towards supporting MWS' three Nursing Homes, including a new facility in Eunos launching in 2025.



$687,434 raised
19.6% Efficiency ratio

MWS CEO Calvin Ngo (middle) performing with Jack & Rai at the MWS Charity Gala 2024

Donors Speak

Continuing my Parents' Legacy of Giving

"As a Methodist, I've regularly donated to MWS. But for my 60th birthday bash this year, I asked my 60 guests to donate to MWS instead of giving presents. It took a lot of courage as asking for cash gifts is uncommon in our culture. I was inspired by my parents, who did the same for my grandparents' golden wedding anniversary. They taught us to be compassionate to those less fortunate, and I hope to instill that in my children by following their example."

– Belinda Lee, Donor



Belinda Lee (3rd from left) celebrating her big 60

Championing Social Care

"We support MWS because we feel that they are doing good work in the areas they concentrate in."

– Chew How Teck Foundation, Corporate Donor



Families at the Loving Families Carnival organised by the Methodist Church's Chinese Annual Conference

Put the Fun in Fundraising

"In May 2023, the Chinese Annual Conference (CAC) held the Loving Families Carnival, raising over $128,000 for families in distress served by MWS. Over 2,000 participants from 17 local churches joined the event, which received encouraging feedback. We hope to organise more such events to unite the Chinese churches."

– Samuel Tay, Chairperson of CAC Social Concerns Arm and Co-opted Member of MWS Board of Governance

Rallying the Community for Impact

Galvanising Volunteers

Volunteering Impact at a Glance

5,894
Total volunteers

17,427
Total number of engagements

25,155
Total number of volunteering hours

$278,785
Total man-hour savings

MWS Volunteer Mission Statement

Walking alongside people in need with love and grace, bringing hope and impacting lives.

MWS Befriender's Toolkit – Engaging Persons Struggling with Mental Health Issues

Launched in 2023, this addition to MWS' Befriender's Toolkit series offers basic knowledge of common mental health issues and tips on interacting with those affected, using a trauma-informed approach. Available in English and Mandarin, the Toolkit has been adapted as a volunteer training module.







MWS Empowering Life Awards 2023

The biennial volunteer appreciation event, held on 8 December 2023 at PARKROYAL on Beach Road, gathered over 200 MWS volunteers and staff. We honoured 54 volunteers with Empowering Life Awards, recognising their dedication. Col (Retd) Raymond Tan Kwang Meng and Dr Peter Ng from Christ Methodist Church received the MWS Empowering Lifetime Award for 26 years of service.

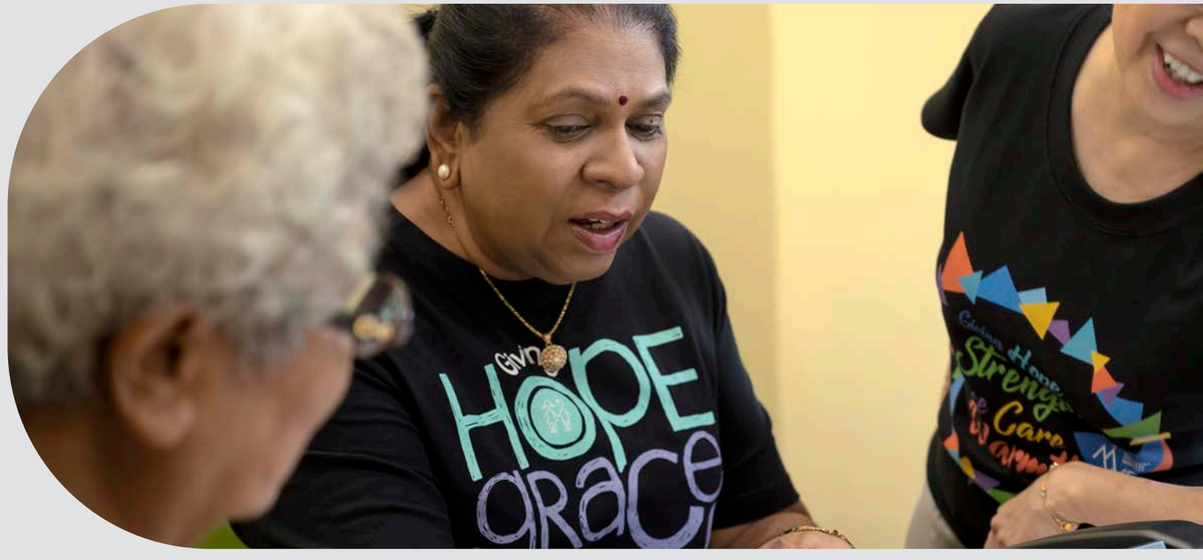
MWS Volunteer Open House

The event, held on 1 July 2023 at MWS Bethany Nursing Home – Choa Chu Kang, highlighted MWS' services and volunteer opportunities through sharing by MWS representatives and volunteers. Attendees also took part in a guided tour of the Nursing Home and visited booths showcasing MWS' services.



Tracking Volunteer Satisfaction

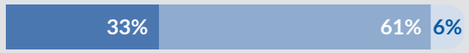
The MWS Annual Volunteer Satisfaction Survey, held between 15 February and 15 April 2024, received 340 responses.



97%
would continue volunteering at MWS in the coming year



94%
felt the volunteer training was useful



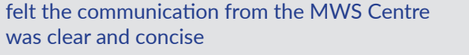
93%
were satisfied with availability of MWS staff to help him/her when needed



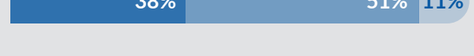
91%
felt appreciated by the MWS Centre or Programme staff



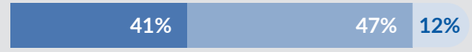
90%
felt the communication from the MWS Centre was clear and concise



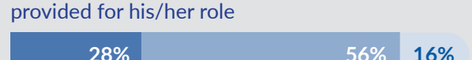
89%
felt they made a positive difference to the clients



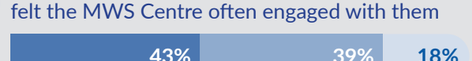
88%
felt their values are aligned with MWS' mission and causes



84%
were satisfied with the frequency of training provided for his/her role



82%
felt the MWS Centre often engaged with them



Key percentages are calculated by adding those who responded 'Strongly Agree' and 'Agree'. 'Others' refers to those who 'Neither Agree nor Disagree', 'Disagree' and 'Strongly Disagree'.

Strongly agree *Agree* *Others*

Volunteers Speak

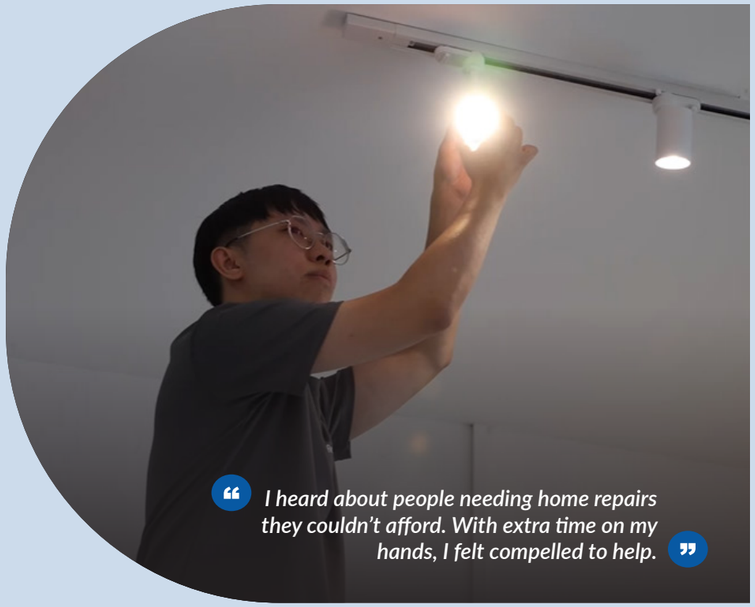
Fixing Homes and Hearts

ZAMES CHEW KAI, owner of an electrician and handyman business, along with his workers, began providing pro bono services to low-income clients served by MWS Family Service Centre – Tampines in 2024. They assess and fix household issues, significantly improving the living conditions of our beneficiaries.

"I heard about people needing home repairs they couldn't afford. With extra time on my hands, I felt compelled to help," said the 24-year-old.

Zames recalled helping a client with mobility issues who was living in a dark and poorly ventilated house. He installed a ceiling fan with a light in the living room and safety grab bars in the bathroom, improving safety and reducing the risk of accidents.

"The client was pleased with the improved lighting and easier bathroom access," he said. "The greatest benefit of volunteering is the fulfillment from seeing clients smile."



Drumming up Confidence in Youth

As Head of Outreach at The TENG Company, **NANCY ONG** coached 13 residents at MWS Girls' Residence in a six-month drumming programme, culminating in a showcase at an MWS donor luncheon in 2023.

The programme, part of TENG's Social Impact initiatives, aims to boost residents' self-confidence, foster teamwork, and empower them to develop their musical potential.

"The most fulfilling aspect of this volunteering experience was witnessing the residents' personal achievements," said the 42-year-old.

"It was truly heartwarming to see them pick up a new skill and work as a team for the showcase."

Nancy recounted how the residents' camaraderie shone through as they coached one another and built confidence together.

"This shows that the programme fosters connection and responsibility beyond just the technical aspects of drumming," she said.



Grateful Daughter to Dedicated Volunteer

64-year-old **LEE HAN YIN** fondly remembers how well her late mother was cared for while residing at MWS Bethany Nursing Home in Choa Chu Kang for respite care years ago.

Now retired, Han Yin volunteers at the Home by befriending residents and assisting in the Adaptive Sports programme and horticultural therapy. She also created an orchid display and nursery to boost residents' well-being.

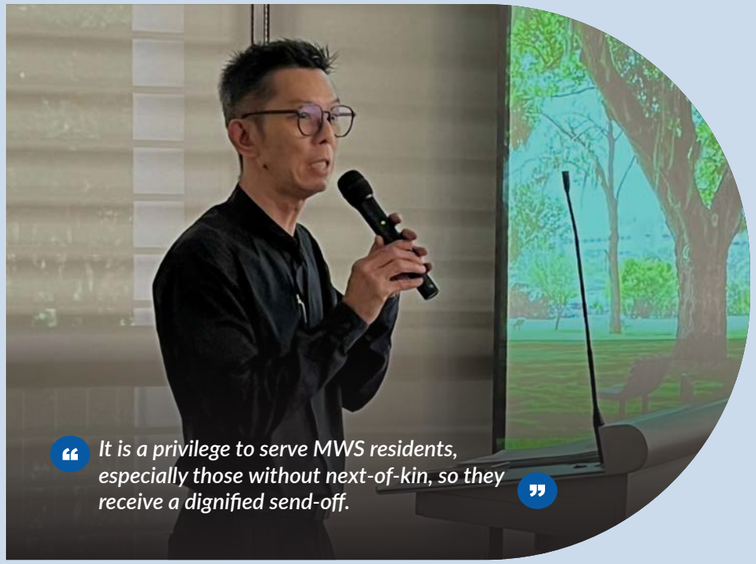
"Volunteering is a two-way street. I learn from the team each time I volunteer, observing how they skillfully motivate residents and handle difficult situations," she said.

With a specialist diploma in Gerontology (Optimal Ageing Practice) from Temasek Polytechnic and a Certificate in Individual Support (Ageing) from Kirana College in Australia, Han Yin also provides befriender training to other volunteers.

"The best thing about volunteering is developing meaningful relationships with the residents and staff," she said. "I look forward to my time with them."



Lee Han Yin assisting MWS Bethany Nursing Home – Choa Chu Kang resident Mdm A Sulosana with a legacy project



Christopher Lee addressing MWS staff during a Last Honours talk on providing compassionate care and respectful ceremonies for individuals at the end of their lives

Honouring the Deceased

Since 2018, **CHRISTOPHER LEE**, founder of Emmanuel Funeral Planners, and his team have been faithfully providing pro bono funeral services to MWS Nursing Homes.

They support bereaved families with wakes, rites, and burial/cremation services; and arrange sea burials for those without next-of-kin.

"It is a privilege to serve MWS residents, especially those without next-of-kin, so they receive a dignified send-off," said Christopher.

Bold Transformations

Research, Innovation & Training Academy

Back in November 2022, the MWS Board of Governance endorsed a bold vision to set up the Research, Innovation & Training Academy (RITA) within MWS so that the organisation can better address emerging needs and changes in the social and healthcare sectors. MWS' RITA was officially launched on 1 April 2023.

It was a timely move. After the pandemic, the national agenda called for more citizenry participation in building a community of care to address the growing concerns of a rapidly ageing population, decreasing birth rate, and economic challenges arising from global conflicts and a changing world order. MWS understood the need to change the way we work and serve our clients.

> *Why RITA? Research gives us data-backed insights to inform policy changes and support evidence-informed practices. Innovation helps us unlock creative solutions to wicked problems. Training allows us to upskill and build capability, and grow our human capital.*
>
> Lam Wei Choong, Chairperson of RITA and Vice-Chairperson of MWS' Board of Governance, on the formation of RITA

Research and Innovation

Leveraging Data-backed Research

With RITA, MWS was able to employ research insights to inform us on the efficacy and efficiency of our programmes and services. One example was the review of the MWS Family Development Programme. The research helped MWS better understand client profiles, track programme take-up rate, plug gaps, and recommend ways to improve client outcomes.

RITA also supported the MWS Home Care & Home Hospice (HCHH) team in their study on understanding the needs of MWS' home palliative care patients after service hours, including necessary interventions. Their research findings were shared at the 15th Asia Pacific Hospice Palliative Care Conference 2023, held in Incheon, South Korea.

Facilitating More Educational Institution Partnerships

Establishing RITA created more opportunities for MWS to collaborate with Institutes of Higher Learning on practice research and joint training to upskill MWS staff.

In FY2023/24, MWS partnered with two tertiary educational institutions. One of these was the Social Innovation Wing of the College of Alice and Peter Tan (CAPT) at the National University of Singapore (NUS), with whom we worked on four projects focusing on community engagements and practice research.



One of them, called *Project Chronicles*, conducted at MWS Bethany Nursing Home – Choa Chu Kang, surveyed the benefits of life story journaling on residents' well-being, such as improved mental health and increased social engagement.

Another partnership was with the Singapore University of Social Sciences (SUSS) on *Reminiscence Facilitation* at MWS Active Ageing Centre (AAC) – GreenTops@Sims Place. At this pilot, MWS observed how the group reminiscence sessions facilitated by SUSS helped seniors build relationships and develop connectedness.

Training

MWS was selected as one of the healthcare service providers to participate in Humanitude, a national pilot helmed by the Agency for Integrated Care and Dementia Singapore. Humanitude is an evidence-based care methodology that provides relationship-centred care for dependent vulnerable clients.

The heads of RITA, MWS' Allied Health team, and MWS HCHH, as well as 14 professional staff from the two MWS Nursing Homes underwent training. MWS also provided 30 residents in the accompanying research. This opportunity allowed MWS to adopt better care models in our nursing homes, and stay in the forefront of innovations in healthcare.

Online Training for Staff

RITA curated a series of online training modules for our professional staff. The topics ranged from research methodologies to gerontology and therapeutic practices.

Hosting Overseas Delegations

MWS hosted two overseas delegations, from Taiwan and Hong Kong in October 2023 and January 2024 respectively. The insightful exchanges on eldercare were invaluable for MWS staff.



A student from the College of Alice and Peter Tan helping an MWS Bethany Nursing Home – Choa Chu Kang resident with a hand-tracing art activity during Project Chronicles

Service Integration and a Stronger Collaborative Culture within MWS

MWS aims to better integrate our services and foster a more collaborative working culture within the organisation, which will enable us to remain agile even as we continue to expand. We hope to use data, innovation, and research to reach this goal.

This is exemplified by RITA working alongside our seven AACs to prepare for the data collection and analysis of their clients' profiles. The consolidated approach and collective effort will enhance the AACs' outreach efforts and enable them to develop better-targeted programmes for seniors' overall wellness.



Delegates from the Hong Kong Sheng Kung Hui Welfare Council met with RITA and MWS Nursing Home – Yew Tee staff to exchange ideas on eldercare

Going from Strength to Strength

Allied Health and Adaptive Sports Programme

MWS is committed to empowering our seniors to age well with purpose and dignity, and to maximise their quality of life. More than physical needs, we make sure that our seniors' psychosocial and spiritual needs are also addressed. In FY2023/24, our Allied Health (AH) team worked tirelessly to introduce a number of new programmes and expand existing ones.

One key programme was Adaptive Sports which the AH team successfully piloted in 2022 at MWS Christalite Methodist Home (CMH). The programme received strong endorsement when it bagged the People's Choice Award at the National Healthcare Group Population Health Collective Annual Workplan Seminar 2023.

It was recognised for its innovation and integration across healthcare and social domains, and ability to empower seniors to take ownership of their overall well-being.

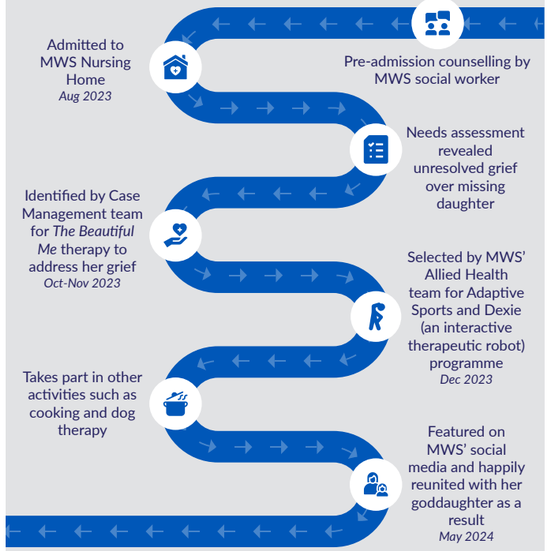
This programme was progressively rolled out to the MWS family of Nursing Homes, Active Ageing Centres (AACs) and Senior Care Centre in FY2023/24.

New Programmes at the Nursing Homes

The AH team introduced Dexie, a dementia-specific care humanoid Artificial Intelligence (AI) robot, to residents at MWS Nursing Home – Yew Tee (YTNH) in November 2023. Dexie comes pre-programmed with games, exercises, songs and the capacity to hold one-to-one conversations.

A total of 304 MWS YTNH residents (not unique) participated in 29 Dexie engagement sessions. The AH team observed significant improvements in the residents' overall mood and engagement as a result.

The holistic and integrated care journey of an MWS nursing home resident



With support from MWS' multi-disciplinary team, the resident's emotional well-being significantly improved, while her physical and social needs were effectively met.



Group exercises with Dexie, the AI robot, at MWS Nursing Home – Yew Tee

Boxing was another new programme introduced to help residents improve their strength, endurance, coordination, and cardiovascular health. The pilot, conducted in September 2023, involved 47 high-functioning residents working on upper-body boxing movements while seated. The AH team then progressed to incorporating kicking and standing exercises, and expanded the programme to include wheelchair-bound and dementia residents.

Expanded Activities

Existing programmes, like Café Joy at MWS Bethany Nursing Home – Choa Chu Kang, were expanded to enhance residents' experiences. Café Joy allows residents to engage in activities and socialise in a "coffee shop" setting. Alongside existing activities like mahjong and karaoke, new options such as cooking and ping pong were added. Participants were observed to be more cheerful, with higher levels of socialisation and engagement, which improved their physical endurance over time.



A resident at MWS Nursing Home – Yew Tee engaging in seated boxing with the assistance of MWS therapy aides

Staying Healthy and Active with Adaptive Sports

Adaptive Sports is one of the key tenets of MWS' preventive care strategy against frailty in seniors. Developed by our AH team, the programme was first piloted at the MWS CMH in 2022, and then progressively introduced to our other Centres. The programme is extremely popular among our seniors.

MWS YTNH started its Adaptive Sports programme in July 2023 with seated balloon badminton (a Level 1 activity). The AH team later expanded the programme to include activities such as seated modified basketball (a Level 2 activity). Over time, the weekly sessions increased to three times per week.

At MWS AAC – Golden Lily@Pasir Ris, the Centre introduced disc golf as part of its weekly Adaptive Sports programme. After six months, staff noticed improvements in the seniors' overall physical and cognitive abilities.

One senior, 75-year-old Mr Pak Chang Mang, was able to walk independently to the AAC after eight months in the programme.

Another MWS AAC at Kebun Baru introduced Boccia as part of its Adaptive Sports programme. Besides improving their physical conditioning and movement skills, staff observed that the game helped the seniors socialise more with one another.

In FY2023/24, our AH team engaged 275 seniors in Adaptive Sports, providing them with opportunities to partake in recreational activities that enhance their overall well-being and quality of life. It aligns with the shift in Singapore's healthcare strategy towards empowering seniors to proactively manage their well-being. MWS will continue to expand and develop the programme.

> ***I used to have leg muscle stiffness, but since engaging in Adaptive Sports, my flexibility has improved, and my knees no longer hurt when I squat to do chores.***
>
> Mdm Choo Geok Eng, an active ager and participant of several types of Adaptive Sports at MWS Active Ageing Centre – Fernvale Rivergrove



Seniors enjoying a game of Boccia at MWS Active Ageing Centre – Kebun Baru

Research Shows Adaptive Sports' Effectiveness

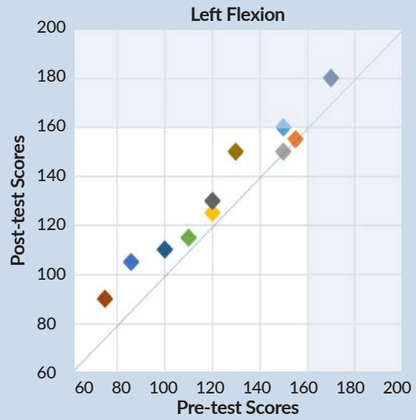
To determine the effectiveness of Adaptive Sports on seniors, MWS' Allied Health (AH) team conducted a study using data and research. With help from MWS' Research, Innovation & Training Academy (RITA), the AH team collected pre- and post-programme outcome measures from 31 residents between January and November 2023. The participants included 11 residents from MWS Nursing Home – Yew Tee (YTNH) who engaged in seated balloon badminton, and 20 residents from MWS Christalite Methodist Home (CMH) who participated in modified basketball.

The results were encouraging. The majority of MWS YTNH participants experienced increased shoulder range of motion, while most MWS CMH participants showed improvements in physical function, particularly in balance.

When the AH team measured the participants' mood and energy levels, they found an overall positive effect in both groups.

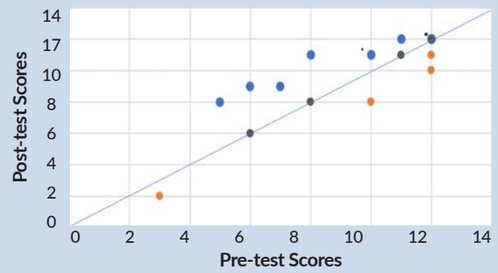
The positive data suggests that Adaptive Sports have the potential to promote holistic well-being for our seniors.

Further research will be conducted at the AACs, and the results compared to inform programme delivery across our senior care settings.



Diamonds above the 45-degree line indicate an increase in scores from pre-test to post-test, signifying that the majority of MWS YTNH residents improved their left shoulder range of motion after the Adaptive Sports activity

SPPB Score	Percentage
Increase	40% (8 out of 20)
No change	45% (9 out of 20)
Decrease	15% (3 out of 20)



**2 participants had identical scores of (10,11)*
**6 participants had identical scores of (12,12)*

Forty percent of MWS CMH participants showed an increase in their Short Physical Performance Battery (SPPB) scores — which measure the balance, strength, and functional capacity of seniors — after participating in a modified basketball activity

Helping Seniors in the Community

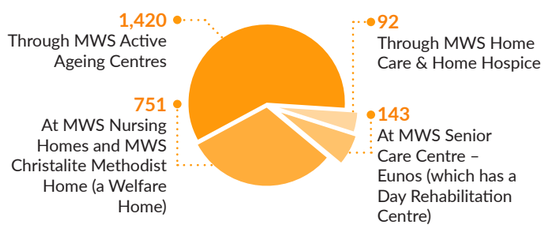
The AH team regularly organises programmes and clinics at MWS AACs to help seniors age well in the community. One example is the musculoskeletal clinic offered at MWS AAC – Fernvale Rivergrove, where a senior physiotherapist conducts simple physiotherapy sessions for seniors.

Over at MWS Wesley AAC – Jalan Berseh, the team conducted Bell Fitness sessions for seniors with mild to moderately severe knee problems. Out of 17 seniors who participated in the programme, 11 reported less knee pain.

MWS will continue to build on the good work of our AH team and expand our services to meet the growing needs of Singapore's ageing population.

Allied Health Services across MWS Eldercare

2,406 seniors
received physical, occupational and rehabilitative therapy to enjoy greater strength



Comfort, Friendship and a Listening Ear

Chaplaincy and Pastoral Care

MWS has a decades-old tradition of providing pastoral care. Founded in 1981 as the social concerns arm of The Methodist Church in Singapore (MCS), we work with the Methodist community to serve those in need. Since then, our Chaplaincy has grown steadily to a team of five who minister to anyone in MWS. All our chaplains are appointed by the Bishop of MCS, based on recommendations from the MWS Board of Governance.

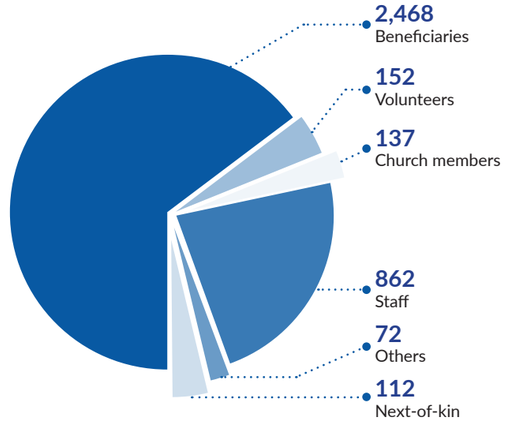
Work of MWS' Chaplains

Our chaplains provide pastoral and spiritual care to MWS staff, volunteers, as well as clients and their families. This often entails chatting with people, offering a listening ear, and praying for them. Only when appropriate and with permission do the chaplains share Bible verses. At MWS, we respect each person's religious choices.

Pastoral care is important as holistic care of an individual extends beyond meeting their physical needs to include offering emotional and spiritual support, to give them peace, hope, and a more positive outlook on life.

In the past financial year, the chaplains conducted over 3,800 pastoral care visits, primarily focusing on the residents at our Nursing Homes and Welfare Home, as well as on staff.

3,803
Pastoral care visits made in FY2023/24



Close Collaboration with Other MWS Teams

The Chaplaincy team works closely with the Case Management teams of our residential homes. One example was *The Beautiful Me* group therapy at MWS Nursing Home – Yew Tee, conducted in late 2023. This programme consisted of therapeutic sessions designed to help residents alleviate past grievances and regain dignity.

Another example is the Caregivers' Club at our Nursing Homes. While the Chaplaincy team does not participate directly in the Caregivers' Club sessions, the chaplains may provide one-on-one support to residents' next-of-kin if needed. Caring for the next-of-kin enhances their overall experience with MWS, and allows us to support the families and beneficiaries beyond the Nursing Home setting.

Preparing for an Ageing Singapore

Given Singapore's ageing population, the need for trained caregiving is expected to grow exponentially. As such, since March 2023, the Chaplaincy team has been conducting weekly pastoral care training for volunteers. The training includes both theory and practice, allowing participants to learn through hands-on experience and reflection.



Year in Review



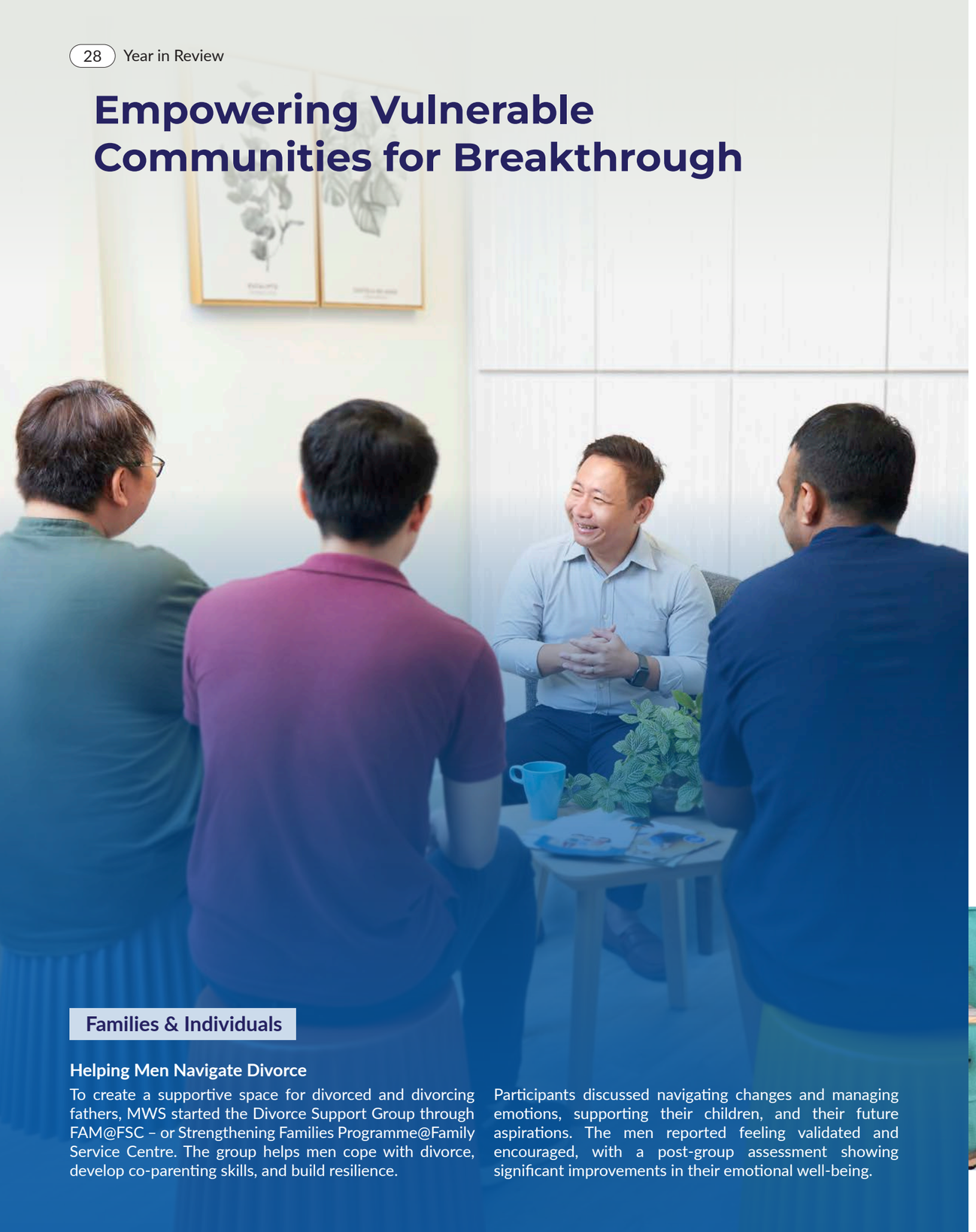








Empowering Vulnerable Communities for Breakthrough



Families & Individuals

Helping Men Navigate Divorce

To create a supportive space for divorced and divorcing fathers, MWS started the Divorce Support Group through FAM@FSC – or Strengthening Families Programme@Family Service Centre. The group helps men cope with divorce, develop co-parenting skills, and build resilience.

Participants discussed navigating changes and managing emotions, supporting their children, and their future aspirations. The men reported feeling validated and encouraged, with a post-group assessment showing significant improvements in their emotional well-being.

Stabilising Strategies for Anxiety Relief

Anchors for Anxiety, a programme to equip individuals experiencing anxiety with coping skills, was hosted by MWS FSC – Tampines (TFSC) in collaboration with the Community Psychology Hub. Participants in the four-week programme learnt practical strategies for maintaining well-being and accessing support, which helped them manage their anxiety.



Participants select cards from a body sensations pack to describe their feelings, helping them become more attuned to their body's signals and better manage their emotions.

Children & Youth

Bridging the Gap in Access to Educational Support

To tackle inequality and break the poverty cycle, MWS TFSC partnered with Singapore Red Cross (SRC) to offer weekly one-on-one tuition and holiday enrichment programmes for primary school children from underserved backgrounds through SRC's *Young Hearts* programme.

This initiative aims to boost academic performance and provide otherwise inaccessible resources, ensuring every child can thrive and secure a better future. In 2023, 19 MWS TFSC clients benefitted from the programme, which has since become a staple offering at the FSC.

Breaking the Silence

Sexual abuse is a pervasive yet often neglected issue. Social workers from MWS TFSC and MWS Girls' Residence (GR) jointly ran the *Championing Survivors of Sexual Abuse* group work for MWS GR residents. The initiative sought to debunk myths and affirm truths about sexual abuse. Participants learnt to reframe their identities from survivors to champions, and forged a stronger bond and more empowering collective identity.

Participants penning words of encouragement to support sexual abuse survivors during a workshop conducted at MWS Girls' Residence



Clay art pieces created by residents during a Japanese pottery class at MWS Girls' Residence

Fostering Holistic Well-being for Trauma Survivors

At MWS GR, Japanese pottery and drumming programmes were held in collaboration with Awful Grace and The TENG Company respectively. These creative and cathartic activities helped residents express themselves, regulate emotions, and reduce stress. They also built a strong sense of community, teamwork, and mutual support.

The drumming sessions culminated in a public showcase at an MWS donor luncheon, boosting the residents' confidence and self-esteem, and demonstrating the transformative force of empowerment and caring through a trauma-informed lens.



Seniors

Aligning with National Preventive Health Strategy

MWS' network of seven Active Ageing Centres (AACs) have been actively supporting the national agenda of *Healthier SG*, encouraging Singaporeans to take steps towards better health and quality of life.

Since July 2023, all our AACs have offered the "2S" services: Community Screening and Social Connector, supporting seniors in vital signs monitoring, and making social and lifestyle changes as recommended by their family doctors. This complements our existing "ABC" suite of activities: Active ageing, Befriending, as well as Care referrals.

In expanding our outreach to more seniors, our AACs have enhanced partnerships with community groups and church volunteers. As a result, our AACs engaged 6,037 seniors, a 66% increase from the previous financial year.

On 7 October 2023, MWS Charis ACE AAC – Geylang East hosted an Open House, with activities like ukulele, table games, and vital signs monitoring. Celebrity Kym Ng joined the festivities, which involved 200 volunteers and seniors, raising awareness for active ageing in the community.



Three of our AACs (Fernvale Rivergrove, Teck Ghee Vista, and GreenTops@Sims Place) also marked their first year under the new service model by holding roadshows and outreach.



Bringing Active Ageing to Community Spaces

To promote healthy ageing and accessibility of activities to seniors, our AACs extended events to community spaces like void decks and community clubs.

MWS AAC – Fernvale Rivergrove, for instance, expanded its weekly resistance band exercises to Fernvale Community Club. The programme promotes a healthy lifestyle and social interaction, with some participants trained as volunteer co-leaders. Seniors who require healthcare services are also identified during such outreach. Average attendance jumped 133% from 30 participants in November 2023 to 70 in March 2024.

At Block 63 Sims Place, the void deck transforms into a hive of activity for men's socialisation every Wednesday. Dubbed *Men-Only Happy Hour*, the initiative was launched in August 2023 by MWS AAC – GreenTops@Sims Place to engage male seniors with cognitive and physical activities. Unlike the AAC's regular activities which draw about two male seniors, *Men-Only Happy Hour* averages 18 to 25 participants. With social isolation among elderly men rising in Singapore, innovative programmes like these are crucial for encouraging active ageing among male seniors.

Sparking Joy through Senior Volunteerism



Mr Ang Hock Soon and his wife (in blue) are members-turned-volunteer befrienders with MWS Active Ageing Centre – GreenTops@Sims Place

Mr Ang Hock Soon and his wife, both retirees in their 60s, used to lead introverted and inactive lives centred around their grown daughter.

Long drawn to the ukulele, Mrs Ang decided to join classes at MWS AAC – GreenTops@Sims Place.

"I always wanted to play but never had time due to work. Now, I'm happy to learn and perform for other seniors," she beamed.

Encouraged by his wife, Mr Ang, who battled low mood and negative thoughts, decided to stay active by working out at the AAC's gym.

With encouragement from the Centre's staff, the couple later began participating in activities like line dancing and learning healthy recipes to try at home.

"This Centre has become like my second home. I found purpose through being active. My schedule is packed every day with gym exercises, line dancing, and games that keep my mind sharp. Time passes very quickly these days!" remarked Mrs Ang. "We don't feel so lonely now with many things to occupy our time," added Mr Ang.

Since then, the couple has stepped up to serve the community. For over a year, they have been volunteer befrienders to a 75-year-old isolated and cancer-stricken senior, visiting her daily and helping with errands. Mr Ang also co-runs the *Men-Only Happy Hour* programme (see facing page), an initiative created and co-led by senior male volunteers.

> ***"I am an introvert. But volunteering helped me break out of my shell. Now I enjoy making friends."***
>
> Mr Ang Hock Soon, client of MWS Active Ageing Centre – GreenTops@Sims Place

"I am an introvert. But volunteering helped me break out of my shell. Now I enjoy making friends," he said. "I used to feel depressed with nothing to do at home, but now I lead a more fulfilling life."

Mrs Ang noted her husband's change: "Our daughter says he's more open and jokes around now."

Looking ahead, the couple plans to continue volunteering, hoping to inspire similar support when they grow older. "I like to help others," said Mrs Ang. "And hopefully, if I need help someday, others will help me too."

Tapping into Nostalgia for Mental Wellness

Mr Lachman Vaswani, 83, fondly recalls his childhood in 1950s Singapore, working in his father's warehouse near the iconic Sultan Mosque and selling textiles along High Street, a bustling marketplace for North Indian immigrants.

"I was entrepreneurial from a young age," he said. "After school and still in my uniform, I would head out to sell textiles to Indian tailors. They would laugh at me, saying, 'You are a millionaire's son, yet you choose to be a salesman.'

These memories, and more, surfaced when booklets of old Singapore were shown to Mr Vaswani during the *Reminiscence Facilitation* programme held at MWS AAC – GreenTops@Sims Place.

Designed to combat social isolation among seniors, the evidence-based programme developed by Singapore University of Social Sciences uses props and sensory stimulants to encourage memory-sharing and interaction.

Following the six-session pilot, MWS' RITA used a validated research tool to measure outcomes among nine seniors. Results showed significant improvement in their psychological well-being, highlighting the efficacy of reminiscence in promoting seniors' emotional health.

"Talking about my past and achievements makes me happy and confident," said Mr Vaswani. The widower, who lives alone, added that the programme provides a safe space for him to socialise with other seniors and relieve his boredom.



Mr Lachman Vaswani (in purple) participating in a Reminiscence Facilitation session at MWS Active Ageing Centre – GreenTops@Sims Place

Caring for Caregivers



Celebrating unity and growth at the Tree of Life activity during a Caregivers' Club session at MWS Senior Care Centre – Eunos

Caring well for our clients includes supporting their caregivers. At MWS Nursing Homes (NHs) and Senior Care Centre (SCC), the Caregivers' Club empowers caregivers through a peer network, skills training, volunteering opportunities, and self-care guidance.

The Club, grounded in the biopsychosocial-spiritual model, aims to reduce caregiver stress and boost well-being. At our NHs, long-term goals include facilitating reconciliation between residents and their next-of-kin, and providing ongoing emotional support for caregivers even after their loved one's passing.

Meanwhile, the Caregivers' Club at our SCC, led by MWS social workers and counsellors trained in narrative therapy, delves into topics such as self-identity and recognising one's caregiving strengths. These sessions encourage caregivers to create affirming narratives that enhance resilience.

Empowering Grandparent Caregivers

Beyond social and lifestyle interventions, MWS offers preventive care through counselling, casework, and parenting/grandparenting programmes. Families for Life@Community – MWS (formerly known as MWS Family Support Programme) presented the *Grandparent Positive Parenting Programme (Triple P)* Level 2 seminar series at MWS AAC – Fernvale Rivergrove in Mandarin to cater to Mandarin-speaking seniors. Conducted in hybrid mode, the series helped 19 caregivers manage their grandchildren's behavioural issues and their own grandparenting stress, strengthening their relationships.

Partnering for Enhanced Synergy and Beneficiary Impact



The team from MWS Family Service Centre – Tampines hosting a networking session with Changi General Hospital representatives

Strategic Networking for Better Alignment and Support

In April 2023, MWS TFSC hosted a job shadowing and networking session with Changi General Hospital (CGH). This collaboration improved CGH's understanding of our work and clientele, leading to a better-aligned referral process. As a result, our team can now provide more effective and timely interventions for clients, with greater health and social integration.

Boosting Beneficiary Engagement with Volunteerism

From August 2023 to March 2024, MWS CMH collaborated with NTUC Learning Hub to have therapy assistant students engage residents on weekends, boosting their cognitive and physical activity. MWS CMH plans to formalise this partnership, which provided students valuable hands-on experience while enhancing residents' lives.



Former Head of MWS' Allied Health team, Yong Limin (far left), with NTUC Learning Hub therapy assistant course students and their lecturer

Leveraging Insights to Better Tackle Family Violence

Family violence remains the top issue across MWS FSCs, with 609 of the 3,978 clients (15%) served in FY2023/24 citing it as a primary concern. To tackle this, MWS FSC – Yishun (YFSC) hosted a mutual learning session with Singapore Prison Services to learn about their *HERO* (Honour, Empathy, Resilience, Ownership) programme, which addresses challenges faced by inmates with a history of violence. Through this, our team plans to enhance the curriculum for its group work on intimate partner violence, *The Gentlemen's Club: Staying Cool*.



The MWS Family Service Centre – Yishun team hosted the Singapore Prison Services for a collaborative learning session

Advocating for Deeper Influence



MWS FAM@FSC Head, Yeow Ming Zhen, as a panellist in the law awareness webinar

Scan the QR Code to watch the webinar or visit mws.sg/ming-zhen-law-at-cdc.

Championing a Child-centric Approach in Divorce

On 25 October 2023, Yeow Ming Zhen, Head of FAM@FSC (Strengthening Families Programme@Family Service Centre) run by MWS, participated in a webinar on divorce issues covering legal rights, asset division, child custody, and co-parenting.

Organised by the Community Development Council (CDC) and Pro Bono SG as part of the annual Law Awareness Weeks@CDC, the webinar titled "Divorce Matters and Concerns – Custody, Care and Control" saw Ming Zhen stress the importance of a child-centric approach in divorce cases, noting the vulnerability of children and their lack of say in matters concerning them.

The webinar, attended by 135 participants, received positive feedback for raising awareness of community resources for those facing marital challenges and the psychological impact of divorce on children.

Empowering Caregivers with Trauma-informed Care



The team from MWS Family Service Centre – Yishun presenting their research findings at the Systemic Practice Conference 2024

Primary caregivers of neurodivergent children, such as those with autism, often face a myriad of challenges like burnout, grief, and financial stress. A small study by MWS YFSC found that a Systemic Trauma-informed Care (STIC) approach helps social workers better respond to these issues, improving caregiver outcomes.

STIC addresses trauma while tackling the issues faced through evaluating the impact and resources within various systems like schools. This empowering approach creates a safe space for processing emotions and leverages caregivers' strengths to tackle challenges. It also connects families with essential resources for comprehensive support.

The study revealed moderate adoption of STIC among 16 practitioners though there was strong belief in its efficacy.

These findings, presented at the Systemic Practice Conference 2024 as well as the Social Work Academia-Practice Symposium 2024, highlighted the urgent need for more training and collaboration between agencies specialising in neurodivergent children.

Diagnosing Gaps in After-hours Palliative Care



The MWS Home Care & Home Hospice team presenting their research on after-hours palliative care at the 15th Asia Pacific Hospice Palliative Care Conference 2023

The MWS Home Care & Home Hospice team presented research on after-hours services for home palliative care patients at the 15th Asia Pacific Hospice Palliative Care Conference 2023 in Incheon, South Korea.

The study, titled "A Descriptive Retrospective Study of After-hours Support Service by a Home Palliative Care Provider in Singapore", delved into the after-hours interventions required by these patients. It found that nursing-related interventions were most common, underscoring the need for standardised after-hours home nursing care protocols.

Equipping for Excellence and Positive Change



Building Capacity for Growing Dementia Needs

With rising dementia rates in ageing Singapore, specialised training is essential. MWS nursing staff were trained in Dementia Care Mapping to evaluate care quality from the perspective of people with dementia. Four staff nurses also attended the Geriatric Palliative Care in Advanced Dementia workshop, enhancing their skills in symptom management, continuity of care, and end-of-life support.

Care assistants from MWS SCC were trained to better understand dementia symptoms and manage challenging behaviours among some clients. Ultimately, this enhances the clients' well-being and fosters a positive environment for them.

Tackling Family Violence by Engaging Perpetrators

In May 2023, social workers from across MWS FSCs attended the Safe & Together Model European Conference in London, which addressed family violence and safeguarding vulnerable members. The model emphasises a perpetrator-based, child-centred approach, highlighting survivors' strengths and urging the improvement of policies and practices to ensure comprehensive support for survivors.

MWS YFSC used the model's principles in *The Gentlemen's Club: Staying Cool*, a group work for men who cause harm in intimate relationships, which helped them understand the impact of their actions, facilitated accountability, and motivated behaviour change. Empowered, the men have reported adopting healthier behaviours and coping mechanisms, and learning to break the cycle of abuse by addressing root causes and distorted thinking patterns.

Integrating a Trauma-informed Lens into Practice

Social workers at MWS TFSC often work with children with trauma. To better understand and respond to child trauma, they attended a two-day workshop on trauma-informed care for children by Dr Alicia Pon, a child and adolescent psychotherapist and registered play therapy supervisor. The training included case discussions and experiential activities on therapeutic play and somatic approaches. The insights gained are now being applied to MWS TFSC's protective behaviours group work and counselling sessions, fostering trust and comfort in interactions with children.

Empowering Better End-of-life Care

Providing compassionate, dignified support for our Nursing Home residents during their final days honours their wishes while giving their families peace of mind. In August 2023, Emmanuel Funeral Planners gave a talk to MWS' healthcare staff on pre-funeral planning and preserving the dignity of the deceased. MWS' medical social workers further trained our nursing staff on handling challenging end-of-life situations, covering topics such as defining end-of-life, the biopsychosocial model, and conversational tools. Additionally, direct care staff were trained by MWS' Chaplaincy team in providing spiritual care to palliative patients as part of our holistic care model.

In the News

Yeo Chee Wei, Principal Medical Social Worker at MWS Home Care & Home Hospice, was recognised with the Community Care Excellence Award 2023 (Individual Awards – Gold).



青年投身社区护理回馈社会用方言跟年长者沟通, *Lianhe Zaobao, 6 Sep 2023*
Read the full article at mws.sg/yeo-chee-wei-ccea.

Melissa Teo, Volunteer Management Executive at MWS Active Ageing Centre – GreenTops@Sims Place, discussed promoting healthcare through social prescription under the *Healthier SG* initiative.



为健康开“社会处方”, *Lianhe Zaobao, 26 Sep 2023*
Read the full article at mws.sg/melissa-teo-social-prescribing.

Three local dailies did a comprehensive coverage of the MWS Family Development Programme, a debt relief and asset-building scheme, with two told through the experience of a client, Mr Wandy (not his real name).



Schemes to help poor families clear debt give hope of a better future, The Straits Times, 29 Oct 2023
Read the full article at mws.sg/st-mws-fdp.

逃离债坑重新上路 减债计划对脱贫起到实际作用, *Lianhe Zaobao, 22 Oct 2023*
Read the full article at mws.sg/lhzb-mws-fdp.

Keluarga sukar langsai hutang kerana gaji kecil, tiada simpanan, Berita Harian, 29 Oct 2023
Read the full article at mws.sg/bh-mws-fdp.

MWS discusses low-income families' struggles in escaping poverty in this article on the government's new *ComLink+* scheme, part of the *Forward Singapore* initiative for social mobility.



Giving low-income families a fighting chance to escape poverty trap, The Straits Times, 24 Nov 2023
Read the full article at mws.sg/comlink-plus.

MWS' Adaptive Sports programme engages seniors of varying physical abilities, improving mobility and building social bonds.



Disc golf, balloon badminton: Adapted sports keep seniors active, The Straits Times, 5 Feb 2024)
Read the full article at mws.sg/adaptive-sports.

MWS Bethany Nursing Home – Choa Chu Kang's hosting of Kuo Chuan Arts & Cultural, a Malay lion dance troupe, was spotlighted a this documentary celebrating multiculturalism and inclusivity.



本地唯一异族舞狮团　深受华人欢迎, *Channel 8 Morning Express, 23 Feb 2024*
Read the full article at mws.sg/kuo-chuan-at-bnh.

Overview of Impact and Client Profile

As of 31 March 2024

Connected 16,787 families and individuals

with resources to live fuller lives

Supported by 5,894 volunteers

$278,785
Man-hour savings
due to volunteers' contributions that supplement MWS' capacity

3,803
Pastoral care visits
made to offer emotional and spiritual support to MWS' beneficiaries, staff, and volunteers

14,075 followers and subscribers
on Facebook, Instagram, YouTube and LinkedIn



7,909 seniors

in total were cared for in MWS Nursing Homes or by MWS within the community or in their own homes

- **610** Residents cared for in MWS Nursing Homes
- **1,070** Home-bound patients cared for by MWS Home Care & Home Hospice Team
- **192** Clients cared for at MWS Senior Care Centre – Eunos
- **6,037** Seniors engaged through MWS Active Ageing Centres

Among those engaged through MWS Active Ageing Centres

14%
Seniors live alone

82%
Seniors are over 65 years old

8,767 families/individuals

Served through MWS Family Services

2,637
Families provided with enhanced parenting guidance through MWS Family Support Programme (now known as Families for Life@Community – MWS)

1,831
Families/individuals received support for family, marital or divorce-related issues through MWS Strengthening Families Programme@Family Service Centre (FAM@FSC)



- **142** Families empowered with financial assistance and asset-building resources through MWS Family Development Programme
- **179** Individuals were sheltered at MWS Christalite Methodist Home (a Welfare Home)
- **3,978** Families/individuals received support via counselling and casework, assistance with information, and referral to relevant services through MWS Family Service Centres

Impact on Clients' Well-being at point of Case Closure

Among those supported by counselling and casework at MWS Family Service Centres

97%
Experienced reduced risks and complexity of needs

88%
Showed ability to meet needs and/or manage risks

85%
Achieved half or more goals*

64%
Experienced enhanced self-reliance or resilience

** Goals are specific to a client's situation and are set jointly by social work practitioners and the client's families. These included increased safety for family, financial stability, employability, and caregiver functioning.*

Among those served by MWS Family Support Programme (now called Families for Life@Community – MWS)

84
Schools (excluding preschools) engaged in promoting the *Positive Parenting Programme (Triple P)* to parents

Among those served by MWS Strengthening Families Programme@Family Service Centre (FAM@FSC)

539
Individuals facing family, marital or divorce-related issues received support through online counselling platform

377
Parents/children received counselling and support to navigate through divorce challenges

60%
Decided to stay married after discernment counselling

Among those served by MWS Family Development Programme

$2,151
Average amount saved in one year per savings-matching family

$1,851
Average debt cleared in one year per debt-matching family

$356,887
Disbursed to low-income families islandwide

111 Children/Youth

Cared for by MWS Girls' Residence and MWS Student Care Centre

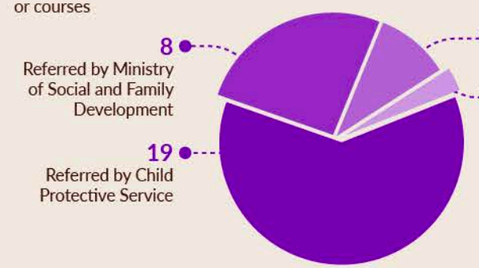
31 young women
Received intervention and support

4
Residents received scholarships/ bursaries that supported their education goals

14
Residents reconciled with family

24
Residents pursuing education in schools or courses

7
Residents in employment



- **8** Referred by Ministry of Social and Family Development
- **19** Referred by Child Protective Service
- **3** On probation
- **1** Referred on compassionate grounds

80 children
Cared for at Student Care Centre

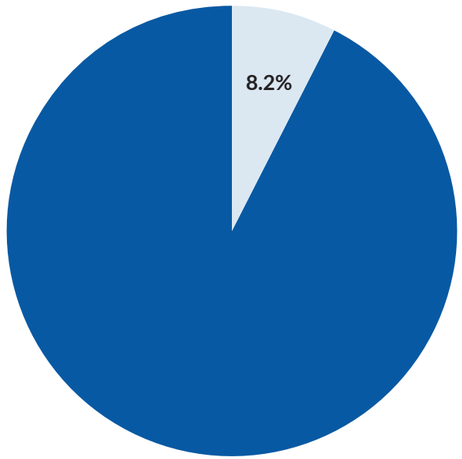
18%
Received Student Care Fee Assistance subsidy

Financial Highlights

For Financial Year ended 31 March 2024

Fundraising

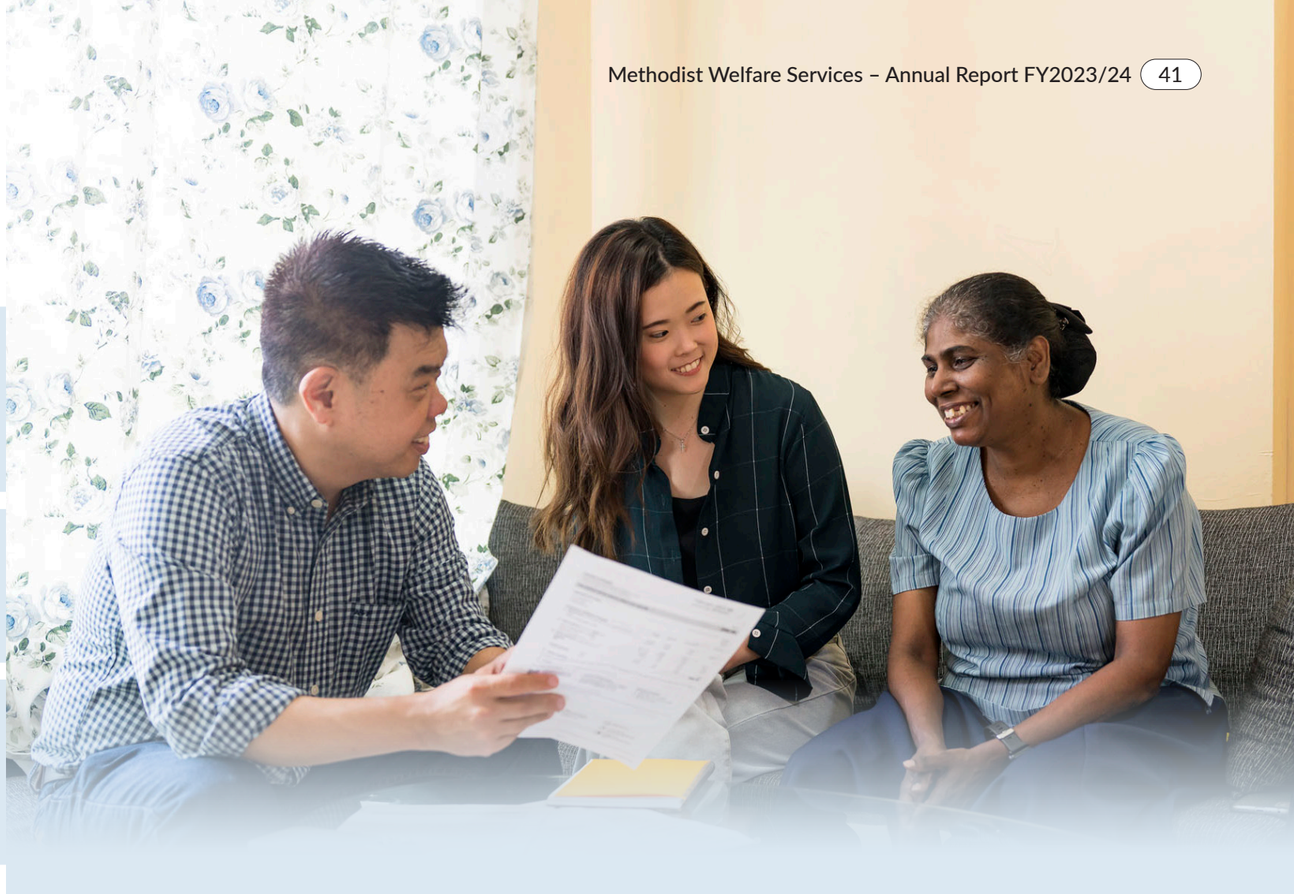
In FY2023/24, MWS received donations and sponsorships amounting to $13.5 million. MWS kept its fundraising cost to 8.2% of funds raised, well below the 30% ceiling guideline set by the Charity Council.



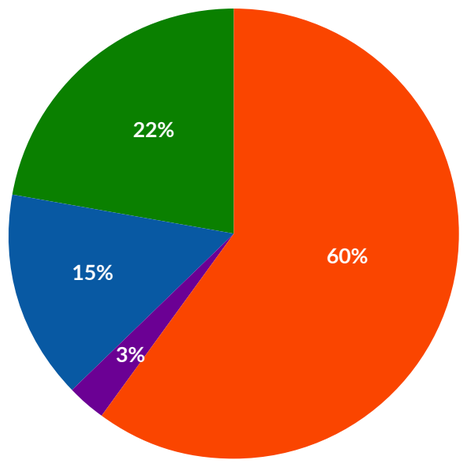
$13.5
Million raised
1.9% more than FY2022/23*

8.2%
Fundraising cost

92¢
of Every Dollar Raised
went directly to MWS Centres and Programmes



Operating Expenditure



$65.7
Million in total operating expenses
9% more than FY2022/23

- Services related to Seniors
- Services related to Individuals & Families
- Services related to Children & Youth
- Management & Shared Services

Any deficits incurred by programmes were underwritten by MWS.

**For FY2023/24, the value of sponsorships was accounted for as part of Fundraising Income.*

	FY2023/24 $	FY2022/23 $
Donations	**4,872,645**	5,152,705
Fundraising Income	**8,628,621**	7,880,252
Sponsorships	**-**	220,447
Total Donations and Sponsorships	**13,501,266**	**13,253,404**
Direct Fundraising Expenses	**506,894**	534,541
Indirect/Allocated Costs	**606,080**	438,572
Sponsorships	**-**	220,447
Total Fundraising Expenditure	**1,112,974**	**1,193,560**
Donations Channelled to Programmes/Centres	**12,388,292**	**12,059,844**
Fundraising Efficiency Ratio before Sponsorships	**8.2%**	7.5%
Fundraising Efficiency Ratio with Sponsorships	**8.2%**	9.0%

Centre Reports











Active Ageing Centres

MWS Active Ageing Centres serve as first stops in the community for seniors, supporting their ability to age at home and in their neighbourhood, and helping them live fuller lives.

In FY2023/24, MWS served 66% more seniors through these Centres.

Our Aims

- Improve seniors' quality of life by enhancing their physical, social, and mental well-being.
- Engage seniors in active ageing activities to foster social interactions and reduce isolation.
- Provide seniors with timely integrated health and social support so that they may continue to maintain their independence at home and in their communities.

How We Serve

- Organise creative and enrichment activities.
- Host festive celebrations and other community activities.
- Conduct gym sessions and exercises.
- Respond to distress alarms from seniors living alone.
- Conduct door-to-door home visits.
- Befriend socially isolated seniors.
- Do screenings and referrals for health and social needs.
- Monitor vital signs and coordinate wellness screenings.
- Assist seniors in implementing social and lifestyle changes recommended by their family doctors.
- Provide volunteering opportunities for seniors.

Our Care Approach

Asset-Based Community Development

- We identify and mobilise resources, skills and experiences available within the community — including that from schools, churches, grassroots organisations, corporate and individual volunteers — to help care for our seniors.
- Seniors are encouraged to leverage their strengths and lead activities, helping their peers to adopt active ageing lifestyles.

8 Dimensions of Wellness

- We encourage our seniors to take care of their well-being along eight inter-connected dimensions — social, intellectual, physical, occupational, emotional, spiritual, financial, and environmental.
- Our range of healthier living and social activities are designed to enrich seniors' quality of life.



Centres

MWS Charis ACE Active Ageing Centre – Geylang East
MWS Active Ageing Centre – Fernvale Rivergrove
MWS Active Ageing Centre – Golden Lily@Pasir Ris
MWS Active Ageing Centre – GreenTops@Sims Place
MWS Active Ageing Centre – Kebun Baru
MWS Active Ageing Centre – Teck Ghee Vista
MWS Wesley Active Ageing Centre – Jalan Berseh

6,037
Seniors served in FY2023/24



MWS Charis ACE Active Ageing Centre – Geylang East

Established 2014
A partnership with Charis Methodist Church

637
Seniors served

MWS Active Ageing Centre – Fernvale Rivergrove

Established 2016
A partnership with Sengkang Methodist Church

1,005
Seniors served

MWS Active Ageing Centre – Golden Lily@Pasir Ris

Established 2017
A partnership with Pentecost Methodist Church

906
Seniors served

MWS Active Ageing Centre – Teck Ghee Vista

Established 2016
A partnership with Ang Mo Kio Methodist Church

687
Seniors served

MWS Active Ageing Centre – GreenTops@Sims Place

Established 2016
A partnership with Geylang Chinese Methodist Church

652
Seniors served

MWS Wesley Active Ageing Centre – Jalan Berseh

Established 2010
A partnership with Wesley Methodist Church

1,250
Seniors served

MWS Active Ageing Centre – Kebun Baru

Established 2017
A partnership with Ang Mo Kio Chinese Methodist Church

900
Seniors served

Year of establishment refers to the Centre's inception as a Senior Activity Centre. Since 2023, all have transitioned to Active Ageing Centres.

Rehabilitation & Day Care Centre

The Centre is co-located with Eunos Polyclinic and the future MWS Nursing Home – Eunos for better integration of healthcare services for the community. In addition, the Centre works closely with our Active Ageing Centres to care for seniors in the familiarity of the community and their own homes. Approximately 60-70% of the Centre's day care slots cater to those with dementia.

Our Aims

- Provide a home-like environment for frail seniors during the day while their caregivers are at work.
- Maximise seniors' ability to perform activities of daily living, especially following a serious injury or illness, by offering a range of active rehabilitation services.

How We Serve

- Provide maintenance day care, such as assistance with daily living activities and meal preparation for seniors who are frail.
- Offer dementia day care, with a focus on stimulating cognitive abilities and slowing the progression of dementia.
- Conduct community rehabilitation, such as active rehabilitation that includes physiotherapy, occupational therapy and speech therapy to help seniors improve their functional abilities and remain active in the community.



Our Care Approach

Person-Centred Care

- Our seniors and their caregivers are at the centre of decisions regarding their care, and we work alongside them to ensure their needs are met holistically.
- We see our seniors as individuals, with desires, values, family situations and lifestyles that should be considered in developing a care plan with them.

Individualised Rehab Care Plan

- Our rehabilitation patients enjoy a customised outcome-based programme that gives them access to the right level of rehabilitative care in a timely manner.

Centre

MWS Senior Care Centre – Eunos

192
Clients served in FY2023/24, including those discharged

MWS Senior Care Centre – Eunos

Established 2022

A partnership with Christ Methodist Church's Women's Society of Christian Service and Bedok Methodist Church

105
Day care clients

143
Day rehabilitation clients

56
Clients received dementia care

Home-based Care

Seniors needing assistance with daily living activities can choose to age in place at home with support by our integrated MWS Home Care & Home Hospice team. Our patients' decisions may be influenced by the availability of caregiving support, such as a family member or domestic worker, and the level of care required.

Our Aim

- Offer an integrated suite of home-based services that provide continuity of care for chronically ill patients, including those nearing the end of life, in the comfort of their own homes.

How We Serve

- Provide home nursing care, basic holistic review of our patient's care needs, case management, and procedures such as wound dressing and injections by nurses.
- Offer home medical care, such as long-term management of chronic conditions and minor medical procedures by doctors.
- Conduct home therapy, such as physiotherapy, occupational therapy and speech therapy by allied health professionals.
- Deliver home palliative care, such as pain control, symptom relief, nursing care and psychosocial-spiritual support for end-of-life clients; and bereavement care for their loved ones.



Our Care Approach

Holistic and Coordinated Care

- We tailor our services for patients to ensure their individual needs are met holistically, including providing basic daily care and psychosocial-spiritual support.
- We have established collaborations with hospitals* and community partners that ensure coordinated management and smooth transition of patients to MWS services.
- The team partners with MWS Active Ageing Centres and Nursing Homes to ensure those with chronic or life-limiting illnesses receive the best care options.

Nurse-led Case Management Model of Care

- Every patient is assigned a primary nurse who will ensure holistic coordination of care for the patient.

Integrated Team

MWS Home Care & Home Hospice

** Such as National University Health System, Ng Teng Fong General Hospital, National University Heart Centre, Tan Tock Seng Hospital's Community Health Team and Sengkang General Hospital.*

1,070
Patients served in FY2023/24, including those deceased & discharged

MWS Home Care & Home Hospice

Established 2007

11,006
Home visits made

12,105
Hours spent on home visits

768
Patients received pallative care at home

230
Patients received nursing care at home

181
Patients received medical care at home

92
Patients received physiotherapy & occupational therapy at home

4^
Patients received personal care at home

^ Our Home Personal Care service ceased operations in early April 2023.

Nursing Homes

Seniors who need help with daily living activities receive 24/7 residential care and customised rehabilitation at our Nursing Homes. Our Nursing Homes also offer short-term respite care for caregivers who require a break.

Our Aims

- Provide a homely, dementia-friendly environment and family-like community for the chronically ill and frail who need long-term nursing and daily care in a residential setting.
- Improve residents' mobility through guided physiotherapy.

How We Serve

- Provide medical care by doctors experienced in geriatric and palliative care and end-of-life issues.
- Deliver nursing care, such as managing nasogastric tubes and wound dressing, as well as palliative and dementia care.
- Assist with activities of daily living, such as using the toilet, showering and eating.
- Conduct therapeutic exercises and activities to help residents preserve physical function and mobility.
- Organise social and recreational activities, including befriending and outings, to enhance residents' quality of life and well-being, and slow the cognitive decline of residents with dementia.
- Offer pastoral care and counselling, and conduct family conferences.
- Support caregivers' psychosocial needs and empower them to better care for their loved ones through Caregivers' Club and respite care.
- Provide funding support for residents who require financial assistance.



610

Residents served in FY2023/24, including those deceased & discharged

MWS Bethany Nursing Home – Choa Chu Kang

Established 2000

371

Residents served

MWS Nursing Home – Yew Tee

Established 2017

239

Residents served



Our Care Approach

Home Away from Home

- Residents enjoy communal belonging and are encouraged to live as a 'family' by forging caring relationships with one another.
- The sense of 'family' and home is also fostered through dedicated care staff, home-like wards (known as 'residences') and communal spaces.
- Residents are proactively engaged through curated programmes and activities that encourage purposeful living.

Person-Centred Care

- Each resident is cared for by a multi-disciplinary team that ensures the resident's basic, physical, psychosocial and spiritual needs are holistically met.
- Our residents and their next-of-kin are at the centre of decision-making regarding their care, and we work alongside them to meet their needs.

Centres

MWS Bethany Nursing Home – Choa Chu Kang
MWS Nursing Home – Yew Tee



Room for Rest

Mrs Lucy Koh recalls the night when her husband's furious knocking on her bedroom door roused her from sleep. When she ignored him, he broke down the door.

A few years after retiring, when he was in his 60s, Alzheimer's Disease turned Mr Richard Koh into an agitated and aggressive man.

"My husband used to run an aircon business. He took great pride in his work and was a devoted family man," shared Mrs Koh. "But after my husband developed dementia, he became a different person. He started having severe mood swings and temper outbursts, and often disrupted my sleep."

83-year-old Mr Koh often resisted his wife's help with daily living activities and refused medication, resulting in high blood pressure and poorly controlled dementia symptoms. This also caused significant caregiver stress for his wife.

"After my husband developed dementia, he started having severe mood swings and temper outbursts... There were times when I felt like abandoning him."

Mrs Lucy Koh, wife of Mr Richard Koh, client of MWS Home Care & Home Hospice and MWS Senior Care Centre – Eunos

After years of full-time caregiving, 77-year-old Mrs Koh reached her breaking point. "I was frequently at the doctor's myself and relied on painkillers for migraines, due to the chronic lack of sleep," she said.

The couple's adult children struggled to balance their own family commitments with their father's medical condition while trying to reduce their mother's stress.

The turning point came when Mr Koh was referred to MWS Home Care & Home Hospice (HCHH) for assistance with daily living activities, medication, physiotherapy, and chronic disease management.

MWS HCHH's multi-disciplinary team developed personalised care plans and behavioural interventions, effectively managing his dementia symptoms and improving his well-being. MWS social worker, Goh Wei Chuan, also provided emotional support and counselling to help the family cope and explore long-term care options.

"Mrs Koh was given a safe space to express the challenges of caregiving, which provided her with some relief and fostered resilience," shared Wei Chuan. "I also helped the family to better understand Mr Koh's condition to improve patient care."

Additionally, the team persuaded Mrs Koh to hire a domestic helper and trained the helper to support Mr Koh's care at home.

Mr Koh was subsequently referred to MWS Senior Care Centre – Eunos (ESCC) for specialised dementia day care. Through MWS' comprehensive care, Mr Koh was able to remain in the comfort of his own home and enjoy a better quality of life. At the same time, Mrs Koh now enjoys much-needed respite care. Her health has significantly improved, and she feels less frustrated.

"There were times when I felt like abandoning my husband," she confessed. These days, she is coping much better and is relieved to see her husband improving.

"My husband complies with taking his medication during the MWS team's visits and has had fewer mood swings since starting day care. He enjoys it so much that sometimes, he refuses to go home!"

Renewed Vitality

89-year-old Mdm Ong Soh Tin, perched in a wheelchair within the compound of MWS Nursing Home – Yew Tee (YTNH), is speaking rapidly in Hokkien, her words flowing with brief smiles. Her lively chatter and cheerful demeanour light up the space.

Yet, just a year ago, she was but a shadow of this vibrant self. After a severe fall left her with a traumatic brain injury and significant cognitive impairments, Mdm Ong was admitted to MWS YTNH.

"The doctor advised against surgery due to her age," said her youngest son, Mr Lim Yee Foo. "After the incident, she became unresponsive, leaving me unsure how to help her."

"(AI robot) Dexie enabled more frequent cognitive and physical rehabilitation... For Mdm Ong, this increased engagement turned out to be the missing piece she needed for her mental recovery."

Coryn Ho, occupational therapist, MWS Nursing Home – Yew Tee

Mdm Ong, also suffering from Alzheimer's Disease, became quiet and reserved, her spirits low, and her engagement with others minimal. This continued for several months during her stay at the Nursing Home.

However, in November 2023, MWS' Allied Health team deployed Dexie, a human-like AI robot, to engage a group of residents including Mdm Ong thrice a week. Designed for dementia care, Dexie interacts with residents using cognitive games, exercises, and sing-alongs in multiple languages. With the manpower constraint in the healthcare sector, Dexie has enabled the Nursing Home to maintain regular and consistent interactions with residents like Mdm Ong, boosting their engagement and well-being.

"At first, Mdm Ong was silent and unresponsive with Dexie," shared Coryn Ho, an MWS occupational therapist leading the programme. "But over time, she became more responsive and began expressing herself to the staff and other residents, appearing in better spirits."

Regular exercises with Dexie also improved Mdm Ong's physical fitness and strength, enabling her to manage some daily living activities, like eating, on her own.

Witnessing her remarkable progress after two months, Mr Lim brought his mother home to be cared for by a helper. "Seeing Mom being able to feed herself is not something I take for granted these days. Now that she can express her needs, I feel more at ease having her at home, with family by her side," he said.

"Dexie enabled more frequent cognitive and physical rehabilitation, which improved residents' overall functioning," said Coryn. "For Mdm Ong, this increased engagement turned out to be the missing piece she needed, beyond medical interventions, for her mental recovery."



Welfare Home

MWS runs a Welfare Home for destitute persons, where the focus is on rehabilitation and reintegration.

About 75% of residents may have permanent residency in the Welfare Home while approximately 17% will potentially reintegrate into the community. The remaining 8% of residents will likely become frailer and may need to be admitted to other institutions that can deliver the appropriate care.

Our Aims

- Establish an integrated holistic personal care plan for each resident.
- Reintegrate up to 5% of residents annually.

How We Serve

- Rehabilitate residents through casework and physical, cognitive, emotional and social intervention.
- Maintain physical function and delay decline through maintenance and prevention.
- Improve resident's quality of life to the maximum of his or her ability.

Our Care Approach

Holistic Care Plan

- Each resident is cared for by a multi-disciplinary team that ensures the resident's basic, physical, psychosocial, cognitive and spiritual needs are holistically met.
- Through keeping in contact with residents' families and day release schemes that allow residents to work outside, we strengthen family and community bonds and facilitate our residents' eventual reintegration into their families and society.

Person-centred Care

- We encourage resident-directed living by motivating our residents to tap on their strengths and potential, and be involved in their own care to ensure their needs are met holistically.

Centre

MWS Christalite Methodist Home



179
Residents served in FY2023/24, including the homeless, destitute & abandoned as well as those discharged

MWS Christalite Methodist Home

Established 1997

A partnership with Christ Methodist Church

37
Residents were totally discharged

27%
Residents participated in Home Earning Scheme

6
Residents reintegrated into community

Strengthening Families Programme@Family Service Centre

As a regional centre, the Strengthening Families Programme@Family Service Centre (FAM@FSC) team of MWS provides family and marital counselling, as well as divorce support for couples navigating separation and family transitions.

Our Aims

- Support couples to address marital challenges and manage relationship stressors.
- Work with couples on conflict resolutions by strengthening communication skills and highlighting how children can be adversely impacted by parental conflict.

How We Serve

- Provide family counselling for individuals, couples and children with focus on resolving personal, marital or child behavioural issues, or parenting and co-parenting challenges.
- Offer discernment counselling for couples considering divorce, divorce support for divorcing and divorced couples who are co-parenting, and resilience-building skills for children facing adjustments in a divorce.

Our Care Approach

Family Therapy

- From learning to practise empathy, emotional validation and reflective listening to cognitive reframing, family therapy helps individual family members build stronger relationships, improve communication and manage conflict within their family.
- The primary goals of family therapy are to understand and solve the unique issues a family may be facing, and create a better home environment.

Programme

Strengthening Families Programme@Family Service Centre (MWS FAM@FSC)



1,831
Families & individuals served in FY2023/24

MWS FAM@FSC

Started in 2022

521
Individuals received counselling

377
Parents/children received support through the divorce process

539
Individuals were triaged and/or received counselling online

394
Enquiries received and supported with information and referral to relevant services

Parenting Support Programme

Through positive parenting support, MWS empowers families to develop strong and stable connections. We are a regional Parenting Support Provider appointed by the Ministry of Social and Family Development to offer the *Positive Parenting Programme (Triple P)* and *Signposts* programme – both being evidence-based parenting resources – in schools to parents.

Our Aims

- Equip parents with positive parenting skills to understand and attend to their children's needs with the support of caring community partners, including the children's schools.
- Provide parents with access to community services and resources should they have other needs.

How We Serve

- Support individuals who are facing parenting challenges with guidance, delivered using *Triple P* and *Signposts* (for primary schools and special education schools only).
- Provide parents with counselling, information and referrals to other relevant services.

Our Care Approach

Positive, Evidence-based Parenting

- We adopt a multi-level parenting and family support approach that aims to address behavioural and emotional problems in children and teens.
- As an evidence-based programme, the approach encourages positive parenting practices and can be tailored to meet the unique needs of each child.

Programme

MWS Family Support Programme



2,637
Parents/families engaged in FY2023/24

MWS Family Support Programme

Started in 2019

East Zone*

1,093
parents/families attended parenting seminars

76
parents/families supported through one-on-one consultations

43
Schools engaged to help promote the programme

North Zone*

1,397
parents/families attended parenting seminars

71
parents/families supported through one-on-one consultations

41
Schools engaged to help promote the programme

** East zone includes Tampines, Pasir Ris and Punggol*
** North zone includes Hougang, Sengkang and Serangoon*

Debt Relief / Savings Programme

Low-income families who face debt may also be wrestling with other challenges such as relationship breakdowns, job loss and healthcare issues. MWS Family Service Centres offer holistic support to such families and where appropriate, extend assistance through MWS Family Development Programme — an asset-building scheme.

Our Aim

- Transform lower-income families' attitudes and behaviour towards their finances. We do so by increasing the families' net worth, supporting them in building assets to provide buffer for crises, reducing anxiety related to chronic financial distress, and increasing emotional and mental capacity. This programme is targeted at those living on per capita income of less than $850 a month.

How We Serve

- Match with $2 every dollar of debt cleared or savings accumulated by the family, so that they may get out of debt or build assets more quickly.
- Provide cash assistance.
- Provide information on financial assistance schemes and resources for families.

Our Care Approach

Recognising that Chronic Debt affects Cognitive Bandwidth

- Debt has a psychological impact on those facing financial distress and may affect their ability to think clearly or make decisions that improve their circumstances.
- We extend financial aid to such families before they fall into chronic debt or have exhausted their finances so as to ease their anxiety and enhance their emotional capacity for planning.
- This programme includes counselling, casework and financial literacy training for the clients. It adopts a longer time frame, not a one-time assistance, to give clients more time to make changes that will contribute towards clearing debt and developing a habit of saving.

Programme

MWS Family Development Programme



142
Families had financial hardship reduced in FY2023/24

MWS Family Development Programme

Started in 2016

93
Families received monthly cash assistance

3*
Families graduated from the programme

** Requires at least 3 years for clients to save up to $10,000 and graduate.*

Family Service Centres

MWS' trio of Family Service Centres serve families and individuals who face complex and multiple challenges such as interpersonal issues, family conflict, marital disputes, parenting/child management issues, financial difficulties, abuse and domestic violence. We work with our clients to customise holistic care plans that meet their specific needs. These care plans may include counselling and group work, and bridges to other community resources.

Our Aims

- Guide families and individuals in distress towards the path of healing and restoration.
- Work with clients towards improving their ability to advocate for themselves and to adapt to challenges.

How We Serve

Based in the heartlands, we serve families who need social and emotional support by providing and coordinating assistance in the following ways:

- Assess needs and provide casework intervention and counselling, to help families work towards solutions and nurture resilience.
- Conduct group work, to bring families with common needs together and encourage them that they are not alone in their journey.
- Provide information and referrals to the appropriate agencies to address the family's needs holistically.
- Do community work, to reach out to residents in the neighbourhood and provide resources that strengthen our community cohesion.



Our Care Approach

Asset-Based Community Development

- We mobilise community assets — such as schools, churches, grassroots organisations, as well as corporate and individual volunteers — to help families overcome their challenges.
- Our clients are also perceived as assets, with talent and potential to innovate solutions.

Trauma-informed Care

- Recognising the complexity of the issues our clients face, we employ trauma-informed care principles to return agency into clients' hands and encourage them to tap on their unique strengths as they manage their challenges.
- As clients with a history of trauma may have difficulty trusting others, MWS adopts the principles of trauma-informed care — such as ensuring our clients' safety, respecting their boundaries, and jointly making decisions with them — which help improve outcomes.

Centres

MWS Covenant Family Service Centre – Hougang & Buangkok
MWS Family Service Centre – Tampines
MWS Family Service Centre – Yishun

3,978
Families & individuals served through Family Service Centres in FY2023/24, with counselling & casework and information & referral to relevant services

MWS Covenant Family Service Centre – Hougang & Buangkok

Established 1996

A partnership with Paya Lebar Methodist Church

1,552
Families & individuals served

752
Clients received counselling and casework support

800
Clients received support with information and referral to relevant services

MWS Family Service Centre – Tampines

Established 1991

A partnership with Pentecost Methodist Church
MOU term ended on 31.10.2023

1,009
Families & individuals served

372
Clients received counselling and casework support

637
Clients received support with information and referral to relevant services

MWS Family Service Centre – Yishun

Established 2000

1,417
Families & individuals served

501
Clients received counselling and casework support

916
Clients received support with information and referral to relevant services





A Renewed Self

Syafirah Abdullah's scars reveal a painful past with those who should have loved and protected her. At 22, she has endured family violence and intimate partner abuse, leaving her broken and battling mental health issues.

"Since my brother and I were young, our father treated us like punching bags. Once, he hit us so hard, our lips swelled," recounted Syafirah. "Our grandmother favoured boys, so my brother got away with everything, while I was harshly caned for any misdeeds. I often went to school with cane marks all over my hands. People knew I was being abused but did nothing."

"By the time I was in my early teens, I started having suicidal thoughts and would cut myself to cope with the pain and emotional turmoil."

For years, Syafirah bounced between her family home and abusive partners, struggling with suicidal thoughts and self-harm. Her ordeal continued until she was referred to MWS Family Service Centre – Tampines (TFSC) in July 2022. Adopting a trauma-informed lens, Syafirah's social worker, Diana Kam, guided her through processing her emotions and addressing underlying issues. In addition, Diana taught her healthy coping strategies, created a safety plan, and connected her with mental health resources.

"I used to keep problems to myself, but sharing them with Diana has been a relief," said Syafirah, now a mother of two. "She encouraged me to focus on positive memories, especially those with my kids, to manage distress and avoid harmful behaviours." Syafirah also learnt to protect herself by limiting contact with her birth family, recognising unhealthy patterns, and building positive relationships with clear boundaries.

"I used to think violence and abuse were normal, but Diana showed me what healthy relationships look like and how to model that for my kids," said Syafirah. "When I decided to leave my abusive partner, Diana helped me apply for HDB rental housing." Syafirah eventually moved to a rental flat, furnished by MWS TFSC's donors.

She also participated in MWS' debt clearance and savings matching scheme, where every dollar she saves or debt she clears is matched with $2.

> *"I used to think violence and abuse were normal, but (my social worker) Diana showed me what healthy relationships look like and how to model that for my kids."*
>
> Syafirah Abdullah, client of MWS Family Service Centre – Tampines

"Syafirah has matured and shown increased emotional stability that came with leaving chaotic relationships and environments," said Diana.

Syafirah herself noted the significant strides she has made. "When I first met Diana, I was emotionally distressed and reliant on food rations and financial aid despite working, because my abusive ex-partner's mother often demanded money from me to spend on herself and I felt compelled to give her," she said. "I've since learnt not to let myself be exploited. With Diana's help, I've also managed to refrain from self-harm for over a year now and can be a better example for my children."

"I'm proud of my progress and current stability," she added. "Being able to support myself without financial aid feels like a huge achievement."

Coping with Divorce Trauma

Elliot* recalls the shock of his ex-wife calling one afternoon in 2022 asking for a divorce after 12 years of marriage. "Two days later, she packed up and flew back to her hometown, walking out on me and my son," he recounted.

Their marriage faced issues from the start, with constant misunderstandings and emotional disconnect. "She had frequent meltdowns and would lash out with hurtful words. Triggered, I'd shut down and go for days or even weeks without talking to her. I even used my son to pass messages," Elliot admitted, acknowledging his role in the marriage's breakdown.

"After my wife went through four miscarriages, I didn't give her any emotional support which she saw as cold violence. It was hard for me to show her care as she had been hostile and aggressive throughout our marriage."

> *"It's not that I don't want to move on, but I'm still dealing with the trauma of my wife walking out on me."*
>
> Elliot*, client of Strengthening Families Programme@Family Service Centre (MWS FAM@FSC)

Despite the turmoil, Elliot never wanted a divorce, and agreed only after his wife threatened suicide. "The divorce was a big blow. And even now, I struggle with feelings of loss," he said.

Whenever Elliot shared his struggles, friends and family told him to move on. "It's not that I don't want to," he said. "But I'm still dealing with the trauma of my wife walking out on me."

A month after finalising his divorce, the 53-year-old joined the Divorce Support Group started by the FAM@FSC (Strengthening Families Programme@Family Service Centre) and led by MWS.

"Divorce brings a lot of legal and emotional stress, which many do not understand," he said. "In the group, I feel accepted. The counsellor encouraged us to share our struggles, making me realise I wasn't alone or wrong for feeling weak. We exchanged coping tips and learned from each other's experiences, and it felt great to see my sharing help others."

Anny Rodjito, an MWS counsellor who led the support group, shared, "All the participants came in feeling inadequate for struggling with adjusting to life after divorce. Sharing their experiences normalised their feelings, reduced isolation, and fostered a sense of community and support."

Realising his emotional unavailability contributed to his marriage's breakdown, Elliot works with Anny in individual counselling to improve communication with his son and ex-wife, and to better manage his emotional triggers. She also guides him to process grief, build resilience, and navigate the challenges of single parenthood.

**Not his real name*



Care for Young Persons

MWS Girls' Residence is a Children and Young Persons Home supported by the Ministry of Social and Family Development, providing out-of-home residential care for vulnerable young women who have experienced trauma and adverse childhood experiences, and are in need of care and protection.

Our Aims

- Provide a safe community and environment in line with trauma-informed care principles, that is conducive for the care, development, and rehabilitation of young women aged 15 to 21 years.
- Engage and empower young women for positive transformation, growth, and holistic development.

How We Serve

- Provide a safe home for young women in need.
- Manage rehabilitation of young women in conflict with the law.
- Collaborate with community partners, organisations, and individuals to run programmes (e.g., theatre, art, sensory exploration, mindfulness workshops) that empower young women who have experienced trauma to gently address the issues they face.

Our Care Approach

Trauma-informed Care

As the majority of the residents have a history of trauma and may have difficulty trusting others, MWS adopts the principles of trauma-informed care — such as ensuring our residents' safety, respecting their boundaries, providing consistent care and jointly making decisions with them — which help improve outcomes. Upon admission to the Residence, every resident is given an individualised care plan, supported by a level progression system that enables her to strive towards rehabilitation with rewards.

Centre

MWS Girls' Residence



31
Residents cared for in FY2023/24, including those referred by the courts & government agencies

MWS Girls' Residence

Established 2011

A partnership with General Conference – Women's Society of Christian Service

94%
Residents had experienced 4 to 7 Adverse Childhood Experiences (ACEs) by the time they entered the Residence

ACEs refer to traumatic events that may have negative, lasting effect on a person's health and well-being, and may lead to the occurrence of trauma. These are categorised by abuse, neglect or household dysfunction. The higher the number of ACEs, the greater the impact on the individual's behaviour, health and well-being.

61%
Residents were referred by Child Protective Service

Student Care Centre

Our Student Care Centre provides after-school care and supervision to school-going children from Primary 1 to Secondary 2 levels with a safe environment to build character, skills and values, as well as nurture their well-being and creativity.

Our Aims

- Provide children aged 7 to 14 years old with a safe and nurturing environment to spend meaningful after-school hours.
- Offer affordable, quality and community-based student care that is especially needed by families without alternative day-time caregiving support.

How We Serve

- Teach the students life skills and values that develop their character.
- Facilitate holistic learning and development through enrichment activities that include civic education, music and movement, art and aesthetics, and indoor exercise.
- Work with parents and volunteers including churches, schools, corporate organisations and other partners to holistically nurture the children's physical, intellectual, emotional, and psychological well-being.

Our Care Approach

- We create an attentive and responsive environment to nurture each child's developmental needs in their unique learning style.
- We help our children develop resilience and initiative to thrive in an increasingly complex and dynamic environment, by providing them with a good foundation.

Centre

MWS Christalite Student Care Centre



80
Students in FY2023/24

MWS Christalite Student Care Centre

A partnership with Christalite Methodist Chapel since 2020

100%
Students progressed academically year on year

35%
Students learnt to play the ukulele, through weekly lessons by youth volunteers

50%
Students learnt coding

70%
Students participated in *I-Shine!* values education programme

Empower lives today with your donation!

$50

Provides a primary school child from a disadvantaged background with after-school care for one month.

$100

Enables a senior experiencing loneliness and social isolation to engage in meaningful social and healthy activities.

METHODIST WELFARE SERVICES

$200

Empowers a family struggling with finances to clear debts of daily living for one month.

$500

Provides a chronically ill resident with 24/7 medical, nursing, and therapeutic care, allowing them to live and leave with dignity.

$1,000

Supports a youth at risk in pursuing further education or job training, helping them reintegrate into society.

For online donations, please visit mws.sg/give or scan the QR code. Kindly provide us your NRIC No. to receive tax exemption.

For mobile banking donations, use the PayNow feature on your app and donate directly. Kindly provide us your NRIC No. to receive tax exemption

METHODIST WELFARE SERVICES

DONATION FORM

All information is required unless otherwise stated. Please mail the completed form to METHODIST WELFARE SERVICES at 70 Barker Road, #05-01 Singapore 309936. ***Please delete where applicable.***

DONOR DETAILS

Your personal donation is eligible for 2.5 times tax deduction. *Please provide your particulars, especially your NRIC/FIN or UEN No. for submission to the Inland Revenue Authority of Singapore for automatic tax deduction.*

Title: ☐ Mr ☐ Mdm ☐ Ms ☐ Mrs ☐ Rev ☐ Dr ☐ Prof

Full Name (as in NRIC/FIN): _____

NRIC/FIN or UEN No.: _____ **Gender:** ☐ Male ☐ Female

Date of Birth: ____ /____ /____ (DD/MM/YYYY)

Contact No: _____ (Home) _____ (Office) _____ (Mobile)

Mailing Address: _____

_____ **Postal Code:** _____

Email: _____

Occupation: _____ **Company:** _____

Place of Worship (if any): _____

DONATION AMOUNT

Monthly Donation (SGD)

☐ $30 ☐ $50

☐ $80 ☐ $100

☐ Other amount:

_____ monthly

One-Time Donation (SGD)

☐ $100 ☐ $150

☐ $200 ☐ $250

☐ Other amount:

_____

IMPORTANT: PLEASE DO NOT SEND CASH.

DONATION METHOD

IMPORTANT: Please do not mail cash.

☐ **CHEQUE** (Payable to: Methodist Welfare Services)

Cheque No: _____ Bank: _____

☐ **CREDIT CARD** (Minimum S$10.00) **VISA / MASTERCARD ***

Expiry Date (MM/YY) ☐☐/☐☐

☐☐☐☐ ☐☐☐☐ ☐☐☐☐ ☐☐☐☐

Cardholder's Name (as in credit card): _____

Signature (as in credit card): _____

☐ **GIRO** (Please fill in form below)

For Donor's Completion

Full Name (as in bank account): _____

NRIC / FIN* No: _____ **Contact No** (Tel/Fax*): _____

Bank Account No: _____

To (Name of Bank): _____

Bank Branch: _____

Monthly Donation (payment limit): **S$** _____

Name of Billing Organisation: *Methodist Welfare Services*

1. I/We* hereby hereby instruct you to process BO's instructions to debit my/our* account.
2. You are entitled to reject the BO's debit instruction if my/our* account does not have **sufficient funds and charge me/us* a fee for this. You may also at your discretion** allow the debit even if this results in an overdraft on the account and impose charges accordingly.
3. This authorisation will remain in force until terminated by your written notice sent to my/our* address last known to you or upon receipt of my/our* written revocation through Methodist Welfare Services.

Company Stamp / Signature(s) / Thumbprint(s)*
(as in bank's record)

For thumbprint verification, please visit your bank with your identification documents.

Date: _____

For MWS' Completion

Bank	Branch	MWS Account No.
7171	033	0330165692

Bank	Branch	Account No. To Be Debited

MWS Customer Reference No.

For Bank's Completion

To: **Methodist Welfare Services**

This application is hereby rejected for the following reason(s) (please indicate):

- ☐ Signature/Thumbprint* differs from the Bank's records
- ☐ Amendments not countersigned by Customer
- ☐ Account operated by signature/thumbprint*
- ☐ Signature/Thumbprint* incomplete/unclear*
- ☐ Wrong account number
- ☐ Others: _____

Name of Approving Officer: _____

Authorised Signature Date

NOTE:

- Please be assured that your personal information will be kept strictly confidential except that Methodist Welfare Services ("MWS") may collect, use and disclose your personal data for the purposes of:
  a. Administering your donations to MWS (including without limitation, disclosing to IRAS for tax deduction purpose);
  b. Communications pertaining to your donations; and
  c. Communicating and updating you on other charity initiatives or related activities including soliciting donations and volunteers for activities or programmes organised by MWS or other charitable organisations.
- By submitting this form, you hereby consent to MWS collecting, using and disclosing your personal data for the purposes set out above.

ARGD24



METHODIST WELFARE SERVICES

Thank you

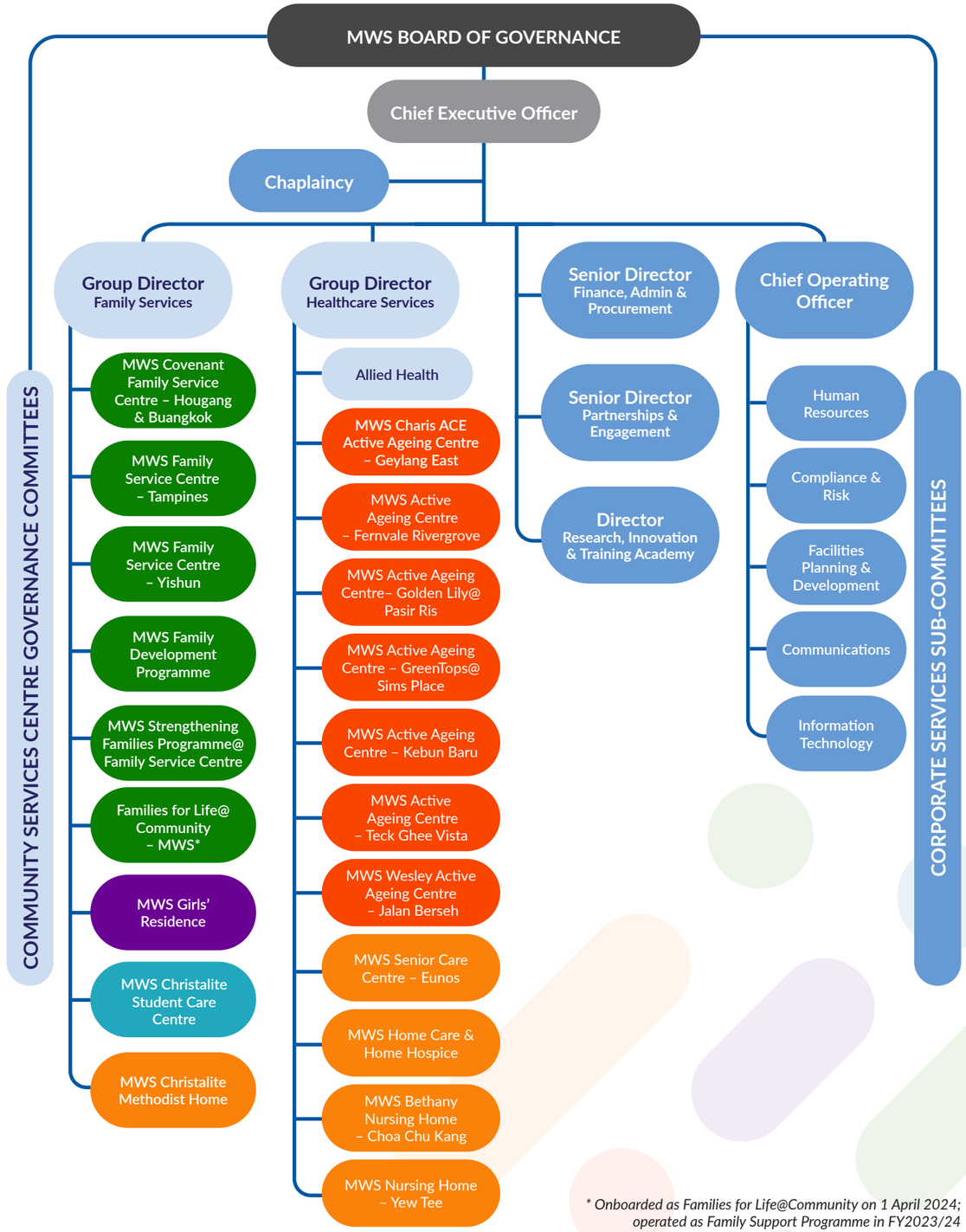
for your contribution to Methodist Welfare Services

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For posting in Singapore only.

BUSINESS REPLY SERVICE
PERMIT NO. 02007

METHODIST WELFARE SERVICES
70 Barker Road #05-01
Singapore 309936

Organisation Structure



** Onboarded as Families for Life@Community on 1 April 2024; operated as Family Support Programme in FY2023/24*

MWS Centres & Programmes

CS
MWS CORPORATE SERVICES
Methodist Welfare Services
70 Barker Road #05-01, Singapore 309936
Tel: 6478 4700 Fax: 6478 4701
Email: admin@mws.sg
Website: www.mws.sg

23
RESEARCH, INNOVATION & TRAINING ACADEMY
9 Choa Chu Kang Ave 4
Level 4 Singapore 689815
Email: rita@mws.sg

Family Services

01
MWS CHRISTALITE STUDENT CARE CENTRE
Blk 122 Geylang East Central
#01-74 Singapore 380122
Tel: 6744 4927
Email: MWScscc@mws.sg

02
MWS GIRLS' RESIDENCE
600 Upper Thomson Road
Block A #01-01 Singapore 574421
Tel: 6391 0567
Email: MWSgr@mws.sg

03
MWS COVENANT FAMILY SERVICE CENTRE – HOUGANG
Blk 613 Hougang Ave 8
#01-432 Singapore 530613
Tel: 6282 8558
Email: MWScfsc@mws.sg

04
MWS COVENANT FAMILY SERVICE CENTRE – BUANGKOK
Blk 997B Buangkok Crescent
#01-853 Singapore 532997
Tel: 6282 8558
Email: MWScfsc@mws.sg

05
MWS FAMILY SERVICE CENTRE – TAMPINES
Blk 470 Tampines St 44
#01-194 Singapore 520470
Tel: 6787 2001
Email: MWSfsct@mws.sg

06
MWS FAMILY SERVICE CENTRE – YISHUN
Blk 855 Yishun Ring Road
#01-3539 Singapore 760855
Tel: 6756 4995
Email: MWSfscy@mws.sg

07
MWS FAMILY DEVELOPMENT PROGRAMME
70 Barker Road #05-01
Singapore 309936
Tel: 6478 4700 Fax: 6478 4701
Email: MWSfdp@mws.sg

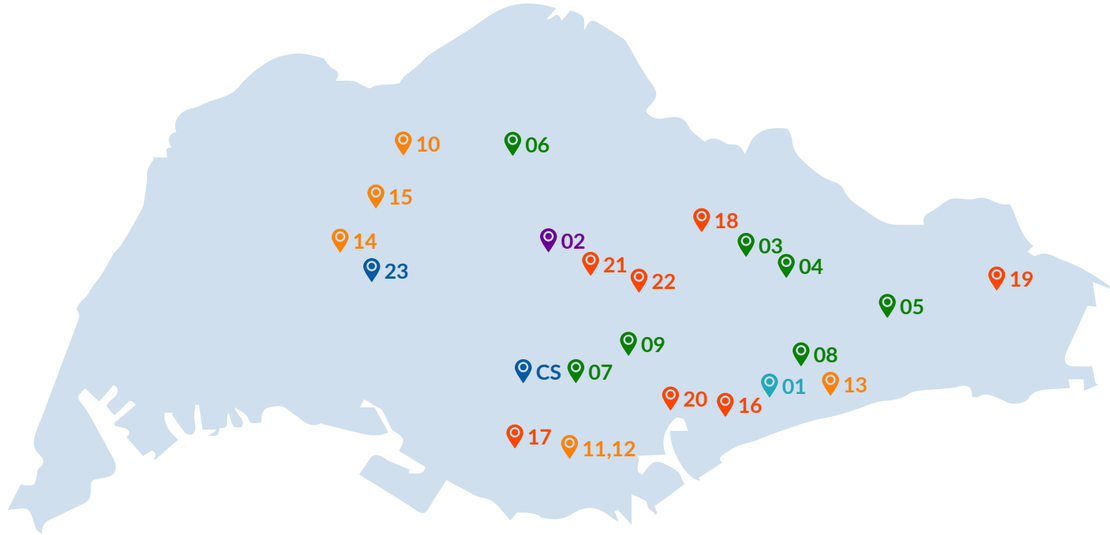
08
FAMILIES FOR LIFE@ COMMUNITY – MWS (MWS FFLC)*
107 Eunos Ave 3
Storefriendly Centre #06-01 (W6019)
Singapore 409837
Tel: 8812 9565
Email: MWSfflc@mws.sg

09
STRENGTHENING FAMILIES PROGRAMME@FAMILY SERVICE CENTRE (MWS FAM@FSC)
Office
176 Orchard Road
The Centrepoint #04-04, #05-05
Singapore 238843

Programme
Blk 997B Buangkok Crescent
#01-853 Singapore 532997
Tel: 6330 1080
Email: fam@mws.sg

10
MWS CHRISTALITE METHODIST HOME
51 Marsiling Drive
Singapore 739297
Tel: 6368 5179 Fax: 6368 7127
Email: MWScmh@mws.sg

** Formerly known as Family Support Programme*



Healthcare Services

11 & 12
MWS HOME CARE & HOME HOSPICE
2 Kallang Avenue
CT Hub #08-14
Singapore 339407
Tel: 6435 0270 Fax: 6435 0274
Email: MWShh@mws.sg

13
MWS SENIOR CARE CENTRE – EUNOS
1 Chin Cheng Avenue #01-02
Singapore 429400
Tel: 6530 3635
Email: MWSscc@mws.sg

14
MWS BETHANY NURSING HOME – CHOA CHU KANG
9 Choa Chu Kang Ave 4
Singapore 689815
Tel: 6314 1580 Fax: 6314 1576
Email: MWSbnh@mws.sg

15
MWS NURSING HOME – YEW TEE
51 Choa Chu Kang North 6
Singapore 689581
Tel: 6568 9200 Fax: 6568 9250
Email: MWSnhyt@mws.sg

16
MWS CHARIS ACE ACTIVE AGEING CENTRE – GEYLANG EAST
Blk 125 Geylang East Ave 1
#01-05 Singapore 381125
Tel: 6842 0497
Email: MWScaceaac@mws.sg

17
MWS WESLEY ACTIVE AGEING CENTRE – JALAN BERSEH
Blk 25 Jalan Berseh
#01-142 Singapore 200025
Tel: 6298 0194 / 6298 0195
Email: MWSwaac@mws.sg

18
MWS ACTIVE AGEING CENTRE – FERNVALE RIVERGROVE
Blk 473A Fernvale Street
#01-17 Singapore 791473
Tel: 6481 7395
Email: MWSaacfr@mws.sg

19
MWS ACTIVE AGEING CENTRE – GOLDEN LILY@PASIR RIS
Blk 212A Pasir Ris St 21
#01-616 Singapore 511212
Tel: 6214 0119 / 6214 0189
Email: MWSaacgl@mws.sg

20
MWS ACTIVE AGEING CENTRE – GREENTOPS@SIMS PLACE
Blk 63 Sims Place
#01-227 Singapore 380063
Tel: 6747 1786 / 6747 1796
Email: MWSaacsp@mws.sg

21
MWS ACTIVE AGEING CENTRE – KEBUN BARU
Blk 180 Ang Mo Kio Ave 5
#01-2980 Singapore 560180
Tel: 6238 4136 / 6238 4137
Email: MWSaackb@mws.sg

22
MWS ACTIVE AGEING CENTRE – TECK GHEE VISTA
Blk 307D Ang Mo Kio Ave 1
#01-01 Singapore 564307
Tel: 6684 0341 / 6684 0361
Email: MWSaactg@mws.sg

Board of Governance



Mr Eugene Toh Ming Hong, PPA(G)
Chairperson



Mr Lam Wei Choong
Vice Chairperson



Ms Mak Wei Munn
Honorary Secretary



Mr Raymond Khoo Peng Ann
Assistant Honorary Secretary



Mr Yeo Kai Eng
Honorary Treasurer



Mr Ronnie Gan Seow Khaw
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Board Member



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Mr Soh Kok Leong
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Dr Dex Khor Teik Heng
Board Member



Mr Terence Wee Jin Zoo
Co-opted Board Member



Ms Chew Kim Ling
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Mr Philip Oh
Co-opted Board Member



Mr Melvin Dineshraj S/O Balakrishnan
Co-opted Board Member



Dr Astrid Yeo Poh Kim
Co-opted Board Member



Rev Jason Phua
Co-opted Board Member



Mr Samuel Tay
Co-opted Board Member



Mr Wilson Sampath
Co-opted Board Member



Dr Teo Li Bee
Co-opted Board Member



Mr Guan Yeow Kwang
Ex-Officio, The Secretary of the Trustees of The Methodist Church in Singapore
Appointed from 24.05.2021



Mr Darius Chua Tan Peak
Representative, The Methodist Church in Singapore
Appointed from 19.10.2015

All board members appointed from September 2023 to present, unless otherwise indicated. Full details on board members can be found in the MWS Corporate Governance Report FY2023/24.

Centre Governance Committees

MWS Bethany Nursing Home – Choa Chu Kang
MWS Nursing Home – Yew Tee

Chairperson	Dr Dex Khor Teik Heng
Members	Mr Chan Kum Kit
	Ms Mak Wei Munn
	Mr Lam Wei Choong
	Mrs Audrey Lee
	Dr Pauline Tan
	Mr Lim Hai Leong Vincent *With Effect From 10.01.2024 to 26.05.2024*
Ex-Officio	Mr Yeo Puay Hin *Stepped Down On 31.03.2024*

MWS Christalite Methodist Home

Partner Church: Christ Methodist Church

Chairperson	Mr Stanley Lee Hong Kiat
Vice-Chairperson	Dr Peter Ng Teck Hwee *Term Ended On 31.10.2023*
	Mr Wong Taur Jiun *With Effect From 06.03.2024*
Secretary	Ms Florence Lee Chui Fong
Treasurer	Mr Jimmy Tay Chee Sen
Members	Col (Retd) Raymond Tan Kwang Meng *Term Ended On 31.10.2023*
	Mr Ling Ting Soo
	Mr Teh Chong Mien
	Dr Ervin Sethi *With Effect From 01.11.2023*
Ex-Officio	Ps Daniel Tan *Stepped Down On 31.12.2023*
	Rev Dr Edwin Wong *With Effect From 01.01.2024*

MWS Home Care & Home Hospice

Chairperson	Mr Lam Wei Choong
Vice-Chairperson	Dr Lydia Seong Peck Suet
Members	Mrs Tan Ee Leng
	Dr Genedine Lim
	Ms Lai Bew Meng
	Mr Chan Wing Leong
	Dr Agnes Ng
Honorary Member	Mr David Row



MWS Senior Care Centre – Eunos

Partner Churches: Bedok Methodist Church
Christ Methodist Church

Chairperson	Mr Lam Wei Choong
Vice-Chairperson	Dr Lydia Seong Peck Suet
Members	Mrs Tan Ee Leng
	Dr Genedine Lim
	Ms Lai Bew Meng
	Mr Chan Wing Leong
	Dr Agnes Ng
Ex-Officio	Mr David Row

MWS Nursing Home – Eunos Oversight Committee

Chairperson	Mr Chan Kum Kit
Members	Mrs Audrey Lee
	Mr Kevin Loh
	Mr Ronnie Gan Seow Khaw *With Effect From 01.11.2023*
	Mr Lam Wei Choong *Term Ended On 31.10.2023*
	Mr Chia Beng Ping Dexter

MWS Active Ageing Centres

Chairperson	Mr Albert Lim Song Khiang, PBM

MWS Active Ageing Centre – Fernvale Rivergrove

Partner Church: Sengkang Methodist Church

Vice-Chairperson	Mr Loh Kum Fei
Member	Mr Raymond Wong Chin Sai

MWS Active Ageing Centre – Golden Lily@Pasir Ris

Partner Church: Pentecost Methodist Church

Members	Mr Ong Peng Kiat
	Mdm Lum Yeok Yin (Mrs Florence Ho)
	Mdm Tay Chor Lin *With Effect From 01.04.2024*
	Dr Yap Hwa Ling *Term Ended On 31.10.2023*

MWS Active Ageing Centre – GreenTops@Sims Place

Partner Church: Geylang Chinese Methodist Church

Members	Ms Teo Suet Ehr
	Ms Eng Xue Wen
	Ms Low Siew Noi
Ex-Officio	Rev Paul Thian Moon Hee *Stepped Down On 31.12.2023*
	Mr Wong Hai Hoong *Stepped Down On 31.12.2023*
	Rev Simon Cheo *With Effect From 01.01.2024*
	Mr David Yong Teck Ping *With Effect From 01.01.2024*

MWS Active Ageing Centre – Kebun Baru

Partner Church: Ang Mo Kio Chinese Methodist Church

Members	Mr Cheung Wai Cheuk
	Mr Patrick Soo Piang Leong *Term Ended On 31.10.2023*
	Ms Rose Tan Teng Teng *With Effect From 01.11.2023*
Ex-Officio	Mr George Loh
	Rev Helen Hoe *Stepped Down On 31.12.2023*
	Rev Ng Lai Chun Tack *With Effect From 01.01.2024*

MWS Active Ageing Centre – Teck Ghee Vista

Partner Church: Ang Mo Kio Methodist Church

Members	Mr Patrick Ling Choo Hau
	Mr Tan Tong Guan
	Ms Kerrie Chang Lock Yee
Ex-Officio	Rev Anthony Lee *Stepped Down On 31.12.2023*
	Rev Chan Siew Chye *With Effect From 01.01.2024*

MWS Wesley Active Ageing Centre – Jalan Berseh

Partner Church: Wesley Methodist Church

Members	Mr Alvin Chua Nai Bin
	Ms Loke Ai Mei
	Ms Ang Saw Kim *With Effect From 01.11.2023*
	Mr Woon Kee Yang *Term Ended On 31.10.2023*

MWS Charis ACE Active Ageing Centre – Geylang East

Partner Church: Charis Methodist Church

Chairperson	Prof Lionel Lee Kim Hock
Vice-Chairperson	Mr Robert Goh Say Hong
Secretary	Mr Richard Tan Keng Hee
Members	Mr Khoong Hock Yun
	Ms Florence Teoh Tann Loo
	Ms Kwok Wan Yee
	Ms Gladys Han Pitt Yeen *Stepped Down On 15.10.2023*
Board of Governance Representative	Mrs Fong Loo Fern *Term Ended On 23.09.2023*
	Mr Paul Ong Chin Seong *With Effect From 23.09.2023*
Ex-Officio	Mr Too Shiun Jye *Stepped Down On 15.10.2023*
	Ms Lee Li Wah Leticia *With Effect From 15.10.2023*
	Mr Gabriel Tham Chi Mun *With Effect From 15.10.2023*
	Rev Lui Yuan Tze

MWS Covenant Family Service Centre – Hougang

Partner Church: Paya Lebar Methodist Church

Chairperson Ms Anna Chan Hock Cheng

Vice-Chairperson Mr Keong Choon Jin
Term Ended on 31.10.2023

Treasurer Mr Herbert Ng Choon Ling

Members Mrs Magdalene Low (Lau Siah Ing)

Mr Lum Chee Kin
With Effect From 01.11.2023

Mr Chan Kah Guan
Term Ended On 31.10.2023

Ex-Officio Pastor Jacob Lim
Stepped Down On 31.10.2023

Board of Governance Representative Mr Melvin Dineshraj S/O Balakrishnan
With Effect From 23.09.2023

MWS Family Service Centre – Yishun

Chairperson Mr Eugene Toh Ming Hong, PPA (G)

Members Dr Benjamin Tan Swee An

Mr Albert Lim Song Khiang, PBM

Ms Elaine Ng Lay Yian
Term Ended On 31.10.2023

Ms Kee Ee Wah

Board of Governance Representative Ms Joanne Low Eu Min

MWS Family Service Centre – Tampines

Partner Church: Pentecost Methodist Church
MOU Term Ended On 31.10.2023

Chairperson Mr Raymond Khoo
Stepped Down On 31.12.2023

Mr David Wong Cheong Fook, PJG, BBM(L), BBM, PPA, PBM
With Effect From 01.01.2024

Treasurer Ms Deon Chan Siew Gong
Stepped Down On 31.12.2023

Members Mr Raymond Khoo
With Effect From 01.01.2024

Mdm Tay Chor Lin
Stepped Down On 31.12.2023

Mdm Irene Chue Ying Song
Stepped Down On 31.12.2023

Mr Adrian Phuah Wai Ann
Stepped Down On 31.12.2023

Strengthening Families Programme@Family Service Centre, Families For Life@ Community – MWS, and MWS Family Development Programme

With Effect From 01.11.2023

Chairperson Mrs Fong Loo Fern

Member Ms P Buvanaswari

MWS Girls' Residence

Partner Agency: General Conference – Women's Society Of Christian Service (GCWSCS)

Chairperson Mrs Lydia Sng

Vice-Chairperson Ms Flora Chew Siew Keow

Members Mrs Pauline Tam (Wee Chai Kee)

Ms Tay Siew Heng

Mrs Mary Foo Loon Guek

Ms Vimala Yakoolam

Board of Governance Representative Ms Chew Kim Ling

GCWSCS Representative Dr Teo Li Bee

MWS Christalite Student Care Centre

Partner Church: Christalite Methodist Chapel

Chairperson Mr Thiang Boon Kiat Eugene

Vice-Chairperson Dr Astrid Yeo Poh Kim

Members Mrs Irene Ho
Term Ended On 31.10.2023

Ms Chong Ming Jing Lindsay

Ex-Officio Rev Shaun Chong

Rev Tay Li Ping
(Alternate to Rev Shaun Chong)
With Effect From 01.11.2023

Mr Tan Kai Lit
With Effect From 01.11.2023

Dr Raymond Teo
(Alternate to Mr Tan Kai Lit)
With Effect From 01.11.2023

Board of Governance Representative Mr Terence Wee Jin Zoo
Term Ended On 23.09.2023

Sub-Committees

Audit

Chairperson Mr Soh Kok Leong

Members Ms Latha Mathew
Term Ended On 30.09.2023

Mr Lester Wong Hein Jee
With Effect From 01.10.2023

Mr Raymond Tong Wei Min

Mr Victor Lai Kuan Loong

Chaplaincy

Chairperson Rev Vincent Goh

Members Rev Chennakesavan Saravana Kumar

Rev Lek Yong Teck

Rev Joel Yang

Rev Dr Daniel Koh Kah Soon

Rev Lisa Yu Li Hsin

Communications and Partnerships & Engagement

Chairperson Ms Joanne Low Eu Min

Members Ms Tan Shialey

Dr Hwang Chi Hong
Term Ended On 30.09.2023

Mr Ng Yao Loong

Finance

Chairperson Mr Tan Chian Khong
Term Ended On 30.09.2023

Mr Yeo Kai Eng
With Effect From 01.10.2023

Members Mr Terence Wee Jin Zoo

Ms Latha E K Mathew
With Effect From 01.10.2023

Mr Ronnie Gan Seow Khaw
With Effect From 01.10.2023

Mr David Wong Cheong Fook, PJG, BBM (L), BBM, PPA, PBM

Mr Yow Chi Mun

Mr Yeo Kai Eng
Term Ended On 30.09.2023

Information Technology

Chairperson Mr Terence Wee Jin Zoo

Members Dr Lee Wee Leong
Term Ended On 30.09.2023

Mr Aaron Ma Seiw Wai

Ms Koh Kwei Foong

Human Resources

Chairperson Mr Philip Oh
Term Ended On 30.09.2023

Mr Paul Ong Chin Seong
With Effect From 01.10.2023

Members Ms Chew Kim Ling

Mrs Loh Chay Leng
Term Ended On 30.09.2023

Mr Paul Ong Chin Seong
Term Ended On 30.09.2023

Ms Leo Wee Lin
With Effect From 01.10.2023

Ms Stephanie Tan Ying Xiu

Mr Philip Oh
With Effect From 01.10.2023

Investment

Chairperson Mr Yow Chi Mun

Members Mr David Wong Cheong Fook, PJG, BBM (L), BBM, PPA, PBM

Mr Yeo Kai Eng
With Effect From 01.10.2023

Mr Tung Siew Hoong
Term Ended On 30.09.2023

Mr Clifford Lee Hock Tan

Mr Terence Tan Boon Howe

Mr Tan Chian Khong
Term Ended On 30.09.2023

Nominations

Term ended on 31.12.2023

Chairperson Mrs Fong Loo Fern

Members Mr Eugene Toh Ming Hong, PPA (G)

Rev Dr Daniel Koh Kah Soon

Mr Lam Wei Choong

Mr Samuel Tay

Research, Innovation & Training Academy

Chairperson Mr Lam Wei Choong

Members Dr Lydia Seong Peck Suet
Stepped Down On 29.11.2023

Dr Genedine Lim

Dr Dex Khor Teik Heng

Dr Pauline Tan

Dr Wee Shiou Liang
With Effect From 10.01.2024

Key Management



Calvin Ngo
Chief Executive Officer
Joined: 1 August 2023



Ho Kah Choy
Chief Operating Officer
Joined: 11 Mar 2019



Mary Ng
Group Director,
Family Services
Joined: 6 May 2024



Dr Raymond Leong
Group Director,
Healthcare Services and
Acting Head, MWS Senior
Care Centre and MWS Home
Care & Home Hospice
Joined: 23 May 2024



Fong Mee Sim
Senior Director, Finance,
Admin & Procurement
Joined: 9 Jul 2007



Yap Lee Lee
Senior Director,
Partnerships & Engagement
Joined: 3 Feb 2014



Rev Dr Norman Wong
Head, Chaplaincy
Joined: 2 Jan 2014



Chong Cheh Hoon
Director, Research, Innovation
& Training Academy
Joined: 3 Jan 2023



Yeow Ming Zhen
Associate Director – Strategic
Development, Family Services
(With Effect From 1 Jul 2024)
and Head, MWS FAM@FSC
Joined: 1 Nov 2021



Sng Bee Li
Head, MWS Active Ageing
Centres
Joined: 2 Mar 2020



Richard Quah
Head, MWS Bethany Nursing
Home – Choa Chu Kang
Joined: 16 Feb 2021



Simon Lim
Head, MWS Nursing Home –
Yew Tee
Joined: 3 Oct 2022



Diana Ooi
Head, MWS Christalite
Methodist Home
Joined: 1 Jan 2016



Chew Hock Beng
Head, MWS Covenant Family
Service Centre – Hougang &
Buangkok
Joined: 1 Jun 2018



Ruth Ng
Head, MWS Family Service
Centre – Tampines
Joined: 10 Jun 2019



Bharathi Manogaran
Head, MWS Family Service
Centre – Yishun
Joined: 6 Jan 2020



Audrey Rajalingam
Head, MWS Girls' Residence
Joined: 1 Apr 2010



Connie Ng
Manager, MWS FFLC
Joined: 16 Sep 1998



Annie Goh
Manager, MWS Family
Development Programme
Joined: 1 Apr 2021



Vivian Phuah
Manager, MWS Christalite
Student Care Centre
Joined: 1 Jun 2022



Corporate Governance Report FY2023/24

Methodist Welfare Services (MWS) is committed to practices that ensure good governance and management with specific reference to the principles of the Code of Governance for Charities and Institutions of a Public Character (IPC).

To that end, MWS has been a proud recipient of the Charity Transparency Awards in 2018, 2019, 2022 and 2023. In 2018, MWS also received the Charity Governance Awards with Special Commendation Award for Governance and Management. MWS received the Charity Governance Award for Large Charities in 2014.

The Charity Transparency Award and Charity Governance Awards recognise charities that have adopted good transparency and governance standards. An initiative of the Charity Council, the awards affirm charities' Boards and Management teams for their commitment in maintaining the highest standards in corporate governance and management, clarity of strategy, risk management, transparency, operational efficiency and compliance.

In 2020 and 2021, there was a hiatus for the Charity Transparency and Governance Awards.

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A. Board & Executive Management

MWS Board of Governance

Members of the MWS Board of Governance ("Board") and Executive Management are recruited from diverse fields for their different backgrounds and expertise knowledge. The Board diversity provides a mix of competencies and experiences, coming together and bringing with them skillsets in areas such as finance, accounting and audit, fund management, legal, risk management, organisational development, human resource management, information technology, media and communications, and healthcare.

The Board is made up of 21 members comprising 12 elected Board Members and 9 Co-opted non-voting Members. As provided in the MWS Constitution, The Secretary of the Trustees of The Methodist Church in Singapore (MCS), is an ex-officio non-voting member of the Board. In addition, a representative from the MCS - General Conference is an observer to the Board. The composition, powers and functions of the Board are governed by the MWS Constitution (revised October 2022).

Roles and Responsibilities

The Board's roles and responsibilities include:
- Establishing MWS' Vision and Mission
- Providing guidance and advice in the mapping of the strategic direction and annual workplan of MWS and its Centres
- Ensuring overall plans are aligned to MWS' Vision and Mission
- Holding fiscal responsibility, including approval of budgets, investments and the procurement of other resources
- Upholding the legal and ethical integrity of the charity
- Reviewing, monitoring and evaluating MWS and its Centres' performance

The Board assumes responsibility for the overall stewardship of MWS and strives to fulfil its mission. Overseeing decisions relating to policy, strategic issues and governance of MWS, the Board is responsible for setting the overall direction and strategy of MWS and ensures that there are adequate resources to meet its objectives.

The Board leads and manages MWS by working closely with the Management Team, providing guidance and advice. The formulation of policies and the day-to-day running of the operations is delegated to the Chief Executive Officer and the Management Team who remain accountable to the Board.

The Board's approval is required for the following matters:
- Corporate and service strategies and restructuring;
- Annual budget and funding;
- Annual report and accounts;
- Interested person transactions and matters involving conflict of interest for a Board Member;
- Any material and significant matter.

The Board, without abdication of its responsibilities, has delegated authority to the following Board Sub-Committees to assist the Board in discharging its responsibilities:
- Audit
- Finance
- Investment
- Human Resources
- Information Technology
- Communications and Partnerships & Engagement
- Chaplaincy
- Nominations
- Research, Innovation & Training Academy

Each Board Sub-Committee has written terms of reference which clearly set out the composition, authority and duties delegated by the Board to make decisions (including reporting back to the Board). The terms of reference are reviewed from time to time to ensure relevance. Any changes to the terms of reference for any Board Sub-Committee require Board approval.

The appointment of Board Sub-Committee members is carried out carefully to ensure that the Board Sub-Committees comprise individuals with the appropriate and relevant experience, qualifications, and skills. Board Sub-Committee appointments require the approval of the Board.

The Board meets at least 6 times yearly with a quorum of a simple majority of elected Board Members. No staff member sits on the Board, Board Sub-Committee or Centre of Governance Committee.

The attendance of each Board Member at Board meetings held during the financial year ended 31 March 2024 is as follows:

Board Member	Designation	Date of first Appointment	Occupation	Board Meeting Attendance
Mr Eugene Toh Ming Hong	Chairperson	23.09.2023	Assistant Chief Executive (Corporate Services Division), Energy Market Authority	4 of 4
Mr Lam Wei Choong	Vice-Chairperson	26.09.2015	Managing Principal, Veros Consulting	4 of 8
Ms Mak Wei Munn	Honorary Secretary	10.09.2020	Partner, Allen & Gledhill LLP	8 of 8
Mr Raymond Khoo Peng Ann	Assistant Honorary Secretary	16.09.2017	Retired. Former Senior Assistant Commissioner of Police, Ministry of Home Affairs	7 of 8
Mr Yeo Kai Eng	Honorary Treasurer	10.09.2022	Retired. Former Tax Partner, Ernst & Young Solutions LLP	8 of 8
Mr Ronnie Gan Seow Khaw	Assistant Honorary Treasurer	23.09.2023	Head, Business Development, Siemens Pte Ltd	4 of 4
Ms Latha E K Matthew	Assistant Honorary Treasurer	23.09.2023	Retired. Former Tax Partner, Ernst & Young Solutions LLP	4 of 4
Ms Joanne Low Eu Min	Board Member	14.09.2019	Director, Luxe Labels Pte Ltd	7 of 8
Mr Paul Ong Chin Seong	Board Member	23.09.2023	Retired. Former General Manager of Human Resources, Sony	4 of 4
Mr Yow Chi Mun	Board Member	26.09.2015	Portfolio Manager, Precept Investments Pte Ltd	5 of 8
Mr Soh Kok Leong	Board Member	18.09.2021	Retired. Former Partner, PwC LLP	7 of 8
Dr Dex Khor Teik Heng	Board Member	28.09.2022	Clinic Lead, International Medical Clinic	5 of 8
Mr Terence Wee Jin Zoo	Co-opted Board Member	26.09.2015	Vice President, Professional Services Asia Pacific, SAS Institute Pte Ltd	7 of 8
Ms Chew Kim Ling	Co-opted Board Member	14.09.2019	Retired. Former Executive Director, United Overseas Bank Pte Ltd	6 of 8

Board Member	Designation	Date of first Appointment	Occupation	Board Meeting Attendance
Mr Philip Oh	Co-opted Board Member	14.09.2019	Retired. Former Asia Pacific Chief Operating Officer, Alpha International	6 of 8
Mr Melvin Dineshraj S/O Balakrishnan	Co-opted Board Member	23.09.2023	Banker, Citibank N.A. Singapore Branch	3 of 4
Dr Astrid Yeo Poh Kim	Co-opted Board Member	23.09.2023	Senior Director, Food Regulatory Management Division, Singapore Food Agency	4 of 4
Rev Jason Phua Kok Yong	Co-opted Board Member	08.04.2021	Methodist Pastor, Trinity Annual Conference	2 of 8
Mr Samuel Tay	Co-opted Board Member	01.01.2017	Senior Sales Engineer, Lintec Singapore Pte Ltd	6 of 8
Mr Wilson Sampath	Co-opted Board Member	01.01.2017	Senior Account Manager, Visa Inc	2 of 8
Dr Teo Li Bee	Co-opted Board Member	01.01.2017	Retired. Former Company Director, RCS Teo Pte Ltd	1 of 8

Attendance is indicated as number of meetings attended over number of scheduled meetings for the term. As MWS Board Members may be appointed at different periods during the term, the number of scheduled meetings for each Board Member's attendance may vary and be adjusted based on their date of appointment to the Board.

Board Composition and Membership

Appointments of Board Members are recommended by the Nominations Sub-Committee and are selected based on the following:

- Relevant industry knowledge and experience
- Alignment to MWS's vision, mission and core values
- Management experience in corporate / civil service
- Diversity, including but not limited to gender, ethnicity, race and disabilities
- Specific skills such as finance, audit, legal, information technology, governmental affairs, public relations, marketing, human resource management, healthcare etc

Newly appointed Board Members are briefed by the Chief Executive's Office on the operations and strategic plans of MWS to enable the Board Member to discharge their duties effectively.

The MWS Board Members are encouraged to attend training programs, seminars and workshops organised by professional bodies as and when necessary, to keep apprised of relevant new laws, regulations, and changes in the charity landscape. MWS will, if necessary, organise briefing sessions or circulate memoranda to Board Members to enable them to keep pace with these changes as they occur.

No Board Member holds a staff appointment. All the MWS Board Members are independent and do not receive any remuneration or director's fees.

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.

To enable succession planning and steady renewal in the spirit of sustainability of the organisation, Board Members serve for a period of 2 years. There is a maximum term limit for the Board Chairperson / Treasurer / Assistant Treasurer of 4 consecutive years.

Board of Governance Policies

Selection/Recruitment Policy

MWS continually ensures that the appropriate set of skills, talents and attributes are represented on the Board. To ensure an effective Board succession plan, the Nominations Sub-Committee identifies people with the desired competencies to meet the current and future needs of the organisation. Through the National Council of Social Services, the Board also accepts nominations of interested administrative officers from the Public Service Division.

To build a steady pipeline of Board talent, potential candidates also serve on our various Centre Governance Committees. This allows the Board to identify and develop specific candidates to fill future Board positions or serve in other key positions within MWS.

A list of potential Board candidates is developed and discussed at least one year before the end of the current term.

Induction & Training Policy

New Board Members are inducted through an orientation programme, Centre visits, and guidance from the Chairperson and other experienced Board Members. All Board Members are encouraged to attend courses on governance at the Social Service Institute and Singapore Institute of Directors.

In addition to serving on the Board, Board Members are invited to join MWS' Centre Governance Committees or one of the Board Sub-Committees. This allows Board Members to further understand MWS' services and be exposed to operational issues on the ground.

Evaluation of Board's Effectiveness

The Board is guided by the best practices as set out in the Code of Governance for Charities, Institutions of a Public Character and Charity Transparency Framework.

The Nominations Sub-Committee will evaluate the effectiveness of the Board and identify areas of improvement. The Board also undergoes a self-evaluation checklist annually to assess its performance.

Centre Governance Committees and Board Sub-Committees

The Board is further complemented by:

- 12 Centre Governance Committees; and
- 9 Sub-Committees covering the following functions: Audit, Finance, Investment, Human Resources, Information Technology, Communications and Partnerships & Engagement, Nominations, Chaplaincy and Research, Innovation & Training Academy.

Centre Governance Committees (CGCs)

The CGC's primary role is to provide governance oversight for the Centres, on behalf of the Board. Its specific responsibilities include:

- Oversight on policy, approval of strategic plans and overall governance of the Centre while delegating the management and implementation role to the Centre Head and staff
- Review, monitoring and evaluation of the Centre's performance
- Ensuring adequate financial and human resources for the Centre
- Endorsement of budgets and tenders for the approval of the Board

The CGCs meet at regular intervals of 2 to 3 months.

Board Sub-Committees

i) Audit Sub-Committee

The Audit Sub-Committee assists the Board by overseeing the external audit process over the financial statements of MWS to ensure that these are planned and executed appropriately, and audit risks and issues are appropriately dealt with. The Audit Sub-Committee reviews the internal audit reports over the effectiveness of, and adherence to MWS' internal financial controls and systems.

The Audit Sub-Committee also advises the Board on MWS' risk strategy and policies, as well as risk governance and oversight. Its specific responsibilities include:

- Safeguarding MWS assets
- Maintaining adequate accounting systems
- Reviewing accounting policies and effectiveness of internal controls
- Reviewing the adequacy and effectiveness of the risk framework and ensuring the risk management is in alignment with its risk appetite and tolerance
- Regularly reviewing and implementing the Whistle-blowing policy

The Audit Sub-Committee meets at least 2 times a year.

ii) Finance Sub-Committee

The Finance Sub-Committee assists the Board in supervising MWS' financial affairs and ensuring that the Board receives financial information on a regular and timely basis. Its specific responsibilities include:

- Advising Management on financial priorities including the annual budget
- Establishing appropriate accounting and financial management policies to ensure accountability and legitimate use of financial resources
- Working with Centres to ensure that they are adequately financed and operating on a sound financial basis
- Approving budget variations in accordance with the finance manual

The Finance Sub-Committee meets at least 2 times a year. The MWS Honorary Treasurer is the Chairperson of the Finance Sub-Committee.

iii) Investment Sub-Committee

The Investment Sub-Committee advises the Board on matters concerning MWS' investment strategies and manages the Investment Funds of MWS in accordance with policies approved by the Board, in compliance with existing regulatory requirements. The Investment Policy is established by the Board and sets out the following:

- Determining the amount of funds available for investment ("Investment Funds")
- The expected rate of return from the organisation's Investment Funds; and
- Specifying the instruments in which the funds may be invested

The Investment Sub-Committee's specific responsibilities include:

- Establishing an allocation policy which sets out the strategy for fund investments to achieve the expected rate of return while managing risks
- Determining which counters and funds to invest in and the investment amount
- Reviewing the Investment Policy annually and providing recommendations to the Board.

The Investment Sub-Committee meets at least 4 times a year.

iv) Human Resources Sub-Committee

The Human Resources Sub-Committee advises the Board in fulfilling its obligations in overseeing areas of governance and operations relating to human resources, including performance, compensation, and succession matters. Its responsibilities include:

- Establishing a fair salary remuneration system that commensurate with other Social Service Agencies and relevant government agencies
- Advising on the development of Human Resource strategies and plans
- Review of Human Resource policies as and when required

The Human Resources Sub-Committee meets at least 2 times a year.

v) Information Technology Sub-Committee

The Information Technology Sub-Committee advises the Board in the management of MWS' Information Technology assets including cybersecurity, infrastructure and systems. Its specific responsibilities include:

- Advising the Board on IT matters
- Overseeing the procurement of IT systems and equipment
- Conducting audit checks on computers, software to ensure compliance with laws and regulations
- Establishing appropriate policies on IT systems, cybersecurity and use of software

The Information Technology Sub-Committee meets at least 2 times a year.

vi) Communications and Partnerships & Engagement Sub-Committee

The Communications and Partnerships & Engagement Sub-Committee advises the Board on matters relating to community and corporate communications and engagements, volunteer management, fundraising strategies and donor management in order to meet MWS' objectives. Its specific responsibilities include:

- Advising on the development of plans and strategies such as publicity, media publications, engagement activities, and fundraising campaigns
- Endorsing and approving expenditure on fundraising and communications
- Supporting MWS in developing relationships with corporations, churches, government agencies and individual donors
- Review of volunteer management, communications, fundraising and donor management policies as and when required

The Communications and Partnerships & Engagement Sub-Committee meets at least 2 times a year.

vii) Nominations Sub-Committee

The Nominations Sub-Committee advises the Board on matters concerning the appointments of new members to the Board and the various Board Sub-Committees, reviews the structure, size and composition of the Board and Board Sub-Committees, and evaluates the Board's performance in line with best practices.

The Nominations Sub-Committee consists of MWS' Board Chairperson, current members and independent professionals appointed by the Board. Its specific responsibilities include:

- Developing the selection criteria in recruiting Board Members
- Identifying the skills, knowledge, experience and personal attributes required for the organisation
- Evaluating the effectiveness of the Board and identifying areas of improvement

The Nominations Sub-Committee meets at least once every 2 years.

viii) Chaplaincy Sub-Committee

The Chaplaincy Sub-Committee was established to advise the Board on matters relating to the development of the chaplaincy programme within MWS. Its specific responsibilities include:

- Recommending suitable persons to the Bishop for the appointment of MWS Chaplains and Assistant Chaplains
- Ensuring the Chaplains adhere to the code of conduct for ministry in a multi-religious context

The Chaplaincy Sub-Committee meets at least 4 times a year to review the plans and work of the ministry.

ix) Research, Innovation & Training Academy Sub-Committee

The Research, Innovation & Training Academy Sub-Committee was established to advise the Board on matters relating to the development of research capabilities and opportunities for transformation and innovative practices for MWS' organisational sustainability and relevance. Its specific responsibilities include:

- Advising on the development of new programmes and initiatives including reviewing existing programmes for sustainability, relevance, and improvement
- Endorsing and approving expenditure on all research and innovation programmes across MWS
- Supporting MWS in developing training capabilities and upscaling individual skills

The Research, Innovation & Training Academy Sub-Committee meets at least 4 times a year.

Key Management Executives

Mr Calvin Ngo, Chief Executive Officer

Appointed on 1 August 2023, Calvin's previous professional experience includes procurement and strategic sourcing and cross-functional business transformation with multinational corporations such as IBM, HP, Singtel and IQVIA. He is currently serving as Vice Chairman on the Board of Lakeside Family Services and as Honorary Treasurer on the Board of IMPART Ltd.

Mr Ho Kah Choy, Chief Operations Officer

Appointed on 11 March 2019 as Director of Information Technology and subsequently as Chief Operations Officer on 1 September 2023. Kah Choy previously served as Head of Information Technology Asia Pacific at DNV-Germanischer Lloyd. He also headed the Information Technology services of various local and multi-national corporations including Korn Ferry International, FreeMarkets Inc. and RS Components. He currently serves on the Management Committee of Chen Su Lan Methodist Children's Home.

Annual Remuneration of 3 Highest Paid Staff

Salary Bands (in bands of $100,000)	Number
$200,001-$300,000	2
$300,001-$400,000	1

MWS' 3 highest paid staff do not serve as governing board members.

MWS has policies and procedures in place to ensure that no staff member is involved in the setting or approving of his/her own remuneration.

B. Financial & Risk Management and Internal Controls

Internal Control Systems

The MWS Board has overall responsibility for ensuring that it has a sound system of internal controls to safeguard stakeholders' interests and the organisation's assets.

The Audit Sub-Committee and the Finance Sub-Committee assist the Board with this responsibility. The Senior Director of Finance who heads the Finance Department, ensures that operations comply with the procedures set out in the Financial Policies and Procedures Manual. The Manual documents procedures and controls for all financial matters including key areas such as procurement, receipting, payments, delegation of authority and limits of approval.

The Audit Sub-Committee also advises the Board on risk strategy and policies as well as risk governance and oversight. The Audit Sub-Committee conducts regular reviews on the adequacy and effectiveness of MWS' risk management and internal control systems, including operational, compliance and information technology controls. The Audit Sub-Committee oversees the risk management framework and guidelines and is responsible for, among other things, conducting regular reviews of MWS' policies, risk management framework, and procedures for identifying, measuring, reporting and mitigating key risks in MWS' programmes and operations.

The external auditors (during the annual statutory audit) review and test the operating effectiveness of certain internal controls relating to financial reporting to enable them to arrive at their unqualified audit opinion.

MWS outsources the Internal Audit (IA) function, who reports to the Audit Sub-Committee independently. Included in the internal audit plan, the IA function also performs Risk Assessment and Exposures which also takes into consideration inputs from the Management Team.

In consultation with the Audit Sub-Committee, the Management Team considers the recommendations made by external and internal auditors to improve controls and implements changes as appropriate. Implementation of recommendations by both internal and external auditors are reviewed and monitored by the Audit Sub-Committee.

Each MWS Centre is overseen by a Centre Governance Committee which helps to provide effective governance at the Centre level, and to ensure proper allocation of funds and compliance with relevant regulatory requirements.

The Board is satisfied with the system of internal controls at MWS, and notes that control procedures are designed and implemented to address the financial, operational and compliance risks exposures.

Fraud Risk Management

MWS employs a Fraud Risk Management strategy which provides guidelines and assigns responsibility when conducting investigations. Any irregularity detected or suspected must be reported immediately to the Chief Operating Officer (COO), who reports it immediately to the Audit Sub-Committee. The COO will be responsible for coordinating all investigations with the Chief Executive's Office and other affected areas, both internal and external.

Budget Planning and Financial Information

The Board receives monthly financial reports on the financial position of the organisation. These reports are scrutinised by the Finance Sub-Committee to identify unusual amounts or transactions as well as material deviation from the annual budget set for the financial year.

Financial risks such as 'Non-compliance with annual budgets with strategic plan', 'Inadequate reserves to meet planned objectives' and 'cash flow difficulties' come under the purview of the Finance Sub-Committee. The Board's responsibility includes monitoring of funds received as donations or from funding agencies to ensure that they are used for the specific purpose they are intended.

Funding for programmes and services are reviewed annually by the Board to ensure long-term sustainability of MWS' initiatives, programmes and services. Funds in excess of immediate needs are invested based on recommendations provided by the Investment Sub-Committee with approved financial institutions in Singapore or in Singapore dollar bonds of good credit standing or unit trusts which are approved by the Board. The portfolio of investment is reviewed at each meeting of the Investment Sub-Committee.

The annual budget is prepared by the Finance Department with inputs from the various department heads, heads of centres and Centre Governance Committees and is reviewed by the Finance Sub-Committee prior to the submission to the Board for approval. The annual budget is updated where necessary.

The Board receives monthly financial reports of the financial position of the organisation. These are first reviewed by the Finance Sub-Committee to identify unusual items and transactions and for deviations from the annual budget of income and expenditure.

Audited financial statements are made available on our website to provide full disclosure for the benefit of all our stakeholders.

C. Conduct of Fundraising Activities

Fundraising Activities	Receipts (Rounded Off)	Purpose	Efficiency Ratio**
MWS Empowerun 2023 (21 to 30 July 2023)	$177,088	Channelled to MWS Centres and Programmes	23.6%
MWS Fellowship on the Greens 2023 (6 September 2023)	$406,262	Channelled to MWS Centres and Programmes	24.2%
MWS Charity Gala 2024 (22 March 2024)	$687,434*	Channelled to MWS Centres and Programmes	19.6%
MWS Hong Bao Donation Drive 2024 (16 January to 10 March 2024)	$142,224	Channelled to MWS Centres and Programmes	12.4%

**This figure excludes donation amount of $33,300 that was received in the following financial year.*

**Computation of Fundraising Efficiency Ratio stipulated by Charity Council:

$$\left[\frac{\text{(Direct Fundraising Expenses + Sponsorships in cash)}}{\text{(Receipts + Sponsorships in cash)}} \times 100\% \right] < 30\%$$

D. Policies and Practices

Conflict of Interest

All Board Members, including Board Sub-Committee Members and Centre of Governance Committees Members and staff of MWS are required to comply with the MWS Conflict of Interest Policy. Operating procedures are in place to avoid and manage situations of actual or perceived conflicts of interest. The MWS Conflict of Interest Policy is read and acknowledged by each member of the MWS Board, the Board Sub-Committees, the Centre of Governance Committees and all staff of MWS, upon appointment, annually and on a need-to basis.

In the event a conflict-of-interest situation arises, whether direct or indirect, full disclosure must be made and the interested member must abstain from any discussion and voting on the matter. To avoid any conflict-of-interest or any conflict in roles, employees of MWS are not allowed to be members of the MWS Board, Board Sub-Committees and Centre of Governance Committees. Members of the MWS Board, Board Sub-Committees and Centre of Governance Committees are not paid for their services.

The MWS Conflict of Interest Policy can be found at www.mws.sg.

Personal Data Protection

MWS has implemented a Personal Data Protection Policy and related processes to comply with the Personal Data Protection Act 2012 (the "PDPA"). Unless otherwise permitted by law, MWS must obtain consent for the collection, use, disclosure and processing of personal data. Data will only be used for the purposes disclosed and consent obtained, unless otherwise permitted under the law. Reasonable security arrangements are in place to prevent unauthorised access, collection, use, disclosure, copying, modification or disposal of personal data.

The MWS Personal Data Protection Policy can be found at www.mws.sg.

Whistle-Blowing

MWS is committed to high standards of ethical behaviour and sound corporate governance in compliance with all laws, regulatory requirements and internal policies. MWS' Whistle-blowing policy complies with the Code of Governance and is intended to provide guidance to those who have concerns about possible irregularities or wrongdoings within the organisation. MWS does not condone any malpractice, impropriety, or statutory non-compliance by staff in the course of their work.

The Whistle-blowing policy aims to encourage members of staff, partners, volunteers, suppliers, contractors, clients, and other stakeholders of MWS to raise concerns or to report malpractices or misconducts, and to offer assurance that they would not suffer any detriment, or be fearful of the risk of reprisal, victimisation or other adverse repercussions, because of them raising their concerns in good faith.

The MWS Whistle-blowing policy can be found at www.mws.sg.

Code of Conduct

All members of the Board, Board Sub-Committees, Centre of Governance Committees, staff and volunteers abide by a code of conduct throughout their employment or engagement with MWS. This code of conduct is aligned to MWS' core values of Trust, Respect worth and dignity of people, Uncompromising integrity, Service before self, Teamwork and Sound governance.

Reserves and Restricted Funds

Reserves are maintained to provide working capital and enable MWS to develop over the longer term. The Board reviews its policy on accumulated reserves annually to ensure long-term sustainability of the activities. The reserves are not expected to exceed the equivalent of 2 years' expenditure of MWS.

Policy Governing Loans made to Related and External Parties

MWS does not offer loans to staff, members of the Board, members of the Board Sub-Committees, members of the Centre of Governance Committees, and external parties.

Policy Governing Donations made to External Parties

The policy pertains to the provision of assistance in any relief work including relief of poverty, alleviation of ignorance of the disadvantaged and distressed in the community, and support for any local charity or/and any local institution, society or club, whose purposes align with MWS.

All requests must be assessed by the Chief Executive Officer and approved by the Board. The maximum quantum for each request shall not exceed $120,000 per year.

Investment

The aim of MWS investment activities is to preserve the value of its reserves against the effects of inflation, by achieving a return that is approximately 3% higher than bank deposit rates, and by managing the investment portfolio on a long-term basis.

The Board approves the amount for investment as well as instruments that include, but are not limited to, equities, government and statutory board bonds, corporate bonds, cash and bank deposits.

E. Code of Governance Evaluation Checklist (FY2023/24)

S/N	Code Guideline	Code ID	Response
Board Governance			
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
2	Are there governing board members holding staff appointments?		No
3	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
4	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied
5	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
6	Is there any governing board member who has served for more than 10 consecutive years?		No
7	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied
Conflict of Interest			
8	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
9	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			
10	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
11	There is a documented plan to develop the charity's capacity and capability, and the Board monitors the plan's progress.	3.2.4	Complied
Human Resource and Volunteer 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
S/N	**Code Guideline**	**Code ID**	**Response**
15	Are there volunteers serving in the charity?		Yes
16	There are volunteer management policies in place for volunteers.	5.7	Complied

Financial Management and Internal Controls			
17	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
18	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
19	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
20	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied
21	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
22	Does the charity invest its reserves (e.g. in fixed deposits)?		Yes
23	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
Fundraising Practices			
24	Did the charity receive cash donations (solicited or unsolicited) during the financial year?		Yes
25	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
26	Did the charity receive donations in kind during the financial year?		Yes
27	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
Disclosure and Transparency			
28	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
29	Are governing board members remunerated for their services to the Board? The charity discloses that no governing board member is remunerated.	8.3	No
30	Does the charity employ paid staff?		Yes
31	No staff is involved in setting his own remuneration.	2.2	Complied
32	The charity discloses in its annual report (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 (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of $100,000.	8.4	Complied
33	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.	8.5	Complied
Public Image			
34	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



Thank you for partnering us to empower all to have life to the full!

“Let us not become weary in doing good, for at the proper time we will reap a harvest if we do not give up.”

Galatians 6:9

Empowering people to have life to the full

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