SREE NARAYANA MISSION (SINGAPORE)

Resilience

ANNUAL REPORT 2019
Mission
To serve with care and compassion, regardless of race, language or religion.

Vision
Keeping faith with the philosophy and teachings of Sree Narayana Guru to provide social and community services.

Values
Satyam Truth
Daya Compassion
Dharma Righteousness
Shanti Peace

Brand Positioning Statement
“SNM shall empower everyone to lead dignified lives by leveraging strong relationships with our partners and the community.”
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*Information is correct at time of print.*
COVID-19
When COVID-19 first reached Singapore, the nation braced itself and implemented precautionary measures swiftly. As the situation evolves, so do the advisories, restrictions and measures in place. Our Care staff stepped up their hygiene practices and have taken the precautionary measures in their stride. On 7 April 2020, Care staff were recalled from the community and moved into temporary accommodations set up within SNM during the Circuit Breaker period. Later, when the government issued further advisories, Meranti Home Care staff staying in the community were re-located to hotels. All staff across SNM also underwent mass swabbing exercises.

I must thank SNM staff for stepping up during this challenging period and for the many sacrifices they have made to safeguard the well-being of the vulnerable under their care. SNM is also humbled and proud to be a part of this year’s National Day show where one of our Care staff, Ms Prema Manikandan was featured for her role as a frontliner.

Our community programmes and volunteer-driven activities were put on hold. Member activities were also temporarily suspended, and I thank all members for their understanding and co-operation throughout this period. When Sree Narayana Mission received a request for provisions from Homestay Lodge (a migrant worker dormitory), we took it as an opportunity to give back to the community. It is truly heartening to see how the nation has come together and stood united to support essential service workers and the vulnerable in our community, in a time of global uncertainty and panic. I also wish to extend my thanks to the SNM Youth group who distributed masks and sanitisers to members, and to the Executive Committee and Management, who reached out to members to enquire on their well-being. I am confident that together we will overcome this pandemic and emerge stronger.

ACHIEVEMENTS & AWARDS
From marking the end of our year long 70th Anniversary celebrations to receiving the Charity Transparency Award for the second consecutive year, FY2019 was a year filled with milestones and achievements. The SNM Care staff did us proud – clinching 19 Golds and 32 Silvers at the Singapore Health Quality Service Award 2020. This builds on our achievements from last year, where we were awarded 1 Gold and 23 Silvers. These various achievements are a testament to our commitment to strong governance, transparency and service excellence.

A PERSON-CENTRED APPROACH TO CARE
As one of the early adopters of a person-centred approach to care, SNM continues to introduce programmes and services that allow our residents and beneficiaries to collaborate on its design and delivery, encouraging empowerment. One such successful example of creating a culture of empowerment is the SNM Residents’ Committee. Launched in 2017, the initiative has since been held up as a best practice by the National Council of Social Services (NCSS), notably through Ms Anita Fam’s (President, NCSS) speech at the NCSS Social Service Summit. SNM is also part of the NCSS ‘Empowering Seniors’ Workgroup, and has hosted a workgroup meeting at the newly opened SNM Care Centre. The initiative aims to provide resources to social service agencies to drive senior empowerment in the social service and eldercare sector.

Further, SNM CEO Mr S. Devendran was one of the panellists at the “Way Forward: Person-Centred Care Approach”, jointly organised by the Singapore Association of Social Workers and the Agency for Integrated Care. Mr Devendran shared with the panellists and attendees how the Residents’ Committee embodied a person-centred care model. Through such workgroups and events, SNM will continue to share our best practices, collaborate with, and learn from other agencies.

STARFISH MOMENTS
In a first for the Nursing Home, we rallied behind our former resident, Mr Vellapan as he began his life...
as a married man. It was a whole of SNM effort, with various departments coming together to support our resident. The Rehabilitation department worked hard to ensure that Mr Vellappan, 71, would be able to walk on his own. Our Social Work department also periodically check in with the couple and has linked them to the Social Service Organisation (SSO) and Senior Activity Centre (SAC) to ensure that they are well supported in the community. Befrienders from the SNM Helping Hands initiative also make regular visits to Mr Vellappan’s home.

While Mr Vellappan’s story is one-of-a-kind, we have successfully helped four other nursing home residents back into the community to age in place. Such successes are only made possible by the dedication of the entire nursing department. Our goal is to help residents reintegrate into society, through a combination of physical and cognitive therapy and tending to their overall wellbeing.

We hope to continue discharging residents in future, as the focus shifts to enabling seniors to age in place.

Meranti Home, the psychiatric welfare home for male destitute that SNM manages, also successfully discharged two residents into the community. Both residents have been in Meranti Home for three and seven years respectively. Meranti’s social workers worked closely with different departments, ministries and government agencies to facilitate the process of preparing the residents for independent living. Customised training sessions were also conducted to ensure that the residents had the necessary safeguards in the community. (*Names withheld due to confidentiality)

EXPANDING OUR REACH WITHIN THE COMMUNITY
SNM first launched its community initiatives in the 60’s, with programmes like Tuition Classes and Meals-on-Wheels. Since then, our programmes have evolved to keep up with the changing needs of the community.

Today, we offer targeted interventions for the less privileged in the community by adopting a collaborative approach and forging partnerships with various organisations and agencies to create and deliver them. One such example is the newly launched “Enriching Lives of Seniors Programme” (ELSP). The programme is a collaboration between RSVP Singapore The Organisation of Senior Volunteers (RSVP Singapore), National University Health System (NUHS) and SNM. The initiative aims to enrich the lives of seniors by creating an environment where they are mentally, physically and emotionally stimulated.

To support the expansion of our community programmes, SNM opened the “SNM Care Centre”, located at Race Course Road in November 2019.

I would like to thank the SNM Building Fund Committee members for their hard work, under the leadership and direction of Associate Professor Muhammad Faishal Ibrahim, patron of the SNM Building Fund Committee.

With the SNM Care Centre, we will be able to rollout more initiatives and reach a larger group of beneficiaries, regardless of race or religion, in the Jalan Besar precinct. We look forward to playing an even larger role in the community care landscape.

PROGRESS WITH COMPASSION
To commemorate 70 years of service to the community, SNM organised the 70th Anniversary Charity Dinner, with President Halimah Yacob as the Guest-of-Honour. Under the guidance of the previous EXCO, the dinner was a rousing success, raising over $1 million in donations for SNM’s various community programmes. We also owe this success to the founding members who led the way to SNM’s role as an integral player in the eldercare and social service sector today. The Charity Dinner highlighted our commitment to inclusivity, with art pieces co-created by students from Greenwood Primary, Rainbow Centre and our Nursing Home residents being auctioned off, as well as performances put together from MINDS, The Heart Enterprise and SNM Dance Group. These intergenerational collaborations have encouraged us to challenge our perspectives and beliefs as we strive to create a more inclusive Singapore.

LOOKING TO THE FUTURE
Technology and a shifting social service landscape has begun to affect the way charities traditionally deliver services and fundraise. These challenges have sharpened the need for charities to innovate to remain relevant. As COVID-19 demonstrated, it is crucial to have an infrastructure in place to ensure services can continue in times of emergencies. SNM will strengthen its in-house capabilities and improve current processes to ensure that it can remain sustainable in the long-term.

IN APPRECIATION
We would like to thank our donors, sponsors, and volunteers for their contributions to SNM over the years. The strong support is what makes many initiatives and services possible. Thank you for joining us on our journey of serving the vulnerable in our community, and supporting us as we empower everyone to lead dignified lives.

MR JAYADEV UNNITHAN
President,
Sree Narayana Mission (Singapore)
Highlights of the Year

12 APR 2019
A Starfish Moment
Mr Vellappan, a SNM Nursing Home resident and Mdm Savithri, his childhood friend, tied the knot in a simple ceremony at SNM, after expressing their wish to spend their golden years together.

5 JUN 2019
Part of the Singapore Story
SNM was invited to the Istana Open House to contribute to its Bicentennial Celebrations. SNM was honoured to have the opportunity to share how it played a part in shaping and uplifting the community over the last seven decades.

10 MAY 2019
70 Years of Service to the People
SNM marked its 70th Anniversary with a Charity Dinner to raise funds for its community programmes. President Halimah Yacob graced the event as Guest-of-Honour.

13 JUL 2019
Celebrating a Culture of Care
As part of the SG Cares: Celebrating a Culture of Care initiative, SNM participated in two roadshows across the island to share its community caring efforts.
15 SEP 2019  
Cyber Wellness for Charities  
A Memorandum of Understanding (MOU) was signed between SNM and DBS Bank under the ‘Cyber Wellness’ initiative. The initiative spearheaded by DBS, aims to help charities by conducting free workshops on cyber security.

24 NOV 2019  
Opening of SNM Care Centre  
The SNM Care Centre, located at 394 Race Course Road, was officially opened by Mayor Denise Phua. The facility will allow SNM to extend its community outreach efforts.

3 DEC 2019  
Charity Transparency Award  
SNM was one of 67 charities that was awarded the Charity Transparency Award 2019. This is the second year in a row that SNM has received the prestigious award.

16 FEB 2020  
Launch of Momentary Monument  
A monument marking the original site of SNM where former Minister Mentor Mr Lee Kuan Yew delivered his ‘From Mudflats to Metropolis’ speech was unveiled.

15 SEP 2019  
Launch of SNM Rehabilitation Room  
The newly renovated SNM Rehabilitation Room was officially opened by Deputy Prime Minister and Minister for Finance, Mr Heng Swee Keat at the Chathayam Celebrations.
Executive Committee

Mr Jayadev Unnithan  
President

Dr Sreenivasan Sreenath  
Vice President

Ms Bina Damodaran  
General Secretary

Ms Shalini Damodaran  
Assistant General Secretary

Dr Karthikeyan Adappattu Raman  
Treasurer

Ms Lathika K. Lakshmanan  
Assistant Treasurer

Mr Anil Sarasijakshan  
Committee Member

Mr Divakaran Sabu  
Committee Member

Ms K. S. Sharmila  
Committee Member

Ms Neetha Sanjay  
Committee Member

Mr Prakash Sadasivan  
Committee Member

Mr Sanil Kumar  
Committee Member

Mr Shanavas Vijayan  
Committee Member

Ms Sree Devi Pillay  
Committee Member

Mr Sudhesh Vasu Dash  
Committee Member

Mr Suraj Senan  
Committee Member

Ms Swapna Dayanandan  
Committee Member
Accurate as at 31st March 2020.
No SNM staff member serves on the Board.
Corporate Governance

The Executive Committee
Sree Narayana Mission (Singapore) is managed by the Executive Committee (EXCO) comprising 17 members, including 6 principal officers and 11 committee members. The composition, powers and functions of the EXCO are governed by the SNM Constitution. Committee members are elected to serve for a term of two years after which they are eligible for re-election. This excludes the Treasurer and Assistant Treasurer, who cannot be re-elected to the same or related office for a consecutive term. The terms for the President and General Secretary are restricted to two consecutive terms (totalling 4 years) at any one time on a continuous basis. The EXCO meets a minimum of 11 times yearly, with a quorum of a simple majority.

Roles and Responsibilities
The EXCO oversees decisions relating to policy, strategic issues and governance. Daily management and operations of SNM are delegated to the Management under the leadership of the Chief Executive Officer. The responsibilities of the EXCO include:
- Providing strategic direction for SNM
- Ensuring plans are aligned to SNM’s mission and vision
- Holding fiscal responsibility, including approval of budgets, investments and the procurement of other resources
- Maintaining SNM’s legal and ethical integrity
- Ensuring quality performance of SNM’s various institutions

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<thead>
<tr>
<th>EXECUTIVE COMMITTEE</th>
<th>ROLE</th>
<th>BOARD MEETING ATTENDANCE AUG 2019 - MAR 2020</th>
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<tbody>
<tr>
<td>MR JAYADEV UNNITHAN</td>
<td>PRESIDENT</td>
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<tr>
<td>DR SREENIVASAN SREENATH</td>
<td>VICE PRESIDENT</td>
<td>7/7</td>
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<td>MS BINA DAMODARAN</td>
<td>GENERAL SECRETARY</td>
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<td>DR KARTHIKEYAN ADAPPATTU RAMAN</td>
<td>TREASURER</td>
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<td>MS SHALINI DAMODARAN</td>
<td>ASSISTANT GENERAL SECRETARY</td>
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<td>MS LATHIKA K. LAKSHMANAN</td>
<td>ASSISTANT TREASURER</td>
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<tr>
<td>MR ANIL SARASIJAKSHAN</td>
<td>COMMITTEE MEMBER</td>
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<td>MR DIVAKARAN SABU</td>
<td>COMMITTEE MEMBER</td>
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<td>MS K. S. SHARMILA</td>
<td>COMMITTEE MEMBER</td>
<td>4/7</td>
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<td>MS NEETHA SANJAY</td>
<td>COMMITTEE MEMBER</td>
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<td>MR SADASIVAN PRAKASH</td>
<td>COMMITTEE MEMBER</td>
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<td>MR SANIL KUMAR PARAMMAL</td>
<td>COMMITTEE MEMBER</td>
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<td>MR SHANAVAS VIJAYAN</td>
<td>COMMITTEE MEMBER</td>
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<td>MS SREE DEVI PILLAY</td>
<td>COMMITTEE MEMBER</td>
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<td>MR SUDHESH VASU DASH</td>
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<td>MR SURAJ SENAN</td>
<td>COMMITTEE MEMBER</td>
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<td>MS SWAPNA DAYANANDAN</td>
<td>COMMITTEE MEMBER</td>
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## SNM SUB-COMMITTEES

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<tr>
<th>SUB-COMMITTEE</th>
<th>CHAIR</th>
<th>MEMBERS</th>
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<tr>
<td><strong>ADMIN SUB-COMMITTEE</strong></td>
<td><strong>MR JAYADEV UNNITHAN</strong></td>
<td><strong>MS BINA DAMODARAN</strong>&lt;br&gt;<strong>DR KARTHIKEYAN ADAPPATTU RAMAN</strong>&lt;br&gt;<strong>MS LATHIKA K. LAKSHMANAN</strong>&lt;br&gt;<strong>MS SHALINI DAMODARAN</strong>&lt;br&gt;<strong>DR SREENIVASAN SREENATH</strong></td>
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<td><strong>AUDIT SUB-COMMITTEE</strong></td>
<td><strong>MR DINESH VASU DASH</strong></td>
<td><strong>MR LUCAS TRAN</strong>&lt;br&gt;<strong>MR M. SUNTHARALINGAM</strong>&lt;br&gt;<strong>MR SURAJ SENAN</strong>&lt;br&gt;<strong>MR SYAM LAL S/O SADANANDAN</strong>&lt;br&gt;<strong>MR T. G. SAJIR</strong></td>
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<td><strong>COMMUNICATIONS AND PR SUB-COMMITTEE</strong></td>
<td><strong>MR G. RAJESH KUMAR</strong></td>
<td><strong>MS NEETHA SANJAY</strong>&lt;br&gt;<strong>MS SHALINI DAMODARAN</strong>&lt;br&gt;<strong>MR P.N. BALJI</strong></td>
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<tr>
<td><strong>COMMUNITY PROGRAMMES SUB-COMMITTEE</strong></td>
<td><strong>MR SHANAVAS VIJAYAN</strong></td>
<td><strong>MR K. K. RAVI</strong>&lt;br&gt;<strong>MS K. S. SHARMILA</strong>&lt;br&gt;<strong>MS SREE DEVI PILLAY</strong>&lt;br&gt;<strong>MR TAN CHIN LEE</strong>&lt;br&gt;<strong>MR TEO GENE-EN</strong></td>
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<td><strong>CONSTITUTION REVIEW SUB-COMMITTEE</strong></td>
<td><strong>MR CHANDRA MOHAN NAIR</strong></td>
<td><strong>MR BHASKARAN S/O SIVASAMY</strong>&lt;br&gt;<strong>MR JAYADEV UNNITHAN</strong>&lt;br&gt;<strong>MR R. RAVEENDRAN</strong>&lt;br&gt;<strong>MR SHANAVAS VIJAYAN</strong>&lt;br&gt;<strong>MR VISWA SADASIVAN</strong></td>
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<td><strong>DIGITAL TRANSFORMATION SUB-COMMITTEE</strong></td>
<td><strong>MR SANIL KUMAR PARAMMAL</strong></td>
<td><strong>MR AJITH MENON</strong>&lt;br&gt;<strong>MR JAMES CHIA</strong>&lt;br&gt;<strong>MR MOHAN VELOO</strong>&lt;br&gt;<strong>MR RAVI SUBRAMANIAN</strong>&lt;br&gt;<strong>MR SREERAM IYER</strong></td>
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### Eldercare Management Sub-Committee

**Chair:** Dr Sreenivasan Sreenath  
**Members:**  
- Dr Ajith Damodaran  
- Ms K. S. Sharmila  
- Ms Lathiya K. Lakshmanan  
- Mr Lau Wing Chew  
- Ms Shalini Damodaran  
- Dr Vidyadhars Pillay  
- Ms Yong May Chin

### Facilities Sub-Committee

**Chair:** Dr Sreenivasan Sreenath  
**Members:**  
- Mr Divakaran Sabu  
- Mr Gopakumar Gopinathan  
- Mr K. Jagadas  
- Mr Radhakrishnan Pillai  
- Mr Rajanayagam Sarvanathan

### Finance Sub-Committee

**Chair:** Mr K.V. Miyapan  
**Members:**  
- Mr Abuthahir Abdul Gafoor  
- Mr Karthikeyan Adappattu Raman  
- Ms Lalitha Subramony  
- Ms Lathiya K. Lakshmanan  
- Mr Teo Wee Leong

### Human Resource Sub-Committee

**Chair:** Ms Swapna Dayanand  
**Members:**  
- Ms Bina Damodaran  
- Mr Dileep Nair  
- Mr Panneer Selvam S/O Palaniandy  
- Mr R. Rameash  
- Dr Rinkoo Ghosh  
- Ms Sarojini Venkatasamy  
- Mr V. P. Jothi

### Investment Sub-Committee

**Chair:** Mr Manu Bhaskaran  
**Members:**  
- Mr Jayadev Unnithan  
- Dr Karthikeyan Adappattu Raman  
- Mr Neil Parekh  
- Mr Rajesh Sreenivasan  
- Mr Shanavas Vijayan  
- Mr Surinder Kathpalia  
- Mr Tan Puay Hiang
**MEDIFUND SUB-COMMITTEE**

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<th>CHAIR:</th>
<th>MR T. K. UDAIRAM</th>
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<td>DR PHOA LEE LAN</td>
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**MEMBERS SUB-COMMITTEE**

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<th>CHAIR:</th>
<th>MRS JAYASREE UNNITHAN</th>
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**MERANTI HOME MANAGEMENT SUB-COMMITTEE**

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**YOUTH SUB-COMMITTEE**

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<th>MR SUDHESH VASU DASH</th>
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Governance Policies

SNM (Singapore) has established Standard Operating Procedures (SOPs) that ensure integrity and transparency of all aspects of its operations. With these SOPs in place, SNM can achieve efficiency, quality output, consistency in performance, clearer communication and reduce the potential failure to comply with industry regulations.

As an organisation committed to excellence, SNM constantly seeks to maintain high standards across all its business units. To this end, SNM engaged the services of Ardent Business Advisory Services to review its policies and procedures to eliminate inconsistencies and strengthen controls. In the governance review conducted in FY2019, risk registers and policies are being further reviewed in FY2020 to take into consideration the impact of COVID-19 on the organisation.

Expanding the Mandate of SNM Trustees
At the 68th Annual General Meeting (AGM) held on 18 Aug 2019, the General Body agreed to the proposal to expand the mandate of the Trustees and to reconstitute the Trustees as a Board of Trustees so as to further strengthen the governance and transparency structure. The Executive Committee (EXCO) will review the revised Constitution before submission to the sector regulator, the Ministry of Social and Family Development (MSF) for clearance. The revised Constitution will then be passed by the General Body and approved by the Registry of Societies. The intent is for the revised constitution to be in effect for 2021 AGM.

SNM Sub-Committees
The EXCO has appointed several Sub-Committees to assist in its stewardship role. The Sub-Committees comprise members of the EXCO as well as external subject matter experts to bring the expertise and competencies in specific areas of interests. For example, the Human Resource Sub-Committee provides inputs, guidance and advice to Management and the EXCO on HR practices. While Sub-Committees, with inputs from the Management, provide advice and recommendations on respective matters, the EXCO makes the final decision. The EXCO is accountable to the General Body on all decisions taken for SNM. During the year SNM established seven more sub-committees, bringing the total to 15 Sub Committees as listed on pages 9 to 11.

The EXCO and Admin Sub-Committee
The EXCO is the pinnacle decision making body and is accountable to the General Body on all decisions taken for SNM. The EXCO provides strategic directions, takes policy decisions and approves all higher level matters concerning the SNM. The Admin Sub-Committee comprises the principal office bearers that includes the President, Vice President, General Secretary, Assistant Secretary, Treasurer and the Assistant Treasurer. The Admin Sub-Committee functions as a body that makes decisions on operational matters such as procurements, appointment of Senior Managers and above, bonus pay-outs and others. Performance Appraisals for staff occur twice a year under the performance management cycle.
**Whistleblowing Policy**

As an IPC (Institute of Public Character), SNM is subject to the highest levels of governance, transparency and corporate ethics. The SNM Whistleblowing Policy provides an avenue for both members and Management to raise any concerns they may have on possible wrongdoings or lapses in governance on the part of the organisation. SNM aims to create accountability and transparency into our work environment and reinforces the value on employees to be respected and honest individuals of their professions. It provides a method of properly addressing bonafide concerns that individuals within SNM might have whilst offering ‘whistle-blowers’ protection from victimisation, harassment or disciplinary proceedings.

**Personal Data Protection Act Policy**

SNM respects legal rights to personal data protection when collecting, using, transferring, storing, accessing and correcting personal data. It is SNM’s policy to comply with the requirements of the Singapore Data Protection Act 2012 (“PDPA”). In doing so SNM will ensure its staff complies with the standards of security and confidentiality in line with industry standards. Please refer to SNM’s website for the PDPA Policy statement.
Shared Services

Under the SNM (Singapore) Shared Services model, corporate services for all of the frontline departments are centrally provided.

CORPORATE GOVERNANCE

Charity Transparency Award 2019
SNM was one of 67 charities that were awarded the Charity Transparency Award 2019. This is the second year in a row that SNM has received the prestigious award, which recognises charities with good disclosure practices. As the sector evolves, it is imperative that charities adhere to high governance standards and transparency practices to ensure continued public confidence.

HUMAN RESOURCES

Supporting the Future Workforce – Collaboration with ITE
On 26 Nov 2019, SNM signed a Memorandum of Understanding with the Institute of Technical Education (ITE) and pledged its support for the newly launched Work-Study Diploma programme. The programme offers an alternative pathway to further education where students study, and work in a field relevant to their course at the same time. Under the Work-Study initiative, we recruited an interested applicant from the Diploma in Community Engagement programme to be attached to the Community Programmes department. The collaboration with ITE also allows for existing staff to pursue a diploma while employed. As part of our commitment to career progression for staff, we also encouraged one of our staff from the Programmes department to pursue higher education. The course of study commenced in April 2020 for both staff.

Singapore Governance for Outstanding Organisation Directors (S-GOOD) Programmes
SNM is now a member of Singapore Institute of Directors (Non-profit Organisation Membership) effective from 1 Sep 2019 to 31 Dec 2020. As the charity sector focuses on enhancing capabilities and governance, SNM’s EXCO members attend ‘S-Good’ modules designed by the Singapore Institute of Directors (SID).

Visitor Management System
As part of SNM’s overall goal to leverage on technology, the Front Desk operations were digitalised. SNM successfully implemented the new Visitor Management System, which has streamlined the visitor registration process. With the new system, our Front Desk officers are now able to manage visitors in an efficient and professional manner.

Singapore Health Quality Service Awards
At the 2020 Singapore Health Quality Service Awards, SNM clinched 19 Gold and 32 Silver awards. This is an immense achievement for SNM and these awards are a testament to the hard work and dedication our staff put into caring for the vulnerable. We will continue to ensure a high standard of care when it comes to our residents, clients and beneficiaries.

OPERATIONS

Facility Management Sub-Committee
The Facility Management Sub-Committee was set up to ensure that facilities under SNM are well maintained and meet the government regulations and safety standards. The first meeting was held on 4 Sep 2019.

The Committee oversees the following functions: Tender Preparation & Evaluations and Maintenance Contracts. To date, the Committee has embarked on three projects in FY2019: upgrading the Senior Care Centre (Yishun), Level 3 Meeting Room in SNM Nursing Home and the Nurse Call System in SNM Nursing Home.

Infrastructure Projects
The Multi-Disciplinary Consultancy Tender for 11 projects was called on 13 Mar 2020. The 11 projects include renovation works, electrical upgrades, automation, fire safety, painting and waterproofing of the SNM Nursing Home building and renovations at Senior Care Centre (Woodlands). These renovations and upgrades ensure that SNM’s facilities are well-maintained and up-to-date. These projects will be slated to start in FY2020.

TenderBoard
As part of SNM’s move to digitise and automate admin-intensive workflows, SNM adopted the TenderBoard System for its procurement process. TenderBoard has increased information accuracy, eliminated the need for manual tracking of documents and reduced the administration cost and workload in SNM.
SNM Nursing Home

In FY2019, SNM Nursing Home (SNMNH) focused on improving three key areas: service quality, resident safety and the relationships with the residents and their next-of-kin. Such goals require our Care staff to willingly embrace changes, work as a team and focus on continuous improvement.

NURSING EXCELLENCE

Promotions
In recognition of their consistent good performance and contributions, a total of 22 nursing and Care staff were promoted. There were two promotions to Registered Nurses and four to Enrolled Nurses after they successfully passed the Singapore Nursing Board Licensure Examinations.

Personal and Professional Development
Personal and professional development continued throughout the year as nurses attended courses focusing on enhanced nursing care. The care staff attended Continuous Nursing Education “teleCNE”, conducted by Khoo Teck Puat Hospital (KTPH)’s GeriCare team. The topics included “Let's Preserve the Dignity of residents in the home!”, “What is Flu? Its vaccination and prophylaxis”, “How to better engage person with dementia in meaningful activities”, Infection Control - Hand Hygiene and Personal Protection Equipment”, “Intermittent Catheterization versus Indwelling Catherization” and “Handling Dementia with Behavioural and Psychological Symptoms of Dementia (BPSD), which builds on the knowledge of our care team. The knowledge acquired in the Dementia series were especially useful for our nursing team when providing care for our residents with Dementia.

Partners in Continuous Education
SNM has been awarded Approved Training Centre (ATC) status since 2004. The latest intake of 11 Nursing Attendants and seven Health Attendants have started their ITE Skills Certificate in Healthcare (Homecare) training in Dec 2019.

SNM also collaborated with the Agency for Integrated Care (AIC) on a three-year Clinical Quality Improvement project on Medication Safety. This involved a joint effort between AIC and SNMNH, to improve the safety and quality of clinical care in the nursing home.

RESIDENTS’ CARE

GeriCare
As a member of GeriCare@North since 2016, SNMNH staff participate in teleconsultations with KTPH’s geriatrician and palliative team to better support the care of residents, and as part of the nurses’ training programme. Three Registered Nurses have completed the Palliative Care Course for Long-Term Care Nurses, and another Enrolled Nurse is presently undertaking the same course.

Psychosocial
Visits to places of worship, volunteer activities, festive celebrations and adapted sports activities were planned for residents throughout the year to keep them meaningfully engaged.

Influenza Vaccinations
Last year, our residents and staff were given the Southern Hemisphere influenza vaccine in Apr/May 2019. The annual Influenza Vaccination exercise saw a total of 196 residents and 140 staff vaccinated. The Northern Hemisphere vaccines were also administered to 206 residents and 137 staff in Nov 2019.
SNM participated in the 10th International Ageing Asia Innovation Forum 2019. At the forum, SNM was also shortlisted as a finalist for the “7th Asia Pacific Eldercare Innovation Awards”, for its Residents’ Committee. The award recognises empowering and innovative practices in the eldercare sector. The SNM Dance Group also graced the stage at the event to perform a multi-cultural dance, depicting Singapore’s rich culture.
**Keeping Fit with Adapted Sports**

Adapted Sports Pilot is a collaboration between SNM Nursing Home, SportsSG and AIC, under the AIC Wellness Programme. The aim of the programme is to enhance residents' well-being through sports by modifying popular activities to make them suitable for residents’ participation. The pilot testing concluded on 20 Aug 2019, with a total of 18 sessions conducted and seven adaptive sports activities (Boccia, Disc Golf, Volleyball, Floorball, Cup Stacking, Ladder Toss and Poi) trialled. 10 seniors participated in the pilot – six residents from SNMNH and four clients from the Senior Care Centre (Yishun). They were supported by three teams of staff on rotation.

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**SNM’S Pioneer Generation Takes the Lead**

SNM celebrated the 54th National Day Observance Ceremony on 8 Aug 2019. Our seniors played a very important role in the celebrations, in the spirit of honouring our nation's history. SNM Residents’ Committee came together to plan and lead the event, from reciting the pledge in the four official languages, to raising the flag during the national anthem and emceeing the ceremony. Volunteers from Sembawang Airbase also participated in the celebrations. The volunteers have been coming down to SNM since 2018 to participate in the National Day ceremony.
International Day of Older Persons with RSVP Singapore
SNM was part of the DIY International Day of Older Persons (IDOP) celebrations, organised by RSVP Singapore. The theme for this year was gratitude. As part of the event, our seniors were encouraged to express their gratitude to their loved ones, friends and caregivers through handwritten cards. The volunteers from RSVP guided our seniors through the activity. The seniors gifted their hand-made cards to their loved ones and caregivers, in a touching end to the celebrations.

Residents Out and About

Residents visiting different places of interest, watching performances at the theatre, attending celebrations in the community, shopping trips – these outings give them much joy, and allow our staff and volunteers to bond and create memories with them.
CARING FOR RESIDENTS

AT A GLANCE

SNMNH believes in resident rehabilitation and discharging them into the community to age in place. To achieve this, SNMNH implements a holistic model of care, which focuses on various aspects of the resident’s well-being.

Profile of Residents
The number of residents admitted as at 31 Mar 2020 is 215. Our residents’ age ranges from 40 years to 108 years. They are mostly in categories III and IV i.e. they need assistance in their Activities of Daily Living (ADL).

Social Work
Our social workers work closely with the multidisciplinary team, and actively provide psychosocial support for residents and families through case management, counselling and appropriate social work interventions. With this holistic approach to care, the NH has seen an increase in the number of visits from loved ones. This has positively impacted the overall well-being of our residents. In FY2019, 21 residents improved their health by moving to a lower category.
Successfully Discharged
Out of 22 discharge cases, SNMNH has successfully discharged five residents who have improved in their ADL, back to their own homes.

These five residents have happily re-integrated with their families and community.

- Mr Vellappan s/o Vellayan – 12 Apr 2019
- Mr Yong Teck Fok – 6 Sep 2019
- Mdm Neethinathan Lily – 16 Dec 2019
- Mr R. Nathan – 31 Jan 2020
- Mr Lim Kok Tiong – 20 Feb 2020

The remaining 17 discharge cases are as follows:

- Other healthcare institutions: 11
- Respite: 6

REHABILITATION UPDATES

Rehabilitation helps residents regain some or all of their physical and mental capabilities that were lost due to injury, illness, or disease. In addition to residents’ physical and mental health, our therapy services also focus on the psychosocial domain by conducting morning group exercises and gardening activities to keep the residents meaningfully engaged.

Leveraging on Technology

The Rehabilitation department leveraged on technology to provide strength training for the elderly. SNM invested in the ‘HUR’ smart touch equipment to provide customised therapy programmes for individual residents based on their needs. The equipment is safe and easy for residents to use. The SNM Rehabilitation Room was officially launched by DPM Heng Swee Keat on 15 Sep 2019. Our residents provided a demonstration of the HUR equipment, and the benefits they had experienced on their overall well-being.

“It helps to strengthen my muscles like calf muscle and thigh muscle so that I can walk better. At the same time, it helps to reduce my stomach.”
- Mr Ishwar Lall

“After exercising with HUR, I find my leg muscles are stronger and can walk better.”
- Mdm Wong Siew Sing
SNM Senior Care Centres

SNM operates two Senior Care Centres (SCC), located in Yishun and Woodlands. SCC (Yishun) provides Maintenance Day Care (MDC) services. SCC (Woodlands) provides both MDC services and General Dementia Day Care (GDDC) services for seniors in the community.

The seniors enjoy a daily dose of morning exercises and a weekly line-up of art & craft, bingo, karaoke sessions, movie screenings and cooking. In addition, physiotherapy and occupational therapy are also part of their individual care plan.

The Multi-Disciplinary Team which comprises the occupational therapist, physiotherapist, social worker, staff nurses and staff from the programmes team, meets regularly to discuss individualised care plans for each senior and to ensure the seniors are cared for through holistic intervention plans.

Additionally, the occupational therapist and social worker make home visits to assess the wellbeing of the environment – especially important for clients who are at a high risk of falling. The Multi-Disciplinary Team convenes weekly to discuss what can be done to better support each client, which will be reflected in their individual Care Plans.

Supporting Caregivers
Isolation and exhaustion are something that many caregivers experience when taking care of their loved ones. As a way to address the issue, SNM provides support to caregivers by conducting regular meetings to encourage sharing, and to show them that they are not alone in their journey. Caregiver training sessions are also conducted to help them have a better understanding of their loved one’s condition, and to enable them to provide better care. SNM staff continually undergoes professional training to stay abreast of the innovative ways to take care of the elderly, as the care needs of the elderly continue to evolve. SNM is committed to enabling each individual to age in place and continue their days with their family, the neighbourhood and the community they call home.

Caregiver Training Grant
SNM is an approved Caregiver Training Grant (CTG) Training Provider appointed by the Agency of Integrated Care (AIC) which acts as the Ministry of Health's CTG Administrator. Courses provided are specifically targeted for Caregivers and Foreign Domestic Workers and are as follows:
- Assisting in Basic Activities of Daily Living (Class-based)
- Dementia Care (Class-based)
- Mobility and transfer Techniques (Class/Home-based)

SNM's appointment has been renewed from 1 Apr 2020 to 31 Mar 2021

Centre-Based Care Service Audit
The Centre-based Care Service Audit by MOH was carried out for Senior Care Centre (Yishun) on 8 and 11 Nov 2019. The service audit validity has been renewed and granted for a period of 2 years from 01 May 2020 to 30 Apr 2022.

ENROLMENT

<table>
<thead>
<tr>
<th>Programmes</th>
<th>Senior Care Centre (Yishun)</th>
<th>Senior Care Centre (Woodlands)</th>
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<tr>
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<td>20</td>
</tr>
<tr>
<td>Total Clients Served in SCC</td>
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<td></td>
</tr>
</tbody>
</table>
CAREGIVER TRAINING PROVIDER

Since Apr 2017, SNM had been appointed by AIC as the CTG Approved Training Centre for Caregivers and Foreign Domestic Workers. The CTG Approved Training Centre provides training courses, and also acts as the CTG Grants administrator. Courses include Dementia Care, Assisting in Basic Activities of Daily Living and Mobility and Transfer Techniques.

A total of four classes were conducted last year. These courses are conducted primarily in English but translators are available for non-English speaking foreign workers or caregivers.

SNM’s appointment has been renewed from 1 Apr 2020 to 31 Mar 2021.

Events at SNM SCC

Celebrating Christmas at SCC (Woodlands)
To bring the Christmas Cheer to seniors, a group of youth volunteers led by Mr Zheng Hong, came down to SCC (Woodlands). They played games like Christmas bingo and Passing the Parcel with the seniors. Grassroots Adviser Mr Amrin Amin [MP for Sembawang GRC (Woodlands)] joined in the celebrations too, delighting the seniors with stories. A hand-made photo album was presented to him by a SCC client.

CNY Celebrations
In preparation for Chinese New Year, we brought our clients from SCC (Yishun) and SCC (Woodlands) for CNY shopping at Woodlands Terrace. They visited Fragrance, Old Chang Kee and DJ Bakery. It was a good opportunity for the seniors to bond with the staff and share their past experiences too.
OVERVIEW OF EVENTS AT SCC

SCC External Events from Apr 2019 - Mar 2020

SNM SCC SUCCESS STORIES

Finding Happiness

When Mr See first enrolled into SCC (Yishun), he was suffering from depression after the passing of his daughter-in-law. His family was worried about him and reached out to seek assistance.

Mr See was placed into the MDC programme at SCC (Yishun). Over the last two years, we have seen a positive change in Mr See – he is now more cheerful and active. His psychiatrist also took him off anti-depressants. The SCC staff show each client the care and attention they deserve. Through a detailed care plan with an emphasis on the client’s well-being, we hope to have more success stories like Mr See.

Staying Engaged Socially

Prior to enrolling into SCC (Woodlands), Mr Ong was mostly alone at home during the day. He is also at high risk of falling, and has dementia. As such, Mr Ong would spend most of his time watching television and sleeping. After attending the General Dementia Day Care Programme at SCC (Woodlands) Mr Ong is now more active, chatty and jovial. This in turn, has reduced the stress on his caregiver and family.

Message from Mr Ong’s family member

“I would like to thank SNM and your staff for the care and time taken to look after my father. Without the help of the SCC to take care of my father, I would have problems managing my work and looking after my father. Thank you very much for all your help!”

Breakdown of SCC Programmes & Activities

- Intergenerational Cross Programme: 2 sessions
- Community Engagements: 4 sessions
- Outings: 11 sessions
- CareMaster: 12 sessions
- Partnership: 12 sessions
- Referrals/Link-Up: 12 sessions
- Hospital Visits: 19 sessions
- Social Work: 12 sessions
- Community Engagements: 4 sessions
- Partnership: 12 sessions
- CareMaster: 12 sessions
- Referrals/Link-Up: 12 sessions
- Hospital Visits: 19 sessions
- Social Work: 12 sessions
- Community Engagements: 4 sessions
- Partnership: 12 sessions
- CareMaster: 12 sessions
- Referrals/Link-Up: 12 sessions
- Hospital Visits: 19 sessions
- Social Work: 12 sessions
Meranti Home @Pelangi Village

Meranti Home @Pelangi Village (MH) is a welfare home for male psychiatric residents, under the purview of the Ministry of Social and Family Development (MSF). SNM has been managing the Home since 2002, and provides residential and rehabilitative care for 179 residents. Meranti Home’s approach to care is anchored by empowerment through rehabilitation. The aim is to enhance the quality of life for residents, maximise their potential and empower them to live independently in the community.

Focus on Rehabilitation
Rehabilitation is a key area of focus for Meranti Home. The holistic approach to residents’ well-being involves awareness of resident’s mental health, maintaining or improving physical mobility and assessing preparedness to be re-integrated into the community. Using residents’ psychosocial functioning as baseline, individual care plans are developed to include specific goals. A range of programmes and activities are in place to help residents meet these goals. Some of these include recreational activities, weight management and diabetic programmes, elderly fitness, physiotherapy and occupational therapy.

The Home Earning Scheme (HES), Resident Earning Scheme (RES) and Day Release Scheme (DRS) provide work opportunities for residents and help them meet their rehabilitation goals. Vocational rehabilitation programmes are available to residents based on their physical and psychosocial abilities. Residents start by working in the Home under the HES before progressing to work at the Activity Hub @ Pelangi Village for training and assessment. When deemed fit, they will be matched with employers for suitable job opportunities. The end of this journey is working in the community.

Rehabilitated and Discharged
In 2019, Meranti Home successfully discharged two residents into the community, who have been in the Home for three and seven years respectively. Their social worker worked with different departments, ministries and government agencies to facilitate the process of preparing them for independent living. This entailed orientating them to community resources, training on medication compliance, keeping up with medical appointments, transport orientation etc. Customised training sessions also included Budgeting, Community Living Skills and Wellness Recovery Action Plan (WRAP) to help understand triggers, watch out for warning signs (relapse), formulating an action plan, as well as crisis planning.

Prior to their final discharge, both residents were paired together to live in a rental flat under the HDB’s Joint Singles Scheme for a 6-month period. During this time, Meranti Home kept a close watch through visits and telephone calls to monitor their ability to cope with the change and manage their affairs independently. They continue to live together in the flat after their discharge in Oct 2019. They have been able to support themselves on their income while tapping on the various government schemes. As a result, MSF commended Meranti Home for its efforts in meeting the stipulated targets under its Outcome Based Funding (OBF).
NURSING ACHIEVEMENTS

Staff
Meranti Home is committed to providing its staff with personal development opportunities. Such upskilling programmes often result in an improvement in service quality and delivery, which ultimately benefits our residents. After passing the Singapore Nursing Board Licensure Examination, an Enrolled Nurse was promoted to Staff Nurse and a Nursing Aide was promoted to Enrolled Nurse.

Residents
Working in collaboration with the Social Work Department, the nurses planned and carried out a Self-Medication Management Programme. The objective is to train residents for independent living by getting them to be aware of their medication and being proactive in collecting them daily from the Nurses. Three DRS residents were trained and discharged into the community in 2019.

操作

SCDF Audit on CERT
The Singapore Civil Defence Force (SCDF) conducted the annual audit on Company Emergency Readiness Team (CERT) at Meranti Home on 27 Sep 2019. Meranti Home was assessed on several factors including reaction time, evacuation process, team readiness, first aid application etc. Meranti Home has been conducting regular fire drills and the team performed well at the audit.

VOCATIONAL REHABILITATION INITIATIVES

Pre-DRS (Day Release Scheme)
Pre-DRS is a new scheme that was initiated to engage suitable residents from Meranti Home in appropriate employment at SNM Nursing Home. The scheme commenced on 26 Aug 2019 and to date, three residents have been engaged as part time cleaners at the Nursing Home. The scheme was launched as a progression path for residents’ rehabilitation and eventual integration into the community. The scheme aims to:

- Train and improve skills in general cleaning
- Prepare residents to work in an external environment
- Inculcate proper work ethics such as work routine, team spirit, responsibilities etc.

One resident progressed to DRS as a Part Time Cleaner with the HDB Town Council. Working in an external environment provides valuable training for residents prior to their placement in DRS.

Enhanced Home Earning Scheme (HES)
The HES involves simple tasks that residents can carry out in the Home over a few hours. This could range from simple tasks such as collecting cups or dishes and wiping chairs/tables to more complex assignments like helping with the laundry, toilet washing etc. As part of the Enhanced HES, the team took a more proactive role to re-design work tasks for high-functioning residents to encourage them to take greater ownership of their assigned roles. Workers who are engaged in Enhanced HES are trained to carry out their jobs and follow the routine. Apart from the small token sum they receive as salary, workers can earn weekly or daily rewards ranging from 3-in-1 coffee, ice-cream, cup noodles and biscuits.

There are currently 18 residents engaged in the Enhanced HES. Some of them will be able to progress to RES at the Activity Hub before being assessed for work in the community under the DRS.

“Sheltered Workshop” @ Meranti Home
Covid-19 re-shaped Meranti Home's operations in many ways. “Sheltered Workshop”, conducted at Activity Hub, offered employment for residents. Work involved packing cutlery packs, condiments etc. for F&B outlets such as restaurants, hotels and others. With no more jobs coming in, the scheme came to a stop in Feb 2020. Project Origami was initiated to simulate “Sheltered Workshop” and to keep these residents engaged in a vocational task. 15 residents were meaningfully engaged in this role where they folded coloured papers to form shapes such as vases and other decorative items. It was a rewarding experience for both residents and Meranti Home.
CARNIVAL @ MERANTI HOME

Every year, Meranti Home organises one “Mass Outing” that all residents can participate in. Such outings are organised to cater to the needs of all residents including those in the care-room and those who are wheelchair bound. These would include visits to the Singapore Zoo, Bird Park and other places of interest.

Moving away from the usual outing, this year Meranti Home organised a carnival to meet the same objectives for our residents and at the same time invite residents from the other Homes at Pelangi Village to join in a fun-filled event. Though residents have attended public carnivals, only few are selected each time due to safety concerns. Many are unable to participate due to limited mobility and endurance for such events. Hence, the idea of bringing the carnival closer to home was hashed by the Meranti Team.

The carnival, which was held at Meranti Home on 18 Oct 2019, turned out to be a great success. Meranti Home, was transformed into a huge “Game-Zone”. It was a full day of fun-filled carnival games, “pasar-malam” food fair and stage shows. SNMNH residents and clients from SCC were also invited to participate in the carnival. The first time initiative saw about 400 participants coming together to play, eat and have fun with friends and peers.
MOU signed between Sree Narayana Mission (Singapore) and DBS Technology Service

1

Partnerships established

45

Community events participated

35

Community Engagement

Lighting Hearts, Lighting Homes

Lighting Hearts Lighting Homes (LHLH) is a ground up initiative, incepted in 2013 by a group of like-minded individuals. The goal was to provide festive cheer packs and angpows to isolated elderly, disabled and young, needy families living in rental, and one, two and three-room flats island-wide during annual festivals. The partnership between SNM and LHLH began in 2018. In FY2019, a total of 700 volunteers were deployed to pack and distribute the goodie bags across Singapore on 19 Oct 2019. 1350 families benefited from the collaboration. Amongst the volunteers for the LHLH 2019 goodie-bag distribution was MP for Nee Soon GRC, Associate Professor Muhammad Faishal Ibrahim and his team. Prof Faishal visited a few beneficiaries in Nee Soon to personally deliver the festive goodie bags, along with SNM President Mr Jayadev Unnithan and SNM CEO Mr S Devendran.
SNM was one of 14 organisations invited to participate in “Sugathara Vizha”, a health festival organised by Hindu Endowments Board (HEB) and supported by Mediacorp Oli 96.8. The annual health festival, held on 21 Jul 2019, aimed to raise awareness of common chronic illnesses, promote healthy living, and inculcate the importance of regular health screening in the Indian community. SNM also set up a booth to share more about its community programmes with the attendees. More than 1400 people attended the health fair. Mr Gan Kim Yong, Minister for Health graced the event as Guest-of-Honour. At the event, SNM was honoured to receive a token of appreciation for pledging its support to create healthier outcomes for the community.

**Sharing the Blessings: Fu Dai 2020**

SNM joined 40 over organisations at Fu Dai 2020, held on 10-11 Jan and organised by Community Chest Singapore. The event saw volunteers from various organisations, corporations and agencies come together as a community to spread the festive blessings to less privileged families and seniors during Chinese New Year. The SNM Youth Committee, along with other volunteers, were enthusiastic about spreading the joy.

**Part of the Singapore Story**

SNM was privileged to have set up a booth at the Istana Open House on 5 Jun 2019. The Open House, held in conjunction with the Bicentennial celebration, featured organisations, schools and communities that played a part in building the nation. SNM was one of 19 organisations at the event, where it shared with the public SNM’s contributions to the community over the last seven decades.
As part of the SG Cares: Celebrating a Culture of Care initiative, SNM participated in two roadshows across the island. At the booths, SNM shared with the public its various community programmes and services. The roadshow showcased how the ‘Caring Culture’ evolved in Singapore, through the collective efforts of various organisations and individuals.

**Project Silver Screen**
Around 60 seniors came to SNM to participate in Project Silver Screen, a nation-wide functional screening programme for those above 50. The screening consists of three simple checks, to ensure that the senior’s eyes, ears and mouth are in good health. MP for Nee Soon GRC, Associate Professor Muhammad Faishal Ibrahim also stopped by the programme, visited each section and spoke to the seniors there. The screening programme was run in collaboration with the Agency for Integrated Care (AIC), Nee Soon Central CC and the Silver Generation Office.

**Launch of Momentary Monument**

SNM was invited to witness the launch of the Momentary Monument on 16 Feb 2020. The marker was unveiled at the original site of SNM, located at Blk 313 Sembawang, Gambas Division. In 1965, former Minister Mentor Lee Kuan Yew delivered his now famous ‘From Mudflats to Metropolis’ speech at SNM. Former President of the Mission, Mr M. K. Bhasi was present at the launch, along with other members, Mr V. Srinivasan, Mr R. Raveendran, Mr G. P. Sasidharan, Mr Asokan, SNM President Mr Jayadev Unnithan and SNM CEO Mr S. Devendran.

**REFLECTIONS FROM COMMUNITY PARTNER**

“As a ground up initiative, Lighting Hearts Lighting Homes is delighted to collaborate with SNM to serve the community at large. Through this symbiotic relationship we were both able to reach out to more families island wide and also expand on our shared resources.”

– Logapreyan, Volunteer, LHLH
Community Programmes

NEW INITIATIVES

SNM Inspire 2019
SNM Inspire is a volunteer-driven mentoring programme undertaken by the SNM Youth Committee.

The programme provides an “open door”, for students in the Educational Financial Assistance Scheme (EFAS) to seek support from the community.

It will also create a support network that helps these students (mentees) succeed and achieve positive outcomes at home and school. Mentors and mentees also participate in interactive group work sessions and community service projects.

As part of imparting positive learning experience and team work, a stress management workshop and trip to escape room were organized for these ‘inspired’ youth, as a team bonding exercise. These activities aim to develop the life skills of the mentees, expose them to work environments and encourage them to pursue their passions.

Enriching Lives of Seniors Programme (ELSP @ SNM Care Centre)
SNM recently launched the “Enriching Lives of Seniors Programme” (ELSP). The programme is a collaboration between RSVP Singapore, National University Health System (NUHS) and SNM. This programme aims to enrich the lives of socially isolated and vulnerable seniors in the community by creating an environment where they are mentally, physically and emotionally stimulated. This is done through exercises, arts & crafts activities and puzzles like Sudoku.

As part of the initiative, seniors also participate in a physical exercise programme (HAPPY), designed to improve their mental well-being, memory and functional ability and strength. The programme, customised by NUHS, was adapted from a programme designed by the National Centre for Geriatrics and Gerontology in Nagoya, Japan.

Trained senior volunteers from RSVP conduct the sessions with the beneficiaries, and use their expertise, knowledge and empathy to befriend the beneficiaries.
EXISTING INITIATIVES

Helping Hands Project
The SNM Helping Hands Project is a three-year community outreach initiative jointly developed with Agency for Integrated Care (AIC). Focusing on mental health awareness, the programme provides specialised training for volunteers and deploys them to befriend beneficiaries in the community. SNM successfully reached out to 2044 individuals through SNM outreach events and community programmes, to raise awareness of mental health and provide further assistance where required. The programme continues to see success.

• Assisted in reaching out to 25 elderly referrals from other Social Service Agencies regardless of race or religion.
• Successfully leveraged on technology whenever possible, to ensure that befriending services could continue in the event of disruptions. Volunteers used platforms like WhatsApp to video call and connect with their beneficiary and the same method was used to update the social workers on progress /concerns.
• Identified and referred cases of beneficiaries with self-care issues to the community medical support team for patient care management or further professional care.

REFLECTIONS FROM BENEFICARY
“There’s this feeling of togetherness. You feel like you are being accepted. That’s what makes me so happy about this group.”
- Ms Regina Nair, ELSP beneficiary

FY2018 488 clients
FY2019 392 clients
100 = 50
This is an SNM tie-up with supermarket retailing chain Sheng Siong and Heartwarmers that allows low income families to purchase daily necessities at highly subsided prices – beneficiaries pay $50 for $100 worth of purchases. All household supplies are displayed for these beneficiaries to choose from, thus ensuring complete autonomy when making purchases. Beneficiaries from Nee Soon Central CC and Chong Pang CC attend this mass shopping programme, along with beneficiaries referred directly via SNM. The event is held at SNM on the third Saturday of every month. SNM also provides additional support for beneficiaries who cannot afford to make purchases, through its “Lend-A-Hand” programme, where it provides $50.

Lend-A-Hand
Apart from the financial support rendered to 55 beneficiaries, SNM aims to uplift these beneficiaries and ensure that their concerns are heard, addressed and resolved. Under review from Social Worker, each beneficiary gets plenty of consideration and support via regular and periodic befriending sessions during 100=50 by SNM Lend-A-Hand befrienders. These volunteers are highly motivated and include SNM members who wish to contribute their professional skills in addressing beneficiaries’ concerns. The volunteers work closely with SNM social workers to provide services via collaboration with community partners, government agencies and other Social Service Agencies. Such planned interventions and continued follow up ensure these beneficiaries have a consistent support system. With this holistic approach, the beneficiaries are given the necessary support to get them back on their feet. Almost half of these beneficiaries are given individual home based befriending services.
SUPPORTING PROGRAMMES FOR LEND-A-HAND:
To ensure the beneficiaries are equipped with the right life skills to face a multitude of challenges, SNM initiated a parenting self-care workshop. 40 beneficiaries and their loved ones attended the workshop, and SNM hopes to plan more of such events.

SNM PARENTING WORKSHOP 2020:
The workshop focused on various life/parenting challenges and ways to empower parents to tackle them. The beneficiaries expressed that the workshop helped reinforce the importance of self-care and communication to resolve issues. They were keen to attend more of such workshops and expressed that it helps them to stay positive and confident. While they were focused on the session, their kids (aged 6 to 18) were engaged by SNM members and volunteers, via various activities and games.

REFLECTIONS FROM BENEFICIARY

“Nothing is impossible. Life is vulnerable. Learn to be positive.”
- Mdm Zaidah, Lend-A-Hand Beneficiary

Educational Financial Assistance Scheme – Scholarship
SNM believes in creating equal opportunities for all, and the SNM Educational Financial Assistance Scholarship Programme provides financial aid to all students from less privileged backgrounds, regardless of their race. SNM provides all 16 students with a monthly allowance and fully subsidises their school fees for the duration of their studies at any ITE or local Polytechnic. The programme serves to relieve the financial burden of the families and allows the students to focus fully on their studies and achieve success.
**SHARE Programme**

The “SN Home Volunteers Assistance Reach-out for the Elderly” or SHARE programme, plays an important role in the lives of socially isolated seniors residing in Marsiling. The programme, which has been running since 2015, aims to address the psychosocial well-being of the seniors. Currently, support is rendered to 18 residents, with visits made monthly. Besides providing befriending support to the elderly, the volunteers conduct programmes and even initiate quarterly block parties to bring some cheer to the seniors. Seniors are also able to reach the volunteers via phone calls or messaging to ensure their needs are supported.

**FY2018**

- **13** seniors

**FY2019**

- **15** seniors

---

**Share-A-Pot**

Share-A-Pot Programme is a collaborative initiative with Yishun Health and Tan Tock Seng Hospital under the National Healthcare Group. The programme reaches out to over 200 beneficiaries across the island through three sessions conducted at two different locations, SNM Nursing Home and Pek Kio CC to meet the interest shown in the class. Share-A-Pot sees seniors coming together to improve their physical health and combat social isolation through light exercises and bonding over a hearty and nutritious bowl of soup.

![Picture of group of seniors doing exercises]

At SNM, we have infused art therapy as part of the programme, to improve and stimulate the seniors cognitively and emotionally. Through the programme, the seniors have developed friendships with one another, and provide support and comfort to each other whenever they see each other. Besides the weekly sessions, quarterly recreational trips to places of interest like Gardens by the Bay and Onesimus Garden were organised. The response to the sessions have been overwhelmingly positive, and SNM is looking to expand the programme to include the community in the West region.

**FY2018**

- **152** seniors

**FY2019**

- **274** seniors

---

![Picture of seniors enjoying a hearty bowl of soup]
SNM Smile With You Programme 2019 (3rd Batch)

“Smile With You” is SNM’s flagship women empowerment programme. On Sep 30 2019, a new class was launched in collaboration with Central CDC and Far East Organisation. This is the third batch of classes run by SNM, with 19 registered participants. Through the programme, financially disadvantaged single mothers, caregivers and seniors are empowered to lead dignified lives by undergoing skills development to create a source of income.

The programme is also a form of art therapy for the participants, who pick up tools and skills to help them overcome challenges they may face in their lives, and to help them work towards a better future. The trained volunteers from Project Smile offer these beneficiaries guidance in the form of social support, counselling and financial assistance.

The 12 weekly sessions provide the ideal platform for these women to boost their entrepreneurial potential and sense of self-reliance. The products they create through the programme are sold at events and bazaars to provide a weekly income to the beneficiaries. 20 beneficiaries are advancing to the next level of sewing and handicraft classes, under the encouragement and engagement of the trainers from Project Smile.
Volunteer Management

We are constantly amazed and grateful by the dedication, compassion and generosity shown by our volunteers; both individuals and corporates. With their support, we are able to serve our beneficiaries, residents and seniors through a wide range of services and programmes.

870 Active Volunteers
492 Long Term Volunteers
103 Partner Organisations (Corporates, schools and religious organisations)

CREATING A COMMUNITY OF VOLUNTEERS

Recognition of ‘Silent Heroes’
Mr Foo Say Thye was one of the five winners of the annual Silent Heroes Awards, conferred by the Civilians Association of Singapore. Mr Foo is a long-term volunteer with SNM, having started his journey 25 years ago. We are honoured by the support Mr Foo has shown SNM in the last two decades.

SNM Volunteer Guiding Programme
Under the SNM Volunteer Guiding Programme, volunteers become Activity Facilitators – guiding the nursing home residents through their morning exercise therapy and activities such as art and gardening therapy. All activities are overseen by the SNM in-house rehabilitation therapists. Through this programme, 15 “volunteer leaders” were identified, and have taken on the additional responsibility of nurturing and guiding new volunteers.
SNM's long-term volunteer group, Chong Hua Tong Teck Hwee, will be recognised for their volunteering achievements at the North West WeCare Volunteers' Award 2020. The group has been volunteering with SNM for the past 18 years. The award aims to recognise the efforts of outstanding volunteers and champions in the community. Our heartfelt appreciation goes out to all our volunteers for helping us build a caring community.

* Due to COVID-19, the North West Volunteers' Award 2020 is postponed.

Bringing Seniors and Students Together: SNM’s Intergenerational Programmes

The younger generation make up one of the core groups of volunteers. These students come to volunteer with our seniors as part of our Intergenerational Learning Programmes, where the younger and older generation come together and bond over activities and conversations.
Donor Relations

SNM fundraising activities were focused on raising charity dollars for Nursing Home, Senior Care Centre and Community Programmes. A total of $1,796,254.68 was raised in FY2019 (previous year $1,443,288) through various fund raising efforts (24% increase compared to previous years). There was an increase in donations compared to FY2018. The donations and donations-in-kind received are from regular meal donors, individual donors, corporate donors, and other organisations.

70th Anniversary Charity Dinner
SNM held its 70th Anniversary Charity Dinner on 10 May 2019 with President Halimah Yacob as the Guest-of-Honour. The theme of the dinner was “Progress with Compassion”, in line with SNM's mission to serve all, regardless of race, language or religion. Through this event, SNM raised $1,003,118.37. The funds raised were used to expand SNM's existing community outreach programmes and services and introduce new interventions for the less privileged and disadvantaged in our society.

<table>
<thead>
<tr>
<th>Total Raised</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tote Board Grant</td>
</tr>
<tr>
<td>Appeal Letters</td>
</tr>
<tr>
<td>Bicentennial Matching Grant</td>
</tr>
</tbody>
</table>

Total amount raised: $1,003,118.37
Donations-in-Kind
SNM is appreciative of our donors who support us throughout the year with donations-in-kind such as groceries, nursing equipment, etc. Such donations greatly benefit our seniors and improves their quality of life.

Donations through Online Portals
SNM created fund raising campaigns and leverage on the online fund raising portals such as giving.sg, give.asia and benevity to raise funds for the residents and beneficiaries of SNM. SNM has raised $153,499 collectively from these online fund raising portals.

Supporting the Fight Against COVID-19
COVID-19 saw the community rally around those more vulnerable in the community, and those on the frontlines. To aid us during this challenging period, SMM reached out to foundations, corporate partners, well-wishers and statutory boards for assistance. A total of $20,979 was raised.

Donations-in-kind such as facemasks and hand sanitisers were donated by individuals, organisations like Anglo-Chinese School, NCSS and Temasek Foundation. We are moved by the outpouring of support from the community – such meaningful gestures help us in our collective efforts to safeguard the well-being of the vulnerable under our care.

REFLECTIONS FROM DONOR

“It gives me immense pleasure and a sense of great satisfaction in providing lunch for the residents & staff of Sree Narayana Mission. A little goes a long way in giving back to the less privileged. Thank you to Sree Narayana Mission for the opportunity to serve the seniors in this way.”

- Ms C. Swarnalata, Meal Donor
SNM in the News
$1m grant aims to support overlooked communities
On 15 Sep 2019 Deputy Prime Minister and Minister for Finance, Mr Heng Swee Keat officially opened our SNM Rehabilitation Room, as part of the Chathayam Celebrations. This rehabilitation room featured seven new equipment specially designed for the elderly by the Helsinki University Research (HUR) from Finland. A selected group of our residents who were on a specially designed rehabilitation programme benefited from the newly launched facility.

The SNM Care Centre, located at 394 Race Course Road was officially opened on 24 Nov 2019. Ms Denise Phua Mayor of Central Singapore District, Grassroots Adviser to Jalan Besar GRC (Kampong Glam) was the Guest-of-Honour. The facility is located in the Jalan Besar precinct, and will help us expand our reach in the area. Our donors, community partners and mission members were also present at the opening ceremony, where they witnessed the unveiling of the plaque, and went on a tour of the premises. There were also programme stations, where our beneficiaries and volunteers shared with Mayor Denise Phua and those present about the positive impact of our community programmes and services on their physical and mental well-being.
70 Years of Service to the People

SNM marked its 70th anniversary with a Charity Dinner at the Orchid Country Club, with President Halimah Yacob as the Guest-of-Honour for the event. All of SNM’s supporters, donors, sponsors, partners, members and volunteers showed up in strength. The donation drive raised over one million dollars, with the proceeds going towards our community programmes, supporting our efforts to build a more inclusive and compassionate society.

A Starfish Moment

The love story between a nursing home resident and his childhood friend took the nation by storm. When Mr Vellappan, our resident of 10 years, and Mdm Savithri, his childhood friend, expressed their wish to spend their golden years together, SNM pledged its support.

Staff, volunteers and well-wishers prepared for the big day, from planning the wedding to spring cleaning the couple’s new home and providing them with household items. The couple were married in a simple ceremony attended by nursing home staff, residents and community partners. Also present were MPs for Nee Soon GRC: Minister for Home Affairs and Law Mr K. Shanmugam, and Senior Parliamentary Secretary for Education and Social and Family Development Associate Professor Muhammad Faishal Ibrahim.
Acknowledgement

Sree Narayana Mission (Singapore) would like to thank all our donors and volunteers for helping us make a difference.
COVID-19 Efforts
COVID-19: The New Norm

To limit the spread of COVID-19, SNM implemented precautionary measures early on to reduce the risk to our residents and staff, and to ensure that all essential services could continue.

Before the Ministry of Health (MOH)'s announcement of DORSCON Alert Yellow on 25 Jan 2020, SNM initiated temperature screening for all visitors entering the premises and twice daily for staff, before and after their shifts. All visitors were required to complete a travel declaration, and visitors returning from China were advised to seek medical attention if they were unwell. Care staff staying in the dormitories within the SNM premises also followed stricter measures, leaving only for essential reasons and limiting the outing to an hour.

These measures were implemented after discussion with the Agency for Integrated Care (AIC), who agreed that SNM had taken proactive measures to safeguard the residents' well-being. Since then, the virus has evolved rapidly, but the support and direction from AIC and MOH has been swift and steadfast.

An Operations team was also formed, to ensure that these measures were adhered to across all of SNM's facilities: SNM Nursing Home (SNMNH), Meranti Home (MH), Senior Care Centres (SCC) and SNM Care Centre (SNM CC).

In March, SNM suspended all activities and outings at SNMNH involving residents, volunteers, clients and beneficiaries. At Meranti Home, a similar measure was adopted, with all external activities coming to a stop. Sunshine Therapy was launched, in accordance to COVID-19 safety measures, to ensure that MH residents were engaged and not confined to their dormitories.

From 17 Feb 2020, the Shared Services staff were operating from three different locations – SNMNH, SCC (Woodlands) and SNM CC on a staggered working hours' arrangement. On 16 Mar 2020, following the rise in the number of cases, all Shared Services staff began working from home, or commuting to work via personal transport where absolutely necessary.

When Singapore entered the ‘Circuit Breaker’ mode in Apr 2020 to curb the spread of the virus, more stringent measures were put into place, in line with the announcements made by MOH and the Ministry of Social and Family Development (MSF).

Residential Care:

- Suspension of volunteer led activities
- Suspension of visitors
- Implementation of individual activities for residents
- Set-up of isolation rooms to monitor residents returning from hospitals
- Implementation of 1m social distancing between residents

Staff Management (across SNM):

- Shared Services staff to work from home
- All SNMNH Care staff to stay on site
- Staff segregation at wards and dormitories, staggered meal times
- MH Care staff re-located to hotels
Senior Care Centres were also instructed to temporarily suspend services on 7 Apr 2020.

To accommodate the Care staff who moved onto the Nursing Home premises, SCC (Yishun), the Rehabilitation Room and the Multi-Purpose Hall were converted to temporary staff quarters and segregated according to the different floor levels to ensure there was no cross-contact amongst staff.

A mass swabbing exercise was also conducted for all nursing homes and welfare homes across Singapore. The preventative measure came as the number of cases rose in residential care facilities. All clinical staff and support staff were required to undergo mandatory swab tests. MH conducted its mass swab test on 2 May 2020. SNMNH conducted its testing on 5 May 2020.

Helping Seniors Cope with Isolation
These strict measures were put into place to safeguard the well-being of the seniors, a particularly vulnerable segment of the population. However, some seniors were facing increasing feelings of social isolation, boredom and worry. To help alleviate such feelings, Care staff made sure to explain the measures and why they were necessary to the residents. Further, SNMNH put into place a system where our NH residents could contact their loved ones over video calls while physical visits were temporarily suspended. The Rehabilitation also team conducted one-to-one table-top activities with the residents to ensure they were still meaningfully engaged.

Following the closure of Senior Care Centres, our SCC staff prepared physical activity packs for clients who were not technologically savvy to keep them occupied during the circuit breaker. In addition, photo albums created by clients from Project Memories were also given out to help clients with dementia recollect their memories. Medication packages were also prepared for clients who required medication management.

Similarly, our Community Programmes staff also moved their programmes online, creating videos for the seniors to watch and engage with over Microsoft Teams and Facebook. Programmes like Share-A-Pot and Enriching Lives of Seniors Programme were conducted virtually, giving the seniors an opportunity to interact with others and share their concerns with the staff and volunteers. Befrienders also reached out to the beneficiaries to offer them support and comfort remotely.

Supporting Staff
SNM President, Mr Jayadev Unnithan, personally visited Care staff (pre-Circuit Breaker) to thank them for their understanding and hard work. Mr Jayadev also presented each nursing team with a care basket that included vitamins, provided by SNM Management. A “Catch Up with CEO” virtual session was launched, where staff could share their concerns and feedback with SNM CEO, Mr S. Devendran. The sessions were also conducted with Shared Services staff, where they could share the challenges they faced while working from home.

Post Circuit Breaker, all Care staff were moved into SNM rental flats, in accordance with government advisories, to increase preparedness should the situation deteriorate.

Coming Together as a Community
We are especially heartened by the support shown to us by our community partners and other organisations. For example, Haniffa Pte Ltd donated surgical masks and Temasek Foundation donated five litres of hand sanitiser. Such meaningful donations help us to carry out our duty of caring for the vulnerable.
### Corporate Governance Evaluation Checklist

<table>
<thead>
<tr>
<th>S/N</th>
<th>Code guideline</th>
<th>Code ID</th>
<th>Response</th>
<th>Explanation (if Code guideline is not complied with)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BOARD GOVERNANCE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Induction and orientation are provided to incoming governing board members upon joining the Board.</td>
<td>1.1.2</td>
<td>Complied</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Are there governing board members holding staff appointments? (skip items 2 and 3 if “No”)</td>
<td></td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Staff does not chair the Board and does not comprise more than one third of the Board.</td>
<td>1.1.3</td>
<td>Complied</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>There are written job descriptions for the staff’s executive functions and operational duties, which are distinct from the staff’s Board role.</td>
<td>1.1.5</td>
<td>Complied</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.</td>
<td>1.1.7</td>
<td>Complied</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.</td>
<td>1.1.8</td>
<td>Complied</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.</td>
<td>1.1.12</td>
<td>Complied</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if “No”)</td>
<td></td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.</td>
<td>1.1.13</td>
<td>NA</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>There are documented terms of reference for the Board and each of its committees.</td>
<td>1.2.1</td>
<td>Complied</td>
<td></td>
</tr>
<tr>
<td><strong>CONFLICT OF INTEREST</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.</td>
<td>2.1</td>
<td>Complied</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.</td>
<td>2.4</td>
<td>Complied</td>
<td></td>
</tr>
</tbody>
</table>
### STRATEGIC PLANNING

11. The Board **periodically reviews and approves the strategic plan** for the charity to ensure that the charity's activities are in line with the charity's objectives. 3.2.2 Complied

12. There is a documented plan to **develop the capacity and capability** of the charity and the Board monitors the progress of the plan. 3.2.4 Complied

### HUMAN RESOURCE AND VOLUNTEER MANAGEMENT

13. The Board approves **documented human resource policies** for staff. 5.1 Complied

14. There is a **documented Code of Conduct** for governing board members, staff and volunteers (where applicable) which is approved by the Board. 5.3 Complied

15. There are processes for regular supervision, appraisal and professional development of staff. 5.5 Complied

**Are there volunteers serving in the charity?** (skip item 16 if “No”) 5.7 Complied

16. There are **volunteer management policies** in place for volunteers. 5.7 Complied

### FINANCIAL MANAGEMENT AND INTERNAL CONTROLS

17. There is a documented policy to seek the Board’s approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity’s core charitable programmes. 6.1.1 Complied

18. The Board ensures that **internal controls for financial matters** in key areas are in place with **documented procedures**. 6.1.2 Complied

19. The Board ensures that reviews on the charity’s internal controls, processes, key programmes and events are regularly conducted. 6.1.3 Complied

20. The Board ensures that there is a process to **identify, and regularly monitor and review** the charity’s key risks. 6.1.4 Complied

21. The Board approves an **annual budget** for the charity’s plans and regularly monitors the charity’s expenditure. 6.2.1 Complied

**Does the charity invest its reserves (e.g. in fixed deposits)?** (skip item 22 if “No”) 6.4.3 Complied

22. The charity has a **documented investment policy** approved by the Board. 6.4.3 Complied

### FUNDRAISING PRACTICES

**Did the charity receive cash donations (solicited or unsolicited) during the financial year?** (skip item 23 if “No”) Yes 7.2.2 Complied

**Did the charity receive donations in kind during the financial year?** (skip item 24 if “No”) Yes 7.2.3 Complied

**All collections received (solicited or unsolicited) are properly recorded and accounted for** by the charity. 7.2.3 Complied

**Invest in Fixed Deposits**
### DISCLOSURE AND TRANSPARENCY

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>25</td>
<td>The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.</td>
<td>8.2</td>
</tr>
<tr>
<td>26</td>
<td><strong>Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if “No”)</strong></td>
<td>No</td>
</tr>
<tr>
<td>27</td>
<td>The charity discloses the <strong>exact</strong> remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated.</td>
<td>8.3</td>
</tr>
<tr>
<td>28</td>
<td><strong>Does the charity employ paid staff? (skip items 28, 29 and 30 if “No”)</strong></td>
<td>Yes</td>
</tr>
<tr>
<td>29</td>
<td>The charity discloses in its annual report — (a) the total annual remuneration for <strong>each of its 3 highest paid staff</strong> who each has received remuneration (including remuneration received from the charity’s subsidiaries) <strong>exceeding $100,000</strong> during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of $100,000.</td>
<td>8.4</td>
</tr>
<tr>
<td>30</td>
<td>The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family belonging to the Executive Head or a governing board member of the charity; (b) the staff has received remuneration exceeding $50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of $100,000. OR The charity discloses that there is <strong>no</strong> paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding $50,000 during the financial year.</td>
<td>8.5</td>
</tr>
<tr>
<td>31</td>
<td><strong>Public Image</strong> The charity has a <strong>documented communication policy</strong> on the release of information about the charity and its activities across all media platforms.</td>
<td>9.2</td>
</tr>
</tbody>
</table>
Financial Perspectives

*All figures are represented in thousands*

### Sree Narayana Mission Nursing Home (Income)

<table>
<thead>
<tr>
<th>Year</th>
<th>Donations</th>
<th>Government Funding</th>
<th>Programme Fees</th>
<th>Other Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>5,798</td>
<td>525</td>
<td>1,095</td>
<td>2,026</td>
</tr>
<tr>
<td>2019</td>
<td>5,762</td>
<td>723</td>
<td>826</td>
<td>5,798</td>
</tr>
</tbody>
</table>

### Sree Narayana Mission Nursing Home (Expenditure)

<table>
<thead>
<tr>
<th>Year</th>
<th>Direct Expenses</th>
<th>Manpower Costs</th>
<th>Administrative Expenses</th>
<th>Depreciation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>5,246</td>
<td>1,118</td>
<td>4,792</td>
<td>766</td>
</tr>
<tr>
<td>2019</td>
<td>4,792</td>
<td>726</td>
<td>5,246</td>
<td>766</td>
</tr>
</tbody>
</table>

### Sree Narayana Mission Senior Care Centre (Income)

<table>
<thead>
<tr>
<th>Year</th>
<th>Donations</th>
<th>Government Funding</th>
<th>Programme Fees</th>
<th>Other Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>644</td>
<td>44</td>
<td>191</td>
<td>208</td>
</tr>
<tr>
<td>2019</td>
<td>91</td>
<td>70</td>
<td>162</td>
<td>821</td>
</tr>
</tbody>
</table>

### Sree Narayana Mission Senior Care Centre (Expenditure)

<table>
<thead>
<tr>
<th>Year</th>
<th>Direct Expenses</th>
<th>Manpower Costs</th>
<th>Administrative Expenses</th>
<th>Depreciation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>2,051</td>
<td>9</td>
<td>432</td>
<td>76</td>
</tr>
<tr>
<td>2019</td>
<td>2,023</td>
<td>22</td>
<td>626</td>
<td>695</td>
</tr>
</tbody>
</table>
SNM Social & Cultural (Income)

- 2020:
  - Donations: 12
  - Government Funding: 4
  - Programme Fees: 5
  - Other Income: 65

- 2019:
  - Donations: 39
  - Government Funding: 14
  - Programme Fees: 3
  - Other Income: 5

SNM Social & Cultural (Expenditure)

- 2020:
  - Direct Expenses: 5
  - Manpower Costs: 10
  - Administrative Expenses: 54
  - Depreciation: 20

- 2019:
  - Direct Expenses: 10
  - Manpower Costs: 4
  - Administrative Expenses: 51
  - Depreciation: 20

Sree Narayana Mission (Singapore) Consolidated (Income)

- 2020:
  - Donations: 9778
  - Government Funding: 2246
  - Programme Fees: 736
  - Other Income: 2077

- 2019:
  - Donations: 9829
  - Government Funding: 1944
  - Programme Fees: 826
  - Other Income: 1171

Sree Narayana Mission (Singapore) Consolidated (Expenditure)

- 2020:
  - Direct Expenses: 8447
  - Manpower Costs: 1275
  - Administrative Expenses: 1126
  - Depreciation: 3934

- 2019:
  - Direct Expenses: 7756
  - Manpower Costs: 1382
  - Administrative Expenses: 926
  - Depreciation: 4144
# Consolidated Statement of Financial Position

**AS AT 31 MARCH 2020**

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Non-current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>7,320,708</td>
<td>5,889,007</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grant receivables</td>
<td>645,104</td>
<td>475,251</td>
</tr>
<tr>
<td>Other receivables</td>
<td>558,291</td>
<td>436,633</td>
</tr>
<tr>
<td>Deposits and prepayments</td>
<td>192,562</td>
<td>181,526</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>21,866,824</td>
<td>21,299,858</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>30,583,489</td>
<td>28,282,275</td>
</tr>
<tr>
<td><strong>LIABILITIES AND FUNDS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>3,930,637</td>
<td>3,300,986</td>
</tr>
<tr>
<td>Lease liabilities</td>
<td>595,016</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>4,525,653</td>
<td>3,300,986</td>
</tr>
<tr>
<td><strong>Non-current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lease liabilities</td>
<td>1,021,511</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>5,547,164</td>
<td>3,300,986</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td>25,036,325</td>
<td>24,981,289</td>
</tr>
<tr>
<td><strong>FUNDS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Unrestricted funds</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General funds</td>
<td>15,125,151</td>
<td>14,924,237</td>
</tr>
<tr>
<td><strong>Restricted funds</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General funds - restricted</td>
<td>9,201,893</td>
<td>9,466,583</td>
</tr>
<tr>
<td>Designated funds - restricted for milk powder</td>
<td>127,000</td>
<td>122,000</td>
</tr>
<tr>
<td>Designated funds – restricted for home nursing</td>
<td>112,306</td>
<td>112,306</td>
</tr>
<tr>
<td>Community Silver Trust - restricted</td>
<td>459,663</td>
<td>345,851</td>
</tr>
<tr>
<td>Residents funds - restricted</td>
<td>10,312</td>
<td>10,312</td>
</tr>
<tr>
<td><strong>TOTAL FUNDS</strong></td>
<td>25,036,325</td>
<td>24,981,289</td>
</tr>
</tbody>
</table>
# Consolidated Statement of Financial Activities

**FOR THE FINANCIAL YEAR ENDED 31 MARCH 2020**

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Incoming resources</strong></td>
<td>Restricted Funds $</td>
<td>Unrestricted Funds $</td>
</tr>
<tr>
<td><strong>Incoming resources from generating funds</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Voluntary income</td>
<td>3,852,716</td>
<td>7,216,890</td>
</tr>
<tr>
<td>- Income from fund-raising activities</td>
<td>-</td>
<td>631,673</td>
</tr>
<tr>
<td>- Interest income</td>
<td>114</td>
<td>132,655</td>
</tr>
<tr>
<td><strong>Incoming resources from charitable activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Fees from residents</td>
<td>3,740</td>
<td>2,289,350</td>
</tr>
<tr>
<td><strong>Other incoming resources</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Miscellaneous income</td>
<td>62,420</td>
<td>2,858,779</td>
</tr>
<tr>
<td><strong>Total incoming resources</strong></td>
<td>3,918,990</td>
<td>13,129,347</td>
</tr>
<tr>
<td><strong>Resources expended</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Costs of generating funds</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Costs of generating voluntary funds</td>
<td>33,828</td>
<td>206,410</td>
</tr>
<tr>
<td>- Fund raising expenses</td>
<td>-</td>
<td>152,322</td>
</tr>
<tr>
<td><strong>Costs of charitable activities</strong></td>
<td>3,521,341</td>
<td>6,766,487</td>
</tr>
<tr>
<td><strong>Governance costs</strong></td>
<td>509,699</td>
<td>5,738,528</td>
</tr>
<tr>
<td><strong>Other resources expended</strong></td>
<td>-</td>
<td>64,686</td>
</tr>
<tr>
<td><strong>Total resources expended</strong></td>
<td>4,064,868</td>
<td>12,928,433</td>
</tr>
<tr>
<td><strong>Net incoming resources</strong></td>
<td>(145,878)</td>
<td>200,914</td>
</tr>
<tr>
<td>Surplus / (deficit) of income over expenditure transferred to funds</td>
<td>(145,878)</td>
<td>200,914</td>
</tr>
<tr>
<td>Total funds brought forward</td>
<td>10,057,052</td>
<td>14,924,237</td>
</tr>
<tr>
<td><strong>Total funds carried forward</strong></td>
<td>9,911,174</td>
<td>15,125,151</td>
</tr>
</tbody>
</table>
## Consolidated Statement of Cash Flows

**FOR THE FINANCIAL YEAR ENDED 31 MARCH 2020**

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flows from operating activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net income for the year</td>
<td>55,036</td>
<td>102,103</td>
</tr>
<tr>
<td>Adjustments for:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest income</td>
<td>(132,769)</td>
<td>(79,071)</td>
</tr>
<tr>
<td>Interest expense on lease liabilities</td>
<td>60,787</td>
<td>-</td>
</tr>
<tr>
<td>Depreciation of property, plant and equipment</td>
<td>1,274,557</td>
<td>938,379</td>
</tr>
<tr>
<td><strong>Operating surplus before working capital changes</strong></td>
<td>1,257,611</td>
<td>961,411</td>
</tr>
<tr>
<td><strong>Changes in working capital:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grant and other receivables</td>
<td>(291,511)</td>
<td>809,304</td>
</tr>
<tr>
<td>Deposits and prepayments</td>
<td>(11,036)</td>
<td>(14,312)</td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>629,651</td>
<td>(201,824)</td>
</tr>
<tr>
<td><strong>Net cash generated from operating activities</strong></td>
<td>1,554,579</td>
<td>1,554,579</td>
</tr>
<tr>
<td><strong>Cash flows from investing activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of property, plant and equipment</td>
<td>(531,604)</td>
<td>(742,556)</td>
</tr>
<tr>
<td>(Withdrawal) / placement of fixed deposit</td>
<td>(132,043)</td>
<td>1,238,365</td>
</tr>
<tr>
<td>Interest received</td>
<td>132,769</td>
<td>79,071</td>
</tr>
<tr>
<td><strong>Net cash generated from / (used in) investing activities</strong></td>
<td>(530,878)</td>
<td>574,880</td>
</tr>
<tr>
<td><strong>Cash flows from financing activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payment of principal portion of lease liabilities</td>
<td>(558,127)</td>
<td>-</td>
</tr>
<tr>
<td>Interest paid</td>
<td>(60,787)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net cash used in financing activities</strong></td>
<td>(618,914)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net increase / (decrease) in cash and cash equivalents</strong></td>
<td>434,923</td>
<td>2,129,459</td>
</tr>
<tr>
<td>Cash and cash equivalents at beginning of year</td>
<td>11,340,478</td>
<td>9,211,019</td>
</tr>
<tr>
<td><strong>Cash and cash equivalents at end of year</strong></td>
<td>11,775,401</td>
<td>11,340,478</td>
</tr>
</tbody>
</table>
Corporate Information

Date Established
18 June 1948

Registered Under The Societies Act
Registered Society

Registration Number
ROS109/48

Date Registered as a Charity
Under The Charities Act
6 August 1987

IPC Status
Current IPC Validity: 01/03/2018 to 28/02/2021
(first approved as an IPC in 1987)

Registered Address
12 Yishun Avenue 5,
Singapore 768992

Company Secretaries
Nil

Banker
DBS Bank Ltd

Auditor
Fiducia LLP

Members
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