



ANNUAL REPORT

2021-2022

TABLE OF CONTENTS

About SAS	3
Overview of Charity	4
Message from the President	5
Leadership	7
SAS at a Glance	15
Financial Highlights of the Year	18
Highlights of Our Work: Programmes and Activities	22
The Year Ahead	43
Governance	44
How You Can Help	49
Financial Statements FY22	50



ABOUT SAS

VISION

Adding years of quality
life to the elderly

MISSION

To provide quality care to the
aged sick and destitute.
To help the aged sick and
destitute lead a meaningful
and enriching life.



WHO WE ARE

The Society for the Aged Sick (SAS) is a registered charity that operates a Nursing Home with a licensed bed capacity of 404. Founded by Ms Teresa Hsu and her sister Ms Ursula Khoo, our Home was established back in 1968. Today we are situated in 130 Hougang Avenue 1, Singapore 538900.

Our Home provides residential and respite care services to those in need of skilled nursing care and/or assistance in activities of daily living, and who cannot be cared for at home, particularly the less privileged.

We provide a range of services to meet the needs of our residents. They include medical care, nursing care, physiotherapy and occupational therapy, dietary services and dental care. Our social service team together with dedicated volunteers, also provide emotional support and organise activities that help them lead more enriching lives.

OVERVIEW OF CHARITY

SAS was registered as a society on 14 February 1968.

REGISTERED ADDRESS

130 Hougang Avenue 1, Singapore 538900

GOVERNING INSTRUMENT

Constitution and Rules

SINGAPORE UNIQUE ENTITY NUMBER

S68SS0022J

CHARITY REGISTRATION NUMBER

0029

CHARITY REGISTRATION DATE

6 February 1984

IPC NUMBER

HEF 0041/G

IPC STATUS

1 September 2021 to 31 August 2024

MAIN BANKER

Standard Chartered Bank

EXTERNAL AUDITOR

RSM Chio Lim LLP

CUSTODIAN TRUSTEE FOR LEASEHOLD LAND AT REGISTERED ADDRESS

Ocorian Singapore Trust Company Pte Ltd



MESSAGE FROM THE PRESIDENT

DR TIMOTHY TEOH

FY22 was our second year into COVID-19. Although we got to know the disease better and vaccinations became widely available, it was no less a challenging year, as Singapore gradually made the switch from the pandemic to endemic phase.

In the first half of the financial year, like the rest of Singapore, we were in the thick of getting our first and second doses of COVID-19 vaccination for both residents and staff. This was crucial to equip us for the endemic phase where infection rates were expected to grow as restriction measures eased.

Indeed, in the second half of the year, from September to November 2021, we experienced our first COVID-19 Delta cluster at the Home, with resident infections reaching 29 cases. However, it did not stop there. The subsequent Omicron wave that hit us from February to April 2022 was a milder form of the disease, but its highly infectious form saw our resident infections peak at 171 cases. It was during this time that SAS implemented Care@Nursing Home program with the help of MOH and AIC, where COVID-infected residents were treated onsite instead of being sent to the hospitals, for those who were triaged as suitable to be nursed at the Home. 106 residents were successfully treated for COVID-19 and recovered at SAS.



We are deeply grateful for our nurses and support care staff who rose to the occasion to be trained within a short span of time to care for our vulnerable COVID-19 infected residents.

Time after time, our SAS staff have banded together to conquer the persistent challenges that came our way due to COVID-19. Just like the musicians who courageously stayed on to play music to calm the fear-stricken passengers on the sinking Titanic ship, our staff steadfastly carried on their duty to care and comfort our residents, amidst the uncertainties, adversities and even risk to their personal health.



Besides our staff, the Board members of SAS also rallied behind SAS with their personal efforts in fundraising for the Home. These included running digital campaigns on crowdfunding platforms like giving.sg to raise funds for SAS' COVID-19 management expenses. In addition, helmed by the Fundraising Sub-Committee, SAS held its inaugural fundraising talk consisting of four monthly webinars in August to November 2021, that focused on active aging and finding purpose in the later phase of one's life.

In equal measure, the contributions and support received from SAS' donors, volunteers and the community have been monumental in providing SAS the much needed resources to manage the COVID-19 situation and continue our care for our needy residents. We are deeply grateful for this continued support from the wider community, whose personal circumstances may also have been challenged by the widespread disruptions of COVID-19. For this, we are really thankful.

FY2022 has been a truly memorable year where SAS triumphed over yet another year of immense challenges on the back of our staff, Board, and supporters' unity, devotion and commitment for the Home.

As of today, we have just emerged from our third COVID-19 wave where 98 of our residents were infected or reinfected with the disease between 14th July and 17th August 2022. Due to the past one year's experience of recurring COVID-19 waves and the uncertainties ahead, SAS has made the decision to scale down our planned renovation, which initially consists of dementia-friendly and other improvement works. The reduced scope will focus on essential works of top priority, that will improve the safety and basic living conditions of the residents. These include the addition of resident and staff isolation rooms, and installation of individual light and fan at the old wards to improve the brightness and ventilation.

As we slowly exit the COVID-19 pandemic, we progress to a new normal. A normal that takes into the account the lessons learnt during the COVID-19 pandemic. One that imparts more demands on SAS from fronts such as infection control and healthcare manpower costs. This next post-COVID-19 lap will be challenging for our staff to maintain the high standards of care for our residents and the Home will rely heavily on the support of our supporters, donors and volunteers.

It is my privilege to serve the Home together with all our volunteers, donors, staff and EXCO members. I look forward to continue my work with all of you.



Dr Timothy Teoh Chi-Chan
President of SAS
26 August 2022



LEADERSHIP

The governing body of the SAS is a committee known as the Executive Committee ("EXCO"). All members of the EXCO are independent volunteers. The EXCO is aided by various Sub-Committees that report to the EXCO in accordance with the terms of reference set by EXCO.

Also reporting to the EXCO is the Chief Operating Officer ("COO") who implements the direction and policies set by the EXCO and oversees the day-to-day running of the Home. The COO and the five heads of department reporting to the COO makes up the composition of the management team of SAS (the "Management Team").

The EXCO members in office as at the date of this report are:



PRESIDENT
DR TIMOTHY TEOH
CHI-CHAN

MEDICAL DIRECTOR

Appointed:
28 September 2020

First appointment as
Deputy President:
21 June 2016

Dr Teoh is a Medical Director with specialization in Psychiatry. As a medical doctor by training, his skill sets as a medical doctor and psychiatrist are particularly valuable for SAS. His medical expertise is integral and relevant for SAS mission, as he is equipped with the practical knowledge and understanding to make recommendations and improvements to SAS.

Dr Teoh has served as the President of the EXCO since 21 September 2018 and currently chairs the Home Management and Quality Assurance Sub-Committee.

DEPUTY PRESIDENT **DR CHOOK KUM KAY, BBM**

MEDICAL DOCTOR

Appointed:
28 September 2020

First appointment as
Deputy President:
21 June 2016

Dr Chook Kum Kay practices as a Sports Medicine Specialist and has more than 30 years of experience in Sports Medicine. In the past, Dr Chook has served as advisor and consultant to various sport clubs and hospitals. He also volunteers his time by giving talks to schools, hospitals and various government agencies. Dr Chook also sat on various committees in other organizations, including clubs and government agencies. He was awarded the Public Service Star (BBM) in 2019.

Dr Chook has served as the Deputy President of the EXCO since 21 June 2016. Currently, he is also Chairman of the Human Resource Sub-Committee and a member of the Governance Sub-Committee.



DEPUTY PRESIDENT
MR CHEW LOY CHEOW

*CONSULTANT (FINANCIAL
MARKETS)*

Appointed:
28 September 2020

First appointment as
Deputy President:
21 September 2018

First appointment as
Honorary Treasurer:
19 June 2012

First appointment as
Honorary Secretary:
10 June 2014

Mr Chew Loy Cheow is a Consultant in the Financial Markets who has worked with various established banks and investment organizations in the past. He has brought vast investment and finance knowledge and experience to SAS, and helps to ensure SAS maintains a minimum level of reserves for its long-term financial sustainability by achieving maximum financial return within an acceptable level of risk. Mr Chew has served as the Deputy President of the EXCO since 21 September 2018.

Mr Chew currently is the Chairman of the Medifund Committee and a member of the Finance & Investment Sub-Committee.



HONORARY SECRETARY
MR THEODOR TAN

ADVOCATE & SOLICITOR

Appointed:
28 September 2020

First appointment as
Honorary Secretary:
28 September 2020

Mr Theodor Tan is a legal counsel with key areas of focus pertaining primarily to the commercial and operational aspects of the global business. Equipped with experience in legal firms and commercial business, he regularly advises the Management on corporate governance and public sector regulatory and compliance matters, including issues relating to charitable organizations and healthcare related matters.

Mr Theodor Tan is the Honorary Secretary and a member of the Governance Sub-Committee and Human Resource Sub-Committee.



HONORARY TREASURER
MR RONALD WONG

*PARTNER (FINANCIAL ACCOUNTING
ADVISORY SERVICES)*

Appointed:
28 September 2020

First appointment as
Honorary Assistant Treasurer:
29 January 2019

Mr Ronald Wong is a Financial Accounting Services Leader and Partner in a Big Four Auditing Firm.

Apart from SAS, he also volunteers at The Rotary Club of Singapore and chairs the Youth Service Committee. His experience and knowledge have helped SAS to address the various challenges, especially on the changes in Accounting Standards and policies.

Mr Ronald Wong is the Honorary Treasurer and chairs the Finance & Investment Sub-Committee.



HONORARY ASSISTANT TREASURER

DR NOEL YEO SHENG MING

MEDICAL DOCTOR

Appointed:
28 September 2020

First appointment as
Honorary Assistant Treasurer:
28 September 2020

Dr Noel Yeo is the Chief Operating Officer of IHH Healthcare Singapore, which operates a network of private hospitals, oncology clinics, GP clinics, radiology centres and laboratories. He also volunteers at other organisations like the Central Singapore Community Development Council, the Singapore Cancer Society, St. Andrew's Nursing Homes and the Singapore Medical Association.

Dr Noel Yeo currently serves as the Honorary Assistant Treasurer and is also a member of the Home Management and Quality Assurance Sub-Committee and IT Sub-Committee.



COMMITTEE MEMBER

MRS LIEW SOO WAH, BBM

RETIREE

Appointed:
28 September 2020

Mrs Liew Soo Wah is a retired teacher. She has served on the EXCO since 2002 and currently also serves on the Human Resource Sub-Committee. Mrs Liew's connections and network with the various volunteer and grassroots organizations are invaluable resources for SAS as she has the unique ability to garner ready support through them. She was awarded the Public Service Star (BBM) in 2018 for her contribution to the Community.



COMMITTEE MEMBER

MR YEO CHUEN ENG

PRIVATE BANKER

Appointed:
28 September 2020

Mr Yeo Chuen Eng is a Director at Standard Chartered Private Bank. He volunteers at the Foundation of Rotary Clubs Singapore Family Service Centre and Eldercare Centre as their Management Committee Chair. He is also a council member of the Singapore Cancer Society.

Mr Yeo Chuen Eng is the Chairman of the Governance Sub-Committee and also a member of the Finance & Investment Sub-Committee. His experience in other charities and Finance is invaluable in guiding SAS to meet Governance requirements and ensuring SAS financial sustainability.



COMMITTEE MEMBER
DR RICHARD TAN HAN SHING

BUSINESSMAN

Appointed:
28 September 2020

Dr Richard Tan Han Shing is member of the Institute of Civil Engineer (UK), Chartered Engineer (UK), Professional Engineer (Singapore). Dr Tan retired from Civil service in 1999 and currently is a director of various companies. With his vast experience and knowledge in the Engineering field, he has provided valuable advice to SAS, especially in facilities and building related matters.

Dr Tan has served on the EXCO from 1998 to 2010 and was re-nominated to the EXCO in 2014. He is also currently the Chairman of the Procurement Sub-Committee.



COMMITTEE MEMBER
MS WENDY SOH

FINANCE DIRECTOR

Appointed:
28 September 2020

Ms Wendy Soh is a senior Finance Professional, serving as a Finance Director in the transport industry with responsibility for the full spectrum of financial accounting and management, costing, treasury, credit controls, budgeting, quarterly forecasting, tax, audit, legal, M&A and company secretarial matters. With her rich experience in Finance and good business insight, she offers valuable advice to SAS on various aspects of Finance including budgeting and internal controls.

Ms Wendy Soh is the Chairman of the Audit Sub-Committee.

COMMITTEE MEMBER
MR JOHNNY CHAN

SENIOR MANAGER

Appointed:
28 September 2020

Mr Johnny Chan is a Senior Manager equipped with over 20 years of Procurement experience in various industries, ranging from telecommunication to transport. His wealth of experience in Procurement helps SAS to establish clear Procurement policies and strategies, which in turn achieved significant costs saving from his initiatives.

Mr Johnny Chan currently is a member of Procurement Sub-Committee.



COMMITTEE MEMBER
DR ONG GEOK CHWEE

CHIEF EXECUTIVE OFFICER

Appointed:
2 February 2021

Dr. Ong Geok Chwee is the CEO of a mobile alliance company. She brings more than 20 years of experience in the info-communications industry, with particular expertise in driving market development for emerging technology. Her strength of strong competency in driving innovation and innovative mindset have benefited SAS greatly, especially in IT and Fundraising.

Dr Ong currently chairs the IT Sub-Committee and is also a member of the Fundraising Sub-Committee.



COMMITTEE MEMBER
MS IRENE CHONG

CHIEF EXECUTIVE OFFICER

Appointed:
31 August 2021

Ms Irene Chong is the CEO of a private equity real estate investment and advisory group and founder of an e-commerce C2C platform for visual artists. An active volunteer since young, Ms Chong has over 30 years of volunteer experience as an active community leader with vast experience in strategy planning and fund raising for various charities. An ex-banker in various international banks, Irene also has extensive experience in Finance & Investment. She is the chairman of Fund Raising committee at Metropolitan YMCA and Kampung Senang. She is also a board member at MY World and advisory board member at National University of Singapore Alumni. Her strong analytical and management skills, network with corporations and the community and fundraising strength have greatly benefitted SAS.

Ms Chong currently is a member of the Fundraising Sub-Committee.



CURRENT SUB-COMMITTEES

as at date of report

AUDIT

Ms Wendy Soh
Chairman

Ms Mary Chua
Ms Joyce Chia
Mr Szeto Sebastian

FINANCE & INVESTMENT

Mr Ronald Wong
Chairman

Mr Yeo Chuen Eng
Mr Chew Loy Cheow
Mr Eric Teoh
Mr William Mak
Appointed 7 December 2021
Mr Yeo Puay Hin
Appointed 19 April 2022

FUNDRAISING

Mr Eric Teoh
Chairman

Dr Ong Geok Chwee
Ms Irene Chong
Mr Alister Azriel Ong Tjoe
Appointed 8 February 2022

GOVERNANCE

Mr Yeo Chuen Eng
Chairman

Dr Chook Kum Kay
Mr Theodor Tan

HOME MANAGEMENT & QUALITY ASSURANCE

Dr Timothy Teoh
Chairman

Dr Paul Sim
Dr Noel Yeo
Dr Kong Jun Cheong

HUMAN RESOURCE

Dr Chook Kum Kay
Chairman

Mr Kiffly Marcus Araib
Mrs Liew Soo Wah
Mr Theodor Tan

INFORMATION TECHNOLOGY

Dr Ong Geok Chwee
Chairman

Dr Noel Yeo
Mr Cheum Chee Leong
Appointed 8 February 2022

FACILITIES (BUILDING PROJECT BASED)

Dr Chook Kum Kay
Chairman

Mr Yeo Chuen Eng
Mr Theodor Tan
Dr Richard Tan

PROCUREMENT

Dr Richard Tan
Chairman

Mr Johnny Chan
Mr Eric Teoh

MEDIFUND

Mr Chew Loy Cheow
Chairman

Ms Liew Yan Yan, Melissa
Dr Mok Yee Ming
Mr William Mak
Appointed 14 March 2022



MANAGEMENT TEAM

as at date of report

KATE KOH

CHIEF OPERATING OFFICER
Appointed to position since:
20 September 2018

Kate obtained her Bachelor of Accountancy from Nanyang Technological University. She started her career in one of the Big 4 accounting firms, followed by accounting positions in various MNCs. She joined Society for the Aged Sick in 2009 as Assistant Head of Finance and subsequently progressed to the position of Chief Operating Officer in 2018.

SANDRA QUEK

HEAD OF NURSING
Appointed to position since:
1 October 2017

Sandra has a Bachelor of Health Science in Nursing from University of Sydney (SIM) and Advance Diploma in Nursing Management. She has about 20 years of nursing experience, registered with the Singapore Nursing Board.

Sandra joined Society for the Aged Sick since 2014 and prior to that, she was a Nurse Manager in the private healthcare setting.

TONG PENG HON

HEAD OF FINANCE &
PROCUREMENT
Appointed to position since:
11 December 2019

Peng Hon obtained his professional qualification from ACCA. He has more than 20 years of finance experience in auditing, commercial and charity sector.

Prior to joining our Home, he was a Finance Manager in an Offshore and Marine Company.

NG YA HUI

HEAD OF MEDICAL SOCIAL
SERVICES
Appointed to position since:
27 May 2019

Ya Hui obtained her Bachelor of Social Work from the National University of Singapore and has been working in the social services sector for 16 years, primarily in the eldercare and healthcare setting. She was previously a Medical Social Worker at restructured hospitals for 4 years, after which she served in the National Council of Social Services (NCSS), and then the Ministry of Social and Family Development (MSF), overseeing eldercare agencies and programmes to ensure quality of service delivery for 9 years. Ya Hui joined our Home as the Head of Medical Social Services in 2019.

MAY ANG

HEAD OF HUMAN RESOURCES
Appointed to position since:
15 June 2021

May has been working as a HR professional for 20 years. She worked in various sectors such as Retail, Oil and Gas, Automation Software, including 10 years in the healthcare sector. She has a wide spectrum of human resource experience, including generalist and business partnering roles. May graduated with a Bachelor of Science in Business from University of London in Year 2005.

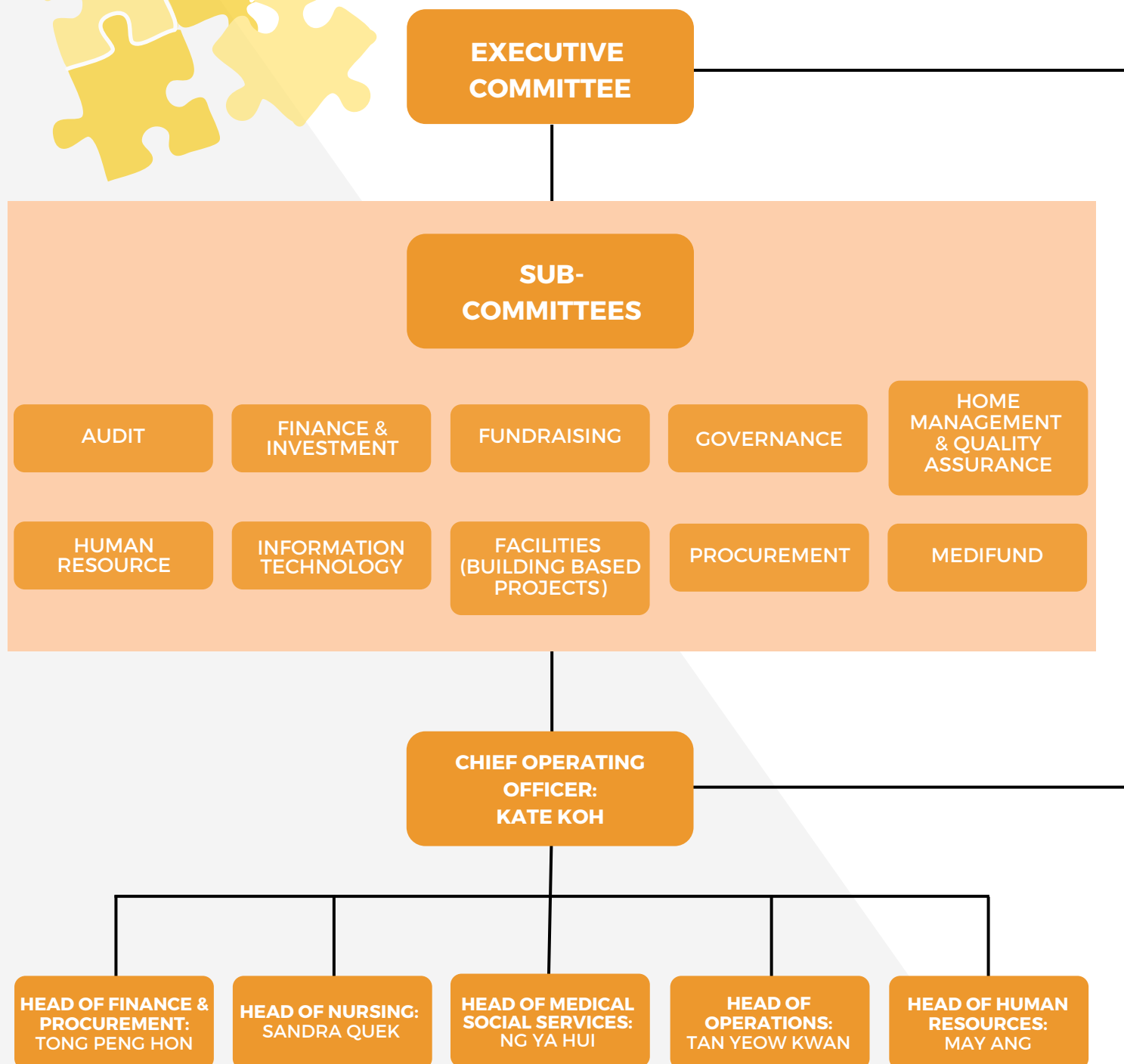
TAN YEOW KUAN

HEAD OF OPERATIONS
Appointed to position since:
10 October 2018

Tan Yeow Kwan obtained his Bachelor Of Mechanical Engineering from The University Of Newcastle (Australia). He has more than 15 years of operations related experience in various organisations such as FMCG and Process Plant companies.

In the span of his career, he was responsible for a wide spectrum of Operations functions, mainly on Managing Operations, Project Management and Building and Facilities Management.

ORGANISATIONAL CHART



SAS AT A GLANCE

OUR SERVICES

At Society for the Aged Sick (SAS), we provide residential and respite care services to people in need of daily skilled nursing care and/or assistance in activities of daily living and who cannot be cared for at home, particularly the less privileged.

To ensure that residents of the home receive holistic care during their stay here with us, we also provide a range of other services to meet their needs.

- (i) Physiotherapy
- (ii) Occupational therapy
- (iii) Psychosocial support
- (iv) Palliative and end-of-life care
- (v) Social activities and outings
- (vi) Medical care
- (vii) Dental care
- (viii) Speech therapy
- (ix) Nutrition and dietary services
- (x) Pharmacist reviews

Average Nursing Home Occupancy Rate

as at 31 March 2022
(figure excludes respite cases)

95%
FY20

88%
FY21

83%
FY22

Residents' Profile: Residents receiving subsidies as at 31 March 2022

Total residents

Receiving subsidies (99.7%)

Receiving maximum subsidy (87.5%)

Residents' Profile: Mobility Category as at 31 March 2022



Category 2
semi-ambulant

FY20: 1.1%
FY21: 1.2%
FY22: 1.0%



Category 3
wheelchair-bound

FY20: 50.5%
FY21: 48.0%
FY22: 45.0%



Category 4
bed-bound

FY20: 48.4%
FY21: 50.9%
FY22: 54.0%

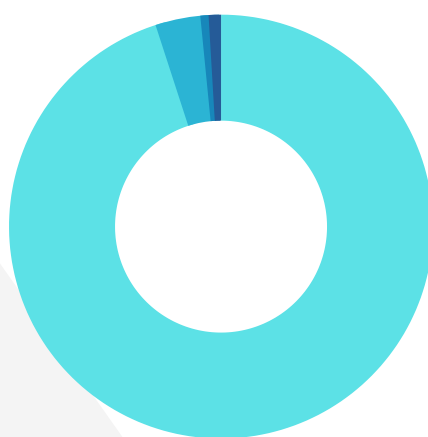
RESIDENTS' PROFILE:

Age Group

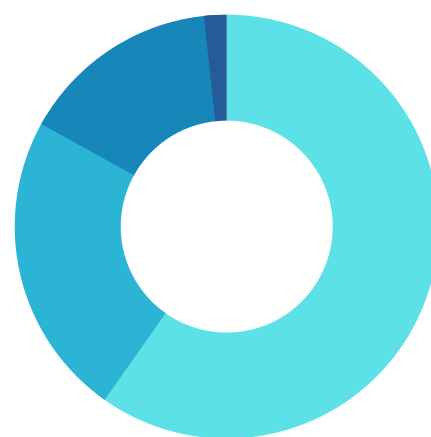
as at 31 March 2022



Male: 52%
Female: 48%



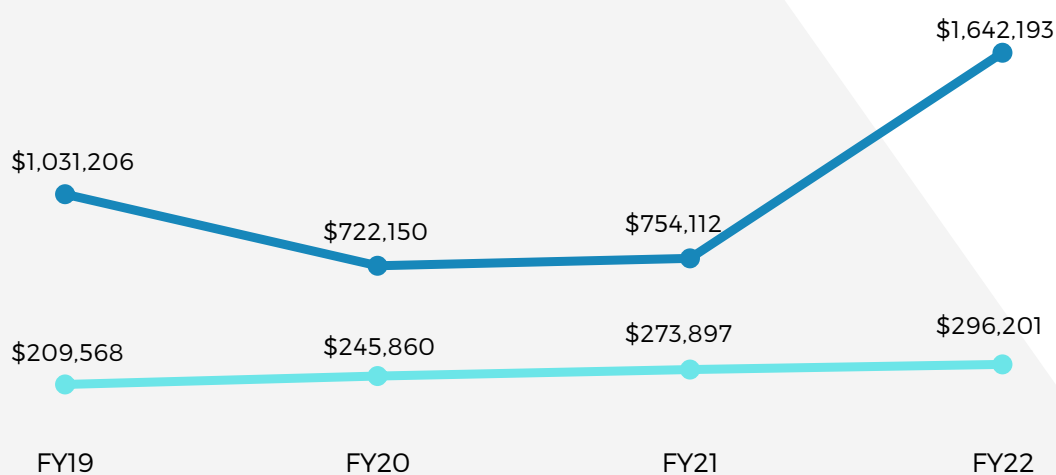
Chinese: 95%
Indian: 3%
Malay: 1%
Others: 1%



Below 65: 15%
65 to 85: 60%
Above 85: 23%
Above 100: 2%

DONATIONS IN CASH & IN KIND

Donations in Cash Donations in-kind



ONLINE FUNDRAISING CAMPAIGNS

as at 31 March 2022



\$680,405

RAISED IN FY2021-2022

In compliance with the charity act, our fundraising efficiency ratio is below the threshold of 30%.



COMFORT (hawker) food for THE ELDERLY #NDP2021
by Society for the Aged Sick

\$75,850
raised from 944 donors

100% of \$75,000 Expired

Donate Today

TAX TDR will be issued for donations of \$10 and above.

DONATE TODAY

During the pandemic, our Home experienced long periods of restrictions of in-person visits. We were faced with the challenge not only of rising costs of daily necessities, but also dealing with the low morale amongst our residents. Being unable to meet family during this period can take a toll on one's mental well-being.

Despite this, our community was quick to rally support for our cause.

With the help of our strong supporters, we were able to bring in more nostalgic hawker fares to bring in a little cheer for our residents.

We were also able to stock up on rations for our residents' daily meals and necessities.

There were also individuals and groups who started fundraising on behalf of our organisation to help us with their influence as well as spread awareness of our cause.



Help Our Elderly & Sick Beat Covid-19 #TalkForFund
by Noel Yeo for Society for the Aged Sick

\$27,789
raised from 111 donors

56% of \$50,000 Expired

Donate Today

TAX TDR will be issued for donations of \$10 and above.

DONATE TODAY

FINANCIAL HIGHLIGHTS OF THE YEAR

SUMMARY FINANCIAL PERFORMANCE

Total Income:	Total Expenditure:	Surplus:
\$15,119,382	\$15,064,583	\$54,799
(FY21: \$15,428,269)	(FY21: \$14,323,728)	(FY21: \$1,104,541)

For the financial year ended 31 March 2022, SAS generated a surplus of \$54,799. This is about \$1m lower than previous financial year.

The significant drop in surplus is mainly due to lower revenue coupled with higher manpower costs. The lower revenue is due to absence of one-off government grant received in previous financial year, partly offset by increase in donation. Manpower costs increases due mainly to higher foreign worker levy and salary adjustment to remain competitive in the healthcare sector.

1. Income

Decrease in income is due mainly to absence of one-off grant received from Jobs Support Scheme and Nursing Home Offsite Staff Accommodation grant in previous financial year.

However, this is partly offset by higher donation income from donors.

2. Expenditure

Operating costs increased by \$740,855 mainly due to higher manpower costs and additional costs incurred due to COVID-19 management.

Manpower cost increased by about \$755,000 as compared to FY2021. This is due mainly to the increase in foreign worker levy, salary adjustment and the full year impact for providing offsite accommodation to staff.

The increase in manpower costs is partly offset by lower resident nursing care costs due to lower occupancy.

MAJOR FINANCIAL TRANSACTIONS DURING THE YEAR

SAS' cash and cash equivalents increase by \$616,666 (3%) during the year mainly due to higher donation received during the financial year.

PURPOSE OF CHARITABLE ASSETS HELD

Total assets held by SAS amount to \$34,609,052 as at 31 March 2022, of which

(i) \$20,763,537 or 60% is held in the form of cash and fixed deposits.

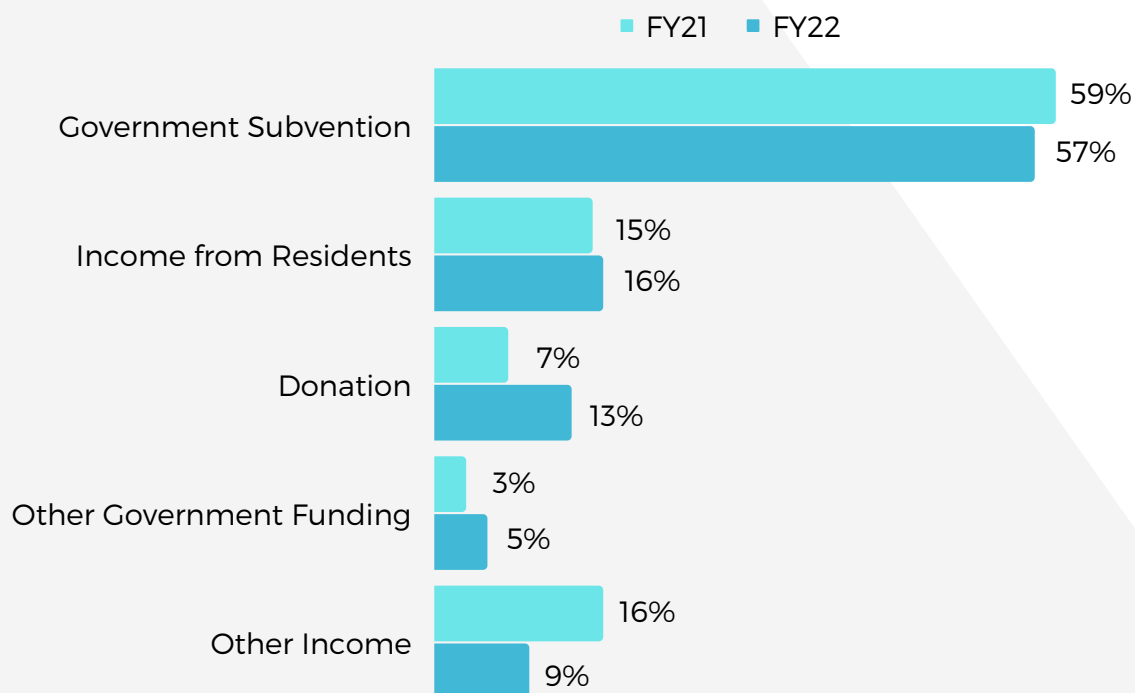
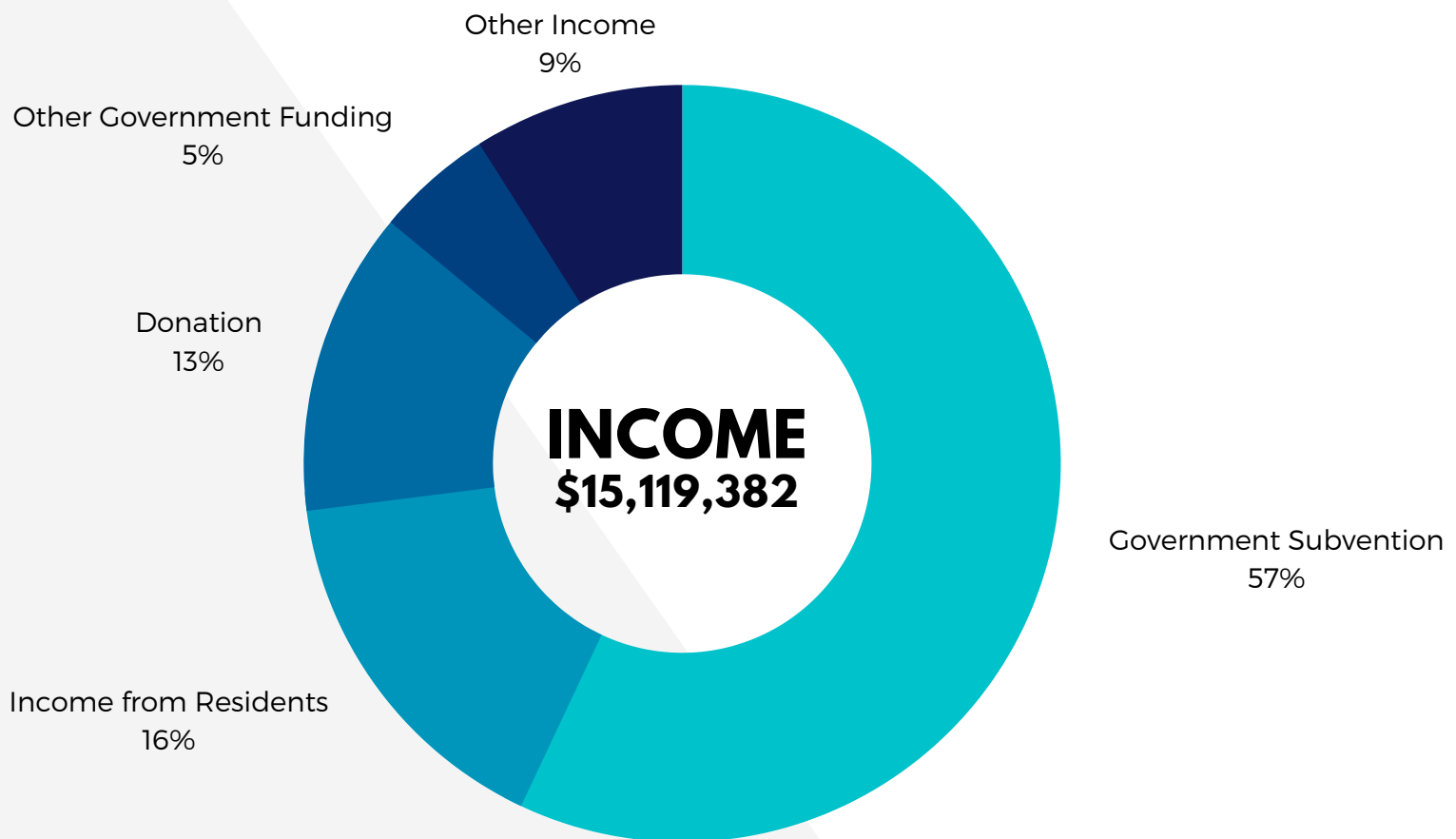
Of this \$2,705,383 is cash under restricted funds and \$5,031,400 is cash restricted in use. The balance of \$13,026,754 is available for general use by SAS.

(ii) \$7,246,986 (21%) is held in the form of property, plant and equipment.

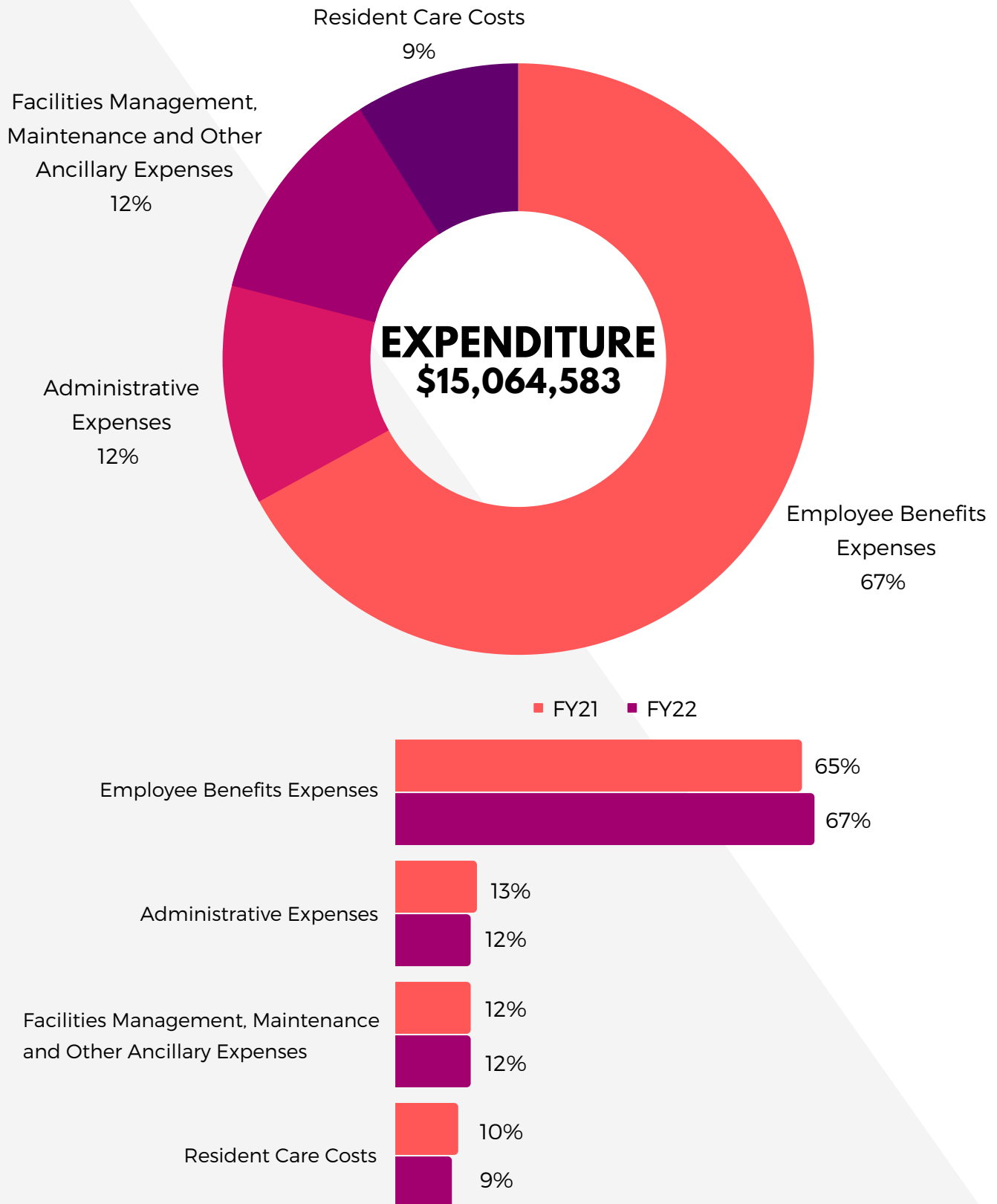
These include the leasehold building at 130 Hougang Avenue 1 where the Home is located, vehicle and furniture and equipment that support the operations of the Home.

(iii) \$5,529,935 (16%) is the prepayment of lease renewal premium to Singapore Land Authority for the new 30-year lease from 1 September 2018 to 30 August 2048.

SOURCES OF INCOME



SOURCES OF EXPENDITURE



RESERVES POLICY

SAS' reserves level as at 31 March 2022:

	CURRENT YEAR (S\$)	PREVIOUS YEAR (S\$)	% INCREASE / (DECREASE)
Unrestricted Funds (Reserves)	20,511,264	20,269,092	1.20%
Restricted / Designated Funds:			
• Building Reserve	2,486,579	2,629,081	(5.42%)
• Computerization Fund	148,064	175,894	(15.82%)
• Bob and Hazel Booker Memorial Fund	70,739	87,780	(19.41%)
Total Funds	23,216,646	23,161,847	0.24%
Annual Operating Expenditure	14,903,811	14,317,638	3.87%
Ratio of Reserves to Annual Operating Expenditure	1.38 years	1.42 years	



The reserves that we have set aside provide financial stability and the means for the development of our charitable activities. We intend to maintain our reserves at a level which is at least equivalent to 12 months. We intend to use the reserves in the following manner:

- to meet unexpected expenditure or contingencies
- to cover for delays between spending and receipt of donations or grants.

The EXCO regularly reviews the amount of reserves that are required to ensure that they are adequate to fulfil our continuing obligations.

Purposes of restricted funds:

(i) Building Reserve

This is meant for renovation, maintenance and payment for repair services of the leasehold building. The Society utilised about \$142,500 on architectural and consultancy fee in relation to Dementia-Friendly and Other Improvement Works program that SAS originally intended to carry out in full, but subsequently scaled down due to recurring waves of COVID-19 infection in the community and at the Home.

(ii) Computerization Fund

This is to be used for SAS' IT system upgrades.

In October 2021, SAS has purchased 72 sets of new laptop and desktop for staff use, amounting to about \$150,000.

(iii) Bob and Hazel Booker Memorial Fund

(previously named as R.K. Booker Memorial Fund)

This is used for giving out scholarships and training for SAS' staff.

SAS plans to utilize this fund for ongoing staff training expenses.

HIGHLIGHTS OF OUR WORK: PROGRAMMES AND ACTIVITIES

Here are key highlights of
our work for FY2022



NURSING DEPARTMENT

WELLNESS SUPPORT PACKAGE

In collaboration with the Alzheimer's Disease Association, we have been carrying out the WSP for our residents since 2019. The main aim of this package is to provide meaningful and engaging activities for residents through a structured activity approach and sustainable manner.

Our staff have been trained in Person-Centred Approach. We believe it is of extreme importance, when approaching and engaging with older persons in activities, that we take into account their individuality. We want to be able to identify purposeful and meaningful activities that can enhance each individual so that we can adapt and modify activities to each of them. Through this, we also hope to encourage our Residents to participate in group activities.



Sensorimotor Activity- Singing and Chair Dance



Sensory Activity: Guess what's in the box & Reminiscence Activity



Nursing staff conducting Cotton Ball Painting for Residents



INFECTION PREVENTION CONTROL PROJECT

The Infection Prevention Control (IPC) project is a collaborative effort with AIC to ensure that our Home is a safe place. Through this project, all staff are trained on safety measures such as hand hygiene, environmental cleaning, and management of an outbreak in the Nursing Home. Zoom sessions have been carried out throughout the year to conduct virtual training for all staff.



In keeping with the mandatory vaccination for all staff, we have also carried out an immunisation programme to ensure that all our staff are protected, and to keep our vulnerable seniors protected as well. This includes vaccination for Hepatitis B, MMR, Tdap, and Varicella.

In November 2021, our nursing staff also helped to administer COVID-19 booster shots in full PPE gear. Conducted in our multi-purpose hall, 86 of our staff were vaccinated on that day.



NURSE MERIT AWARD: THUZAR THAN

The NMA is awarded to nurses who have displayed noteworthy and exceptional performance, participated in professional development, and contributed to raising the nursing profession.

On 7 July 2021, our Assistant Nurse Clinician, **Thuzar Than**, was awarded with the Nurses' Merit Award (NMA). Working in the Home since 1999, Thuzar's unwavering dedication and passion for serving the elderly represents the sentiments of our team of nurses.

By Thuzar Than



THUZAR THAN
ASSISTANT NURSE CLINICIAN

**“NURSES PLAY A VITAL ROLE IN KEEPING
OUR SOCIETY HEALTHY BY BEING
GUIDING STARS IN THE COMMUNITY.”**

Nursing is a profession that is challenging and yet interesting. Saving lives and making a difference in our residents' everyday life is what keeps me going as a nurse. Having a proper daily plan and good time management skills are also very important in my profession.

I am also appreciative of my family and colleagues who always support and encourage me in my career. Nurses play a vital role in keeping our society healthy by being guiding stars in the community.

I have been working as a nurse for 25 years, and can still vividly remember the occasion of how my actions directly impacted the lives of our residents.

Four years ago, while working rounds in the ward, a resident had suddenly started choking on her food. Her face turned blue and when we tried communicating with her, there was no response.

With the help of a few other medical staff on duty, we managed to dislodge the piece of food in her throat and save her life in the nick of time. I am happy to report that this resident is still alive and doing well as of today.



SAS Nursing Staff (Thuzar is fourth from the left)

VOCATIONAL SERVICE AWARD: KYAW MOE LWIN

Kyaw Moe, Nurse Manager at SAS, was awarded with the Vocational Service Award in May 2021 by Rotary Club of Singapore West.

By Kate Koh

CHIEF OPERATING OFFICER OF SAS

Over the 17 years that Kyaw Moe has been with SAS, he has demonstrated excellent dedication to providing the best care for residents and performing the duties assigned to him.

As a nursing staff, Kyaw Moe strives to go beyond expectations. His sensitivity towards the different needs of residents and their families are well placed. Unsurprisingly, he received many words of praise about his outstanding services and patience. Going the extra mile, he learned different languages to be able to connect and communicate with residents and their families in their first language.



As Nurse Manager with several wards under his charge, Kyaw Moe maintains strong professional relationships with his staff and has been actively involved in grooming project champions in leadership and all domains of MOH's Enhanced Nursing Home Standards training.

Amid uncertainty caused by this COVID-19 pandemic crisis, Kyaw Moe further demonstrated his leadership skills with his strong analytical thinking and interpersonal skills. Besides handling the issues in the wards, he liaised between different departments to implement the COVID-19 precautionary measures effectively. Despite the fast evolving situation, Kyaw Moe still distinguishes himself by providing emotional support to them, despite facing the same arduous circumstances.

On top of his current work, he has completed his Advanced Diploma in Palliative Nursing to further enhance his palliative care towards residents. Kyaw Moe is a great asset to our organisation, and we are extremely grateful that the Rotary Club of Singapore West has recognised his efforts and achievements with the Vocation Service Award.



REHABILITATION DEPARTMENT

Continuing our work through another year of the pandemic has pushed the Rehabilitation Department to be more resilient and creative in how we deliver our services. In yet another challenging year, the hardworking team of physiotherapists, occupational therapists and therapy aides persevered to provide our residents with a variety of exercises and engaging activities.

PHYSIOTHERAPY

Our physiotherapists and therapy aides provide exercises to improve or maintain the physical functioning of our residents. As the rehabilitation gym continued to remain closed during this pandemic, the physiotherapy equipment was transported to the wards to facilitate exercise sessions within the wards, where possible.

This fleet of equipment include the MOTomed Muvi, MOTomed Letto, StrapStand and tilt table. During the year, an average of 110 residents used one or more of these equipment on a monthly basis and approximately 95% of our residents receive one or more exercise sessions each week.

OCCUPATIONAL THERAPY

To comply with restrictions to perform activities in small group sizes while also observing safe distancing measures, activities were conducted individually or in pairs.

Our occupational therapists and therapy aides had to frequently adapt the activity type and materials required in accordance to the restrictions set in place.

DRUMMING ACTIVITY



A group of residents getting ready for their drumming session

Drumming was introduced as a new activity this year, under the Wellness Support Package. This activity provided residents with a platform for creative self-expression and interaction with one another through the medium of music and rhythm. While exploring different tempos, beats and instruments, residents get to experience the collective process of music-making as a group ensemble.

Through the multiple waves of easing and tightening of restrictions, our therapy aides made great efforts to modify the sessions to accommodate smaller groups.



Resident having a go at a jigsaw puzzle which depicts street hawker food

REMINISCENCE ACTIVITIES

Using real objects of the past and pictures, we took our residents on a trip down memory lane. Common themes included common vintage household items and traditional childhood games. Through conversation and storytelling, these activities encourage our residents to recollect past memories and share their experiences with each other. Being able to relate to one another through shared experiences inspired lively conversations that brought many residents out of their shells. One occupational therapist commented that a resident who used to be reluctant to participate in any activities was engaging well in her reminiscence session, especially when it came to playing games from her childhood.

TABLE TOP ACTIVITIES

Due to heightened social distancing restrictions, some activities for residents were limited to their bedsides. Since our Occupational Therapists and therapy aides could only interact with residents on a one-on-one basis, they turned to using table top activities to engage residents cognitively. Some table top activities include picture matching cards and puzzles featuring items and scenes of the past and famous food in Singapore. These items provided a starting point for conversations as residents began to share about their experiences and favourite food items. A resident with dementia was observed to be looking at the pictures and exclaiming excitedly when she saw her favourite food as she tried to match the pairs together.



Resident engaged in an error-free painting kit which only requires water to paint

GARDENING ACTIVITY

The gardens have always been a popular spot amongst residents to relax and enjoy gardening activities. Because the residents were not able to access the gardens due to the pandemic, we decided to bring the garden to them. That way, residents could still enjoy the gardening process and watch their plants grow. Residents had a go at transplanting mint plants, and growing chilli padi, mini sunflowers and vegetables. They were encouraged to touch and smell the plants, hence engaging their different senses during these therapeutic sessions.

Some of the gardening-related activities were taken a step further by incorporating craft sessions. Using the plants that they were growing, residents made leaf imprints into clay to serve as mementos. We wish our residents all the best to see successes in growing their sunflowers and vegetables soon!



Resident imprinting a leaf from her mint plant onto a slab of clay



Resident filling her pot with soil for her mint plant

MOVING FORWARD

Moving into FY2023, the team strives to remain creative and adaptable to provide our residents with exercises and meaningful activities. As the restrictions ease up nationally, we hope to be able to reopen our rehabilitation gym and activity room soon!



MEDICAL SOCIAL SERVICES DEPARTMENT

RESIDENT CARE PROGRAMME

The Resident Care Programme is funded by the President's Challenge for a 2-year period. This programme's aim is to improve the quality of life of our residents through creating opportunities that have meaningful interaction, connectedness and engagement regardless of their medical limitations.

Under the dedication and hard work of the Resident Care Coordinator (RCC), the programme has achieved the following outcomes:



Resident's Chinese New Year Art and Craft

RESIDENT ENGAGEMENTS

When the programme first started in M3 Ward, about 52% of the residents were engaged at least once a week by the RCC in activities - that ranged from listening to music, watching operas, to various art and crafts activities.

By September 2021, **100% of residents in M3 ward were engaged in activities at least once a week.** The level of resident engagement remained above 90% in October and November 2021, until the ward underwent lockdown in December 2021 and January 2022 due to COVID-19. After the intermittent disruption, the programme finally resumed in March 2022 with the hiring of a new Resident Care Assistant (RCA).



Resident's Bingo sheet after the game

RESIDENTS ON TUBE-FEEDING

One of the key reasons to pilot the Resident Care Programme is to engage residents who are bedbound and on tube-feeding. Very often, this group of residents is unable to participate in most of the volunteer activities due to their severe physical and sometimes cognitive disabilities.

Keeping in line with our values of "leaving no one behind", the programme aims to purposefully find ways to engage this group of residents. It was soon discovered that **music is one of the effective ways to reach out to them**. Since the start of the programme till now, **100% of the tube-feeding residents in the ward have been engaged in music**.



Both residents (above) are tube-feeding and uncommunicative, but they always light up when the programme staff plays music for them.

IN A DAY'S WORK

Our Resident Care programme staff strive to get to know the individual beyond their medical conditions. We strive to be able to deliver Person-Centred Care (PCC), a term first coined by Tom Kitwood to distinguish a care approach that is tailored around an individual's needs and preferences, values, beliefs, life history, and other things that are important to a person, helping to support personhood.

To be effective, the programme staff also needs to work closely with the multidisciplinary teams, which consist of the nursing and therapy staff, on a daily basis.

With the strong belief in PPC, the programme staff on a daily basis have set out to:

- Establish rapport with residents through active listening and engagement using verbal and non-verbal communication in a non-judgmental manner.
- Provide daily engagements and companionship to residents who are at higher risk of isolation due to residents' inability to participate in group activities.
- Carry out meaningful and enjoyable activities[1] for residents, taking into consideration their individual wishes and preferences.

BUTTON ART PROJECT

To keep our residents' spirits up and empower their creative side, the Rehab Department and Medical Social Workers team collaborated on the Buttons Art project that spanned from Jun 2021 to Jan 2022.

This project aims to allow residents to express their individuality and creativity and hopefully bring some joy to them as they engage in the process of creating their artwork. The activities were adjusted and tailored to residents' individual abilities. Residents were given assorted buttons, glue, a canvas with a plain face that has already been drawn (without hair) and some colouring materials. They were asked to create their own unique hairstyles that reflect their individual personalities and preferences.

The colourful buttons put together by each of our resident artists are a reflection of their bright and creative minds. In each piece, the audience can catch a glimpse of their strong sense of individuality as button over button builds up their colour palette and artistic flair.



Button Art Exhibition (17 - 21 Jan 2022)



After the canvases were filled, our Operations Department helped with the installation of the artwork at the wall outside our Multi-purpose Hall. This showcase of their art pieces was curated to give our residents a further sense of empowerment. Residents' families were also encouraged to "visit" virtually.



Resident on a Virtual call with family during non-visiting period to share her art work in the exhibition

MASTERCLASS 大师班

Similar to other programmes initiated by the MSS team, 'Masterclass 大师班' also has a strong focus on empowering our residents.

In March 2021, we were approached by a group of about 20 students from the National Institute of Education (NIE) who wanted to collaborate with us as part of their Group Endeavours in Service Learning (GESL) project.

Together with the NIE students, we embarked on an empowering project that aims to document and showcase residents' skills, talents, areas of expertise, or personal stories to reach out to the younger generations and the rest of our community.

As this project took place during the COVID-19 pandemic, the NIE students were not able to come down to SAS physically. Their interactions with the residents were all conducted via Zoom and facilitated by the MSS team. After getting to know our residents, the NIE students helped to film the videos of residents in the ward virtually. The project was completed by August 2021 and the videos are on our YouTube page for viewing.



Resident sharing his gardening tips. These are the actual plants growing in his ward



Resident sharing her recipe of a traditional Chinese Dish "好事成双"



Resident sharing her life experiences and how she remains positive and happy.



Resident sharing her skills in crocheting which is documented in the video.

We believe that our residents are talented individuals and each of them has their own strengths waiting to be discovered. Despite their old age and disabilities, we believe in making the effort to get to know who they are behind their medical conditions. We may find that they still have a wealth of knowledge and skills that the younger generation can humbly learn from.

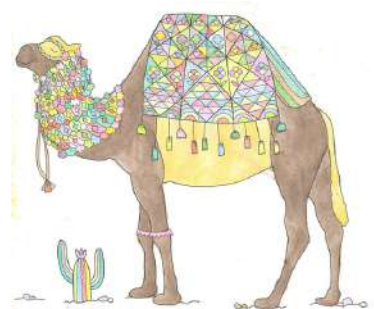
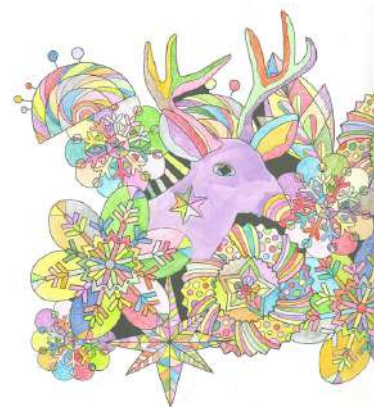
RESIDENT ART FEATURE

These are featured pieces of colouring art work done by a Resident using a mixture of colour pencils and water colour. This resident has deformities of the hands and feet due to Rheumatoid arthritis which is a chronic, progressive, and disabling autoimmune disease that causes inflammation, swelling, and pain in and around the joints and can affect other body organs.

Despite her condition, her passion and artistic creativity still shine through.



RESIDENT ART FEATURE



WHAT KEEPS THE MSS TEAM GOING?

"What keeps me going in my work is that I can journey with our residents and families and provide them with the support they need."

- **Ms Kee Siew Gek, Senior Medical Social Worker**

"I enjoy having the human touch through interacting with our residents, having meaningful conversations with them while helping to improve their quality of life and making a difference in their lives, no matter how big or small."

- **Ms Edna Neo, Medical Social Worker**

"It is a purposeful job that devotes the work to social justice, education and improving human well-being. I like that the day-to-day job scope is fixed yet fluid. I get to listen and learn new things every day. Being in my position allows me the chance to think on my feet to deal with tricky situations and I also forged relationships with residents and their families in the process."

- **Ms Lilian Tay, Social Work Assistant**

"I enjoy the teamwork, being able to engage with residents, and pitching ideas and ways to work on issues or improve residents' stay in long-term care facilities."

- **Ms Tan Meow Theng, Medical Social Worker**

"I am energised by the team's CAN-DO attitude, creativity and openness to continuous improvement. This work is challenging yet meaningful, and it is made sweeter with a wonderful team"

- **Ms Ng Ya Hui, Head of Medical Social Services**

CORPORATE & COMMUNITY RELATIONS DEPARTMENT

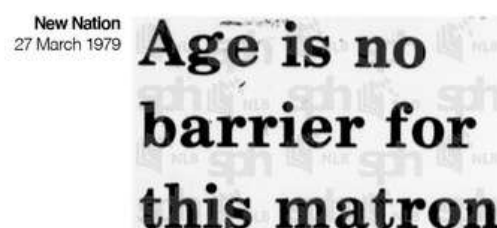
#TALKFORFUND WEBINAR SERIES AND TERESA HSU'S INFLUENCE

#TalkforFund is a fundraising initiative that raises awareness for the Home through meaningful sharing of topics that enhance one's quality of life. It started in remembrance of our SAS founder, Teresa Hsu.

2021 marks the 10th Anniversary of the passing of our great charity worker, Teresa Hsu (1898-2011).

Throughout her life, Teresa Hsu gave willingly and tirelessly in a lifelong dedication to the care of those who are poor, needy, aged and sick, particularly those without kin. Established in 1968, SAS is one of the oldest nursing homes in Singapore, with a demonstrated history of supporting the less privileged elderly. The Home is anchored with Matron Hsu's values of loving-kindness and compassion.

A believer in lifelong learning, she embarked on her professional training as a nurse at 47. At age 69, she picked up Yoga, practised and taught Yoga to promote health and wellness.



Ms Teresa Hsu
Matron, SAS



This series of talks was started to commemorate her spirit of life-long learning. In conjunction with several experts in their field who have volunteered their time to discuss their expertise, we hosted monthly free of charge webinars to also fundraise for our elderly residents in need.

The #talkforfund series hosted speakers that are experts in their field. They covered a myriad of eye-opening topics such as mid-career shifts, starting a new business, legacy giving ...etc. To check out the recording of our talks, head on to our new YouTube channel where it will be posted.



LUNAR NEW YEAR 2022 IN THE HOME

While 2022's Lunar New Year was tinged with sadness due to heightened pandemic restrictions, our supportive community really stepped up to bring the festivities into our Home.

Heightened restrictions, where there were strictly no visitations allowed, was imposed just as the Lunar New Year was about to begin. This meant that not even close family members were allowed to visit our residents. In a festive season that is all about spending time with family, this came as a crushing blow to our residents.

However, our loving community of donors and volunteers pitched in to reach out to our residents.

We had a group of volunteers who created beautifully hand-drawn Nagomi New Year cards for all our residents and staff.

Students from a nearby school also donated CNY decorations, rations, tea-time snacks, and curated crafts for our residents to participate in their own time.



We had volunteers who brought goodie bags brimming full of their sincere thoughts and nostalgic items for all our residents. There were also many gracious donors that donated bottles and boxes of CNY goodies to fill our residents' hearts as well as stomachs.

From the bottom of our hearts, we are extremely grateful to all our generous donors who helped to usher in the Lunar New Year into our Home.



RESIDENTS' WISHLIST

As our residents have not been able to go on outings, some of our donors have graciously offered to grant the wishlist of our residents in need. Some of them wanted a radio to listen to their favourite old tunes and some wanted stuff toys for companionship. The list goes on but our donors have meticulously gone shopping and packed bags according to our individual resident wants.

We would also like to thank our Medical Social Service team and Rehab team who helped to collate all our residents' wants. Some of them even anticipated our resident's wants and were spot on, bringing in a nice surprise to our residents when their wish bags finally arrived.



SAS 54TH ANNIVERSARY



In celebration of SAS' 54th Anniversary, we wanted to thank our staff for riding out the rough year with us. Tackling the pandemic on a daily basis can get very trying, especially for our medical front line workers.

To cheer our staff on on this special day, we framed personally worded motivational messages to each of our staff along with a bottle of cookies that was donated by a local bakery.

PROJECT MAKAN

While restrictions for going out have been increasingly loosened, outings are still rare for the 350 elderly in need staying at our Nursing Home.

Since the beginning of the pandemic, our elderly residents' outings have been put to a stop due to the vulnerable position that the COVID-19 situation puts them in.

The irony is that the famous Lorong Ah Soo Market full of mouth-watering local delicacies is only a stone's throw away. So near, yet so far.

As we don't have the means to bring our residents' out for a meal with guaranteed safety, Project Makan aims to bring these comfort foods to them.



These hawker fares always bring cheer all around our Home. The nostalgia of eating local food that they have been eating since their childhood provide comfort and cheer to our residents. It is scientifically proven that comforting foods, like a bowl of warm noodles, can help to relieve some stress. Sometimes, they even help our elderly residents to unlock memories from their childhood that have been long forgotten. The nostalgic tastes sparked spirited conversations in which residents reminisced about old days.

We are glad that Project Makan has been a resounding success and hope to continue bringing in joy in the form of warm packets of food for a long time to come.

HUMAN RESOURCE DEPARTMENT

STAFF YEAR END PARTY 2021

STAY STRONGER TOGETHER

To mark the end of 2021 and celebrate the hard work and achievements of our staff, we threw a company-wide year end party that was conducted virtually. Themed 'Stay Stronger Together', the party aimed at getting staff to learn more about one another through engaging in the activities, as well as recognising the extraordinary efforts of our dedicated staff.

It would not be a party without food and drinks. A hearty Christmas lunch bento was ordered for our staff to eat to their heart's content while the party ensued.

To kick off the party, staff engaged in a playful mini quiz that involved them spotting their fellow colleagues in photos that had been covered in increasing amounts of Christmas decorations. This brought about much laughter as they recognised photos of one another.

Each department also submitted a recording of well-meaning wishes for the festive season as well as to give heartfelt words of encouragement to our front-line medical workers.

For the lucky draw, we had our head of departments draw the names of nearly 80 staff to be the lucky winners of prizes ranging from household gadgets to vouchers. Despite being conducted virtually, the excitement was palpable as staff cheered on with each name that was announced.



CELEBRATING OUR STAFF

To celebrate our dedicated staff, an award presentation was held for those who have been with SAS for three, five, and eight years. We are extremely proud of the long list of staff who have been dedicated to serving the elderly residents in our Home. At SAS, our longest-serving staff has been with us since 1983.

To conclude the party, our nursing department also announced the winners for our wards' KPIs incentive. We are glad that this award both challenges and motivates our medical staff workers in their service to our residents.



Congratulations once again to the following winners of the KPIs Ward Incentive:



OPERATIONS DEPARTMENT

Our Ops Team played a crucial role during the pandemic in safeguarding our Home from the spread of COVID-19.

During the period of widespread cases of COVID-19, our Home was also unfortunately affected. Strict government regulations were put in place which put a stop to all visitations to our Home. The loved ones of residents were unable to visit our residents; only staff and residents were allowed in.

To prevent the spread of cases, our Ops Team stepped up on disinfection protocols. Whenever a COVID-19 patient was transported out of our Home, the path they undertook to be escorted out became otherwise known as the “Hot Zone”. After the patient leaves the premises, our Ops Team would immediately carry out stringent disinfection of the entire area.

As a precaution, they would also disinfect the entire Home in order to prevent any spread of viruses. High-touch areas were cleaned regularly during their regiment. Their meticulous disinfection practices helped us reduce the risk of infection spreading.



The team on laundry also took extra precautions when handling our residents' clothing. All clothes are now laundered at higher temperatures in order to disinfect them. Withstanding uncomfortable warm temperatures, our team pressed on to keep our residents safe on a daily basis.



THE YEAR AHEAD ►►

- FUTURE PLANS AND COMMITMENTS

As of today, we have just emerged from our third COVID-19 wave, where 98 of our residents were infected/reinfected with the disease between 14th July and 17th August 2022.

Due to the past one year's experience of recurring COVID waves and the uncertainties ahead, SAS has made the decision to scale down our planned renovation, which initially consists of dementia-friendly and other improvement works. The reduced scope will focus on essential works of top priority, that will improve the safety and basic living conditions of the residents. These include the addition of resident and staff isolation rooms, and installation of individual light and fan at the old wards to improve the brightness and ventilation.

The cost of the scaled down renovation is estimated to be around \$0.8m and is mostly supported by the Community Silver Trust grant. It is projected to start in September 2022 and end in March 2023.



GOVERNANCE

ROLE OF THE EXECUTIVE COMMITTEE (EXCO)

The EXCO's role is to provide strategic direction and oversight of SAS programmes and objectives and to steer it towards fulfilling its vision and mission through good governance. As part of its role, the following matters require EXCO's approval:

- Approve budget for the financial year and monitor expenditure against budget;
- Approve audited annual financial statements;
- Regularly monitor the progress of SAS' programmes;
- Strategic planning;
- New policies and revisions to existing policies;
- Award of vendors for expenditure exceeding \$20,000



EXCO ELECTION AND TERM LIMIT:

Under SAS's constitution, EXCO members are to be elected at alternate Annual General Meetings. Each term that a Member of the EXCO serve is for a period of about 2 years ("Term"). However, the Treasurer is not eligible for re-election as Treasurer for a consecutive Term and the President is not eligible for re-election as President beyond three consecutive Terms. The current term of all the EXCO members in office as at the date of this report shall continue until the SAS's annual general meeting in September 2022. The EXCO has approved a policy and strategy pertaining to board renewal under which succession planning has to ensure that the EXCO continue to possess the appropriate blend of skills, experience and expertise to support the SAS's mission, objectives and strategies on an on-going basis.

Dr. Timothy Teoh Chi-Chan, Mrs Liew Soo Wah, BBM, Mr Chew Loy Cheow and Mr Yeo Chuen Eng have each served on the EXCO for more than 10 years. For their respective skill sets and expertise which are elaborated upon in the below table, and on the recommendation of SAS's Governance Sub-Committee, it is the EXCO's desire for them to remain serving as members of the EXCO so that SAS can continue to benefit from their invaluable contribution.



DR. TIMOTHY TEOH CHI-CHAN

Dr. Teoh has been a member of the EXCO since 24 June 2008 and has served as the President of the EXCO since 21 September 2018. He also serves as the Chairman of the Home Management and Quality Assurance Sub-Committee.

Dr. Teoh is a medical doctor by training and his skill sets as a medical doctor and psychiatrist are particularly valuable for SAS. With Dr. Teoh serving on SAS's Quality Assurance Sub-Committee, his medical expertise is integral and relevant for SAS's Quality Assurance Sub-Committee as he has the knowledge and understanding to make recommendations for areas of improvement. During the current challenging COVID-19 period, Dr Teoh has been providing his valuable advice to the nursing Home on the COVID-19 measures.

MRS LIEW SOO WAH, BBM

Mrs Liew has served in the EXCO as a member since 21 June 2002 and she currently serves on SAS's Human Resource Sub-Committee.

Mrs Liew's connections and network with the various volunteer and grassroots organisations are invaluable resources for SAS as she has the unique ability to garner ready support through her connections and network. In addition to being the key driver behind the many donations in-kind, which has greatly benefited SAS, Mrs Liew also helped to contribute to the Personal Protective Equipment (PPE) donation during the COVID-19 period.

The importance of Mrs Liew's contribution to SAS cannot be understated and she undoubtedly remains as a key member of the EXCO.

MR CHEW LOY CHEOW

Mr Chew Loy Cheow has been a member of the EXCO since 21 September 2011 and has served as the Deputy President of the EXCO since 21 September 2018. He has also previously served as the Honorary Secretary, Honorary Treasurer since he has been a member of the EXCO.

Mr Chew is currently also the Chairman of Medifund Committee and serves in the Finance & Investment Committee. Having worked with established banks and investments organisations previously, Mr Chew has brought vast investment and finance knowledge and experience to SAS, and helped to ensure that SAS maintains a level of reserves for its long-term financial sustainability by achieving maximum financial return within an acceptable level of risk.

MR YEO CHUEN ENG

Mr Yeo Chuen Eng has served in the EXCO as a member since 17 January 2012. He is also the Chairman of Governance Committee and serves on as a member of the Finance & Investment Committee.

Mr Yeo is a Director at Standard Chartered Private Bank. He volunteers at the Foundation of Rotary Clubs Singapore Family Service Centre and Eldercare Centre, and is also a council member of the Singapore Cancer Society.

With Mr Yeo's diverse experience and knowledge in banking and charities, he has provided invaluable advice and support to SAS for the past 10 years, including but not limited to Finance & Investment, Governance, and Facilities.



EXCO MEETINGS AND ATTENDANCE:

A total of six (6) Executive Committee meetings were held during the financial year. The following sets out the individual Executive Committee member's attendance at the meetings:

NAMES OF EXECUTIVE COMMITTEE MEMBERS	% OF ATTENDANCES
Dr Timothy Teoh Chi-Chan	100%
Dr Chook Kum Kay	100%
Mr Chew Loy Cheow	100%
Mr Ronald Wong	67%
Mrs Liew Soo Wah	100%
Mr Yeo Chuen Eng	100%
Dr Richard Tan	100%
Ms Wendy Soh	67%
Mr Theodor Tan	83%
Mr Johnny Chan	83%
Dr Noel Yeo	67%
Dr Ong Geok Chwee	100%
Ms Irene Chong (appointed on 31 August 2021)	100%

EXCO SELECTION PROCESS

Prior to the expiry of each Term, the Governance Committee will review and make recommendations to the Board with respect to Board composition to ensure that the Board continues to have the appropriate mix of skills, experience, and expertise. The review will take into account the following:

- The annual Board effectiveness review.
- The contribution and performance of each Board member.
- Compliance with SAS's Code of Conduct.

Subject to the specific requirements of the constitution, Board members are generally expected to serve for no more than five consecutive Terms but a Board member may on the recommendation of the Governance Committee be requested by the Board to serve for such further periods if the Board determines that such member's skill sets, experience and expertise are necessary for continued support SAS's mission, objectives and strategies.

EXCO TRAINING AND EVALUATION

Governance Committee will ensure that:

- (a) New appointees to the Board understand the charitable objectives of SAS, charity law and regulations and the Code of Governance;
- (b) New appointees to the Board understand and agree to the time and participation requirements of Board members and understand their duties and responsibilities; and
- (c) Policies are developed for new Board member orientation and Board development and training.

Under the Governance Sub-Committee Term of References, EXCO have to conduct self-evaluation to assess its performance and effectiveness once a term.

DISCLOSURE OF REMUNERATION AND BENEFITS RECEIVED BY EXCO MEMBERS:

No EXCO members were remunerated for their EXCO services in the financial year.

SUB-COMMITTEES: TERMS OF REFERENCE:

Audit Committee (AC)	The AC monitors the integrity of the Financial Statement and reviews the overall scope of the external and internal audit to ensure the adequacy of SAS's internal financial controls. The AC also reviewed the financial statements of SAS and the auditor's report for the financial year ended 31 March 2022.
Finance and Investment	The Finance and Investment Committee is responsible for overseeing SAS' financial operational controls and risk management, budget planning and monitoring, as well as capital asset management. The Committee also oversees the management of reserves and investments to ensure SAS maintains a level of reserves for its long-term financial sustainability.
Fundraising	The Fundraising Committee has oversight of all the charity's fundraising activities and to ensure compliance to all applicable laws and regulations. The Committee shall also ensure the fundraising activity by the third party is in accordance with the Society's objectives.
Governance	The Governance Committee helps to shape the governance of SAS by developing and recommending to the EXCO a set of governance principles, standards, and practices in line with Charity law and the code of Governance.
Home Management and Quality Assurance	The Home Management and Quality Assurance Committee assists the EXCO in establishing, monitoring and maintenance of internal systems and controls to give reasonable assurance that SAS is operated efficiently and with quality control for the safety and dignity of the residents of SAS.
Human Resource	The Human Resource Committee assists the Board in establishing, monitoring and maintenance of appropriate Human Resources (HR) and employment matters by ensuring HR policies are set in accordance with applicable laws.
Procurement	The Procurement Committee assists the Board in the establishment, monitoring and maintenance of a procurement strategy and systems of internal controls for the purchases by SAS to give reasonable assurance that purchasing decisions are prudent and value for money and purchasing and procurement are done transparently and in compliance with applicable laws.
Information Technology (IT)	The IT Committee assists the EXCO in fulfilling the EXCO's oversight responsibilities with respect to IT activity of SAS. IT Committee ensure SAS' IT programs support SAS' long-term goals and strategic direction, oversee risks related to the quality and effectiveness of SAS' IT data security, data privacy and disaster recovery capabilities and advise SAS' Board and management team on IT matters.
Facilities (Building Project Based)	The Committee assist the EXCO on building development and construction at the SAS's premises if the EXCO approves a project for any such development and construction (a "Project").
MediFund Committee	The MediFund Committee reviews and approves Medifund applications from eligible residents and administers payments out of the Medifund account. In considering any application and authorising any payment, the Medifund Committee ensure all cases are in compliance to the Medical and Elderly Care Endowment Schemes Act (MECESA), its corresponding regulations and any directives and guidelines issued by the Minister and Medifund Account do not go into overdraft at any point.

The Chairman and members of the Sub-Committee can be found on page 12 of the Annual Report.

DISCLOSURE OF REMUNERATION AND BENEFITS RECEIVED BY MANAGEMENT TEAM:

The remuneration received by the Management Team can be found in **Note 3** of the Financial Statements. None of the Management Team members serves on the EXCO.

There are no paid staff who are close members of the family of the Executive Head or EXCO members, who each receives total remuneration of more than \$50,000 during the year.

No Management staff is involved setting his or her own remuneration.

CONFLICT OF INTEREST POLICY:

SAS has a policy regarding conflicts of interest which requires (among other things) prompt declaration of any actual or potential conflict of interest in respect of any proposed transaction involving SAS and exclusion from discussions and decision making on the proposed transaction. The policy further provides that the proposed transaction may only be undertaken if there is a competitive bid or comparable valuation and the EXCO determines that the proposed transaction is in the best interests of SAS.

WHISTLE BLOWING POLICY:

SAS has established a whistle-blowing policy to address concerns about possible wrong-doing or improprieties in financial or other matters within the Home.

VOLUNTEER MANAGEMENT POLICY:

All the volunteer involvement and management are guided by SAS Volunteer Management Policy. The policy address the volunteer recruitment and selection process, training and development, supervision and evaluation, recognition, and maintenance of volunteer records.

GOVERNANCE EVALUATION CHECKLIST:

The Society's Governance Evaluation Checklist and its level of compliance in relation to the financial year under review may be viewed at www.charities.gov.sg.



HOW YOU CAN HELP SAS

BE AN SAS AMBASSADOR

Champion and help to spread awareness for our residents in need

BE A FUNDRAISER

Start your own fundraising campaign to support our residents in need. You can start a campaign here:

www.giving.sg/society-for-the-aged-sick

BE A VOLUNTEER

Are you passionate about helping the elderly?

Join us to host or help out with activities in interacting with our senior residents.

Drop us an email to sign up as a volunteer!

BE A DONOR

As a charity, SAS relies on donors to support our residents in need.

Make a difference today and give online here:

www.giving.sg/society-for-the-aged-sick

JOIN THE CONVERSATION



[@SASNursingHome](#)



[@SASHome.Community](#)



[@Society for the Aged Sick](#)



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[Other Links](#)

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