

Sree Narayana Mission (Singapore)  
Annual Report 2018



70 years of  
Service to  
the people

# Progress with Compassion



## Vision

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

## Mission

To serve with care and compassion, regardless of race, language or religion.



## Values

Satyam  
(Truth)

Daya  
(Compassion)

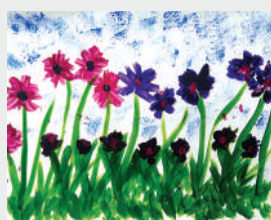
Dharma  
(Righteousness)

Shanti  
(Peace)

*“SNM shall empower everyone to lead dignified lives by leveraging strong relationships with our partners and the community.”*

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## About the Front Cover

The artwork is a painting of flowers done by Mdm Chia Seng Noi, SNM Resident

*All information is correct at time of print.*



# President's Message

On behalf of the Executive Committee, I am pleased to convene the 68<sup>th</sup> Annual General Meeting of Sree Narayana Mission (Singapore) [SNM]. I present for your approval the Annual Report and the Statement of Accounts for the financial year 2018.

## 70 years of Service to the People

2018 was a milestone year for SNM as we celebrated our 70<sup>th</sup> anniversary of community service to the people of Singapore. We are guided by the values and teachings of Sree Narayana Guru who strongly advocated social equality and universal brotherhood. Over the years, SNM has grown to become an integral player in the eldercare, mental health and community services sector, complementing the government's initiatives. We should acknowledge the vision, dedication and the hard work of our pioneer members who took that bold step to embark on providing social services to benefit the less privileged in the larger community. This is in line with Guru's teaching - "Acts that One performs for One's own sake should also be for the good of others".

## Empowering Everyone to Lead Dignified Lives

In 2018, SNM focused on empowering our residents, clients and beneficiaries to lead dignified lives by transforming our current programmes. It introduced new initiatives to give them a renewed sense of purpose thereby creating a positive impact on their lives.

The Residents' Committee at SNM Nursing Home is one such new initiative. The Committee consists of residents of the Home. They are the voice of their fellow residents. The Committee meets regularly with staff to design programmes and even decide on the choice of dishes on the menu. This has led to an increased participation in the recreational programmes due to the introduction of new programmes that appeal to our residents.

A dedicated rehabilitation team set up at Meranti Home closely tracks and monitors all our residents' overall mental health development. Our residents

are guided through various activities and programmes designed to improve their psychosocial skills as well as to equip them with basic life skills to live independently. To this end, we have successfully discharged one resident from the Home and had him re-integrated back to the community. Over the next 12 months, we aim to double this number.

"Smile with You" is aimed at helping our beneficiaries to develop their entrepreneurial skills as well as achieve a sense of achievement and self-reliance. This programme empowers women to be more financially independent, enabling them to lead more fulfilling lives.

We want our interventions to empower not only those who are receiving the care, but also those who are providing it. This includes our volunteers, who are empowered by a sense of pride when they organise and participate in activities – especially when they can see the tangible impact it has on the less privileged. It also means empowering our staff to execute their duties with the highest level of commitment.

## Collaborating for Better Outcomes

In 2018, SNM emphasised our role in the community as a facilitator and collaborator, partnering several organisations, from the precinct level to government agencies. Building such strong collaborations is crucial in ensuring the best outcomes for the less privileged in our community; it often takes the combined efforts of many to ensure that vulnerable individuals do not fall through the cracks. One such collaborative initiative is 'Moving Generations', an SNM / Cycling Without Age (CWA) project supported by Temasek Foundation Cares. SNM Nursing Home is the first nursing home to participate in this initiative.



To build a more inclusive society, SNM continues to collaborate with educational institutions to promote intergenerational bonding. These programmes provide an opportunity for the youth, from pre-schoolers to tertiary students to interact with our seniors. For example, the recent collaboration between Greenwood Primary School, Rainbow Centre and SNM Nursing Home was highly beneficial – both the young students and our seniors developed a better understanding of each other.

We can look forward to more of such meaningful partnerships to leverage on strengths and build an ecosystem of partners to meet the needs of the society.

#### **Upholding Governance Standards and Service Excellence**

SNM is honoured to have been awarded the Charity Transparency Award 2018, which recognises the good governance and transparency standards of charities in Singapore. This recognition augurs well for us as we continue to play our part in promoting transparency and responsible practises so as to build the trust in our giving sector. In 2018, our staff once again garnered several awards and recognition for their outstanding contributions to the care sector. This is a strong testament to our efforts to improve the standards of care throughout the organisation. Also of note is our collaboration with the Institute of Technical Education (ITE) as an approved training centre for Home Care and Dementia Care to improve the standards of care throughout the eldercare sector.

#### **Looking Ahead**

The global economic uncertainties will have a profound impact on funding for the social service sector in the coming years. We must find ways to optimise existing resources, and also explore new and innovative ways of generating revenue to sustain

and expand existing programmes and create new ones. In this regard, SNM has embarked on the process of establishing an Investment Committee to better manage our investible reserves.

The fast ageing population and the tightening on foreign manpower quota are challenges faced by all service providers in the “long term care” sector. There is much to be done to address these challenges. Leveraging on technologies to improve productivity while maintaining high quality of care and redesigning jobs and work processes are some of the initiatives that we are embarking on.

#### **In Appreciation**

I would like to take this opportunity to acknowledge the contributions of all our key stakeholders and partners. On behalf of the SNM Executive Committee, I would also like to extend our heartfelt appreciation and thanks to the management and staff of SNM for their commitment and hard work. I am very thankful to all my fellow EXCO members, Trustees and sub-committee members for their invaluable contributions and dedication to SNM. Our journey in the past 70 years to reach where we are today would not have been possible without all of us working together. Let us continue on this journey hand in hand. Thank you. It has been an exhilarating 4 years serving as President, SNM (Singapore).

***Shanavas Vijayan***

*President,*

*Sree Narayana Mission (Singapore)*

**Progress with  
Compassion.**

# Financial Year 2018 in Review



## Sree Narayana Mission

**2018**  
Charity Transparency  
Award winner



## Home Care Services

**2<sup>nd</sup>** year renewal as an AIC approved  
Caregiver Training Provider



## Senior Care Centres

**79.1%** clients at Yishun SCC and  
**82.8%** clients at Woodlands SCC  
served in the Maintenance Day Care  
Programme on average

**78.1%** clients serviced in the Dementia  
Day Care Programme at Woodlands SCC  
on average



## Meranti Home

**1** resident from Meranti Home was  
successfully rehabilitated and reintegrated  
into the community

**44** residents are engaged in various  
jobs in Meranti Home, under the Home  
Earning Scheme (HES)

**6<sup>th</sup>** consecutive year of clearing mandatory  
MSF audit with no major lapses observed

Since **April 2015**, medication  
management and administration has been  
error free with system checks introduced

Comprehensive tracker sheets that monitor  
and reduce fall rates introduced



## Nursing Home

Nursing Home licence renewed for a period  
of **2** years effective February 2019

**1** Gold and **23** Silvers garnered at the 2018  
SingHealth Quality Awards ceremony

Nursing Home admissions maintained at  
**96% and above**

**75** out of **221** residents have Advance  
Care Planning, empowering them to take  
charge of their end-of-life plans while they  
are still cognitively competent

**369** activities organised for residents, including Intergenerational  
Cross Programmes with youth, outings to places of interest, Hawker  
Food Day, visits to places of worship, festivities & celebrations  
conducted by volunteers from the community

**191** out of **221** residents receive **75%**  
subsidy rates for Nursing Home fees. SNM  
conducts thorough checks on the next-  
of-kin's financial history to make accurate  
recommendations for subsidy schemes

**96** out of **221** residents are on Medifund/  
Medicare, easing the financial burden of their  
family. SNM assesses all residents on a case-by-  
case basis to ensure adequate support  
is rendered

Rehabilitation room renovated and new gym  
equipment, specifically designed for the  
elderly, acquired from Finland



## Community Engagement & Donor Relations

**70** community engagement  
sessions organised with **21** schools and  
**46** organisations collaborating with SNM  
to run programmes for residents, clients  
and beneficiaries

**\$1,512,000** raised for Nursing  
Home, Senior Care Centres, Community  
Programmes, Lighting Hearts Lighting  
Homes and Chathayam through generous  
contributions (meal donations, regular  
donations, corporate sponsors and  
fundraising events)

**50%** increase in SNM's donor base through  
dedicated engagement on different platforms

**789** meals  
(breakfast, lunch and dinner)  
were sponsored



## Volunteer Management & Community Programmes

**882** active volunteers, with  
**225** new volunteers recruited

**152** seniors enrolled in Share-A-Pot sessions  
in two locations: SNM and Pek Kio CC

**54** single parents and seniors enrolled in  
project Lend-A-Hand

**1997** people reached through the Helping  
Hands initiative

**488** clients were further screened  
**51** clients were enrolled in befriending  
services, **7** were referred to external  
agencies for support

**35** beneficiaries enrolled in "Smile with You"  
programme. **2** beneficiaries are now on track  
to becoming assistant trainers themselves

# 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

Board Member	Designation	Date Appointed	Board Meeting Attendance April 2018 – March 2019
Mr Shanavas Vijayan	President	2017-2019	11/11
Mr Chandran Nair	Vice President	2017-2019	9/11
Ms Bina Damodaran	General Secretary	2017-2019	11/11
Mr Suraj Senan	Assistant Secretary	2017-2019	3/11
Ms Lathika K Lakshmanan	Treasurer	2017-2019	9/11
Ms K S Sharmila	Assistant Treasurer	2017-2019	9/11
Mr N Jayakumar	Committee Member	2017-2019	8/11
Mrs Sunanda Senan	Committee Member	2017-2019	8/11
Ms Swapna Dayanandan	Committee Member	2017-2019	8/11
Mr Prakash Sadasivan	Committee Member	2017-2019	7/11
Dr Karthikeyan Adappattu Raman	Committee Member	2017-2019	9/11
Mr K Jagadas	Committee Member	2017-2019	9/11
Mr Ravi S/O Kunju Kuttan	Committee Member	2017-2019	7/11
Mr Divakaran Sabu	Committee Member	2017-2019	11/11
Ms Anusha Senan	Committee Member	2017-2019	4/11
Mr Syam Lal Sadanandan	Committee Member	2017-2019	7/11
Mr Sanil Kumar	Committee Member	2017-2019	9/11

**Board member's remuneration:** Board members render their service on a voluntary basis. They do not receive remuneration.



## EXCO Members



**Mr Shanavas Vijayan**  
President



**Mr Chandran Nair**  
Vice President



**Ms Bina Damodaran**  
General Secretary



**Mr Suraj Senan**  
Assistant Secretary



**Ms Lathika K Lakshmanan**  
Treasurer



**Ms K S Sharmila**  
Assistant Treasurer



**Mr N Jayakumar**  
Committee Member



**Mrs Sunanda Senan**  
Committee Member



**Ms Swapna Dayanandan**  
Committee Member



**Mr Prakash Sadasivan**  
Committee Member



**Dr Karthikeyan Adappattu Raman**  
Committee Member



**Mr K Jagadas**  
Committee Member



**Mr Ravi S/O Kunju Kuttan**  
Committee Member



**Mr Divakaran Sabu**  
Committee Member



**Ms Anusha Senan**  
Committee Member



**Mr Syam Lal Sadanandan**  
Committee Member



**Mr Sanil Kumar**  
Committee Member

## Administrative Committee



**Mr Shanavas Vijayan**  
President



**Mr Chandran Nair**  
Vice President



**Ms Bina Damodaran**  
General Secretary



**Mr Suraj Senan**  
Assistant Secretary



**Ms Lathika K Lakshmanan**  
Treasurer



**Ms K S Sharmila**  
Assistant Treasurer



## Trustees



**Mr Dinesh Vasu Dash**



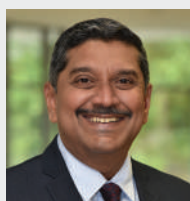
**Mr Jayadev Unnithan**



**Dr Gopalan Raman**



**Mr Manu Bhaskaran**



**Mr Viswa Sadasivan**



**Mr P K Koshy**



**Mr Rajesh Sreenivasan**

## Key Management Executives



**Mr S Devendran**

Chief Executive Officer

*Appointed on 3 June 2016*

*Previous work experience includes role as Director of Community Engagement and Volunteer Management in a prominent social service organisation.*



**Mr Michael Gabriel Pillai**

Superintendent,  
Meranti Home

*Appointed on 6 February 2012*



**Mr Kim Yap**

Senior Manager,  
Corporate Governance  
& Operations

*Appointed on 1 July 2013*



**Mr Sunil Kumar**

Senior Manager, Finance

*Appointed on 3 September 2014*



**Ms Cecilia Teo**

Head, SNM Nursing Home

*Appointed on 12 August 2015*



**Ms Ravethi Achutan**

Manager, Community  
Programmes & Volunteer  
Management

*Appointed on 20 February 2017*



**Mr Jaganathan Vijendran**

Senior Manager,  
Community Engagement  
& Donor Relations

*Appointed on 27 March 2017*



**Ms Khirrtana MAK**

Senior Manager, Human  
Resource & Administration

*Appointed on 8 May 2017*



**Ms Joanna Ng**

Head, Senior Care Centres  
& Home Care

*Appointed on 19 November 2018*

*Accurate as at 31<sup>st</sup> March 2019*

*No SNM staff member serves on the Board*

## SNM Sub-Committees

Committee Name	Composition	
	S/N	Name
<b>Admin Sub-Committee</b>	1	Mr Shanavas Vijayan (President)
	2	Mr Chandran Nair (Vice President)
	3	Ms Bina Damodaran (General Secretary)
	4	Mr Suraj Senan (Assistant Secretary)
	5	Ms Lathika K Lakshmanan (Treasurer)
	6	Ms K S Sharmila (Assistant Treasurer)
<b>Eldercare Management Sub-Committee:</b>	1	Mr Shanavas Vijayan (Chairperson)
	2	Mr Chandran Nair
	3	Ms Bina Damodaran
	4	Mr Suraj Senan
	5	Ms Lathika Lakshmanan
	6	Ms K S Sharmila
	7	Dr Pauline Tan
	8	Mr V P Jothi
	9	Mr Lau Wing Chew
	10	Mr Chandra Mohan Nair
	11	Ms Lalitha Subramony
	12	Dr Ajith Damodaran
<b>Meranti Management Sub-Committee:</b> The Management Committee discusses issues relating to residents, the operation and the financial performance of the Home / Activity Hub and a copy of such minute is forwarded to MSF for information.	1	Mr Shanavas Vijayan (Chairperson)
	2	Mr Chandran Nair
	3	Ms Bina Damodaran
	4	Mr Suraj Senan
	5	Ms Lathika Lakshmanan
	6	Ms K S Sharmila
	7	Mr Kamaldin Ibrahim
	8	Dr Raja Sathyvelloo
<b>Finance Sub-Committee:</b> To assist the EXCO through independent review of the effectiveness of the Mission's financial reporting process, budgetary controls and material financial compliance controls.	1	Ms Lalitha Subramony (Chairperson)
	2	Mr Abuthahir Abdul Gafoor
	3	Ms Lathika Lakshmanan
	4	Ms K S Sharmila
	5	Ms Syamala Senan
	6	Ms Latha Mathew
<b>Audit Sub-Committee:</b> The Committee will review the effectiveness of SNM's internal controls, authorisation controls, procurement policy, financial reporting process, operational processes, compliance controls, risk management policies and systems control.	1	Mr K V Miyapan (Chairperson)
	2	Mr Chandran Nair
	3	Mr T G Sajir
	4	Ms Dhanya Nair
<b>Community Programmes Sub-Committee:</b> To advise and ensure that a coordinated and integrated approach is defined for managing safety, quality assurance and improvement to reduce risks to SNM Nursing Home, SCC clients and SNM beneficiaries, and to enhance overall process and outcomes.	1	Ms S Sunita (Chairperson)
	2	Ms Swapna Dayanandan
	3	Ms K S Sharmila
	4	Mr Ravi S/O Kunju Kuttan
	5	Ms Suchitra Bhaskaran
	6	Ms Serene Chua
<b>Medifund Sub-Committee</b>	1	Mr T K Udairam (Chairperson)
	2	Dr Uma Rajan
	3	Dr Philip Yap
<b>Constitution Review Sub-Committee</b>	1	Mr Chandra Mohan Nair (Chairperson)
	2	Mr Shanavas Vijayan
	3	Mr Bhaskaran Sivasamy
	4	Mr R Raveendran
	5	Ms Swapna Dayanandan
<b>Digital Media Sub-Committee</b>	1	Mr Ravi Subramanian (Chairperson)
	2	Ms Neetha Sanjay
	3	Ms Shree Durgashini Thiagarajoo
	4	Ms Bavadareeni Devi Shanmugam
	5	Ms Ahreni Shanjey Nair

# Governance Policies

SNM has Standard Operating Procedures (SOPs) that act as a guide to the management team and ensure that operations are conducted up to standard, and that the processes can be replicated. With these SOPs, SNM can achieve efficiency, quality output and uniformity of performance while reducing miscommunication and the potential failure to comply with industry regulations.

## Conflict of Interest Policy

To ensure good governance and accountability in all its operations, SNM has a comprehensive Conflict of Interest Policy to govern the actions of the EXCO, Sub-Committees and Management. All committee members and staff are required to sign a declaration form upon commencement of their terms/contract, where they must disclose any dealings or relationships with other charities, businesses, vendors or other such parties. Any EXCO or Management member who has potential conflict of interests in any particular transaction will recuse himself and not be involved in any further said transaction.

## HR Policies

At SNM, the Admin Committee - comprising the President, Vice President, General Secretary, Treasurer, Assistant Secretary and Assistant Treasurer approves all key staff appointments for Senior Managers and above, and decides on bonus pay-outs for all staff. Staff Performance Appraisals occur twice a year, under the performance management system cycle. The monthly salary of each staff is approved by the President, General Secretary and Treasurer.

## Budget Planning and Monitoring

### Financial Management and Internal Controls

Ardent Business Advisory Pte Ltd (Ardent) was appointed, upon Audit Sub-committee's recommendation, by the EXCO in May 2018 to audit the following areas:

- i. Governance
- ii. Policies and Procedures
- iii. Enterprise Risk Management (ERM)

**Governance.** Ardent conducted process reviews with the key management holders in January 2019 to perform a gap analysis for enterprise governance. The review was completed in FY2018.

**Policies and Procedures.** Eight key governance policy areas are being reviewed by Ardent. One key deliverable is the Board Policy Manual which was completed on 15 July 2019. The Board Policy Manual obviates the need for operational governance policies to be included in the Constitution. The review of the remaining governance policy areas will be completed by 15 September 2019.

**Enterprise Risk Management.** Ardent conducted a risk management workshop in November 2018 at SNM's management retreat held at Changi Beach Club. The Enterprise Risk Management (ERM) framework is targeted to be completed by 15 October 2019.

### Budget Planning and Monitoring

The Finance Committee scrutinises yearly budgets to ensure that expenses and incoming funds are prudently projected. Audited financial statements are made available on our website to provide full disclosure for the benefit of all SNM stakeholders.

*Please refer to Annex A for SNM's Corporate Governance Evaluation Checklist on page 29 of the Annual Report.*

## 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. The policy ensures that any persons who raises such concerns is protected from unfair treatment or other such reprisals.

## Personal Data Protection Act Policy

SNM respects legal rights to personal data protection when collecting, using, transferring, storing, accessing and correcting of 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.

## Reviews of Processes

Reviews of financial policies and procedures are conducted by the Internal Auditors. The Board determines the areas of focus for the purposes of internal audit in any given year. The Audit Committee will work with internal auditors to share its report and recommendations for the Board's endorsement. Recommendations to improve processes will be executed.

## Board Opinion of Internal Controls

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

## Reserves Policy

General funds are set aside to provide for future operating expenses and expenses related to the principal activities of SNM, directed by the Management Committee. SNM targets to maintain its reserve up to 2 years of operating expenses. The Management Committee reviews the adequacy of this reserve on an annual basis.

## Investment Policy

The investment policies of SNM are conservative. Cash is placed as a fixed deposit with the banks of acceptable credit ratings and denominated in Singapore dollars.

## Loans Policy

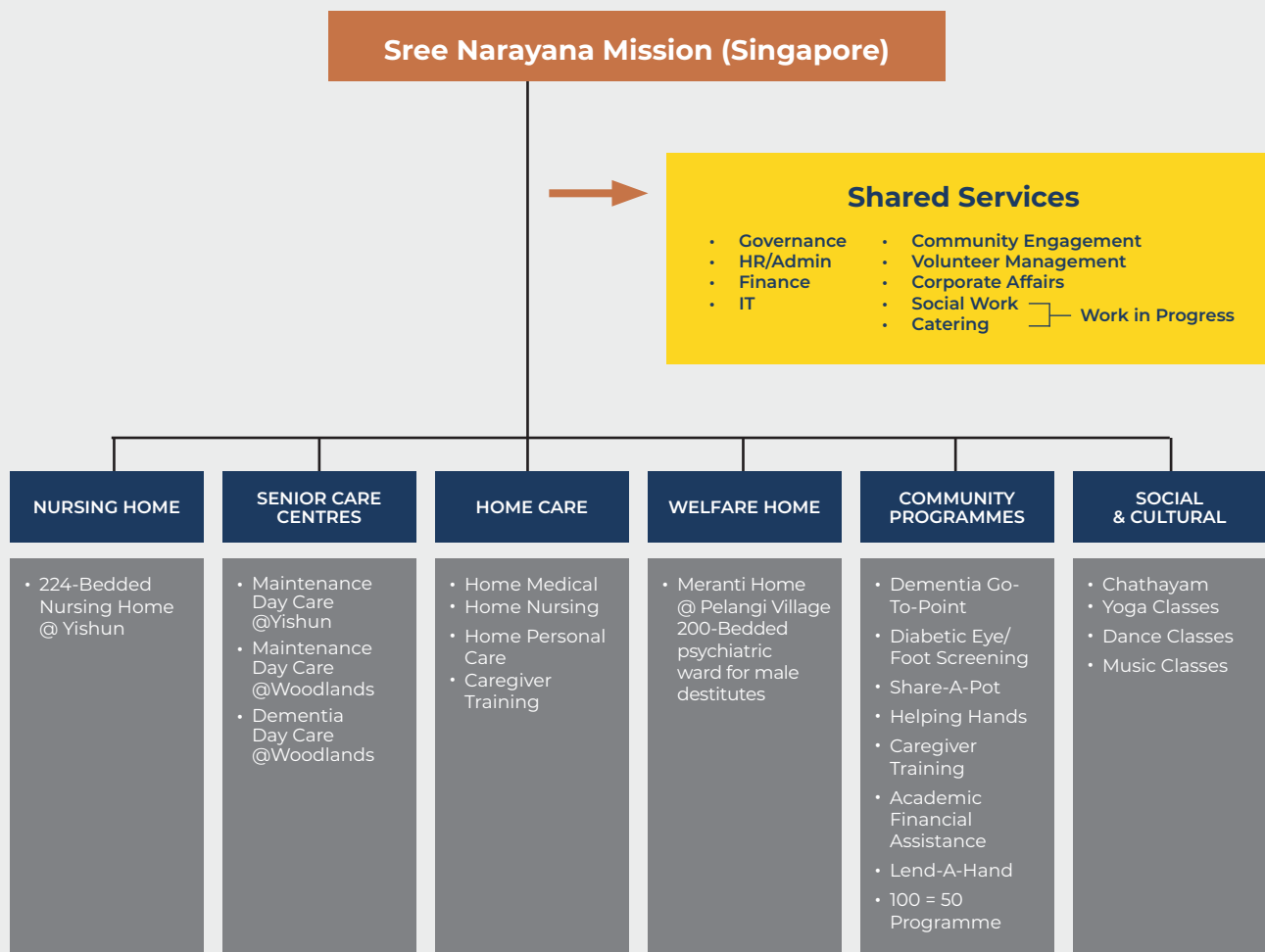
SNM does not approve any loans to any director, employee, board, committee member or any other parties. Neither does SNM receive loans for any purpose or tenure.

## Donations Policy

SNM does not make donations to any external parties.



# SNM Structure







## Shared Services

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

### Corporate Governance

#### Charity Transparency Award 2018

SNM was honoured to receive the Charity Council's Charity Transparency Award 2018, presented in November at the Charity Governance Awards 2018. SNM was one of only 47 organisations to receive this award, out of the more than 2000 charities in Singapore. In 2019, SNM has set its sights at attaining the next level of award – the Charity Governance Award.

#### Governance Review

As part of its internal audit programme for FY2018, SNM engaged the services of Ardent Business Advisory to conduct a series of audit-related reviews and consultations. These

include a governance review, the drafting of a Board Policy Manual and the implementation of a Risk Management Framework. This is a one-year project expected to be completed by end FY2019.

#### SNM Management Planning Retreat

The SNM Management Planning Retreat was held from 15 Nov to 17 Nov 2018. The Retreat consisted of workshops on PDPA, good governance and risk management, work plan objective setting and pre-retreat presentations by the CEOs of Yishun Health and the Singapore Centre for Social Enterprise. The strategic themes identified for SNM's work year 2019 are productivity, sustainability, controls, and excellence.

### Corporate Affairs

#### Brand Positioning Project

SNM underwent a brand positioning revamp, as part of its commitment to growth and development. To facilitate this process, Conjoint Consulting was brought on board to conduct preliminary interviews with internal stakeholders,

including SNM staff, and recommend initiatives that would better position SNM in the eldercare, healthcare and social services space.

### Human Resources

#### NCSS 'Growing with People' Consultancy Project

FY2018 saw the completion of the NCSS 'Growing with People' consultancy project which commenced in FY2017. The main focus for Phase III was Succession Planning, which set out the Career Development framework for our employees. SNM recognises that each individual is unique and their career development will depend on their individual aspirations, capabilities and enterprise needs. Therefore, this framework offers a wide range of career pathways for our employees, and SNM will offer suitable learning and development opportunities to support their growth.

#### Singapore Health Quality Service Awards

24 nurses received awards at the Singapore Health Quality Service Awards 2019, held on 15 January 2019. SNM staff brought home 1 Gold Award and 23 Silver Awards. The awards, organised by Singhealth Duke-NUS Academic Medical Centre honours healthcare professionals who deliver quality care and excellent services to those in their care.

## Finance

As a way to embrace technology and productivity, SNM implemented cashless modes of payment collection including payments from donors and co-payments from residents and clients. This was done by adopting the use of NETS and PayNow. From

## Infrastructure

### SNM Care Centre

The SNM Care Centre renovation project to equip the building with smart feature is well underway. The new design will have smart building technology features such as sensor-based lighting and air-conditioning, online facilities booking and

## Community Engagement and Outreach

### Indian Community Leaders' Forum 2018

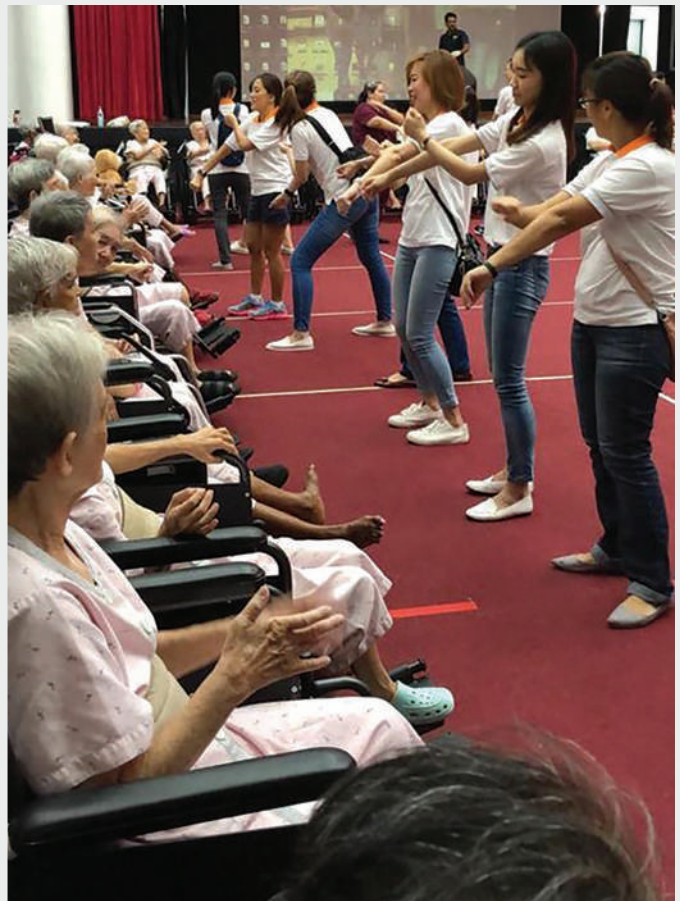
On 24 November 2018, SNM, together with AIC and the Health Promotion Board (HPB), organised the second annual Indian Community Leaders Forum, titled "Living Well, Aging Well in the Community". The forum focused on highlighting health issues within the larger Indian diaspora, to help improve the health outcomes of the community. SNM partnered with pinnacle Indian Organisations such as SINDA, Narpani Peravai, Singapore Indian Chamber of Commerce and Industry (SICCI), Little India Shop-keepers Association (LISHA), Tamil Representatives Council (TRC), Singapore Sindhi Association and Hindu Endowments Board (HEB) to reach out to the larger Indian community leaders. A total of 200 Indian community leaders attended the forum.

1 July 2018, payments could be made towards SNM's programmes using NETS terminals and scanning PayNow QR codes. The introduction of additional payment modes, like using credit cards and self-service point-of-sale kiosks are in the pipeline.

security. Through these initiatives, the Centre's operations will be less manpower-intensive, allowing staff to focus on delivering quality programmes and services for its clients. It is targeted for completion by July 2019.

### Hindu Endowment Board Health Fair (Sugathara Vizha) 2018

SNM participated in the Hindu Endowment Board (HEB) Health Fair on 22 July 2018. The event provided free health screening to the public. It also highlighted the importance of maintaining a healthy lifestyle and scheduling regular medical screenings. At the fair, SNM showcased its community programmes, such as Helping Hands and Share-A-Pot to the residents in attendance. More than 1500 people attended the event.





# Memorandums of Understanding Signed

## Lighting Hearts Lighting Homes

Lighting Hearts Lighting Homes (LHLH) is a ground-up initiative aimed at raising funds and donations in kind for the underprivileged. Every year, during the festive periods, LHLH raises funds and donations in kind from friends and families to bring homemade festive goodies, along with basic/ festive essentials and cash “hong baos” to homes of underprivileged elderly, single parents and families-in-need. On 28 July 2018, LHLH kick-started a new partnership with SNM, marking a new chapter of collaboration and cooperation, to better serve the community. A total of 600 volunteers were deployed and about 1325 families benefited from this partnership through the festive gift pack distribution across the island on 3 November 2018.

## SportsSG & AIC

The Care Masters Programme is a SportCare initiative, run in partnership with SportsSG and AIC for the 3rd year in a row. Aimed at reaching out to vulnerable seniors through sports, the initiative also promotes the inclusion and integration of seniors – both able-bodied and disabled – into the community through their engagement in adaptive sports.

## Cycling Without Age

Cycling Without Age Singapore (CWA), under the Temasek Foundation Cares ‘Moving Generations’ programme, aims to connect the youth with seniors through trishaw rides. SNMNH is one of the first nursing homes to participate in this initiative. The SNM – CWA partnership was initiated by the Agency of Integrated Care (AIC) and on 2 September 2019, SNM signed an MOU with CWA. Through the initiative, SNM residents get to reminisce and share their rich histories with the youth volunteers. SNM’s first trishaw ride took off with trained youth volunteer pilot, Mr Owen Tan, with great success. Now trishaw rides are frequently organised at SNM, with 138 rides and 51 shifts piloted from October 2018 to March 2019.



*“Our partnership with Sree Narayana Mission is a key factor in driving our mission forward. We believe that everyone, regardless of race, religion or resource has the right to feel the wind in their hair. When we engage and empower the less privileged in our community, we ensure that no one is neglected. In particular, we bring together the youth and seniors for intergenerational bonding on trishaw rides through the Moving Generations program supported by Temasek Foundation Cares. Through this, we become the social glue of society. This is the power of our partnership with SNM.”*

*Marieke Bink CEO, Cycling Without Age*



# Nursing Home

Sree Narayana Mission Nursing Home (SNMNH) located in Yishun, is a 224-bedded government subvented nursing home that provides long-term nursing care for the elderly. SNMNH actively seeks to be the resident's "Home Away from Home", and regularly organises programmes for the residents aimed at engaging them both mentally and physically. Our programmes ensure our residents age actively, and our operational model empowers our residents to lead dignified lives.

## **SNMNH Marks 40 Years**

On 6 Feb 1979, SNMNH received its first two residents – it was then known as the Sree Narayana Mission Nursing Home for the Aged Sick. This year marks SNMNH's 40<sup>th</sup> anniversary.

## **Licence Renewal**

The Nursing Home's Licence was renewed for the next two years - (3 Feb 2019 to 2 Feb 2021).

## **Resident's Programmes & Activities**

### **Empowering Our Residents – SNM Residents' Committee**

SNM is an advocate for empowerment, and believes in helping its residents lead dignified lives. Establishing a Residents' Committee (RC) is one way that SNM enables our residents to feel empowered. It underpins the notion that the Nursing Home is the residents' HOME. SNM's RC is being held as a best practice by the National Council of Social Services (NCSS), under the "Empowering Seniors" initiative.

### **NCSS's Empowering Seniors Project: Engagement Session on Empowerment & Learning Journey with Sree Narayana Mission**

Organised by NCSS and held at SNM on 9 January 2019, the session was attended by 100 participants from different nursing homes and from other institutions within the elder-care sector. Residents' Committee Member, Mr Ishwar Lall, shared how SNM established a committee, and the importance of empowering seniors in their own home and in the community. SNM is now a member of the NCSS Empowering Seniors Work Group.

The RC comprises nine members, with a Chairperson and Vice-Chairperson, and serves the following functions:

- Assist to check on cleanliness of Nursing Home Facility
- Promote good relationships between residents and staff
- Make recommendations to SNM Management team on the needs and desires with regards to meals, programmes and activities.



The first SNM Residents' Town Hall meeting was held on 18 February 2018, led by our RC members with support from our staff. These meetings are attended by residents from the different wards. Through the forum, the management hears and resolves the resident's individual concerns and listens to their feedback and ideas on their social well-being at SNMNH. SNM held 3 Residents' Town Hall meetings in FY2018.

### Quarterly Pasar Malam

The "Pasar Malam" is a quintessential aspect of Singaporean culture. SNM brings the experience to its residents by organising a "Pasar Malam" event every quarter. The event is led by the Residents' Committee members, and supported by staff and volunteers. Our residents enjoy the nostalgic experience, and indulge in food typical to the night market – prata, rojak and even durian.

### Fostering Intergenerational Bonds

The importance of bridging the generational gap between the seniors and the young is something that SNM understands well. As such, it collaborates with various schools and institutions, from preschoolers to tertiary students to volunteer with our residents. These intergenerational programmes provides the residents with an opportunity to enhance their socialisation skills. SNM's residents truly enjoy visits from the younger generation – there is always a visible improvement in their mood after the sessions.

### Leveraging Technology

#### Silver Activities using Technology

Silver Activities provides seniors with a structured cognitive programme to keep them stimulated, mentally active and digitally savvy. This programme provides digital brain exercises that are adapted from research conducted on the elderly. Games are multilingual (English, Chinese, Malay and Tamil), senior friendly and designed with adaptive intelligence. Moreover, these games are Singapore focused with multilingual voice-over instructions, to appeal to a wide range of seniors. All SNMNH residents engage in this programme, including those who are bedbound, or have dementia.

## Activities Conducted in 2018



# Senior Care Centres

SNM operates two Senior Care Centres (SCC), located in Yishun and Woodlands. Yishun SCC provides Maintenance Day Care (MDC) services. Woodlands provides both MDC services and General Dementia Day Care (GDDC) services for seniors in the community. As part of the Multi-Disciplinary Team, an occupational therapist, physiotherapist, social worker, staff nurses and programmes team, carefully plan activities that engage the seniors in a wholesome and holistic manner. 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.

## Sharing the News

Clients who are able to read are encouraged to read and share the news with everyone, instead of reading on their own. Once our clients warmed up to the idea, they started to share what they had read of their own accord, turning the activity into a more social one.

## Gardening

SCC Yishun joins SNMNH for Sensory Garden activities. Gardening is a social activity that engages our seniors on all levels. It is also a sensory experience that allows them to be surrounded by nature, and one that improves their overall well-being.

*“Thank you very much to all the staff for taking good care of my husband for the past two and a half years. I appreciate your team’s great effort in providing a safe and good place for most of the clients at the centre, once again a big thank you!”*  
*Ms Linda, wife of SCC Client Mr Lee Eng Kok*



# Home Care Services

SNM's Home Care Services provide elderly members of the community with access to medical and nursing care from the comfort of their own homes. SNM's suite of services include:

- Home Medical
- Home Nursing
- Home Personal Care

## Caregiver Training Provider

SNM obtained its 2nd year renewal for FY2019 - FY2020 as a Caregiver Training Provider. Since April 2017, SNM had been appointed by the Agency of Integrated Care (AIC) as the CTG (Caregiver Training Grant) 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, Assistance in Activities of Daily Living and Lifting and Transferring. These courses are conducted primarily in English but translators are available for non-English speaking foreign workers or caregivers.

# Meranti Home @ Pelangi Village

Meranti Home @ Pelangi Village is a welfare home for male psychiatric residents. The Home comes under the purview of the Ministry of Social and Family Development and has been managed by the Sree Narayana Mission (Singapore) since 2002. The Home provides residential and rehabilitative care for up to 200 residents. Meranti Home's philosophy of care is anchored in its strategic thrust, which is to enhance the quality of life of individual residents such that they are empowered to live independently in the community. The Home adopts a resident-centric approach where the focus is on rehabilitation through empowering individuals by maximising their potential.

## Focus on Rehabilitation

### Care Plans, Programmes & Activities

At Meranti Home, the respective operational teams work in collaboration to achieve the common goal of rehabilitating residents towards self-care and independence. The residents' Care Plan provides a holistic perspective of individual resident's medical, physical and psycho-social assessment and areas for targeted interventions. Programmes and activities are conducted to achieve specific or generic targets such as managing weight, improving ADL (activities of daily living), enhancing cognitive functions and socialising skills. Some of the programmes and activities conducted during the year include recreational activities, physical and occupational therapy, 'wii' Nintendo games, brisk walks, excursions to places, birthday celebrations and mass outings. On average, 98% of residents were involved in at least one or two organised programmes or activities. Through the holistic interventions and combined effort of the teams, the Home successfully discharged one resident to his family in February 2019.

### Work Schemes

Vocational rehabilitation is another form of active engagement for residents, apart from programmes and activities. The Home engages residents in various forms of work schemes within the Home, at the Activity Hub within the Pelangi Village compound or within the community. These schemes provide a pathway for residents to work towards independence and self-care. Residents are currently engaged in the following work schemes:

#### Home Earning Scheme (HES)

44 residents are engaged in various jobs in the Home. Apart from the basic jobs such as dining hall helpers, laundry and general workers, the Home explored expanded job roles to attract a larger pool. The Enhance HES now includes tasks such as window cleaning, dormitory sweeping, wheelchair maintenance and others.

#### Resident Earning Scheme (RES)

The Resident Earning Scheme are job functions organised at the Activity Hub. The objective is to train and prepare residents for jobs in the community. At present, 38 residents report to Activity Hub for RES that include Cleaning as well as Sheltered Workshops. Residents are assessed by their skills, attitudes, ability to socialise and adapt before they are recommended to work in the community.

#### Day Release Scheme (DRS)

Only residents who are able to show good attendance and positive work attitude can sustain jobs under the DRS. 11 residents on the DRS are working on a full time or part time basis. Two of them have successfully held on to their jobs as a cleaner and security guard on a long-term basis.



### Learning Journeys by Partners

The Ministry for Social and Family Development (MSF) collaborated with the Home to conduct a learning journey on 16 May 2018 for 20 social work interns to learn about the social work practice in Meranti Home. The interns were students from the National University of Singapore (NUS) FAS Social Work programme. The learning journey ended well, and Meranti received positive feedback on the experience shared with the interns. MSF also conducted an engagement session on 22 May 2018 to brief operators on the Welfare Homes' Service Model. The Heads of Homes, as well as a representative from the Managing Agent and a finance representative attended the briefing. The National Council of Social Service (NCSS), the Angsana Home and the Jamiyah Home visited the Home in July and August to learn more about the automated packing machine.

### Discipline Work Group (DWG)

A committee comprising staff representatives from the Operations, Case Management, Rehabilitation and Nursing teams was formed this year. There are standard measures in place to deter residents from breaking Home rules. With a focus on rehabilitation, the committee reviews each case by looking beyond the offence alone, and takes into consideration the intent of the act, impact on self, others and Home at large. Appropriate therapeutic measures were introduced as a corrective action. This year, the committee reviewed five cases.



# Community Programmes

SNM conducts several upstream community programmes, designed to improve quality of life and enhance the psycho-social well-being of the community. As part of its holistic approach, SNM extends its existing suite of community programmes to include members of various communities. SNM also actively builds partnerships and collaborations with Community Partners and other organisations in order to ensure that we continue to deliver quality social assistance interventions to as many beneficiaries as possible.

## Helping Hands Project

The SNM Helping Hands Project is a community outreach initiative jointly developed with the Agency for Integrated Care (AIC), with the aim of raising awareness in the community, specifically within the Indian community, on mental health and wellness. SNM will provide committed volunteers with specialised training in identifying and addressing early intervention in mental health concerns such as depression, anxiety disorders, dementia and a wide range of mental health conditions. In 2018, SNM Helping Hands project reached

out to a total of 1997 people, with 488 clients being screened. SNM successfully provided befriending services to 51 new residents, 7 of whom were referred to the appropriate external care agencies. As part of our continuous improvement process, SNM will arrange for periodic befriender 'meetups' for these volunteers. The volunteers will also be given a platform to share their learning with others, and to discuss concerns – actively promoting awareness on mental health concerns and assisting the community in depth.



2017

238  
clients

2018

488  
clients

## Share-A-Pot Programme

The SNM Share-A-Pot Programme is a collaborative initiative with the Yishun Health and Tan Tock Seng Hospital under National Healthcare Group, aimed to build "brawns, brains and bonds" through broth. Under this initiative, seniors are encouraged to participate in light physical exercise, arts & craft activities and enjoy a hearty communal meal, including a pot of nutritious soup. The programme promotes an active and healthy lifestyle among seniors while providing them with an opportunity for

social interaction. As part of the programme, seniors are encouraged to participate in the recreational outings organised on a quarterly basis, enhancing their quality of life. Due to the overwhelming success since its launch, SNM now conducts three such sessions a week: two in Yishun (Fridays 10am – 12pm and Saturdays 2pm – 4pm) and one in Pek Kio CC (Saturdays 2pm – 4pm). An estimated 152 beneficiaries attend these sessions each week.



2017

89  
seniors

2018

152  
seniors





### Heartwarmers 100=50

Launched in March 2017, this programme is an SNM tie-up with supermarket retailing chain Sheng Siong that allows low income families to purchase items at an affordable price. Every third Saturday of the month, Sheng Siong teams up with Heartwarmers volunteers to set up a scaled-down size of their supermarket in SNM's Multi-Purpose Hall. Beneficiaries who qualify for the programme would just need to fork out \$50/- to be able to purchase \$100/- worth of items during this unique programme. For those who are assessed as being unable to pay \$50, SNM uses its charity dollars to subsidise them. The aim of this programme is to give beneficiaries the autonomy to purchase their household groceries, rather than giving out fixed rations. This helps restore the value of the human dignity to a greater degree.

2017

**100**  
beneficiaries



2018

**150**  
beneficiaries

### Lend-A-Hand Project

The Lend-A-Hand programme is a social assistance initiative for less privileged families. The programme aims to uplift the well-being of the household with single parent and seniors through regular contact, befriending and support when they come to SNMH for the monthly Heartwarmers 100=50 programme. They are provided with a range of household provisions to select from to alleviate part of their financial burden, while our befrienders provide counselling, guidance and assistance, encouraging beneficiaries to take a more active role in their recovery. The SNM Youth Committee provides all logistical and operational support for each session.

2017

**30**  
beneficiaries



2018

**54**  
beneficiaries







#### **SHARE Programmes**

The SN Volunteers have played an integral part in the SN Home Assistance Reach-out for the Elderly (SHARE) Programme, launched in early 2015. This is another community outreach programme that has the volunteers visit 13 beneficiaries and their families staying in rental flats. The SN volunteers consistently follow up on the issues faced by beneficiaries and their families in a holistic manner, fulfilling the psycho-social needs of the beneficiaries. The volunteers also organise events and recreational activities which are therapeutic for both the mind and body.

#### **Smile with you@ North West programme**

SNM has embarked on women empowerment programmes via skills development to empower financially disadvantaged single mothers, enabling them to live a stable, dignified and fulfilling life. SNM has been in partnership with the Northwest CDC and Project Smile and has successfully placed 35 beneficiaries in FY2018. The trained volunteers of Project Smile act as agents to engage, encourage and empower the single mothers to learn vocational skills training in arts and craft. The 12 weekly sessions provide the ideal platform for these women to learn, and boost their entrepreneurial spirit and their sense of self-reliance. The products created are sold at events and bazaars, with profits made going directly to the beneficiaries, providing them a weekly income. SNM plans to have similar sessions in future.

*“I am very thankful and proud that Narayana Mission [SNM] is helping with grocery assistance. My husband can’t work due to mild paralysis and my son is schooling, so this is a great help.”*

*Mdm Rukumani d/o Thangavelu (Lend-A-Hand beneficiary)*

*“I am in this SNM’s food ration programme for 3 years. I really appreciate it as I am a single mom. I am very grateful for what they [SNM] has done for us so far.”*

*Mdm Koh Hui Ling (Lend-A-Hand beneficiary)*



## Donor Relations

SNM would like to thank all its donors for their generous contributions - there was a 50% increase in donations in FY2018, compared to last the last financial year. Donations were received via the following main avenues: regular meal donors, individual donors, corporate donors, online portal donors from Giving.sg, Benevity and other organisations.

*“My whole family came over to help sponsor and serve food to the residents. The residents are so happy to just smile at new faces. The Mission is doing a wonderful job running the home and the people working here are so dedicated and caring and they are an inspiration to all.”*

*Ms Rina Bhasi, Meal Donor*

### Fundraising campaign for SNM

In 2018 the following fund raising campaigns were organised:

- Pledge card campaign
- SNM Donation Draw

### Pledge card campaign

A pledge card campaign was organised from 1 April 2018 to 30 June 2018. A total of six local schools, four International schools, 15 corporate organisations, 50 SNM members and staff supported the campaign which raised a total of \$76,499.

### SNM Donation Draw Drive

The SNM Donation Draw was organised from 1 December 2018 to 30 March 2019. The donation draw was supported by Singapore Pools which sold the tickets at their 291 retail outlets and branches island wide. A total of five local schools, two International Schools, five corporate organisations and SNM members and staff also supported the donation drive and raised a total of \$153,882. The focus of the Fund Raising Campaign was to raise funds to defray the Senior Care Centres' operational expenses in the following areas: caring fee arrears, clinical expendables, meals for residents and psycho-social programmes and activities. The fundraising efforts allowed SNM to leverage on government matching schemes. Under the Ministry of Health's Community Silver Trust (CST) grant and the Tote Board grant, the donations raised for the Senior Care Centre in 2018 will be matched in a "dollar-for-dollar" matching grant.



# Volunteer Management



**882**  
Active Volunteers



**499**  
Long Term Volunteers



**127**  
Corporates & Organisations

## Northwest “WeCare” Award 2018/19

On 10 March 2019, Soroptimist International of Singapore Garden City which has been volunteering with SNM for 12 years, was awarded the “WeCare” Award at the North West Volunteers’ Awards 2019. The award is to thank partners and volunteers of North West CDC for their valuable contribution towards building a caring community.

## Volunteers’ & Donors’ Appreciation Day 2019

SNM celebrated the hard and “heart work” of all individual volunteers, partner organisations comprising corporates, schools and religious organisations which extended their volunteering support in FY18. 40 volunteers and 26 donors received their awards on 31 March 2019. Some of them have been actively serving for many years. One such inspiring group is SNM’s very own SN Home volunteer group. They have played an integral part in bringing joy and smiles to the residents of SNM for the past 26 years, through several volunteer driven programmes such as Share-A-Pot, Heartwarmers and SHARE. SNM thanks all volunteers for their high level of commitment, and we are privileged to have volunteers who provide their incredible volunteering services to the residents of SNM and community at large. Their unwavering dedication is really an inspiration to SNM.

*“We enjoyed a fulfilling partnership with SNM over the years. SNM has provided opportunities for us to reach out to the residents in the Nursing Home. We look forward to a sustained engagement with Sree Narayana Mission”*

*Ms Linda Gan*



# Activities

Sree Narayana Mission (Singapore) is a local charitable organisation founded in 1948. It is a registered, secular charity with IPC status. It runs programmes and offers services and interventions for the disadvantaged regardless of race, language or religion.

## Sree Narayana Mission (Singapore) Activities



**475**

Total Membership  
at 31 March 2019

**451**  
Life  
Members

**9**  
Ordinary  
Members

**15**  
Associate  
Members



### Chathayam Celebrations

Every year, in conjunction with the Malayalee festival of Onam, SNM hosts the Chathayam Celebrations, in honour of the birthday of Sree Narayana Guru. As a show of solidarity with the victims of the August 2018 Kerala flood crisis, SNM scaled down its Chathayam celebrations to mark the Guru's 164th Birth Anniversary. The Saturday Cultural Programme was cancelled but a Chathayam Observance was held on Sunday 2 September 2018. Senior Minister of State Edwin Tong was invited as Guest-of-Honour, and Minister Ong Ye Kung as Special Guest for the Observance. Members of the Inter-Religious Organisation Singapore were also invited to conduct a special joint prayer for the flood victims. SNM also partnered the Singapore Red Cross to raise \$14,000.00 for the relief effort.



### So Woke Youth Symposium

SNM Youth organised the So Woke Youth Symposium to highlight the importance of empathy in volunteering. The event saw youths taking part in meaningful discussions on a number of topics, including social mobility, racial and religious harmony, ageing and mental health. The event was co-organised with Ren Ci, Young Sikhs Association, Jamiyah Nursing Home, Club2Care and hash.peace. Senior Minister of State Ms Sim Ann graced the event as Guest-of-Honour, taking part in some of the discussions and sharing with the youth her thoughts on the importance of volunteering. The Symposium was a great success, with close to a 100 people participating in the talks and discussions. Following the success of the Symposium, SNM aims to host more youth-focused events and dialogue sessions in the future.

# SNM in the News



“Hindus mark Festival of Lights with prayer, music and cheer” Published in The Straits Times, 7 November 2019.



Prime Minister Lee Hsien Loong highlighted SNM as an example of a welfare body that serves the community, regardless of race, language or religion, during his speech at the launch of the Singapore Bicentennial on 28 January 2019.



“Singapore’s labour crunch: The challenge of making the most of silver capital”. Published in The Straits Times, 13 January 2019. The picture shows (from left to right), Mr S. Devendran (CEO), Ms. Prema Sadhasivan, RSW(P) Social Worker with her coach (center), and PM Lee Hsien Loong.



Christmas Celebrations at Sree Narayana Mission which highlighted the innovative Christmas decorations created by SNM staff, which was made entirely out of recycled materials – Feature by Tamil Sethi, Mediacorp, 25 December 2018



# Acknowledgement

Sree Narayana Mission (Singapore) would like to thank all our donors and volunteers for helping us make a difference.





# Corporate Governance Evaluation Checklist

Annex A

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

S/No.	Description	Code ID	Response	Response for Non-Compliance
<b>Strategic Planning</b>				
11	The Board <b>periodically reviews and approves the strategic plan</b> 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 <b>develop the capacity and capability</b> of the charity and the Board monitors the progress of the plan.	3.2.4	Complied	
<b>Human Resource and Volunteer Management</b>				
13	The Board approves <b>documented human resource policies</b> for staff.	5.1	Complied	
14	There is a <b>documented Code of Conduct</b> 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	
	<b>Are there volunteers serving in the charity? (skip item 16 if "No")</b>		Yes	
16	There are <b>volunteer management policies</b> in place for volunteers.	5.7	Complied	
<b>Financial Management and Internal Controls</b>				
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 <b>internal controls for financial matters</b> in key areas are in place with <b>documented procedures</b> .	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 <b>identify, and regularly monitor and review</b> the charity's <b>key risks</b> .	6.1.4	Complied	
21	The Board approves an <b>annual budget</b> for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
	<b>Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 22 if "No")</b>		Complied	Invests in Fixed Deposits.
22	The charity has a <b>documented investment policy</b> approved by the Board.	6.4.3	Complied	
<b>Fundraising Practices</b>				
	<b>Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if "No")</b>		Yes	
23	All collections received (solicited or unsolicited) are <b>properly accounted for</b> and <b>promptly deposited</b> by the charity.	7.2.2	Complied	
	<b>Did the charity receive donations in kind during the financial year? (skip item 24 if "No")</b>		Yes	
24	All donations in kind received are <b>properly recorded</b> and <b>accounted for</b> by the charity.	7.2.3	Complied	

S/No.	Description	Code ID	Response	Response for Non-Compliance
<b>Disclosure and Transparency</b>				
25	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
	<b>Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if “No”)</b>		No	
26	No governing board member is involved in setting his own remuneration.	2.2	Complied	
27	The charity discloses the <b>exact</b> remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated.	8.3	Complied	
	<b>Does the charity employ paid staff? (skip items 28, 29 and 30 if “No”)</b>		Yes	
28	No staff is involved in setting his own remuneration.	2.2	Complied	
29	The charity discloses in its annual report — (a) the total annual remuneration for <b>each of its 3 highest paid staff</b> who each has received remuneration (including remuneration received from the charity’s subsidiaries) <b>exceeding \$100,000</b> during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.  The information relating to the remuneration of the staff must be presented in bands of \$100,000.	8.4	Complied	
30	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 <sup>3</sup> belonging to the Executive Head <sup>4</sup> 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 <b>no</b> paid staff, being a close member of the family <sup>3</sup> belonging to the Executive Head <sup>4</sup> or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
<b>Public Image</b>				
31	The charity has a <b>documented communication policy</b> on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

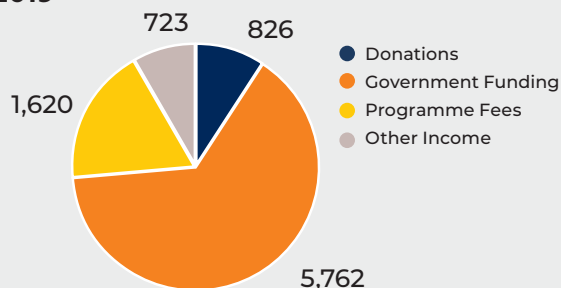


# Financial Perspectives

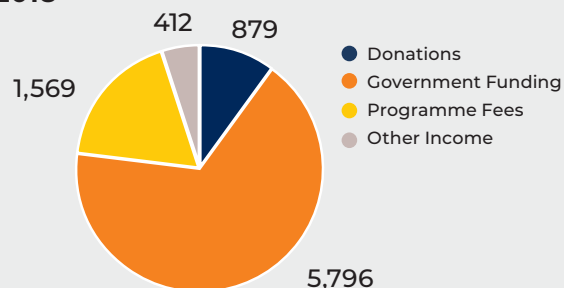
All figures are represented in thousands

## Sree Narayana Mission Nursing Home (Income)

2019

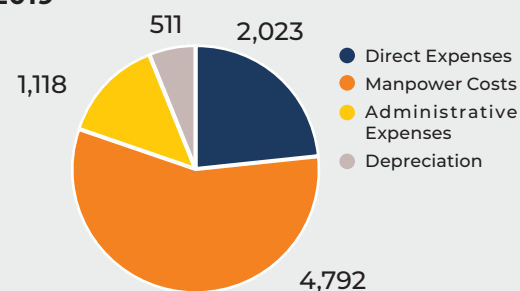


2018

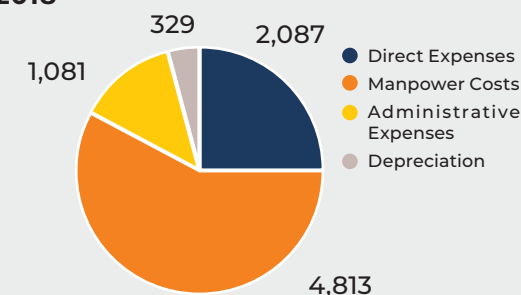


## Sree Narayana Mission Nursing Home (Expenditure)

2019

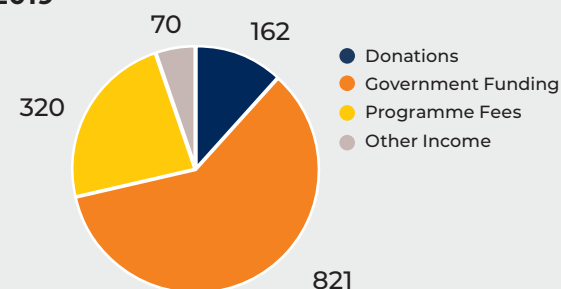


2018

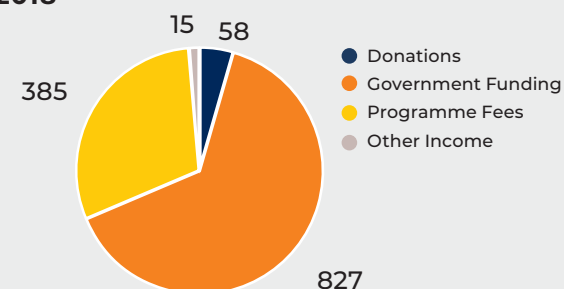


## Sree Narayana Mission Senior Care Centre (Income)

2019

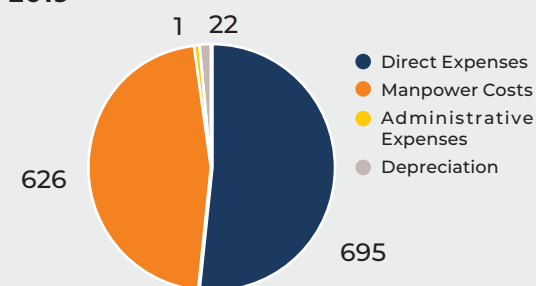


2018

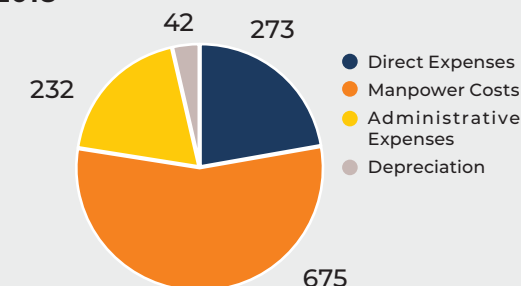


## Sree Narayana Mission Senior Care Centre (Expenditure)

2019

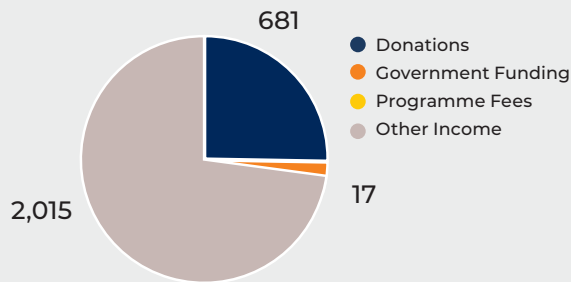


2018

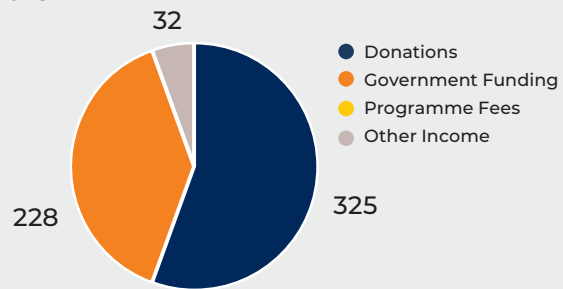


### Sree Narayana Mission (Income)

2019

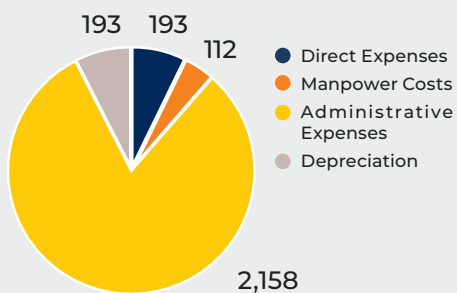


2018

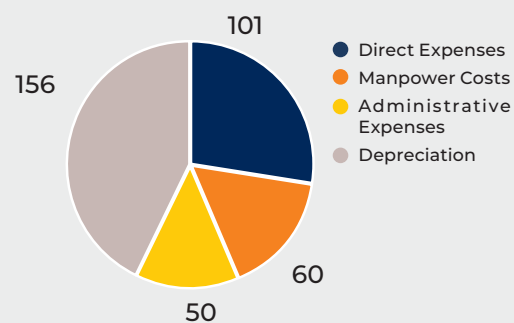


### Sree Narayana Mission (Expenditure)

2019

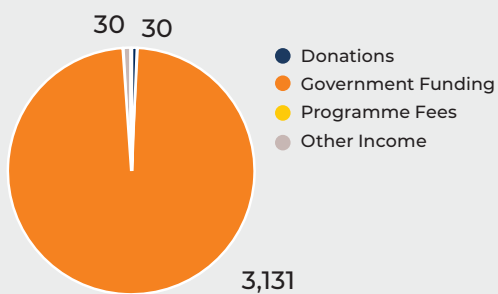


2018

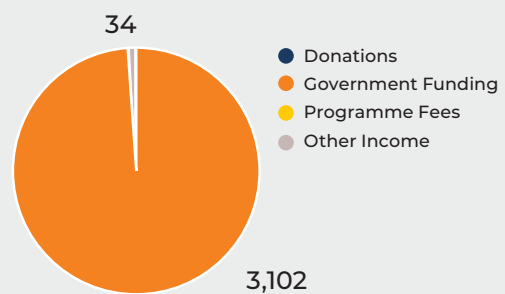


### Meranti Home @ Pelangi Village (Income)

2019

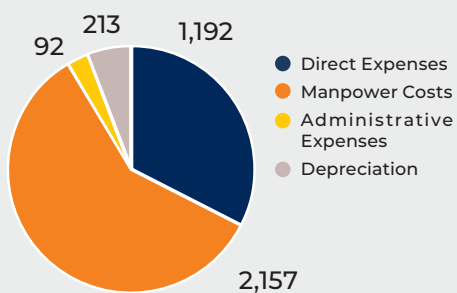


2018

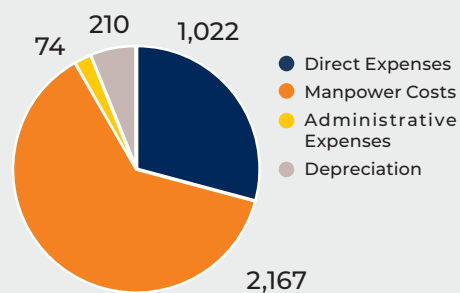


### Meranti Home @ Pelangi Village (Expenditure)

2019



2018



# Audited Consolidated Financial Statements

## SREE NARAYANA MISSION (SINGAPORE)

### CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2019

	<u>2019</u> \$	<u>2018</u> \$
<b>ASSETS</b>		
<b>Non-current assets</b>		
Property, plant and equipment	5,889,007	6,084,830
<b>Current assets</b>		
Grant receivables	475,251	981,909
Other receivables	436,633	739,279
Deposits and prepayments	181,526	167,214
Cash and cash equivalents	21,299,858	20,408,764
	<u>22,393,268</u>	<u>22,297,166</u>
<b>Total assets</b>	<u>28,282,275</u>	<u>28,381,996</u>
<b>LIABILITIES AND FUNDS</b>		
<b>Current liabilities</b>		
Payables and accrued operating expenses	3,300,986	3,502,810
<b>Funds</b>		
General funds - restricted	9,466,583	9,866,747
General funds - unrestricted	14,924,237	14,788,222
Designated funds - restricted for milk powder	122,000	122,000
Designated funds – restricted for home nursing	112,306	91,905
Community Silver Trust - restricted	345,851	-
Residents funds - restricted	10,312	10,312
	<u>24,981,289</u>	<u>24,879,186</u>
<b>Total liabilities and funds</b>	<u>28,282,275</u>	<u>28,381,996</u>



**SREE NARAYANA MISSION (SINGAPORE)****CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019**

	<b><u>Restricted Funds</u></b>	<b><u>Unrestricted Funds</u></b>	<b><u>Total 2019</u></b>	<b><u>2018</u></b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b><u>Incoming resources</u></b>				
<i>Incoming resources from generated funds</i>				
- Voluntary income	4,001,957	6,958,070	10,960,027	10,109,278
- Income from fund-raising activities	-	414,182	414,182	41,478
- Interest income	124	78,947	79,071	53,595
<i>Incoming resources from charitable activities</i>				
- Fees from residents	-	1,941,329	1,941,329	1,955,061
<i>Other incoming resources</i>				
- Miscellaneous income	29,485	2,770,289	2,799,774	1,342,549
<b>Total incoming resources</b>	<b>4,031,566</b>	<b>12,162,817</b>	<b>16,194,383</b>	<b>13,501,961</b>
<b><u>Resources expended</u></b>				
<i>Costs of generating funds</i>				
- Costs of generating voluntary funds	29,889	-	29,889	43,433
- Fund raising expenses	-	74,827	74,827	9,346
<i>Costs of charitable activities</i>	3,489,743	6,415,988	9,905,731	9,437,582
<i>Governance costs</i>	566,243	5,440,138	6,006,381	3,643,091
<i>Other resources expended</i>	-	75,452	75,452	76,830
<b>Total resources expended</b>	<b>4,085,875</b>	<b>12,006,405</b>	<b>16,092,280</b>	<b>13,210,282</b>
<b>Net incoming resources</b>	<b>(54,309)</b>	<b>156,412</b>	<b>102,103</b>	<b>291,679</b>
Surplus of income over expenditure transferred to funds	(54,309)	156,412	102,103	291,679
Total funds brought forward	10,090,964	14,788,222	24,879,186	24,587,507
<b>Total funds carried forward</b>	<b>10,036,655</b>	<b>14,944,634</b>	<b>24,981,289</b>	<b>24,879,186</b>

**SREE NARAYANA MISSION (SINGAPORE)****CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019**

	<b><u>2019</u></b> <b>\$</b>	<b><u>2018</u></b> <b>\$</b>
<b>Cash flows from operating activities:</b>		
Surplus for the year transferred to funds	102,103	291,679
Adjustments for:		
Interest income	(79,071)	(53,595)
Depreciation of property, plant and equipment	938,379	764,370
<b>Operating surplus before working capital changes</b>	<u>961,411</u>	<u>1,002,454</u>
Grant and other receivables	809,304	1,277,876
Deposits and prepayments	(14,312)	103,204
Payables and other payables	(201,824)	647,406
<b>Net cash generated from operating activities</b>	<u>1,554,579</u>	<u>3,030,940</u>
<b>Cash flows from investing activities</b>		
Purchase of property, plant and equipment	(742,556)	(4,831,697)
Uplifting / (placement) of fixed deposit	1,238,365	(50,847)
Interest received	79,071	53,595
<b>Net cash generated from / (used in) investing activities</b>	<u>574,880</u>	<u>(4,828,949)</u>
Net increase / (decrease) in cash and cash equivalents	2,129,459	(1,798,009)
Cash and cash equivalents at beginning of year	<u>9,211,019</u>	<u>11,009,028</u>
<b>Cash and cash equivalents at end of year</b>	<u><u>11,340,478</u></u>	<u><u>9,211,019</u></u>







# Corporate Information

## Company Registration Number

ROS109/48

## Registered Under Company Act, (Chapter 50)

Registered Society

## Incorporation Date

18 June 1948

## Registered Address

12 Yishun Avenue 5,  
Singapore 768992

## Date Registered As A Charity Under The Charities Act

000475 6 August 1987

## Date Approved as an IPC

01/03/2018 to 28/02/2021  
(Current IPC validity)

## Company Secretaries

Nil

## Banker

DBS Bank Ltd

## Auditor

TKNP International

## Members

475

## NOTES

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(Singapore)**

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Fax: 6752 4689

E-mail: [sreenarayana@snm.org.sg](mailto:sreenarayana@snm.org.sg)

**SNM Senior Care Centre  
(Yishun)**

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Phone: +65 6955 9534

Fax: 6752 9548

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**Meranti Home  
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Singapore 539751

Phone: +65 6955 9509

Fax: 6315 9146

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**Sree Narayana Mission  
Nursing Home**

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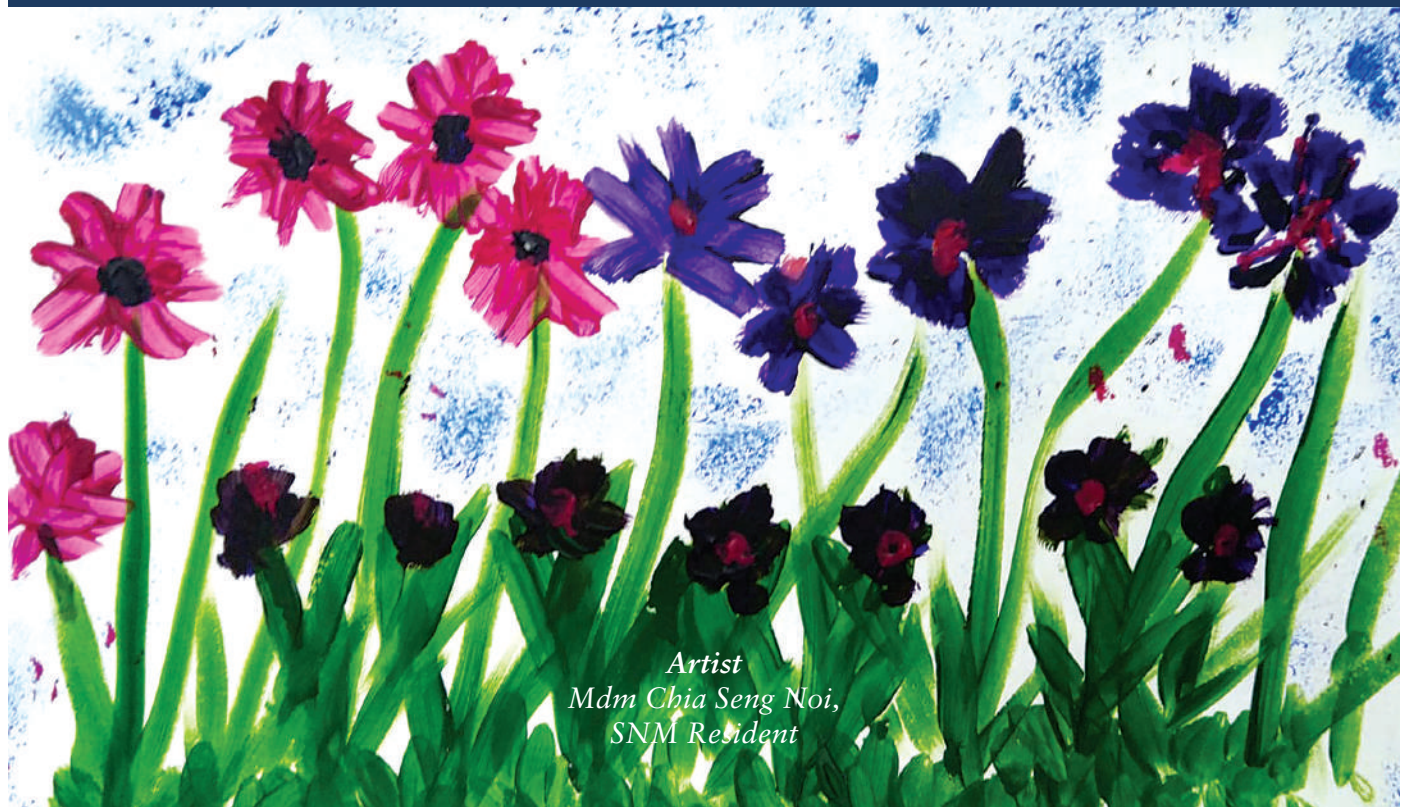
**SNM Senior Care Centre  
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*Artist  
Mdm Chia Seng Noi,  
SNM Resident*