

ANNUAL REPORT FOR THE YEAR ENDED 31 DECEMBER 2022



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.

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 elderly persons who 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 24 Jun 2022.

<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 2022</u>
Chairman	Mr. Andrew Lioe Hui Siang	27 Jun 2008	Self Employed	Apr 2001 Hon. Sec.	12 of 12
Vice-Chairman	Mr. Lester Lee Keng Kok	Apr 2012	Retiree	Jun 2022	12 of 12
Hon. Secretary	Ms. Rachel Ong Chuan Chuan	29 Jun 2021	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. Warren Consigliere	29 Jun 2021	Lift & Escalator Inspector	Jun 2021 Hon. Treas.	12 of 12
Committee Members					
	Ms. Pearl Lee Tuan Kee	Sep 2017	Retiree	NA	10 of 12
	Mr. John P. Kiramathypathy	11 May 2000	Property Exec	Apr 2003 Asst. Hon. Sec.	11 of 12
	Ms. Felicia Chua Hui Hsiang	24 Jun 2022	Associate Director	NA	07 of 12
	Mr. Nicholas Raphael Netto	24 Jun 2022	Lecturer	NA	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 2022, the MC met through both physically and virtually (through video conference) till July 2022, and had resumed physical meetings since Aug 2022.

4.3 All MC members are volunteers and receive no remuneration.

4.4 Mr. Woon Wee Yim, a retiree elected as MC Member in 2008, stepped down as Chairman on 24 June 2022.



The Vice-Chairman was elected as Chairman. One existing MC member was elected as Vice-Chairman at the 2022 AGM. Two new MC Members were elected at the 2022 AGM.



As of 31 Dec 2022, three members of the MC have served more than ten continuous years. They are Chairman Andrew Lioe Hui Siang, Vice-Chairman Lester Lee Keng Kok and Committee member John P Kiramathypathy.



The MC members with more than ten years of continuous service will be offering themselves for re-election at the 2023 AGM. They will still be valuable members of the MC as the newer MC members assume key offices, while their expertise in building matters will be helpful in settling into the new building. The MC would also require more time as it considers the strategic plan for the Home in the next few years.

4.5 Chairs of Sub-Committees

Each of the 11 Sub-Committees is headed by a member of the Management Committee.

Admissions Sub-Committee	Mr. Warren Consigliere
Audit Sub-Committee	Mr. Lester Lee Keng Kok
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 Chuan
Nomination Sub-Committee	Mr. Andrew Lioe Hui Siang
Resource Development Sub-Committee	Ms. Pearl Lee Tuan Kee
Spiritual Life Sub-Committee	Mr. John P. Kiramathypathy
Staff Sub-Committee	Mr. Kenneth Chue Soon Seng

4.6 The principal areas of focus are:

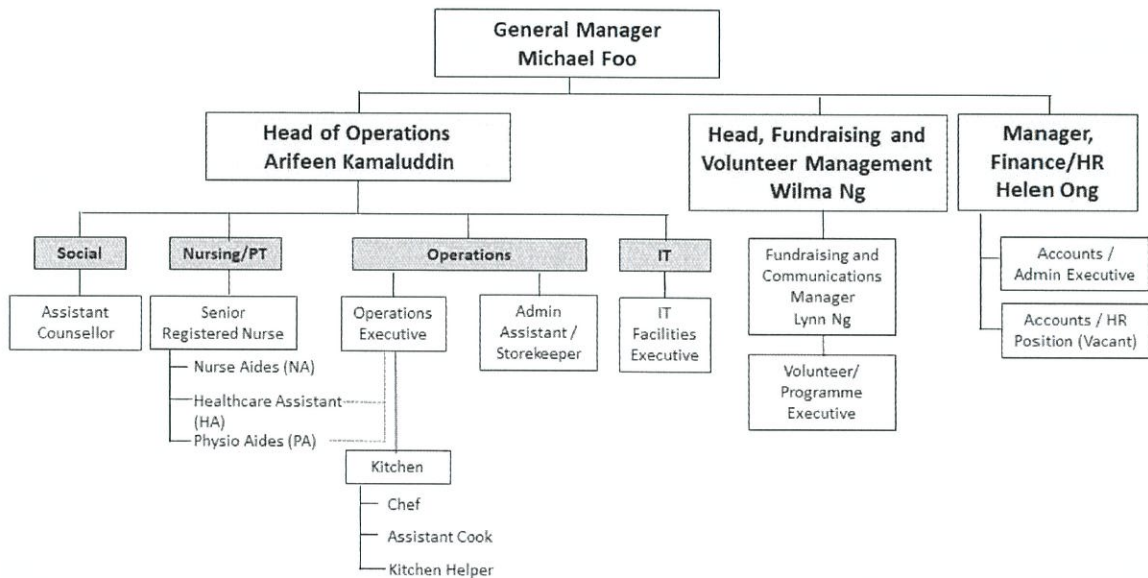
- the safety, physical, psychosocial-emotional, and spiritual well-being of the Residents

- b. stewardship of financial, staff and physical resources of the Home
- c. fundraising for the redevelopment project and the ongoing operations of the Home.

5. TRUSTEES OF THE HOME

- a. Mr. Matthew Wilfred Anthonisz (PBM) Obit date: 9May2023
- b. Mr. Woon Wee Yim
- c. Mr. Andrew Lioe Hui Siang
- d. 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 as General Manager on 1 Jul 2013 and Resigned on 31 Dec 2022.)

MC members, past and present, would like to put on record the unyielding dedication and invaluable contributions that Beng Hoe had made during his 15-year tenure with St John's Home for Elderly Persons. He was a good and faithful steward.

Mr. Michael Gerard Foo Say Hin (Date of Appointment: 1 Dec 2022 as General Manager.)

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 29 staff on 31 Dec 2022.

Staff Category	No. of Local Staff	No. of Foreign Staff
Nursing Aide	0	5
Physiotherapy Aide	0	2
Healthcare Assistant	1	9
Kitchen Helper	1	0
Cook	1	0
IT Facilities Executive	1	0
Operations Executive	1	0
Head - Fundraising & Volunteer Management	1	0
Assistant Counsellor cum Driver	1	0
Accounts Exec/ Administrative Officer cum Storekeeper	2	0
Fundraising & Communications Manager	1	0
Finance & HR Manager	1	0
Head of Operations	1	0
General Manager	1	0
Total	13	16

10.2 One new position, the Finance & HR Manager was created and filled, in Apr 2022. There was a replacement of the Head of Operations and General Manager in Jul 2022 and Dec 2022 respectively following the resignation of personnel. Since the new accounting system went live, the temporary account staff position was subsequently removed from Sep 2022.

10.3 Staff working conditions were affected by Covid-19 more significantly in the first half of 2022. There were some restrictions for the live-in staff. They were not allowed out of the premises and worked in split teams and zones due to Covid-19 precautions.

10.4 Regular briefings concerning their duties, staff rules and regulations were conducted for staff. They were also informed of operations matters through staff notices, emails and WhatsApp chat groups. Supervision was carried out by the Operations Executive, Head of Operations and General Manager.

10.5 Appraisal of staff conduct and work performance is a continuous process. Formal appraisals were done in Jun 2022.

10.6 Staff salaries are reviewed annually, effective from the month of July. The Staff Sub-Committee makes recommendations to the Management Committee members for their consideration and approval. The Management Committee determines the remuneration of staff. No staff is involved in the setting of their own remuneration.

10.7 Staff costs, including AWS, employer CPF, Foreign Workers' Levy and other staff costs, increased by 30.6% because of salary increments, additional headcount, ex-gratia payments and expiry of Government rebates for Foreign Workers' Levy. The salary and AWS components increased by 28%. Staff costs as a percentage of Total Expenditure, excluding building costs, increased by 7.8 % to 58.3%.

Overall Staff Cost	2022 (\$)	2021 (\$)	% Change (2022 vs 2021)
Salary & AWS	1,060,222	826,969	28.0%
Employer CPF/SDL	97,040	78,885	23.0%
Foreign Worker Levy	136,947	100,438	36.3%
Staff Welfare/ Training/ Uniform/ Repatriation etc	28,258	6,118	361.8%
Total	1,322,467	1,012,410	30.6%
Total Expenditure	2,268,409	2,003,146	13.2%
Staff Cost as % of Total Expenditure	58.3%	50.5%	7.8%

10.8 Average Staff turnover was 14% (23% for local staff and 7% for foreign staff). One foreign staff (Nursing Aide) and three local staff (General Manager, Head of Operations, Temporary Accounts Staff) left the Home in 2022. Replacements for these staff have been found. The position of Temporary Accounts staff was removed after the contract ended when the system went live.

10.9 The Home continues to face challenges in attracting and retaining staff due to increasing competition for healthcare workers from long term care organisations. Actions taken to address the challenge include salary increments and adjustments, employment of additional staff and incentive payment to foreign staff to renew their contract.

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

10.11 There are no paid staff who are the family members of the General manager or a MC member.

11. LICENSED CAPACITY AND OCCUPANCY

11.1 We had an average monthly occupancy of 67 residents in the year (average of 63 in 2021). In 2022, 32 seniors were admitted to the Home, and 22 seniors were discharged from the Home. Of the 22 discharges, three residents passed away, one transferred to hospice care, 14 transferred to nursing homes, and four were discharged due to personal reasons. Most discharged cases were transferred to nursing homes due

to the deterioration of their physical condition.

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 and unable to look after them
- severe conflict within the family (e.g. with a spouse or children/children-in-law)
- financial problems which prevent their access to elderly commercial Homes.

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

11.4 As of December 2022, we have 72 Residents, of whom 33 are males and 39 are females. Their ages range from 62 to 99. 14 Residents are Public Assistance recipients. The average length of stay is four years and three months. Seven residents have been with the Home for more than 10 years. The longest staying resident has been with us for 23.9 years.

12. COVID-19

12.1 From January 2022, close to 100% of our Residents had been fully vaccinated. All staff have been fully vaccinated.

12.2 In-person volunteer activities resumed in April 2022.

12.3 The Home adhered closely to MSF advisories on visitors for our Residents.

12.4 All staff returned to their regular routine from June 2022.

12.5 Visits from Residents' families and volunteers gradually started in April 2022.

12.6 The Management Committee thanked the staff for their hard work and sacrifices to keep Residents safe. We also thanked our volunteers for resuming the volunteer activities and programmes.

12.7 Additional expenditure was incurred due to purchases of cleaning agents and higher staff overtime.

13. PROGRAMMES PROVIDED BY STAFF

13.1 Well-balanced meals four times a day. The nutritious meals are cooked within the Home.

13.2 **Therapy Services.** We were able to conduct physiotherapy exercises for most of the year, mainly within the physiotherapy room in small groups.

Physiotherapy sessions continued to be held every day except on Sunday. Additional morning exercises were conducted on Monday, Wednesday, and Friday at 7.30am. Residents were given ample opportunities to participate in individual physiotherapy, group physiotherapy, bed exercises and cognitive exercises.

A professional physiotherapist from AWWA-Allied Health Professional Group was engaged to assess Residents, review progress, recommend therapy exercises and supervise our Physiotherapy Aides. The physiotherapist's participation was on a weekly basis.

13.3 Counselling Services. The Home engaged professional counsellors from Tsao Foundation to provide additional support for the psychological and emotional needs of our Residents. The types of counselling services include individual counselling, adjustment counselling, conflict resolution and group counselling programmes (life review group and emotional management group).

14. PROGRAMMES BY COMMITTED VOLUNTEERS

14.1 Volunteers play a crucial role in engaging the well-being of our Residents. They bring joy to our elderly. In the past two years, volunteer activities have been limited due to several disruptions caused by Covid-19. With the lowering of Singapore's Disease Outbreak Response System Condition (DORSCON) level from Orange to Yellow on 26 April 2022, we looked forward to welcoming volunteers back for more face-to-face interaction with Residents.

14.2 Christian Fellowship and Sunday Services. Hymns and Songs sessions were held on Tuesdays at 10am. Praise and Worship fellowship services were held on Wednesday at 9.45am. Bible study was held on Wednesdays at 1pm. Sunday services were conducted by volunteer groups periodically. These services help to meet the spiritual needs of the Residents. Attendance is entirely voluntary.

14.3 Karaoke and Sing-along Sessions. Several performing groups came for sing-along and karaoke sessions with the Residents monthly.

14.4 Haircuts. Complimentary haircut services were provided by professional stylists from Jeric Salon for our Residents bi-monthly from April 2022.

14.5 Visits by corporate and volunteer groups
Corporate volunteer groups visited the Home to celebrate festivals and spend meaningful time with our Residents as part of their Corporate Social Responsibility initiatives. Excursions for Residents resumed in April 2022.

14.6 Visits by student volunteer groups
The student groups engaged our Residents with activities and games such as bingo and craftwork.

15. ONGOING PLANS / STRATEGIC REVIEW

15.1 With Government subsidies, “My Guardian Angel” (MGA) will continue to be enhanced to meet the needs of the elderly in our Home.

MGA is a wearable device that uses Bluetooth technology and a Sensor Monitoring and Analytics Program to monitor each resident’s Activities of Daily Living (ADL) and proactively detect anomalies to indicate when an intervention is required.

15.2 At our new building, we aim to bring greenery to our elderly residents who have difficulty walking and travelling out of the Home. Our communal gardening at our Roof Garden with an Edible Garden theme was successfully implemented in August 2022.

We are working on two more greenery projects, the Social Garden and an inclusive Therapeutic and Sensory Garden for our Residents and caregivers to come together to socialise, relax and enjoy their morning or evening tea. .

15.3 The Home’s target is to formulate an Individual Care Plan for each Resident, taking care of their Mind, Body, and Spirit of each resident to address the biopsychosocial and spiritual needs of the Residents.

15.4 Strategic Review

The ageing landscape has changed significantly in Singapore since the time the Home was founded. After carefully reviewing the “Singapore 2023 Action Plan for Successful Ageing” issued by the Chairman of the Ministerial Committee on Ageing, the MC is currently undertaking its own strategic review of the Home’s current mission as a licensed charity Sheltered Home provider. The review will include a detailed study on various options on how our New Home can be better aligned with and in support of the governments master plan on ageing. We will study options that may include new partnerships and service models. The strategic review is expected to be completed by Q4 2023.

16. FINANCIAL MATTERS

16.1 Finance Standard Operating Procedures are in place governing financial matters in key areas such as procurement, payment, and receipting. It has been updated in accordance with the new processes involving the Leecare Accounting System.

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

16.3 For the year ended 31 December 2022, the Home had an income of \$2,956,058 (2021: \$3,583,635) including \$100,455 (2021: \$1,027,915) for our Building Fund.

16.4 21% of our income in 2022 (12% in 2021) was from upkeep fees paid by Residents, 62% from donations (70% in 2021), 5% from the Government in respect of Residents on Public Assistance (4% in 2021), 6% from Enhanced Fund-raising programme matching grant (2% in 2021) and 6% from other sources (12% in 2021). Residents on Public Assistance form 31% of our Residents in 2022 (34% in 2021).

16.5 Expenditure was \$3,233,085 (2021: \$2,334,759). A Net Deficit of \$277,026 (2021: Net Surplus of \$1,248,876) brought our accumulated funds carried forward to \$24,625,606 (2021: \$24,902,632). Cash and Cash Equivalents as of 31 Dec 2022 were \$5,674,742 (31 Dec 2021: \$5,894,982).

Excluding Building Expenses, our cost analysis is as follows:

		2022	2021		\$ Change	% Change
	Description	Total	Total	% of Total Exp Yr 2022	(2022 vs 2021)	(2021 vs 2020)
1	Staff Cost (Operations)	984,175	829,645	49.1%	18.6%	27.0%
2	Staff Cost (Governance and Administration)	338,292	182,765	16.9%	85.1%	5.5%
3	Operations	192,568	381,614	9.6%	-49.5%	91.3%
4	Food Provision & Medical Expense/Clinical Supplies					
	a) Food & Provision	123,544	107,362	6.2%	15.1%	-5.1%
	b) Medical, Clinical & Nurse Service					
5	Utilities	187,598	78,147	9.4%	140.1%	1.6%
6	Repair & Maintenance	82,682	83,265	4.1%	-0.7%	82.9%
7	Depreciation (including ROU Asset)	165,031	191,661	8.2%	-13.9%	6.4%
8	Governance and Administration	143,609	148,182	7.2%	-3.1%	114.2%
9	Cost of Generating Funds					
	- General Fund Raising	29,893	504	1.5%	5826.0%	-99.2%
	Total expenditures	2,247,391	2,003,145	112.2%	12.2%	1.9%

16.6 Cost per Resident for 2022 was \$2,843* per month (2021: \$2,616*). In 2022, our operational expenditure increased by 12.2%.

* Excludes Building Fund expenditure & land lease depreciation

16.7 Operating expenditure in 2022 was higher principally because of

- (i) Employment of additional permanent full-time staff to cope with the technology expectation and workload
- (ii) Higher costs for the purchase of food
- (iii) Higher utilities costs incurred at the new building
- (iv) Engaged third party to create an E-Commerce Platform for Fund Raising activities.

16.8 Given the uncertainties in the financial markets 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 of 31 Dec 2022 is as follows:

Cash and Cash Equivalents: \$4,358,631 (74%)



Bonds: \$957,019 (16%)
S-REITS: \$549,434 (10%)

Total: \$5,865,085 (100%)

The total dividend and interest income for 2022 is \$98,118

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.

16.9 As of the date of this Report, the Home has been able to pay for its building and operations expenditure without withdrawing from the Endowment Fund. The new building has been completed, and the retention amount is yet to be paid to contractors as of the report date, pending some completion of defects & handover of drawings etc.

16.10 In 2022, we paid \$740,134 (2021: \$3,581,262) for the construction of the new building. This expenditure is capitalized in the financial statements.

17. RESOURCE DEVELOPMENT SUB-COMMITTEE.

17.1 In 2022, we raised \$1,845,343 for General and Building Funds. (2021: \$2,518,671). Our fundraising expense for 2022 was \$29,893 (2021: \$504). For 2022, our fundraising efficiency ratio is 1.6% (2021: 0.02%), well below the regulated limit of 30%. No commercial fundraiser was engaged.

17.2 The Virtual Gala Dinner. "Warm Hearts, Warm Meals" did a second run between 20 April and 31 May 2022, which raised \$94,050. (In 2021, there was no fundraising or virtual dinner)

17.3 The Year End donation appeal letters sent to our donors in 2022 raised \$638,256.15 (In 2021, Year End donation appeal letter was sent and raised \$829,198.)

17.4 Digital Marketing on Giving.sg, GiveAsia and Benevity continued throughout the year. The online donations received via these online platforms totalled \$363,209.71 in 2022. (\$774,050 in 2021).

17.5 There were 3,838 individual donations and 104 corporate donations in 2022 (5,709 individual donations and 121 corporate donations in 2021).

17.6 Our Home had digital exposure through our website, as well as corporate social media accounts on Facebook, Instagram, Twitter and YouTube. We will continue to engage our followers with updates on our events, activities, and happenings to create greater awareness of our Home and the elderly community.

17.7 Our Home continued to publish a quarterly newsletter in print circulation and direct mailers.



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

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

19. POLICIES

19.1 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
- c) All Staff

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 a particular matter with a conflict of interest.

All MC and staff have submitted their COI declarations.

19.2 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 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 of the land lease in 2045.

19.3 Other Policies

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

- a. Finance
- b. Human Resources
- c. Operations
- d. Whistle Blowing Policy
- e. Volunteer Management Policy
- f. Communication Policy
- g. Fund Raising Policy
- h. Risk Management Policy
- i. Endowment Fund Investment Policy
- j. Board Governance Policy.

20. COMPLIANCE WITH IPC'S GOVERNANCE EVALUATION CHECKLIST

The Home complied with all the IPC's Governance Evaluation Checklist for the period Jan to Dec 2022. A copy of the Checklist for the year 2021 is enclosed. The Checklist for the year 2022 can only be submitted after this Annual Report has been approved by the AGM to be held on 23 June 2023.

21. GOVERNMENT AUDIT FOR LICENSE RENEWAL

License Renewal inspection for the Home was conducted on 4th November 2022 because of the new building facility we shifted into. The Home's license was renewed and approved to operate from June 2021 to June 2023.

22. APPRECIATION

22.1 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, and support during the year.

22.2 We are grateful to every one of our untiring volunteers for the joy they bring to our Residents. 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 every staff member for going above and beyond the call of duty to look after our vulnerable residents during

the pandemic. Our dedicated staff worked hard and without complaints 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 our personal lives, that enabled us to serve Him in our Service to the Residents of St. John's Home for Elderly Persons.



A handwritten signature in black ink, appearing to read "Rachel Ong Chuan Chuan".

Rachel Ong Chuan Chuan
Honorary Secretary
For and on behalf of the Management Committee
1 June 2023