

ST JOHN'S HOME

FOR ELDERLY PERSONS

Celebrating Ageing since 1958

ANNUAL REPORT **FOR THE YEAR ENDED 31 DECEMBER 2021**

PRESIDENT'S
VOLUNTEERISM &
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2014



1. St. John's Home for Elderly Persons began operating in Dec 1958. It was registered under the Societies Act on 18 Oct 1961 and under the Charities Act on 12 Mar 1988. It was located at 69 Wan Tho Avenue S347601 until 15 Dec 2021, when it moved to a new building at 1 Willow Avenue S347508.

Charity Registration Number: 000563
ROS Registration Number: 0155/1960
Registered Address: 1 Willow Avenue Singapore 347508
IPC Registration Number: 000361
UEN: S61SS0176G

2. MISSION

The mission of the Home is to provide shelter and to care for the physical and spiritual needs of such elderly persons as have no home or suitable accommodation and no children or close relatives who have adequate facilities for looking after them. The Home is open to all regardless of race or creed.

3. GOVERNING INSTRUMENT

The Home's governing instrument is the Constitution of the Home.

4. MANAGEMENT COMMITTEE

- 4.1 The Management Committee (MC) comprises the following persons elected at the Annual General Meeting held by video conference on 29 Jun 2021.

<u>Designation</u>	<u>Name</u>	<u>Date of Appointment to Current Office</u>	<u>Occupation</u>	<u>Date of Appointment to 1st Key Office</u>	<u>Attendance 2021</u>
Chairman	Mr. Woon Wee Yim	27Jun2008	Retiree	May 1999 Hon. Treas.	12 of 12
Vice-Chairman	Mr. Andrew Lioe Hui Siang	27Jun2008	Self Employed	Apr 2001 Hon. Sec.	12 of 12
Hon. Secretary	Ms. Rachel Ong Chuan Chuan	29 Jun2021	Snr Associate	Jun 2021 Hon. Sec.	12 of 12
Asst. Hon. Secretary	Mr. Kenneth Chue Soon Seng	29 Jun 2021	Lawyer	Jun 2021 Asst. Hon. Sec.	11 of 12
Hon. Treasurer	Mr. Jeyaraj Indra Raj (up to 29 Jun 2021)	10 May 2019	Partner Law Firm	May 2019 Asst. Hon. Sec.	05 of 06
	Mr. Warren Consigliere (from 29 Jun 2021)	29 Jun 2021	Lift & Escalator Inspector	Jun 2021 Hon. Treas.	06 of 06
Committee Members					
	Mr. Lester Lee Keng Kok	Apr2012	Retiree	NA	12 of 12
	Mr. John P. Kiramathypathy	11May2000	Property Exec	Apr2003 Asst.Hon.Sec.	09 of 12
	Ms. Pearl Lee Tuan Kee	Sep2017	Retiree	NA	10 of 12
	Mr. Vijendran Alfreds (Hon. Treasurer, up to 29 Jun 2021)	May2009	Retiree	Apr2010 Asst.Hon.Sec.	12 of 12

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GST Reg Num: M90373387G

Mr. David Alexander Ong Liang Bong, a retiree who had been an elected MC member for eight years, was co-opted on 30 Jun 2021. (2021 Attendance: 12 of 12).

4.2 Members of the MC are elected at the AGM for one year. They may be re-elected at subsequent AGMs, except for the Honorary Treasurer who may hold that office for not more than four continuous years. The MC meets each month in accordance with the Constitution. In 2021, MC met mostly by videoconference due to Covid-19.

4.3 All MC members are volunteers and receive no remuneration.

4.4 Two existing, newer MC members were elected as Honorary Secretary and Asst. Honorary Secretary respectively at the 2021 AGM. A new Honorary Treasurer was elected at the 2021 AGM.

As at 31 Dec 2021, four members of the MC have served more than 10 continuous years.

Two MC members who have served more than 10 continuous years will be stepping down at the 2022 AGM, together with another MC member with eight years.

The other two MC members with more than 10 years' continuous service will be offering themselves for re-election at the 2022 AGM. They will still be useful members of the MC as the newer MC members assume key offices, while their expertise in building matters will be useful in settling in the new building.

4.5 Chairs of Sub-Committees

Each of the 12 Sub-Committees is headed by a member of the Management Committee.

Admissions Sub-Committee	Ms. Pearl Lee Tuan Kee
Audit Sub-Committee	Mr. Lester Lee Keng Kok
Building Development Sub-Committee	Mr. Andrew Lioe Hui Siang
Buildings & Facilities Sub-Committee	Mr. John P. Kiramathypathy
Endowment Fund Investment Sub-Committee	Mr. Lester Lee Keng Kok
Finance Sub-Committee	Mr. Warren Consigliere
Financial Aid Sub-Committee	Mr. Kenneth Chue Soon Seng
Home Life Sub-Committee	Ms. Rachel Ong Chuan
Nomination Sub-Committee	Mr. David Alexander Ong
Resource Development Sub-Committee	Mr. Vijendran Alfreds
Spiritual Life Sub-Committee	Mr. Vijendran Alfreds
Staff Sub-Committee	Mr. Andrew Lioe Hui Siang

4.6 The principal areas of focus are:

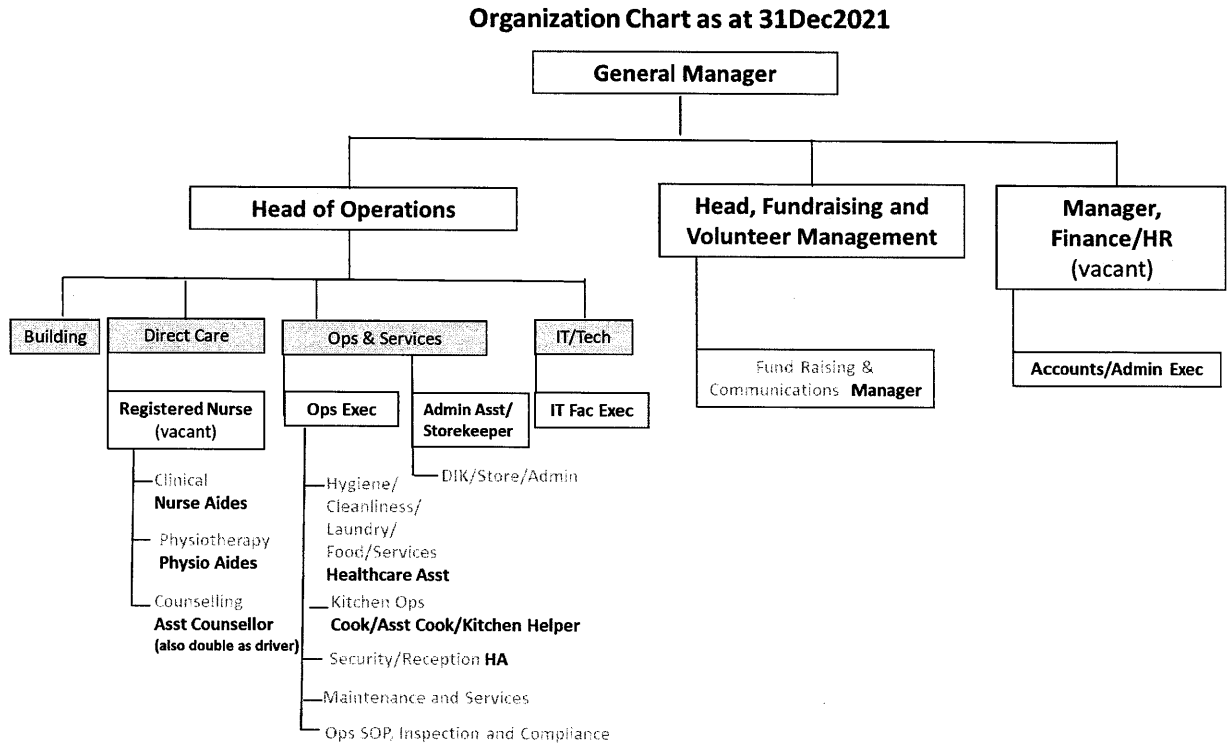
- the safety, physical, emotional and spiritual well-being of the Residents
- stewardship of financial, staff and physical resources of the Home
- redevelopment of the Home
- fundraising for the redevelopment project and the on-going operations of the Home.



5. TRUSTEES OF THE HOME

- Mr. Matthew Wilfred Anthonisz (PBM)
- Mr. Woon Wee Yim
- Mr. Andrew Lioe Hui Siang
- Mr. Victor Vijendran Alfreds

6. ORGANIZATION CHART



7. GENERAL MANAGER OF THE HOME

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

8. BANKERS OF THE HOME

UOB – Tai Seng Branch
BNP Paribas

9. AUDITORS OF THE HOME

M/S Fiducia LLP, Certified Public Accountants (formerly M/S H W Soo and Co)

10. STAFFING

10.1 The Home had 28 staff on 31 Dec 2021:

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Staff Category	No. of Local Staff	No. of Foreign Staff
Nursing Aide	0	4
Physiotherapy Aide	0	2
Healthcare Assistant	1	9
Kitchen Helper	1	0
Cook	1	0
IT Facilities Executive	1	0
Operations Executive Fundraising/Volunteer Manager	2	0
Assistant Counsellor cum Driver	1	0
Accounts Exec/Temp Account/ Admin/Accounts Asst-Storekeeper	3	0
Fund Raising Manager	1	0
Head of Operations	1	0
General Manager	1	0
Total	13	15

Two new positions were created and filled – the IT Facilities Executive in Sep 2021 and Head of Operations in Oct 2021. In addition, we have been temporarily employing an accounting staff from Jan 2021 to help while we develop an integrated IT accounting system.

10.2 Staff working conditions were greatly affected by Covid-19. Residential staff were not allowed out of the premises at heightened periods of Covid-19. All staff worked in split teams, in split zones. Work from home was required for several office staff.

10.3 Regular briefings are conducted concerning their duties, and staff rules and regulations. The staff are also kept informed through staff notices, emails and whatsapp chat groups. Supervision is carried out by the General Manager, Head of Operations and Operations Executive.

10.4 Appraisal of staff's conduct and work performance is continuous. Formal appraisals were done in May 2021.

10.5 Staff salaries are reviewed annually, effective July. The Staff Sub-Committee submits recommendations to the Management Committee for approval. The remuneration of staff is determined by the Management Committee. No staff is involved in the setting of their own remuneration.

10.6 Staff costs, including AWS, employer CPF, Foreign Workers' Levy and other staff costs, increased by 22.5% because of additional headcount, ex-gratia payments and expiry of Government rebates for foreign workers' levy. The salary and AWS components increased by 15.7%. Staff costs as a percentage of Total Expenditure, excluding building costs, decreased by 2 points, to 50.5%.

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Overall Staff Cost	2021 (\$)	2020 (\$)	% Change (2021 vs 2020)
Salary & AWS	826,969	714,533	15.7%
Employer CPF/SDL	78,885	67,436	17.0%
Foreign Worker Levy	100,438	40,831	146.0%
Staff Welfare/Training/Uniform/Repatriation etc	6,118	3,771	62.2%
Total	1,012,410	826,571	22.5%
Total Expenditure	2,003,146	1,573,886	27.3%
Staff Cost as % of Total Expenditure	50.5%	52.5%	-2 pts

-exclude RTO (Resident Technical Officer) salary under Building Fund

10.7 Staff turnover was 25% (38% for local staff and 13% for foreign staff). 2 foreign staff – both Nursing Aides -- left the Home in 2021. And 5 local staff left namely, for the position of Physiotherapy Aide, Operations Exec, Fundraising Manager, Laundry Staff -- replacements for them have been found except for the Laundry Staff -- and Resident Technical Officer who was not replaced when he resigned in July 2021 as TOP for the new building was about to be obtained.

10.8 The Home continues to face challenges in attracting and retaining staff. Actions taken to address the challenge include salary increments/adjustments, employment of additional staff and incentive payment to foreign staff to renew their contract.

10.9 One staff member is paid above \$100,000 in total annual remuneration.

10.10 There is no paid staff who is a family member of the Executive Head or a MC member.

11. LICENSED CAPACITY AND OCCUPANCY

11.1 We had an average monthly occupancy of 63 Residents in the year (average of 69 in 2020). In 2021, 7 seniors were admitted, 1 passed away and 10 were discharged. The majority of those discharged were transferred to Nursing Homes due to the deterioration of their physical condition. There were fewer admissions due to the Covid-19 situation.

11.2 Residents who are admitted generally face circumstances such as having:

- no immediate family
- family members who have passed away or who are themselves elderly
- severe conflict within the family (with spouse or children/children-in-law and conflict between children and their spouse)
- financial problems which prevent their access to elderly commercial Homes.

11.3 The licensed capacity at the old buildings was 86. The current licensed capacity at the new building is 144.

11.4 As at the date of this Report, we have 71 Residents. 38 are males, and 33 females. Their ages range from 62 to 99. 22 Residents are Public Assistance recipients. The average length of stay is 5 years and 4 months. 9 Residents have been with the Home for more than 10 years. The longest staying has been with us for 22 years.

12. COVID-19

12.1 2021 was another very difficult year for the Home. We are, however, thankful that none of our residents were infected with the virus in 2021. ART tests were regularly conducted for residents and staff according to MSF advisories.

12.2 From Oct 2021, close to 100% of our residents have been fully vaccinated. As for staff, 100% have been fully vaccinated.

12.3 Some in-person volunteer activities resumed from Feb 2021 in small groups of 10 or less, but this had to be suspended in May 2021. Some of our committed volunteers continue to engage our residents through virtual programs albeit on a limited scale due to resource constraints.

12.4 We adhered closely to MSF advisories on visits by family members.

12.5 All staff worked in split teams and office staff from home when possible. Residents and staff were confined to separate zones. Residential foreign staff were confined within the premises at heightened periods of Covid-19.

12.6 While our residents missed the visits from their family members and volunteers during heightened alert phases of Covid-19, they understood that the measures were necessary to protect them from the Covid-19 virus.

12.7 We thank our volunteers for their commitment in engaging our residents through various activities (though on a reduced scale due to Covid-19). We also thank our staff for their hard work and sacrifices to keep the Home safe. The Home on its part factored in the staff's hard work and sacrifices in its remuneration for them in 2021.

12.8 We incurred additional expenditure in purchases of personal protective equipment (masks, headgear, gowns, face shields), cleaning agents, equipment to support staff working from home, higher staff overtime, and special incentive payments. On the other hand, we received Government assistance from the Job Support Scheme and rental rebates.





13. PROGRAMMES PROVIDED BY STAFF

13.1 Well balanced meals 4 times a day. The meals are cooked within the Home. The menus were vetted by a dietician. From end Sep to Nov 2021, an F & B company provided free lunch, afternoon tea, and dinner on weekdays to the Home.

13.2 Physiotherapy. We thankfully were able to conduct physiotherapy exercises for most of the year, mostly within the dormitories or in zones.

Physiotherapy sessions continued to be held in each zone every day except Sunday. Morning exercises normally held each Monday, Wednesday and Friday at 7.30am were suspended. Residents were given the opportunity to participate in individual physiotherapy, group physiotherapy, bed exercises and cognitive exercises.

A professional physiotherapist from AWWA-Allied Health Professional Group visits the Home weekly (except for the period of July to December 2021) to assess Residents, review progress, recommend therapy exercises and supervise our Physiotherapy Aides.

13.3 Counselling Services

To meet our Residents' emotional and psychological needs, we engage a professional counsellor who comes once a week (except for the period of July to December 2021). We also employ an Assistant Counsellor. Counselling services include Individual Counselling, Adjustment Counselling, Conflict Resolution and Group Counselling programmes (Life Review Group and Emotional Management Group).

A total of 12 counselling cases were seen in 2021 (6 cases have been closed and 6 still active). These counselling sessions helped the Residents improve in their social, emotional, mental and spiritual well-being.

14. PROGRAMMES BY COMMITTED VOLUNTEERS

14.1 For most of the year, we suspended the wide range of activities usually conducted by volunteers. Residents miss meeting regular and ad hoc volunteers from organizations, community groups, constituency grassroots, religious organizations, schools and associations. When in-person volunteer activities were suspended, virtual programs were conducted by some volunteer groups.

14.2 **Sunday Services and Christian Fellowships.** We suspended the usual Services in English held each Sunday in the Lounge at 8.30am, Mandarin/Dialect Services held on Sundays at 4.00pm, Hymns and Songs sessions held on Tuesdays at 10am, Mid-week Fellowship Services held in English on Wednesdays at 10am and Chinese Fellowship Services held on Thursdays at 10am. These services help meet the spiritual needs of the Residents. Attendance is voluntary.

14.3 **Karaoke, Sing-a-long and Games Sessions.** For the major part of 2021, we suspended these sessions, usually held at 3 pm each Tuesday.

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14.4 Qi Gong Exercises. For the major part of 2021, this activity usually held at 7.30 am each Monday was suspended.

14.5 Haircuts. When the hair cut services by two salons were suspended, our staff cut the hair for our residents.

14.6 Regular visits from students. Residents particularly miss the visits by students conducting activities such as Bingo, Chinese chess, other board games and increasingly iPad games.

14.7 The Home is also grateful that many organizations and volunteer groups, while not being able to commit to making regular visits, were eager to visit the Home to bring joy to our Residents usually on festival days, school holiday periods and the year-end season. In 2021, however, such visits were severely curtailed due to the Covid-19 situation. Volunteers engaging Residents help in their wellbeing. Our Residents look forward to the resumption of such activities.

14.8 We are glad that with the lowering of Singapore's Dorscon from Orange to Yellow by the Government from 26 April 2022, some regular volunteer activities for our Residents have resumed.

14.9 No excursions were possible in 2021 (4 in 2020). We have resumed this activity with an excursion in May 2022.

15. OUR NEW BUILDING

15.1 The Home was located at its premises at 69 Wan Tho Avenue Singapore 347601 since Dec 1958 until it moved to its new location at 1 Willow Avenue Singapore 347508 on 15 Dec 2021. The area occupied at the old location was 12,294 sqm. The lease on the land expired on 31 Dec 2015.

15.2 After several rounds of negotiation, the Trustees of the Home supported by the Management Committee gratefully accepted an offer from the Government of Singapore for a 30-year lease from 1 Jan 2016, on a smaller plot of 3,300 sqm on lot 7112W-PT and 7108M-PT MK24 for a premium of \$2.88 million.

15.3 After a design competition ran in conjunction with the Singapore Institute of Architects, the design of Aamer Architects was selected. This excellent design was shortlisted as a finalist for an award at the World Architectural Festival held in Amsterdam in Nov 2018.

15.4 Construction work for the new 5-storey building on the new lease land of 3,300 sqm to meet the plot ratio of 1.4 as required by the authorities commenced in Dec 2018. The tender was awarded at a cost of \$14.4 million in Aug 2018, making the total cost of the project \$20 million (including land lease cost of \$2.88 million, architects and consultants' fees, laundry and physiotherapy equipment, furniture, new hospital beds and GST). Demolition work was carried out in Dec 2018.

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15.5 During the year, the Building Development Sub-Committee, headed by our Vice-Chairman, continued fortnightly meetings with our architects (Aamer Architects), consultants (CCA & Partners PL, JS Tan Consultant PL, Barton Bruce Shaw Pte Ltd) and main contractor (Lim Wen Heng Construction PL) to plan, address issues and monitor the progress of the construction works. Regular site visits were conducted. Work matters were also addressed through channels like phone calls and emails. Due to the Covid-19 situation, most meetings were conducted by Zoom. We are grateful for the enthusiasm with which everyone addressed the project.

15.6 During the construction period, the Home continued to operate at 69 Wan Tho Avenue, with 15% reduction in capacity (to 86 beds) under a tenancy agreement with the Government of Singapore. The present second 3-year tenancy took effect from 1 Jan 2019 at a monthly rent of \$13,600 (\$13,505 for the first 3 years) for GFA of 2,004.4 sqm on the remaining 8,923.7 sqm land area.

15.7 After several delays due to Covid-19, we finally obtained TOP for the new building on 22 Oct 2021 and moved into the new building on 15 Dec 2021. The address of the new Home is 1 Willow Avenue, Singapore 347508.

15.8 We ceased operating from the old premises at 69 Wan Tho Avenue on 16 Dec 2021. These premises were handed back to the Singapore Land Authority on 31 January 2022.

16. FUTURE PLANS

16.1 With Government subsidies, we are pioneering smart technologies which we are naming "My Guardian Angel" in our new building. Key features of the technologies are:

- a. the resident's vital statistics (temperature, weight, blood pressure, blood sugar level, medicine intake) are digitised and can be printed for the resident for consultation with their doctor;
- b. each resident will wear a wrist or pendant device that is part of the real time monitoring system to:
 - i. identify the exact location of the resident in the facility,
 - ii. alert staff of any falls,
 - iii. automate door access,
 - iv. provide alerts to unauthorized areas during certain times of the day,
 - v. take meal attendance automatically and alert staff immediately if not present,
 - vi. alert staff of any emergencies if help is needed at any time,

vii. provide wellness tracking data by monitoring mobility, time spent in bed, use of toilet facilities, laundry submission and others that will be automatically analysed to provide a health and wellness trend profile;

c. each room will be fitted with a two-way communications system linked to the television so that residents can be informed of upcoming programs/activities and to be able to connect with their family and friends online;

d. can be used to connect to telemedicine providers in the future to make routine consultations with doctors more convenient for our residents.

16.2 The plans in (a), (b) and (c) above are scheduled for implementation in 2022 while the plan in (d) above will have to await market acceptance of the use of telemedicine.

16.3 A productivity measure that we will be implementing in 2022, with Government subsidies, is the Integrated System for Resident Care Management & Billing, Charity Management, Accounting and Payroll which, among other things, will obviate the necessity for double entries by having an integrated system.

16.4 The Home approved a budget of \$110,000 in 2021 to purchase new and better physiotherapy equipment for our residents. This expenditure is partly funded by President's Challenge 2020. The equipment was purchased and delivered to our Home in April 2022.

17. FINANCIAL MATTERS

17.1 Finance Standard Operating Procedures are in place governing financial matters in key areas such as procurement, payment and receipting.

17.2 The Home is funded by upkeep fees from Residents, allowances paid by Government for Public Assistance Residents, and public donations.

17.3 For the year ended 31 Dec 2021, the Home had an income of \$3,583,635 (FY2020 \$4,853,630) including \$1,027,915 (FY2020 \$2,481,939) for our Building Fund.

17.4 12% of our income in 2021 (10% in 2020) was from upkeep fees paid by Residents, 70% from donations (62% in 2020), 4% from Government in respect of Residents on Public Assistance (3% in 2020), nil from NCSS (19% in 2020 from Bicentennial Community Fund and NCSS), 2% from Covid-19 Job Support Scheme & rent concessions (4% in 2020) and 12% others (2% in 2020). Residents on Public Assistance form 34% of our Residents in 2021 (35% in 2020).

17.5 Expenditure was \$2,334,759 (FY2020: \$1,841,548). A Net Surplus of \$1,248,876 (FY 2020: \$3,012,082) brought our accumulated funds carried forward to \$24,902,632 (FY2020: \$23,653,756). Cash and Cash Equivalents as at 31 Dec 2021 was \$5,894,982 (31 Dec 2020: \$8,979,790).

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Excluding Building Expenses, our cost analysis is:

	2021	2020	% of Total	\$ Change	% Change
	Total	Total	Exp Yr	(2021 vs	(2020 vs
			2021	2020)	2019)
1 Staff Cost (Operations)	829,645	653,325	41.4%	27.0%	3.0%
2 Staff Cost (Governance and Administration)	182,765	173,246	9.1%	5.5%	6.7%
3 Operations	369,014	199,519	18.4%	85.0%	-6.0%
4 Food Provision & Medical Expense/Clinical Supplies					
a) Food & Provision	107,362	113,119	5.4%	-5.1%	-10.7%
b) Medical Expenses (Medical, Clinical & Nurse Service)					
5 Utilities	78,147	76,927	3.9%	1.6%	-4.7%
6 Repair & Maintenance	83,265	45,531	4.2%	82.9%	-28.5%
7 Depreciation (including ROU Asset)	191,661	180,153	9.6%	6.4%	-0.2%
8 Governance and Administration	160,783	69,195	8.0%	132.4%	86.4%
9 Cost of Generating Funds					
- General Fund Raising	504	62,871	0.0%	-99.2%	35.4%
Total (General Fund)	2,003,146	1,573,886	100.0%	27.3%	1.9%

17.6 Cost per resident for 2021 was \$2,616 per month (FY2020: \$1,904*). In 2021, our operational expenditure increased by 27.3%. We had on average 6 fewer Residents due to lower admissions because of Covid-19.

* excludes Building Fund expenditure & land lease depreciation

17.7 Operating expenditure in 2021 was higher principally because of (i) one-off expenses to reinstate the condition of the old premises at 69 Wan Tho Avenue as required by the Singapore Land Authority (SLA) (ii) one-off expenses incurred for the move to the new Home (iii) foreign workers levy rebates given by the Government in 2020 having expired, and (iv) employment of additional permanent and temporary staff to cope with the workload.

17.8 Given the uncertainties in the financial markets during Covid-19, we have been cautious in making any investments utilizing our Endowment Fund. We have limited our investment to Singapore quasi-government bonds and high-quality Singapore REITS. The breakdown as at 31 Dec 2021 is as follows:

Cash: \$4,824,247 (81%)

Bonds: \$1,100,084 (18%)

S-REITS: \$41,616 (1%)

Total: \$5,965,947 (100%)

Investments made are recommended by the Endowment Fund Investment Sub-Committee and approved by the Management Committee in compliance with the Endowment Fund Investment Policy.

17.9 Approval was obtained from the AGM held on 29 June 2021 to authorize the MC to expend up to \$2.5 million from the Endowment Fund for the purpose of: up to \$1.5

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million to pay for the construction and fitting out cost of the Home's rebuilding project and up to \$1 million for the Home's operating cost and working capital. We are glad to report that as at the date of this Report, the Home has been able to pay for its building and operations expenditure without withdrawing from the Endowment Fund. While the new building has been completed, progressive payments to contractors are still in process.

17.10 In 2021, we paid \$4,985,171 for the construction of the new building. This expenditure is capitalized in the financial statements.

18. RESOURCE DEVELOPMENT SUB-COMMITTEE

18.1 In 2021, we raised \$2,518,671 for both the General and Building Fund. (2020: \$3,029,256).

Our fundraising expense for 2021 was \$504 (2020: \$62,871). Therefore, our fundraising efficiency ratio works out to 0.02% (2020: 2.1%), which is well below the regulated limit of 30%.

Our Home does not engage any commercial fundraiser.

18.2 Instead of a fundraising dinner, our Year End donation appeal letters sent to our donors in 2021 raised \$829,198. In 2020, there was a Virtual Gala Dinner, "Warm Hearts, Warm Meals", which raised \$324,678.

18.3 Digital marketing on Giving.sg, GiveAsia, Simply Giving and Benevity continued throughout the year; the online donations received via these online platforms totaled to \$774,050 in 2021 (\$914,051 in 2020).

18.4 The 'Name-a-Room' campaign whereby individuals and corporations can donate sums between \$8,000 to \$1,500,000 continued in 2021. The campaign yielded \$333,605 in 2021 and \$625,120 in 2020.

18.5 There were 5,709 individual donations and 121 corporate donations in 2021 (5,760 individual donations and 99 corporate donations in 2020).

18.6 Our Home had digital exposure through our website, Facebook, Instagram, Twitter and Youtube. We will continue to raise awareness of our Home by engaging our followers with updates on events, activities, and happenings to build an inclusive society for the elderly community.

18.7 Our Home continued to publish the quarterly newsletter in 2021 with a print circulation of 2,000 and a year average of email direct mailer for 6,903 email addresses. Due to the move to the new premises, the July 2021 issue was only published as a soft copy and sent via email direct mailer.



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

The land leased for 30 years (from 2016 to 2045) and Land and Buildings under the Tenancy Agreement with the Government enable the Home to provide sheltered home services to our Residents.

20. POLICIES

20.1 CONFLICT OF INTEREST POLICY

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

- a) all Management Committee members;
- b) all Sub-Committee members; and
- c) the General Manager, Head of Operations, Head of Fundraising & Volunteer Management, Fundraising & Communications Manager, Accounts/Admin Executive, IT Facilities Executive and all local employees of the Home.

They must complete and submit the prescribed Conflict of Interest declaration form to the Home in May each year (or on the date of appointment if this is later). In addition, as and when a new Conflict of Interest arises, the declaration form must be completed. The individual concerned must abstain from the discussion and decision on the particular matter where there is a conflict of interest.

20.2 RESERVE POLICY

The Home's Reserve Policy is as follows:

- (a) The Home intends to follow the guidelines in the Code of Governance for Charities and IPCs.
- (b) Funds in the Reserve are to provide for financial stability and the means for the development of our principal activity.
- (c) Should these funds be required for the construction of the new building, they may be drawn down.
- (d) Once the building has been paid for, the Home intends to build up its Reserve to a level which is equivalent to two years of operating expenditure, excluding depreciation. Annual operating surpluses will be transferred to the Reserve.
- (e) Once the Reserve has two years of operating expenditures, operating surpluses will be transferred to a Sinking Fund, to be used for:
 - (i) cyclical maintenance and renovations of the building occupied by the Home;
 - (ii) renewal in 2045 of the land lease.

20.3 OTHER POLICIES

Besides the Conflict of Interest and Reserve Policies, the Home has in place the following:

- a. Whistle Blowing Policy



- b. Volunteer Management Policy
- c. Communication Policy
- d. Fund Raising Policy
- e. Risk Management Policy
- f. Endowment Fund Investment Policy
- g. Board Governance Policy.

21. COMPLIANCE WITH IPC'S GOVERNANCE EVALUATION CHECKLIST

The Home complied with all the IPC's Governance Evaluation Checklist for the period Jan to Dec 2021. A copy of the Checklist for the year 2020 is enclosed. The Checklist for the year 2021 can only be submitted after this Annual Report has been approved by the AGM to be held on 24 June 2022.



22. GOVERNMENT AUDIT FOR LICENSE RENEWAL

Following a license renewal inspection conducted on 29 Apr 2021, the Home's license has been renewed for another two years from Jun 2021 to Jun 2023. MSF also conducted an inspection of the new building on 11 November 2021 and transferred our license to the new building on 15 December 2021.



23. APPRECIATION

23.1 The Management Committee wishes to thank officials in the Ministry of Social and Family Development, Commissioner of Charities, National Council of Social Service, National Volunteer & Philanthropy Centre, Singapore Land Authority and Building and Construction Authority for their advice, encouragement and support during the year.

23.2 We are grateful to every one of our untiring volunteers for the joy they bring. It is our volunteers who make the Home one where Ageing is Celebrated.

23.3 We are grateful for the generosity of every donor, without which we would not be able to carry out our Mission.

23.4 We are particularly grateful to our General Manager and each one of our residential and non-residential staff for going above and beyond the call of duty, to look after our vulnerable residents during the pandemic. Each worked hard and without complaining under difficult circumstances.

23.5 Above all, we are grateful for God's continued Provision and Grace over the past year, both for our Home and in our personal lives, that enabled us to serve Him in our Service to the Residents of St. John's Home for Elderly Persons.

Kenneth Chue Soon Seng
Assistant Honorary Secretary
For and on behalf of the Management Committee
12 May 2022





Governance Evaluation Checklist



☰ Menu

Reference No.: CPGE-201201-000543

Status: Submitted

Submission Preview

Before submission, please verify all the details in the completed form:

Enhanced Checklist

S/N	Code Guidelines	Code ID	Response	Explanation
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S/N	Code Guidelines	Code ID	Response	Explanation
Board Governance				
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	Complied	
	Are there Board members holding staff* appointments?		No	
2	Staff* does not chair the Board and does not comprise more than one-third of the Board.	1.1.3		
3	There are written job descriptions for their executive functions and operational duties which are distinct from their Board roles.	1.1.5		
4	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	Complied	
5	All Board members submit themselves for re-nomination and re-appointment, at least once every three years.	1.1.8	Complied	
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
7	The charity discloses in its annual report the reasons for retaining Board member(s) who has served for more than 10 consecutive years.	1.1.13	Complied	
8	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	Complied	
	Are there Board member(s) who have served for more than 10 consecutive years?		Yes	
	Are there volunteers* serving in the charity?		Yes	
Conflict of Interest				
9	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied	
10	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	

S/N	Code Guidelines	Code ID	Response	Explanation
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 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	
15	There are volunteers* management policies in place for volunteers*.	5.7	Complied	
Financial Management and Internal Controls				
16	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	Complied	
17	The Board ensures internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
18	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks.	6.1.4	Complied	
20	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
Financial Management and Internal Control				
	Does the charity invest its reserves, including fixed deposits?		Yes	
Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the year?		Yes	
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
	Did the charity receive donations-in-kind during the year?		Yes	
23	All donations-in-kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	

Disclosure and Transparency

24	The charity discloses in its annual report: i. Number of Board meetings in the year; and ii. Individual Board member's attendance.	8.2	Complied	
	Are Board members remunerated for their Board services?		No	
25	No Board member is involved in setting his or her own remuneration.	2.2		
26	The charity discloses the exact remuneration and benefits received by each Board member in its annual report. OR The charity discloses that no Board members are remunerated	8.3		
27	No staff is involved in setting his or her own remuneration.	2.2	Complied	
	Does the charity employ paid staff?		Yes	
28	The charity discloses in its annual report: i) The total annual remuneration (including any remuneration received in its subsidiaries), for each its three highest paid staff*, who each receives remuneration exceeding \$100,000, in bands of \$100,000; and ii) If any of the 3 highest paid staff* also serves on the Board of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its staff* receives more than \$100,000 in annual remuneration each	8.4	Complied	
29	The charity discloses the number of paid staff* who are close members of the family* of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000. OR The charity discloses that there is no paid staff* who are close members of the family* of the Executive Head or Board Member, who receives more than \$50,000 during the year.	8.5	Complied	

Public Image

30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	
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* Please refer to [GEC Footnote](#)

Charity Portal

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