SREE NARAYANA MISSION (SINGAPORE)



Growth

ANNUAL REPORT 2021

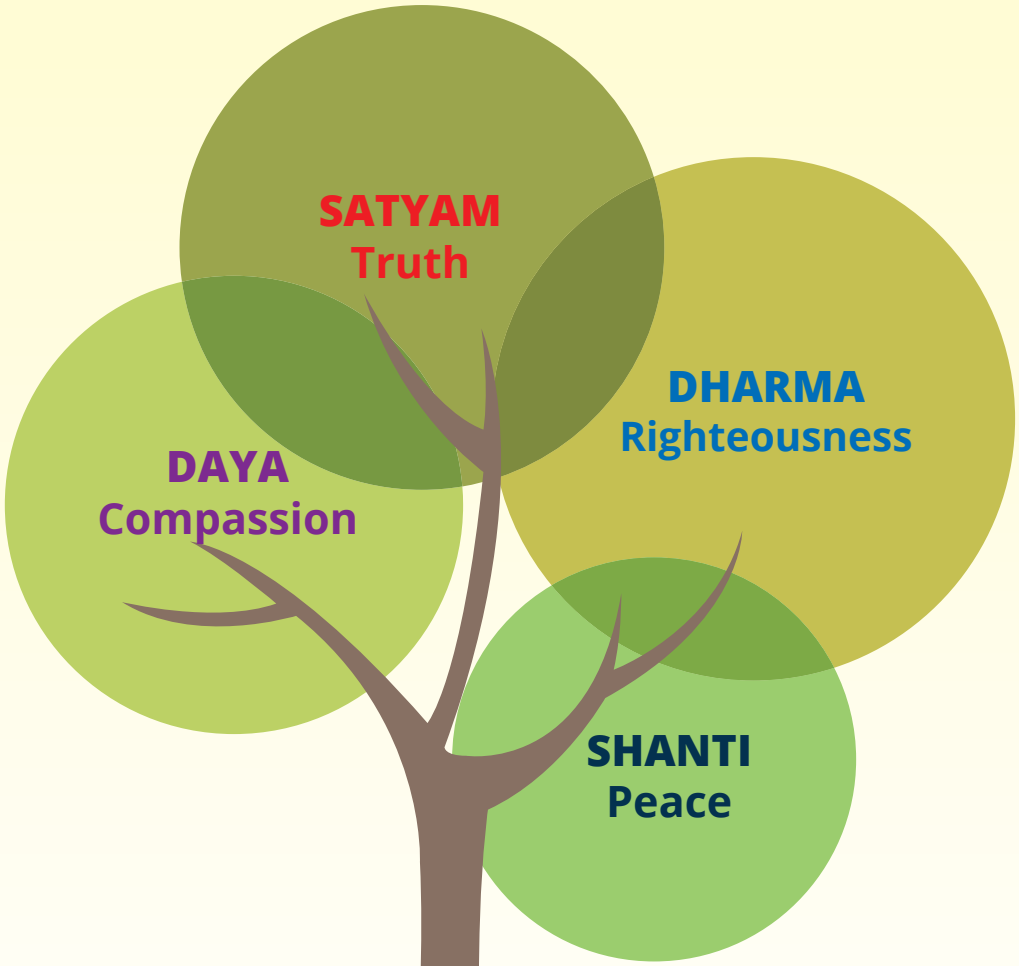
VISION

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



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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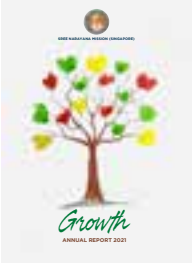
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About the cover design:
The artwork on the front cover is a finger painting painted by SNM's Nursing Home Resident, Mdm Lim Mou Tan. It represents the spirit of love and unity, which is deeply rooted within the core of SNM (Singapore).

PRESIDENT'S MESSAGE



On behalf of the Executive Committee, I am pleased to convene the 71st 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 2021.

OUR FIGHT AGAINST C19

This year, like many other organisations, Sree Narayana Mission (Singapore) dealt with the mutations of C19, making things challenging as we adapted to living in a new normal with social distancing, a vaccinated population and crowd controls.

SNM had successfully implemented safe management measures and infection controls in accordance to the advisories issued by the Ministry of Health (MOH). Our efforts had enabled us to keep the infection numbers in our institutions low.

Adapting to the new measures, we had to tailor our interventions and programmes through a hybrid of in-person and virtual platforms allowing our residents, clients and beneficiaries to familiarise themselves with this new normal.

Technology became our enabler as we strove to operate in the new normal. When MOH suspended visitations to residential care homes, SNM offered a remote communication platform where our residents' next-of-kin can schedule slots online for video calls.

With technology, strict infection controls and the strong support of our regulators, stakeholders, boards, committees and sub-committees, we successfully met the challenges posed by C19.

GROWING FROM STRENGTH TO STRENGTH

I am proud to share that despite the issues arising from C19, SNM continued to grow. In 2021, we were awarded our second nursing home by MOH, which is slated to open its doors in 2025. This is a pivotal development as it will increase SNM's bed capacity by more than 100% and allow SNM to serve more people in the community.

SNM staff continued to do SNM proud by winning accolades at various platforms.

In December 2021, SNM won the award for Best Active Ageing Programme – Community, in partnership with Cycling Without Age Singapore for 'Moving Generations' at the finale of the 9th Asia Pacific Eldercare Innovation Awards 2021 and emerged as finalists in two other categories - Best Dementia Care Programme and Best Day Centre Operator.

We also won 69 gold and 32 silver awards at the Singapore Health Quality Service Awards (2022), which recognises the efforts of our healthcare professionals, attesting to the determination and unbroken will of our staff.

Next year, we will be expanding our senior care centre services by opening another senior care centre facility. We had the privilege to collaborate with SMA Care Limited (SCL) to provide Senior Care Centre (SCC) and Active Ageing Centre (AAC) interventions at SNM's newest Senior Care Centre '***SNM CareLight Senior Care Centre'*** (SCSCC) at 141 Bedok Reservoir Road.

Also this year, SNM signed a Memorandum of Understanding (MOU) with the Singapore Indian Chamber of Commerce and Industry (SICCI), joining the Federation of Singapore Indian Organisations (FSIO). Through this partnership, we hope to collaborate with the Indian diaspora to play its part in achieving mutual socio-economic benefits for the larger community and participating institutions as well. As SNM is expanding its programmes with an additional Nursing Home, we also look forward to providing volunteering and Corporate Social Responsibility (CSR) opportunities for member organisations.

SNM'S 75TH ANNIVERSARY

SNM will commemorate its 75th anniversary in 2023 and we have kick-started the year-long celebrations with SNM's 75th Anniversary Heritage Walk in 2022.

SNM will also be organising a series of events leading up to our 75th year. We are humbled and grateful for the support of our members, volunteers, donors, community partners and look forward to strengthening these relationships as we strive to do better for the community.

IN APPRECIATION

A sincere thank you to SNM's Board of Trustees, EXCO and Sub-Committees for their strategic guidance in uplifting the efforts of the Mission. I also wish to acknowledge our staff, who stood by us as we battled against these challenges – the success we have today would not have been possible without each and everyone's *'heartwork'*.

To conclude my message, I would like to share a teaching of Sree Narayana Guru on selflessness –

" Acts that one performs for the sake of oneself, should also aim for the good of others."

May the Guru's teachings and blessings ever guide our path forward.

Mr Jayadev Unnithan
President, Sree Narayana Mission (Singapore)

HIGHLIGHTS OF THE YEAR

SNM Extraordinary General Meeting

The general body passed the amendments to the Constitution to strengthen transparency and governance standards by reconstituting the Trustees as a Board of Trustees with oversight over audits, investments and inquiries.

Adaptive Sports Challenge

Collaboration with Agency for Integrated Care (AIC) and Chong Pang Community Sports Club (CPCSC) for Adaptive Sports Challenge. The challenge was participated by residents from SNM, All Saints Home (Yishun), Villa Francis Home for the Aged and Sunshine Welfare Action Mission (SWAMI). The aim was to provide the seniors as well as their caregivers in the community an opportunity to interact with one another and serves as an avenue to exercise their physical and mental faculties.

Manpower Support During C19

During the spike in the delta variant, SNM provided manpower support to All Saints Nursing Home to tide them over in the challenging period.

SNM's Annual Workplan Retreat 2021

The annual workplan retreat was held at the Changi Civil Service Club to review SNM's workplan for the year forward.

Audits across SNM (Singapore)

SNM successfully cleared all audits that were conducted across its business units. This includes the mandatory audits by Ministry of Health (MOH) for the Nursing Home and Senior Care Centre (Medifund Audit, Subvention Audit and the Centre-Based Care Service Audit) and Ministry of Social and Family Development (MSF) for the Welfare Home (Inspection of Homes Audit). The Centre-Based Care Service Audit for Senior Care Centre (Yishun) was extended for a further two years from 1 May 2022 to 30 April 2024.

Recognition at 9th Asia Pacific Eldercare Innovation Awards 2021

Won the Best Active Ageing Programme – Community award, in partnership with Cycling Without Age Singapore for 'Moving Generations' ath the 9th Asia Pacific Eldercare Innovation Awards 2021. SNM was also finalist in two other categories: Best Dementia Care Programme and Best Day Centre Operator.

Awarded 69 Gold and 32 Silver at Singapore Health Quality Service Awards (SHQSA) 2022

Our healthcare staff were recognised at the SHQSA 2022 for their service excellence and SNM was awarded 69 Gold and 32 Silver at the awards ceremony.

Forging New Ties with Federation of Singapore Indian Organisations (FSIO)

SNM signed an MOU with the Singapore Indian Chamber of Commerce and Industry (SICCI), joining the Federation of Singapore Indian Organisations (FSIO). The partnership seeks to collaborate with the Indian diaspora in achieving mutual socio-economic benefits for the larger community and participating institutions as well.

Establishing Partnership with Singapore Malayalee Association

SNM finalised the terms for the partnership with SMA Care Limited (SCL) to provide Senior Care Centre (SCC) and Active Ageing Centre (AAC) services at SNM's newest Senior Care Centre ***'SNM CareLight Senior Care Centre'*** (SCSCC) at 141 Bedok Reservoir Road.

GOVERNANCE

SNM Constitution 2021

The Constitution constitutes the fundamental principles and policies that governs SNM's operations as a Charitable Entity. The Constitution is owned by the General Body.

The Constitution was amended to enhance SNM's governance and transparency standards by reconstituting the Trustees as a Board of Trustees (BOT) and expanding their mandate with an oversight of Audits and Investment Committees.

The amended Constitution was passed by the General Body at an Extraordinary General Meeting on 2 May 2021 and was subsequently approved by the Registrar of Societies (ROS) on 29 July 2021.

By Laws

By Laws are a sub-set of the Constitution that expands on certain operational aspects including Terms of Reference for Committees, Sub-Committees and other areas pertaining to policies and procedures.

The first set comprising four (4) By Laws were promulgated in 2021 as follows:

i) Board of Trustees
ii) Audit & Risk Management Committee
iii) Investment Committee
iv) Committee of Inquiry

Policy Manuals

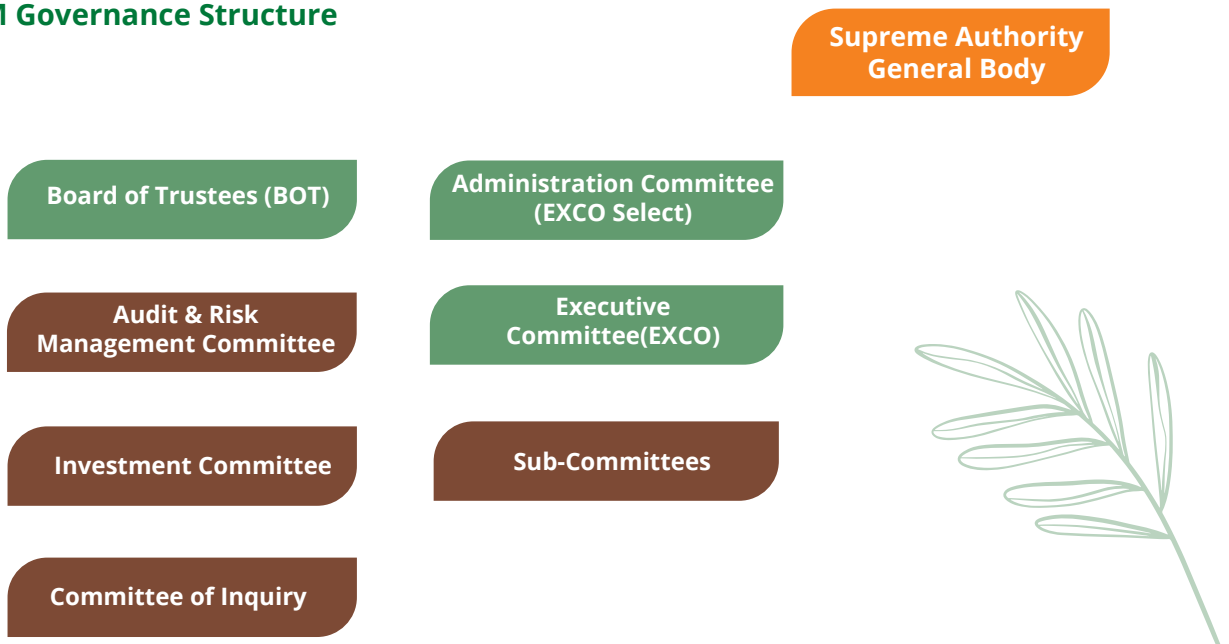
Operational Manuals serve as a guide for staff and Management on department level policies. The Manuals form the basis upon which, Standard Operating Procedures (SOP) are developed for the day-to-day operations and conduct of respective business units.

Manuals are in place for Human Resource, Finance, Volunteer Management, Programme Management, Fundraising, Media and Communications and Procurement.

Governance Structure

The General Body elects the members of the Executive Committee (EXCO) and Board of Trustees (BOT) at the Annual General Meeting. The eligibility criteria and process for candidates to be nominated for Board and EXCO election is stated in the Constitution.

SNM Governance Structure



Administration Committee

The Administration Committee comprises the principal office bearers that includes the President, Vice President, General Secretary, Assistant Secretary, Treasurer and the Assistant Treasurer. The Administration Committee functions as a body that makes decisions on operational matters such as procurement, appointment of senior managers and above, salaries and bonus pay-outs, policy manuals and others. The EXCO is kept informed of decisions made by the Administration Committee. The Administration Committee meets every month.

Executive Committee (EXCO)

Per the Constitution, the General Body elects candidates based on their ability to contribute. The current EXCO comprises 17 members of whom two (2) are first time office bearers and another four (4) serving the third year. There are four (4) who have been in the EXCO for more than 10 consecutive years, and they were elected by the General Body for continuity purposes and helm critical projects. The current EXCO's average years of service is seven years. They also serve in sub-committees such as Human Resource, Eldercare Management, Community Programmes, Facilities Redevelopment and other sub-committees. The current EXCO will serve for a 2-year term (2021 to 2023).

The EXCO provides strategic directions, makes policy decisions, oversees all operational matters concerning the organisation that includes approval of the budget, Annual Report, Audited Financial Accounts, and any other matters under its purview.

The EXCO meets once in two months.

Board of Trustees (BOT)

Per the Constitution, eight (8) members were elected to form the inaugural BOT at the 70th AGM on 15 August 2021. The BOT Co-opted two (2) members in November 2021. The elected trustees serve a four-year term (2021 to 2025) while co-opted trustees serve a two-year term (2021 to 2023).

The BOT appoints the Chairpersons of the Audit & Risk Management and Investment Committees and has oversight of both. The BOT also has the power to commission a Committee of Inquiry to investigate any complaints against any member of the Senior Management, Sub-Committees, Audit & Risk Management Committee, Investment Committee, and the Executive Committee.

The BOT meets at least once every four months.

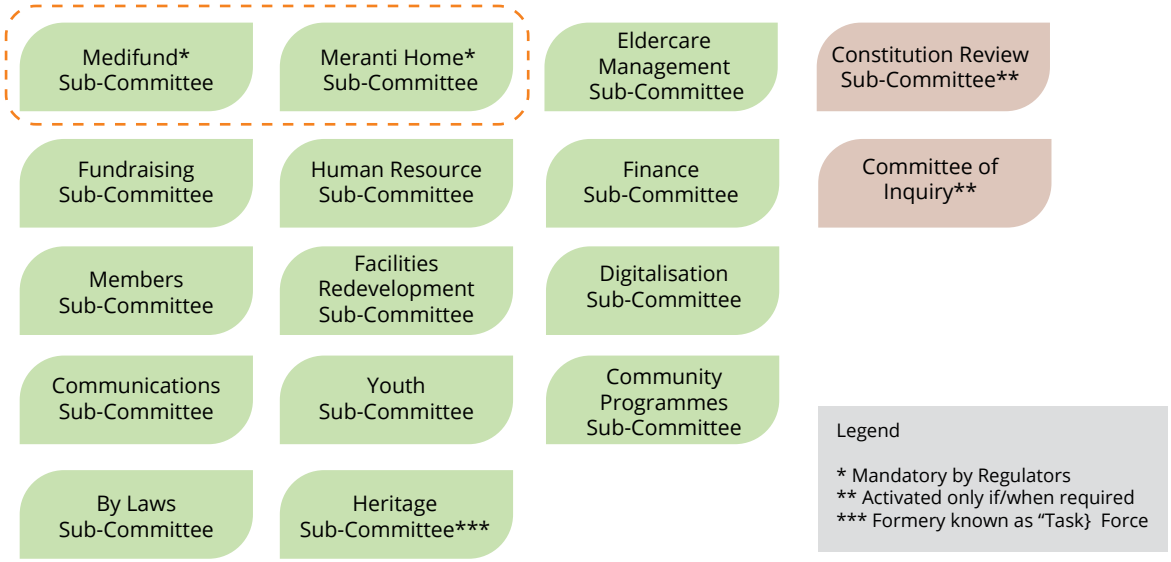
Audit & Risk Management and Investment Committees

The Audit & Risk Management and Investment Committees report to the BOT.

The Audit& Risk Management Committee reviews the adequacy and effectiveness of risk management and internal controls regarding financial and operational compliance to regulatory standards prescribed by Sector Regulators i.e. Ministry of Health (MOH), Ministry of Social and Family development (MSF) and the Charity Council.

The EXCO determines the quantum of funds to be invested, the BOT establishes the Investment Policy and the Investment Committee embarks on investment strategies aligned to the investment policy. The Investment Committee also ensures that the funds are prudently and ethically managed with the assistance of management and external fund managers.

Sub-Committees



The EXCO is supported by the Sub-Committees to assist in its stewardship role. In FY2021, the EXCO appointed 14 such sub-committees, mostly chaired by an EXCO member. All sub-committees comprise members with relevant subject matter expertise and representatives from the EXCO. All operational matters requiring approvals and discussions are routed through the respective sub-committees before it is surfaced to the EXCO for deliberation and if required, decisions. Matters pertaining to Audits, Risk Management and Investments are similarly submitted to the BOT.

The EXCO is accountable to the General Body on all decisions taken for SNM.

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 BOT, EXCO, Committees, Sub-Committees, staff, and Management. The Policy provides guidelines on areas, which may constitute actual or potential conflicts of interest and sets out procedures for disclosure of any such interest outside of the organization. None of SNM's paid staff are related to the BOT, EXCO, Committees and Sub Committees.

If any member of the BOT, EXCO, Committees and Sub-Committees has, an interest in a transaction or project or other matter to be discussed at a meeting, the member shall disclose the nature of his interest before the discussion on the matter begins. The member concerned will not participate in the discussion or vote on the matter and shall also offer to withdraw from the meeting.

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 its 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.

CORPORATE GOVERNANCE EVALUATION CHECKLIST

S/N	Code guideline	Code ID	Response *(select whichever is applicable)*	Explanation *(if Code guideline is not complied with)*
	BOARD GOVERNANCE			
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[1] appointments? (skip items 2 and 3 if "No")		No	
2	Staff does **not chair** the Board and does **not 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) **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.	1.1.7	Complied	
5	All governing board members must submit themselves for **re-nomination and re-appointment**, at least once every 3 years.	1.1.8	Complied	
6	The Board conducts **self evaluation** to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")		Yes	
7	The charity discloses in its annual report the **reasons for retaining the governing board member who has served for more than 10 consecutive years**.	1.1.13	Complied	
8	There are **documented terms of reference** for the Board and each of its committees.	1.2.1	Complied	
	CONFLICT OF INTEREST			
9	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.	2.1	Complied	
10	Governing board members **do not vote or participate** in decision making on matters where they have a conflict of interest.	2.4	Complied	

	STRATEGIC PLANNING			
11	The Board **periodically reviews and approves the strategic plan** for the charity to ensure that the 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[2] 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")			
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")		Yes	
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	
23	All collections received (solicited or unsolicited) are **properly accounted for** and **promptly deposited** by the charity.	7.2.2	Complied	
	Did the charity receive donations in kind during the financial year? (skip item 24 if "No")		Yes	
24	All donations in kind received are **properly recorded** and **accounted for** by the charity.	7.2.3	Complied	

	DISCLOSURE AND TRANSPARENCY			
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	
	Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if "No")		No	
26	**No** governing board member is involved in setting his own remuneration.	2.2		
27	The charity discloses the **exact** 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		
	Does the charity employ paid staff? (skip items 28, 29 and 30 if "No")		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 **each of its 3 highest paid staff** who each has received remuneration (including remuneration received from the charity's subsidiaries) **exceeding $100,000** 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. OR The charity discloses that **none** of its paid staff receives more than $100,000 each in annual remuneration.	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[3] belonging to the Executive Head[4] 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 **no** paid staff, being a close member of the family[3] belonging to the Executive Head[4] or a governing board member of the charity, who has received remuneration exceeding $50,000 during the financial year.	8.5	Complied	
	PUBLIC IMAGE			
31	The charity has a **documented communication policy** on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

ADMINISTRATION COMMITTEE

Mr Jayadev Unnithan
President

Mr Anil Sarasijakshan
Vice President

Ms Shalini Damodaran
General Secretary

Ms Vidya Sasidharan
Assistant General Secretary

Dr Karthikeyan Adappattu Raman
Treasurer

Ms Anusha Senan
Assistant Treasurer

EXECUTIVE COMMITTEE

Mr Jayadev Unnithan
President

Mr Anil Sarasijakshan
Vice President

Ms Shalini Damodaran
General Secretary

Ms Vidya Sasidharan
Assistant General Secretary

Dr Karthikeyan Adappattu Raman
Treasurer

Ms Anusha Senan
Assistant Treasurer

Committee Members

Ms Bina Damodaran

Mr Divakaran Sabu

Mr Prakash Sadasivan

Mr Raghavan Mohanadas

Ms Sarala Raman

Mr Shanavas Vijayan

Ms Sree Devi Pillay

Mr Sudhesh Vasu Dash

Mr Suraj Senan

Ms Swapna Dayanandan

Mr T.G. Sajir

EXECUTIVE COMMITTEE PROFILES

Mr Jayadev Unnithan
President
Mr Jayadev Unnithan is Director for Surya Trading Enterprise (S) Pte Ltd. He is involved with the community as a grassroots leader, and currently serves as the Chairman of Chong Pang Community Sports Club and Treasurer of Chong Pang Citizen's Consultative Committee. He also chairs the Malayalam Language Education Society. Prior to his election as President, Mr Jayadev served SNM as Trustee for more than 10 years.

Mr Anil Sarasijakshan
Vice President
Mr Anil Sarasijakshan is a Program Director with DHL Express managing customer experience and global programs. He has been a volunteer at Thomson Neighbourhood Committee since 2017 and currently holds the position as Auditor in the committee.

Ms Shalini Damodaran
General Secretary
Ms Shalini Damodaran is a published author of 'Dad and I' and a Mindfulness Writing Coach. She is currently writing to publish Study Guides and a Teacher's Guide to 'A Tapestry of Colours: Asian Short Stories'. Prior to this, she has held various appointments in the Ministry of Education. As teacher educator at the English Language Institute of Singapore, she conducted several Professional Learning Programmes and workshops for teachers' island wide. She is a recipient of the Long Service Medal, having served in the Ministry of Education for 39 years. She was involved in several Community Involvement Programmes with her students and teachers. In an attempt to understand and serve the world beyond our borders, she spent a month in rural areas of Zambia providing English Language teachers with professional support.

Ms Vidya Sasidharan
Assistant General Secretary
Ms Vidya Sasidharan is a qualified lawyer who pursued a career as in-house legal counsel for a private family office where she covered Compliance and Corporate Governance matters. She volunteers weekly in local kindergartens reading to children, both in English and French.

Dr Karthikeyan Adappattu Raman
Treasurer
Dr Karthikeyan Adappattu Raman is a Chemical Consultant with years of experience as General Manager, Plant Manager and QC/Technical Manager. His expertise includes operations management, strategic business development and marketing management. He served as Internal Auditor with Holy Tree Sri Balasubramaniam Temple for the period 2017–2019. He also served as a board member with SNM since 2015 and was an Internal auditor with SNM for the period 2013 – 2015.

Ms Anusha Senan
Assistant Treasurer
Ms Anusha Senan is an Industry Manager for Life Sciences and Healthcare in Asia Pacific at a consulting firm. She has been involved with Mission since 2001, and served in the EXCO previously as assistant treasurer and Youth Committee chairperson. She was part of the member teams that launched and ran the Lend-a-Hand program and the SNM Youth Symposium.

Ms Bina Damodaran
Committee Member
Ms Bina Damodaran has held various appointments in the public sector. Her experience includes teaching, managing, and developing national programmes to drive worker productivity and enterprise productivity. She also conducted Business Excellence certification and award assessments and trained assessors and consultants. She has been involved as a board member in SNM for many years.

Mr Divakaran Sabu
Committee Member
Mr Divakaran Sabu is a Plant Superintendent with McConnell Dowell S.E.A Pte Ltd for the last 16 years. He has been the chairman of SNM Cultural Organising Committee for more than 21 years and serves in various committees including member of EXCO, Facilities Redevelopment Sub-Committee, Members Sub-Committee and Meranti Home Management Sub-Committee. He has been serving as a volunteer with Pasir Ris East CC IAEC for the last six years and served as Vice Chairman over the last one year.

Mr Prakash Sadasivan
Committee Member
Mr Prakash Sadasivan is currently a land surveyor. He has been involved in SNM for the past ten years.

Mr Raghavan Mohanadas
Committee Member
Mr Raghavan Mohanadas has been an Education Officer for over 40 years and currently works as the Vice-Principal in an international school in Jakarta, Indonesia. He has been involved in the SNM as an EXCO member in the past and did most of his voluntary work with the Mission.

Ms Sarala Raman
Committee Member

Ms Sarala Raman is a Retiree and was previously a Senior Admissions Officer/Registrar in UWCSEA and SJI International. She has been a volunteer in St Anne's Home for the Aged for several years. Currently, she spends a lot of time in Indian Classical Music, playing the veena, violin and singing.

Mr Shanavas Vijayan
Committee Member

Mr Shanavas Vijayan is a Business Consultant focused on digital transformation to improve business processes and has more than 20 years of experience in the information communications and technology sector. Mr Shanavas has served in the SNM EXCO for the last 14 years including two stints as Vice-President and President. He currently chairs SNM's Community Programmes Sub-Committee. He is also an Advisor to Club2Care, a non-profit focused on mental health.

Ms Sree Devi Pillay
Committee Member

Ms Sree Devi Pillay is an Assistant Director with the Accountant General Department, Ministry of Finance handling the portfolio of Finance Transformation projects. Her areas of expertise include system implementation to streamline salaries and claims processing for ministries/ statutory boards/organisations of state. She has been a member with SNM since 1998.

Mr Sudhesh Vasu Dash
Committee Member

Mr Sudhesh Vasu Dash is a Head of Department with the Ministry of Education. He also heads SNM's Youth Sub-Committee in youth projects and volunteers for Lighting Hearts, Lighting Homes.

Mr Suraj Senan
Committee Member

Mr Suraj Senan is a Production Manager with Seiko Manufacturing (Singapore) Pte Ltd. His experience includes a demonstrated history of working in the mechanical or industrial engineering industry. He is also a qualified WSH safety committee member representing the management of his organisation.

Ms Swapna Dayanandan
Committee Member

Ms Swapna Dayanandan is an Assistant Director at the Institute of Public Administration and Management, Civil Service College. She is currently on sabbatical leave to purse a PhD in Gerontology. She is a doctoral candidate with the Singapore University of Social Sciences. In 2018, she was a recipient of the National Day Award - Commendation Medal. In 2021, she was a recipient of the National Day Award - Long Service Medal. She has served as the President of SNM for four years from 2011 - 2015 and has held various leadership roles in the board. She currently chairs the sub-committees for Human Resource and Eldercare Management and is involved in the dementia-friendly design meetings with MOH Holdings for SNM's second Nursing Home.

Mr T.G. Sajir
Committee Member

Having worked in the customer service line for the past 44 years, Mr T.G. Sajir is currently a Duty Manager with SATS at Changi Airport. He has also been a committee member previously at the Mission and served as an Internal Auditor with the last committee.

EXECUTIVE COMMITTEE ATTENDANCE

(August 2021 – July 2022)

	Name	Designation	Sep'21	Nov'21	Jan'22	Mar'22	May'22	Jul'22	Total
1	Mr Jayadev Unnithan	President	1	1	1	1	1	1	6/6
2	Mr Anil Sarasijakshan	Vice President	1	1	1	1	1	1	6/6
3	Ms Shalini Damodaran	General Secretary	1	1	1	1	1	1	6/6
4	Ms Vidya Sasidharan	Assistant Secretary	1	1	1	0	1	0	4/6
5	Dr Karthikeyan Adappattu Raman	Treasurer	1	1	1	1	1	1	6/6
6	Ms Anusha Senan	Assistant Treasurer	1	1	0	1	0	1	4/6
7	Ms Bina Damodaran	Committee Member	1	1	1	1	0	1	5/6
8	Mr Divakaran Sabu	Committee Member	1	1	1	1	1	1	6/6
9	Mr Raghavan Mohanadas	Committee Member	1	1	1	1	1	1	6/6
10	Mr Sadasivan Prakash*	Committee Member	0	0	0	0	1	1	2/6
11	Ms Sarala Raman	Committee Member	0	1	1	0	1	1	4/6
12	Mr Shanavas Vijayan	Committee Member	1	0	1	1	1	1	5/6
13	Ms Sree Devi D/o Balakrishna Pillay	Committee Member	1	1	1	1	1	0	5/6
14	Mr Sudhesh Vasu Dash	Committee Member	1	1	0	1	1	1	5/6
15	Mr Suraj Senan	Committee Member	1	1	1	1	1	1	6/6
16	Ms Swapna Dayanandan	Committee Member	1	1	1	1	1	1	6/6
17	Mr T.G. Sajir	Committee Member	1	1	1	1	0	1	5/6

**Absent with apologies due to work commitments*



BOARD OF TRUSTEES

Mr Dileep Nair
Chairman

Dr Asha Karunakaran

Mr Dinesh Vasu Dash

Mr Foo Say Thye

Mr Manu Bhaskaran

Mr Rajesh Sreenivasan

Ms Sunu Sivadasan

Dr Thara Ravindran

Mr V. Bimel Ram

Mr Viswa Sadasivan



BOARD OF TRUSTEES PROFILES

Mr Dileep Nair
Chairman
Mr Dileep Nair has more than 30 years of experience in governance and public service in the Singapore Civil Service and the United Nations.

He was with the Ministry of Foreign Affairs serving as the High Commissioner to the Republic of Ghana from 2013 to 2016. Prior to that, Mr Dileep was the Ambassador to the Lao People's Democratic Republic from 2011 to 2013 and the Consul-General to the Emirate of Dubai from 2006 to 2010. He was the Under-Secretary-General for Internal Oversight Services at the United Nations from 2000 to 2005.

Mr Dileep is now an Independent Director of Keppel DC REIT, Thakral Corporation Limited, and Singapore Reinsurance Corporation Limited, as well as a Board Member of Health Sciences Authority of Singapore. He is also a part-time lecturer at the Civil Service College of Singapore.

Mr Dileep has been awarded the Public Service Medal (Silver) and the 25-year Grand Award for Community Service by the Singapore Government.

Dr Asha Karunakaran
Dr Asha Karunakaran was previously managing her own dental clinic for over two decades and has since sold her clinic. She continues to practise at Novena Medical Centre and has been an active member of the Singapore Dental Association for close to four decades.

She was a member of the Association's Audit Committee and chaired several other committees most notably, the Ethics and Practice Management Committee.

She held the position of President of the Singapore Dental Health Foundation, a voluntary organisation focused on public health education.

Mr Dinesh Vasu Dash
Mr Dinesh Vasu Dash was appointed as Group Director, Operations Group at the Ministry of Health (MOH) with effect from 20 July 2020.

In his new role, he oversees the translation of the Ministry's mission and intent into operational strategy, plans, and ensures that they are supported with robust systems, processes and resources for the prevention and control of emerging infectious diseases in Singapore, as well as medical preparedness and response to civil disasters and national emergencies, in order to achieve optimal health outcomes for Singaporeans.

Prior to his role in MOH, Mr Dinesh was the Commander of the 2nd People's Defence Force in MINDEF.

He spent 27 years in the SAF and assumed key leadership positions, including Director (Information Directorate) between 2014 and 2016, when he drove MINDEF's communication policy and strategy across the domains of public communications, internal communications and community engagement.

At SNM (Singapore), Mr Dinesh served as Trustee from 2016 to 2020.

Mr Foo Say Thye
Mr Foo was an institutional stock dealer. He is one of Singapore's most illustrious volunteers, with a resume of beneficiary organisations that includes Sree Narayana Mission (Singapore), SWAMI Home, Christalite Methodist Home, Kwong Wai Shiu Hospital, the Jamiyah organisation, Serving People with Disabilities, PerWanit, Community Centres/Clubs. He is also a volunteer at more than 50 schools, the Community Chest as well as its registered beneficiaries and individuals.

Mr Foo started the Goodie Bag programme – a tie-up with Sheng Shiong to do food distribution event for financially needy families. He was also the visionary force behind Project 100=50, a tie-up with Sheng Shiong, Community Centres/Clubs and grassroots organisations piloted by Heartwarmers volunteer group in 2017. His Year-end Back to School with a Smile programme encourages children from challenging backgrounds to get enthused about school. Mr Foo also started We Love Learning Centre, a centre where children from challenging backgrounds can drop by to read, study, and attend tuition and enrichment classes.

Mr Manu Bhaskaran
Mr Manu Bhaskaran is a Partner of the Centennial Group, a strategic advisory firm headquartered in Washington DC and Founding CEO of its Singapore subsidiary Centennial Asia Advisors. He is also an Adjunct Senior Research Fellow at the Institute of Policy Studies in Singapore while also serving on various advisory and corporate boards such as the Advisory Board of the International Monetary Fund in Asia.

As a director of companies including Japfa Limited which is listed on the Singapore Stock Exchange, he has also been on board committees such as the audit committee and nomination committee. He has also served in the past as a Trustee of international institutions such as The Asia Foundation in Asia and the CFA Institute Research Foundation.

Mr Rajesh Sreenivasan

Mr Rajesh Sreenivasan heads the Technology, Media & Telecommunications Practice at Rajah & Tann, and is the co-founder & Director of two legal tech entities, Rajah & Tann Technologies and Rajah & Tann Cybersecurity. He has been advising clients on matters relating to technology, cybersecurity, data protection, telecommunications, electronic commerce, distributed ledger technology implementations, cloud computing, artificial intelligence, blockchain, digital forensics and social media for over twenty years.

Mr Rajesh is unanimously ranked as a Tier 1 lawyer for TMT in publications such as Chambers Asia Pacific and The Legal 500 Asia Pacific since 2008. He was also recognised as Lawyer of the Year in Media Law by Best Lawyers 2021, and an Elite Practitioner in Technology and Telecommunications by Asialaw Profiles 2021.

As Rajah & Tann Asia's Technology Advisor, Mr Rajesh played a major role in moving the network forward in digitalisation, and as a result, garnering the accolade of being the winner of "Law Firm Strategy" at the Financial Times (FT) Innovative Lawyers Asia-Pacific Awards 2020.

Ms Sunu Sivadasan

Ms Sunu Sivadasan was an Education Officer (LEAD Teacher) with MOE. She was a professional and pedagogical leader who guided teachers (School, Cluster and Zone) in quality teaching and learning. After retiring this year, Sunu continues to be a flexi adjunct Education Officer.

She was also a Mentor Coach at MOE HQ (AST) and trained MOE teacher-mentors in Instructional Mentoring and Coaching, for effective teaching and learning.

She currently serves as the Vice- President of Singapore Malayalee Association and is a Director with SMA Care Limited - CareLight Wellness Centre for Seniors.

Dr Thara Ravindran

Dr Thara Ravindran is currently a Research Fellow in Entrepreneurship & Innovation, Division of Information Technology and Operations Management, Nanyang Business School, Nanyang Technological University.

She was involved in a successful grant application of The CityPulse Project for the Ministry of National Development, which is the highest grant secured by Nanyang Business School and was part of the management of a National Research Foundation (NRF) funded project on entrepreneurship and innovation.

She served as a consultant for Continental Singapore, developing a global business strategy for their global robotics division and worked on a project to ensure commercialization and usability of robotic prototypes developed by Continental Singapore.

Mr V. Bimel Ram

Mr V. Bimel Ram started as a news and Current Affairs Producer, Reporter, Presenter and Editor in the 90s. He also conducts training workshops and seminars in team building and media related areas. Event organising is another area of interest. He has spearheaded several medium and large-scale projects that include the establishment of four Guinness World Records. He is a self-confessed 'lifetime volunteer' and serves in various organisations and committees, beginning with SNM in the 70s. He has led and serves as Advisor to several other organisations.

Mr Viswa Sadasivan

Mr Viswa Sadasivan is CEO of Strategic Moves – a corporate strategy consultancy and training practice. Over the past 35 years, he has held various public sector leadership positions that require a deep appreciation for governance. Mr Viswa served on several public sector boards including the Media Development Authority, and SPRING Singapore where he was co-chairman of the Audit Committee. He served on the Executive Committee of SINDA as Vice President for a decade, and subsequently on its Board of Trustees.

Mr Viswa is also Chairman of the Nominations Committee of the National Youth Achievement Award Council and was on the board of the Singapore International Mediation Centre. He served on the national Economic Review Committee and the Singapore 21 Committee.

For 41 years, Mr Viswa was a National Service Army officer holding the rank of Colonel in the last 9 years as Deputy Director of Joint Operations in the SAF. He was a Nominated Member of Parliament from 2009 to 2011.

At the age of 32, Mr Viswa served as President of then-Singapore Kerala Association (now Singapore Malayalee Association) for one term.

SNM BOARD OF TRUSTEES ATTENDANCE

(August 2021 – July 2022)

	Name	Designation	Aug'21	Sep'21	Feb'22	May'22	Total
1	Mr Dileep Nair	Chairman	1	1	1	1	4/4
2	Dr Asha Karunakaran	Trustee	1	1	1	1	4/4
3	Mr Dinesh Vasu Dash	Trustee	1	1	1	1	4/4
4	Mr Foo Say Thye*	Trustee	-	-	1	0	1/ 2
5	Mr Manu Bhaskaran	Trustee	1	1	1	0	3/4
6	Mr Rajesh Sreenivasan	Trustee	1	1	1	0	3/4
7	Ms Sunu Sivadasan	Trustee	1	1	0	1	3/4
8	Dr Thara Ravindran	Trustee	1	1	1	0	3/4
9	Mr V. Bimel Ram	Trustee	-	-	1	0	1/2
10	Mr Viswa Sadasivan	Trustee	1	1	1	1	4/4

** Mr Foo Say Thye and Mr V. Bimel Ram were co-opted to the Board in November 2021.*

SNM COMMITTEES AND SUB-COMMITTEES

AUDIT & RISK MANAGEMENT COMMITTEE	
CHAIR:	MR DINESH VASU DASH
MEMBER:	MR ANDY LIM
	DR ASHA KARUNAKARAN
	MR LUCAS TRAN
	MR M. SUNTHARALINGAM

BY-LAWS SUB-COMMITTEE	
CHAIR:	MR CHANDRA MOHAN K NAIR
MEMBER:	MS ANUSHA SENAN
	MR BHASKARAN SIVASAMY
	MS BINA DAMODARAN
	MR RAGHAVAN MOHANADAS
	MS SHALINI DAMODARAN
	MR SHANAVAS VIJAYAN
	MR V. ANILAN
	MS VIDYA SASIDHARAN

COMMUNICATIONS SUB-COMMITTEE	
CHAIR:	MS SHALINI DAMODARAN
MEMBER:	MS BINA DAMODARAN
	MR G. RAJESH KUMAR
	MS NEETHA SANJAY
	MS SARALA RAMAN

COMMUNITY PROGRAMMES SUB-COMMITTEE	
CHAIR:	MR SHANAVAS VIJAYAN
MEMBER:	MR K. K. RAVI
	MS RETHI KRISHNAN
	MS SREE DEVI PILLAY
	MS S. SUNITHA
	MR TEO GENE-EN

DIGITALISATION SUB-COMMITTEE	
CHAIR:	MS SHAILAJA KAMARSHI
MEMBER:	MR AJITH MENON
	MR ANIL SARASIJAKSHAN
	MS ANUSHA SENAN
	MR JAMES CHIA
	MR MOHAN VELOO
	MR SREERAM IYER
	MR TIM STEVENS

ELDERCARE MANAGEMENT SUB-COMMITTEE	
CHAIR:	MS SWAPNA DAYANANDAN
MEMBER:	MS NISHA RAJESH
	MR RAGHAVAN MOHANADAS
	DR S. S. SATHAPPAN
	DR SURESH SAHADEVAN
	DR VIDHYA DARSHINI PILLAY
	MS YONG MAY CHIN

FACILITIES REDEVELOPMENT SUB-COMMITTEE	
CHAIR:	MR ANIL SARASIJAKSHAN
MEMBER:	MR DIVAKARAN SABU
	MR K. JAGADAS
	MR JAMES CHIA
	MR MICHAEL DAVID NALPON
	MR PRAKASH SADASIVAN
	MR RADHAKRISHNAN PILLAI
	MR RAJAN KRISHNAN (ADVISOR)
	MR SREEKANTH APV
	MR SURAJ SENAN
	MR SYAM KUMAR PRABHAKARAN
	MR TAY KOK-CHIN

FINANCE SUB-COMMITTEE	
CHAIR:	DR KARTHIKEYAN ADAPPATTU RAMAN
MEMBER:	MR ABUTHAHIR ABDUL GAFOOR
	MS ANUSHA SENAN
	MS LALITHA SUBRAMONY
	MR K. V. MIYAPAN (PASSED ON IN MARCH 2022)
	MR TEO WEE LEONG

FUNDRAISING SUB-COMMITTEE	
CHAIR:	MR JAYADEV UNNITHAN
MEMBER:	MR FOO SAY THYE (ADVISOR)
	MS JUNE GOH
	MS KHALIJAH MASUD
	MR MOHAN KUMAR
	MR RAJAKUMAR CHANDRA
	MR SANJIV AIYAR
	MR SOH CHEE KEONG
	MR YEK BOON SENG

HERITAGE SUB-COMMITTEE	
CHAIR:	MR RAGHAVAN MOHANADAS
MEMBER:	DR ASHA KARUNAKARAN
	MR CHANDRA MOHAN K NAIR
	MR JAYADEV UNNITHAN (ADVISOR)
	MS JAYASHREE UNNITHAN
	MS SHALINI DAMODARAN
	MR SUDHESH VASU DASH
	MS S. SUNITHA
	MR V. SRINIVASAN

HUMAN RESOURCE SUB-COMMITTEE	
CHAIR:	MS SWAPNA DAYANANDAN
MEMBER:	MR AJAYAN RAMACHANDRAN
	MS BINA DAMODARAN
	MR PANNEER SELVAM S/O PALANIANDY
	MR R RAMEASH
	DR RINKOO GHOSH
	MS SAROJINI VENKATASAMY
	MS SHALINI DAMODARAN
	MR V.P. JOTHI

INVESTMENT COMMITTEE	
CHAIR:	MR MANU BHASKARAN
MEMBER:	MR NEIL PAREKH
	MR RAJESH SREENIVASAN
	MR SURINDER KATHPALIA
	MR TAN PUAY HIANG

MEDIFUND SUB-COMMITTEE	
CHAIR:	MR T. K. UDAIRAM
MEMBER:	DR PHOA LEE LAN
	MS SUBHA RAJAIYA
	DR UMA RAJAN

MEMBERS SUB-COMMITTEE	
CHAIR:	MR SHANAVAS VIJAYAN
MEMBER:	MRS BINDU SUBHASH
	MR DIVAKARAN SABU
	MR GOPAKUMAR GOPINATHAN
	MRS GAURI RAMACHANDRAN
	MRS INDULEKHA JAYADEV
	MRS INDU SURESH
	MS JAYASHREE UNNITHAN
	MRS KRISHNAKUMARI PARAMESURAN
	MR PRAKASH SADASIVAN
	MRS PREETHA VINOTH
	MRS SARALA RAMAN
	MRS SHEEJA KUMARI SABU
	MRS SNEHA BRYAN
	MS SREE DEVI PILLAY
	MRS SUJATHA NAIR
	MS SUNANADA SENAN
	MR SURAJ SENAN

MERANTI HOME MANAGEMENT SUB-COMMITTEE	
CHAIR:	MR JAYADEV UNNITHAN
MEMBER:	MS BINA DAMODARAN
	MR DIVAKARAN SABU
	DR KARTHIKEYAN ADAPPATTU RAMAN
	MR KAMALDIN IBRAHIM
	DR RAJA SATHY VELLOO
	MR ROGER TAN BOON SENG
	MS SHALINI DAMODARN
	MR T. G. SAJIR
	MS VIDYA SASIDHARAN

YOUTH SUB-COMMITTEE	
CHAIR:	MR SUDHESH VASU DASH
MEMBER:	MS AATHIRA UNNITHAN
	MS ARCHANA GOPAKUMAR
	MS DHANUJA PREMNATH
	MS JHANVI SHUBASHREE KAPPAGANTHU
	MS PRIYANKA SABU
	MS SHRUTHI RAMESH
	MR VAISAKH PILLAI
	MS VIDYA SASIDHARAN

SUB-COMMITTEE REPORTS

AUDIT & RISK MANAGEMENT COMMITTEE

No. of Meetings Held: 2

The Audit & Risk Sub-Committee has been reconstituted as the Audit & Risk Management Committee (ARMC) on 1 October 2021 and now reports to the Board of Trustees (BOT). Two new members, Dr Asha Karunakaran and Mr Andy Lim have joined ARMC.

During the year, the committee was involved in the review of the audited FY2020 Financial Accounts and the Scope and Framework for FY2021 Financial Audits. The committee was also apprised on the findings from the second cycle of Internal Audits, Risk Registers as well Audits by Sector Regulators.

As an added support to Management, Chairman appointed, Mr Andy Lim to conduct ground visits to assess readiness for upcoming audits (Licencing Audits for Nursing Home and Compliance and Internal Controls for Meranti Home) conducted by Sector Regulators (Ministry of Health [MOH] and the Ministry of Social and Family Development [MSF]).

BY LAWS SUB-COMMITTEE

No. of Meetings Held: 7

The By Laws Sub-Committee was re-appointed in October 2021 with two additional members, namely Mr Raghavan Mohandas and Ms Vidya Sasidharan joining the team. The first four By Laws stated below were promulgated and presented at the 70th Annual General Meeting (AGM), namely:

1. Board of Trustees (BOT)
2. Audit & Risk Management Committee
3. Investment Committee; and
4. Committee of Inquiry.

These By Laws also provide the structure for developing the Terms of Reference for the EXCO, BOT, Committees and all Sub-Committees.

During the final quarter of FY2021, the sub-committee obtained EXCO's approval to promulgate the next set of By Laws. The team has already begun work on these By Laws.

COMMUNICATIONS SUB-COMMITTEE

No. of Meetings Held: 2

The sub-committee had been actively involved in supporting the key areas of work for the corporate communications team. One of the major projects undertaken by the team was the launch of SNM's revamped website, incorporating various services such as the integration of a payment gateway for donations and fee payments, members private login and an extensive newsroom. A new campaign on social media featuring quotes of the Guru's teachings began in January 2022 as part of our build up towards our 75th anniversary celebrations.

The team has also leveraged on AIConnect@ Workplace, a one-stop self-service portal on AIC's services and resources to engage other community care partners and expand our presence in the Social Service sector. The sub-committee and the corporate communications team also reviewed its media strategies and engaged the different media partners to strengthen SNM's brand presence. The sub-committee provided guidance on the design for SNM's Annual Report (FY2020) and Guru Jayanthi Souvenir Magazine, which were well received by stakeholders for its comprehensiveness and quality.

COMMUNITY PROGRAMMES SUB-COMMITTEE

No. of Meetings Held: 3

Community Programmes Sub-Committee is responsible for monitoring performance and ensuring compliance and more importantly reviewing the Community Programme's strategic direction. The sub-committee has an important role in providing advice on the team's strategy, evaluating and approving projects and proposals, ensuring projects proposed are relevant to the current social service landscape.

DIGITALISATION SUB-COMMITTEE

No. of Meetings Held: 3

This year, the Digitalisation sub-committee focused on its key objective to improve the workplace security and develop a roadmap to transform the applications landscape in SNM.

The purpose of leveraging on technology is to create a workplace transformation and implement an integrated ecosystem, where every user can access their business and functional applications' in a secured manner and maintain a high level of data security.

The current IT landscape was reviewed, and a roadmap was developed by the team, to revamp the corporate applications across various operational units. They played a key role in advising on the project scope and feasible enhancement to the current process and technology in place.

The team played a vital role in planning out the implementation of ISHINE cloud project, which would transform SNM's application landscape and cyber security. The guidance provided by the experienced members of the sub-committee allowed a more practical implementation approach to the process.

ELDERCARE MANAGEMENT SUB-COMMITTEE

No. of Meetings Held: 3

Following the award of SNM's second Nursing Home, the sub-committee had been actively involved in the planning and conceptualising of the new nursing home. This involved attending meetings and proposing concepts leading up to the completion of the project in 2025.

FACILITIES REDEVELOPMENT SUB-COMMITTEE

No. of Meetings Held: 5

The sub-committee has started on two projects in 2022. The renovation of Woodlands SCC and Level 4 Female Dormitory at Yishun Nursing Home is targetted to complete by end December 2022.

In addition, the consultants and SNM's Facilities Management team are working with users to get their design requirements for the new Bedok SCC. The tender is expected to be called in August 2022.

The sub-committee is also actively participating in meetings with MOHH for the design review of the new Riverwalk Nursing Home.

FINANCE SUB-COMMITTEE

No. of Meetings Held: 4

The Finance Sub-Committee was regularly involved in the review of the Financial Statements as prepared by the Finance Department. Meetings were held via MS-Teams and the sub-committee reviewed the accounts and deliberated on the operating results. Explanation was sought for significant variances and feedback was provided on follow-up action.

The sub-committee was involved in the project to confirm SNM's Sustainability of Current Growth Trajectory (Financial and Cost Perspective). The consultants engaged made their presentation in April 2022. The sub-committee also reviewed the planned budget for FY2022.

FUNDRAISING SUB-COMMITTEE

No. of Meetings Held: 2

The Fundraising Sub-Committee guides and assists the EXCO in raising funds for SNM's institutions. The charity dollars raised will enable SNM to manage current operations and support the cost of the new Nursing Home, Senior Care Centres and Community Programmes as SNM expands its services.

The establishment of the Fundraising Sub-Committee is also in line with the Enhanced Code of Governance of Charities on accountability and management of funds raised.

The members of the sub-committee have assisted the EXCO in achieving the target set for FY2021. A sum of $1,498,280.33 was raised for FY2021, which enabled SNM to leverage on government grants such as the Community Silver Trust for the Nursing Home and Senior Care Centres to improve the quality of life for its residents and clients.

The Fundraising Sub-Committee will continue to guide and assist the EXCO in raising funds to meet the current operational costs while building up reserves of at least 3 times the operating budget, which is increasing by 1 million every year. The sub-committee will engage stakeholders, corporates, foundations and members in its fundraising activities.

HERITAGE SUB-COMMITTEE

No. of Meetings Held: 3

The Heritage Sub-Committee was set up after the Annual General Meeting in 2020, where it was decided that the history and development of Sree Narayana Mission should be researched and documented. The sub-committee sought to engage an independent researcher to oversee this task and also apply to the National Heritage Board (NHB) to fund the project. The sub-committee identified Dr Loh Kah Seng, a historian, to undertake the project. SNM applied to NHB and received the approval for the project entitled "Sree Narayana Mission, the Community and the Underprivileged in the Singapore Story, 1948-Present". NHB also approved to fully fund the project. The project will run between January 2022 and 31 July 2023.

The specific objectives and purposes of the Project are as follows:

- undertake a comprehensive and holistic research of the role and work of SNM
- fill the gaps in the history of SNM which evolved from a humble cultural organisation to a leading social service agency
- study the involvement of SNM in serving the underprivileged in society
- shed light on the social services provided by community associations and voluntary bodies
- help create a better appreciation of modern-day efforts to build an inclusive society (SG United)
- involve the younger members so that they can better appreciate the spirit of service shown by the pioneers of SNM.

HUMAN RESOURCE SUB-COMMITTEE

No. of Meetings Held: 3

The Human Resource Sub-Committee provided guidance on manpower recruitment and retention. They endorsed the recruitment plans to support SNM's expansion and also reviewed the total compensation and benefits for both local and foreign staff due to the manpower crunch in the healthcare sector. In addition, they emphasised the need to focus on staff welfare matters and supported the various initiatives introduced as part of SNM Support Scaffolding.

INVESTMENT COMMITTEE

No. of Meetings Held: 1

The Investment Committee took the view, now vindicated by events, that financial markets were likely to be highly risky. As a result, it deferred investing the surplus funds in financial securities. The committee has held further talks with investment managers and is in a position to implement a strategy of investing once financial markets stabilise and risks have receded. The committee is cognisant that, as a charity, it needs to be highly conservative in managing its surplus funds.

MEDIFUND SUB-COMMITTEE

No. of Meetings Held: 4

The sub-committee acts as a safety net for needy residents to ensure that no Singaporean is denied basic healthcare because of inability to pay. One of our core healthcare financing principles is individual responsibility through co-payment. As such, MediFund and MediFund Silver would help a needy resident who faces difficulty affording the remaining portion of his/her subsidised medical bill, after drawing on all other means of government payouts.

The role of the Medifund Sub-Committee is to consider and approve MediFund and MediFund Silver applications from eligible residents and to administer payments out of the Facility MediFund Account.

As of FY2021, 100 residents have been assisted amounting to $525,587.00.

MEMBERS SUB-COMMITTEE

No. of Meetings Held: 3

The key roles of the sub-committee are to organise meaningful programmes, deepen engagement with SNM's members and increase membership numbers. The sub-committee organised a series of health and wellness talks in collaboration with partners with the aim of bringing awareness to members on taking charge of their health. In celebration of the Sree Narayana Guru's 167th Guru Jayanthi, the sub-committee prepared "Adaprathaman", a sweet dessert and distributed it over 130 members, mostly senior members, on 29 August 2021.

Despite the pandemic, volunteer members came forward to pack the dessert and deliver to members' homes. The sub-committee also participated in the annual cookie baking for the "Lighting Hearts, Lighting Homes" beneficiaries, a community project held in conjunction with Deepavali 2021. 50 bottles of cookies were baked for the less privileged families. Working alongside SNM Youth Sub-committee, a cookie baking session was organised on 22 and 23 January 2022. A total of 133 bottles were baked and sold at $15 each to raise funds for members' activities, where a total of $2050 was raised. 25 bottles of cookies were distributed to beneficiaries of our Lend a Hand Programme, which was sponsored by members.

MERANTI HOME SUB-COMMITTEE

No. of Meetings Held: 4

Meranti Home Sub-Committee or Meranti Home Management Committee (MHMC) as commonly known, was very supportive to the team during the C19 cluster period in March and April 2022 and prior to that, during the preparations and infection prevention phase. Through the strategic guidance from MHMC, the team successfully kept the virus at bay till the tail end of the financial year. To adapt to the situation, the team made adjustments and activated manpower from within SNM (Singapore) i.e. from Nursing Home, Senior Care Centre and hired from recruitment agencies to make up for the shortfall of staff who were hit with C19. Throughout the year, MHMC encouraged and provided suggestions on activities to keep our residents engaged, especially at a time where residents were confined to their respective levels due to zoning restrictions and were unable to leave the home for outings or home leave.

YOUTH SUB-COMMITTEE

No. of Meetings Held: 6

The Youth Sub-Committee seeks to engage, empower and mobilise youth in the community to serve those in need regardless of race, language or religion. The sub-committee leverages on partnerships with other sub-committees and organisations in order to serve others. Last year, the sub-committee had partnered with the Members Sub-Committee on The SNM Cookie Project. Members came together to bake cookies during the Chinese New Year festive period, which were sold to raise funds for SNM. This project served as a platform for members of both sub-committees to reconnect with one another and other SNM members after the easing of the Safe Management Measures.

SNM Youth members also served as route marshals during the SNM Heritage Walk held on 18 June 2022. In October this year, the committee will be partnering with Lighting Hearts, Lighting Homes, a ground-up initiative, again to serve the underprivileged during the Deepavali festive period.



SNM STRUCTURE



SREE NARAYANA MISSION (SINGAPORE)

SHARED SERVICES
- Corporate Communications
- Community Engagement • Donor Relations
- Finance • Governance • Human Resource and Admin • Information Technology
- Operations • Volunteer Management

NURSING HOME
- 224-Bedder Nursing Home @Yishun Ave 5
- 302-Bedder Nursing Home @ Yishun Ave 6

WELFARE HOME
Meranti Home @ Pelangi Village 200-Bedder psychiatric ward for male destitutes

SOCIAL & CULTURAL PROGRAMMES

SENIOR CARE CENTRES
Senior Care Centres @Yishun and Woodlands
- Maintenance Day Care
- GO! Respite Maintenance Day Care
- Dementia Day Care

Caregivers Training

COMMUNITY PROGRAMMES
- Active Ageing
- Befriending Services
- Care and Support Services

KEY MANAGEMENT EXECUTIVES

MR S. DEVENDRAN
Chief Executive Officer
Appointed on 3 June 2016
(Date Joined: 3 May 2016)
His previous work experience includes serving seven years as Director of Community Engagement in a Social Service Agency (SSA) and six years in Intermediate and Long Term Care (ILTC) sector. He serves as a member on several committees including NCSS' Social Services Sector Strategic Thrust Steering Committee, AIC Community Care Technology Council, and AIC Procurement Committee. He is a serving Justice of the Peace.

MS JEZSICA IDA SU
Head of SNM Nursing Home
Date Joined / Appointed on 3 June 2019
Her previous work experience includes 13 years of nursing experience in ILTC sector. She serves as a member in the Nursing Home & Inpatient Palliative Care Standards Review Committee and Evaluation Panel of the Shared Procurement Programme (SPP). She is currently pursuing a PhD program with University of Canberra.

MR SAJEEV PILLAI
Head of Meranti Home @ Pelangi Village
Date Joined / Appointed on 16 December 2020
His previous work experience includes 25 years of experience in events management and property management.

MS JOANNA NG
Head of Senior Care Centre and Home Care
Date Joined / Appointed on 19 November 2018
Her previous work experience includes 26 years in the sports, events and community care sectors. She is currently pursuing a Graduation Diploma in Gerontology with SUSS.

MS RAVETHI ACHUTAN
Head of Community Programmes & Volunteer Management
Date Joined / Appointed on 20 February 2017
Her previous work experience includes 17 years of experience in volunteer and programme management in SSA and ILTC sectors. She is currently pursuing a Masters Programme in Gerontology with SUSS.

MR ANBALAKAN RENGAYYAN
Head of Operations & Facilities
Appointed on 1 July 2020
(Date Joined: 15 May 2019)
His previous work experience includes more than 20 years in projects and facilities management for the healthcare sector.

MS KHIRRTANA M.A.K
Head of Human Resource & Administration
Date Joined / Appointed on 8 May 2017
Her previous work experience includes 12 years of HR experience in SSA and ILTC sectors.

MS NISHANI HASSAN
Head of Corporate Communications
Appointed on 1 April 2020
(Date Joined: 1 April 2019)
Her previous work experience includes more than 15 years of marketing and corporate communications across various sectors.

MS PREMALATTHA SADHASIVAN
Head of Corporate Governance
Appointed on 1 April 2020
(Date Joined: 11 October 2017)
Her previous work experience includes more than 10 years of programme and event management in SSA and ILTC sectors.

MR SUNIL KUMAR
Head of Finance
Date Joined / Appointed on 3 September 2014
His previous work experience includes serving more than 20 years in finance for ILTC, manufacturing and IT sectors.

MR SELVADHURAI MANIKAM
Head of Community Engagement and Donor Relations
Date Joined / Appointed on 14 March 2022
His previous work experience includes serving six years as Head of Community Engagement in a Self Help Group and 25 years of experience in the Business Development Sector.

MR JARVIS SHA CHIN WOEI
Head of Community Engagement and Donor Relations
Date Joined / Appointed on 4 January 2021 - 3 October 2021

SHARED SERVICES

GOVERNANCE



Induction

Two sessions were conducted to induct members of the BOT, EXCO, Committees and Sub-Committees in March 2022. The virtual sessions provided members with an overview of SNM Governance, Organisational Structure, Code of Governance for Charities as well as SNM strategic directions in the next few years. 50 members attended these sessions.

Training

All members of the BOT, EXCO, Committees and Sub-Committees are encouraged to attend the SGOOD (Singapore Governance for Outstanding Organisation Directors) series conducted by the Singapore Institute of Directors (SID) in collaboration with the National Council of Social Services (NCSS). The SGOOD Series cover good governance practice and include subjects such as Non-profit Board Leadership, Board Dynamics, Talent, and Volunteer Management etc.

In addition, members also attended the:

a. Charity Governance Conference and Workshops 2021 organised by Securities Investors Association Singapore (SIAS), supported by the Charity Council;
b. "Building a High-Performing Board through Regular Evaluation" conducted by the Social Service Institute; and
c. "SID Annual Corporate Governance Roundup" organised by Singapore Institute of Directors.

Evaluation

SNM engaged the services of a consultant to conduct a self- evaluation exercise for the EXCO. The exercise covered three components: (i) Governance; (ii) Financial Management; (iii) Fundraising. The Final Report was discussed by the EXCO and action was taken to address the recommendations by the Consultant.

Strategic Planning

SNM conducts its Strategic Planning exercise periodically to review its current position and plan the directions ahead.

Due to C19 restrictions, the scheduled exercise was postponed twice in FY2020 and FY2021.

In the interim period, SNM engaged a consultant in February 2021 to study the needs of the sector and identify areas of focus.

During the Annual Work Plan Retreat that was held on 20 November 2021, the EXCO agreed that the focus areas for the next three to five years would be on operationalising the following:

a. The new 302-bedder Nursing Home at Yishun Avenue 6;
b. Relocation of the Senior Care Centre (SCC) @ Yishun which is currently located within the Nursing Home; and
c. Renovations of the current Nursing Home, SCC@Woodlands and the new SCC@Bedok.



RISK MANAGEMENT

Internal Audits

InCorp Business Advisory (formerly known as Ardent Business Advisory) was commissioned to conduct a three-year internal audit as part of self-checks on internal controls. The second cycle which was completed in the last quarter of FY2021 focused on Governance Review, Human Resource Management, Payroll processing and Management of Residents' Funds.

Final reports and proposed mitigating measures were shared with the Audit & Risk Management Committee for endorsement and subsequently presented to the EXCO for information and approval.

The risk ratings from the second cycle of audits are presented below:

	Coverage	Risk Rating			Opportunities for Improvement ("OFI")	Total
	Areas of Audit Focus	High	Medium	Low		
A	Governance Review	-	3	2	-	**5**
B	Human Resource Management	-	-	-	1	**1**
C	Payroll Processing	-	1	-	-	**1**
D	Management of Residents' Fund	-	-	-	1	**1**
	Total	**-**	**4**	**2**	**2**	**8**

Data Protection

In March 2021, SNM engaged Straits Interactive as its Consultant to train and assist Management to assess Personal Data Protection Act (PDPA) compliance risks. Tapping on IMDA's Critical Infocomm Technology Resource Programme (CITREP) Funding, 10 licences were acquired, and staff (also known as Data Protection Representatives or DP Reps) were trained to use the "DPInBox" to input data collection processes. Using this platform, DP Reps were able to assess risk areas for various data collection processes and introduced measures to mitigate the risks.

Risk Registers

In November 2021, a consultant was engaged to review risk areas, brainstorm new areas of risks in the post pandemic environment. Six additional areas were identified and included in the existing Risk Registers:

* Staff Well Being & Mental Health
* Cyber & Data Security
* Talent Attraction & Retention

HUMAN RESOURCE

Recruitment Efforts



To sustain its recruitment efforts, SNM partnered with ITE to sponsor two candidates, who are pursuing Work-study Diploma in Community Engagement. Upon completing the programme, they will serve a two-year bond with SNM.

SNM is also exploring internship opportunities with ITE and were allocated 15 interns from this opportunity. The interns were attached to the Senior Care Centres and Information Technology department respectively.

SNM collaborated with Ashram Halfway House to reintegrate ex-offenders into society and recruited four staff, who are attached to the housekeeping team.

Leveraging on NCSS' two-year manpower Transformation Support Scheme, SNM successfully recruited four headcounts to support the Shared Services team.

Since 2021, SNM has been tapping on SG Enable scheme to support employment for persons with disabilities and have since hired three Admin Assistants - two staff for Meranti Home and one staff for Shared Services.

Learning and Development



In 2021, three staff took up professional courses. Ms Ravethi Achutan, Head of Community Programmes and Volunteer Management, received the Community Care Manpower Development Award to pursue the Graduate Diploma in Gerontology. Another two staff from Senior Care Centre completed the WSQ Higher Cert in Healthcare (Therapy Support) & Certificate in Community Care at HMI.

SNM Support Scaffolding



As part of its ongoing battle against C19, SNM engaged a speaker from the Singapore Association for Mental Health (SAMH) to hold a talk for all staff, focusing on balancing our emotions and building mental resilience on 29 September and 7 January 2022.

In addition to the talk, a self-care journal was also presented to staff to journal their mental health journey.

While care packs were presented to staff on a quarterly basis, SNM extended its support to their families in 2021. The Family Gift Pack was given to foreign staff on a reimbursement basis amounting to $180 (items and freight fare) as SNM's way of saying Thank You to their family. A one-off reimbursement of $500 (January to June 2021) was given to Shared Services Staff who worked from Home.

Rewards & Recognition



At the Singapore Health Quality Service Awards (SHQSA) 2022, 101 SNM healthcare staff were recognised for their Service Excellence during C19. SNM was awarded 69 gold and 32 silver at the award ceremony.

SNM won the Silver standard award under the Employee Engagement category at the 15th Singapore HR Awards organised by Singapore Human Resouces Institute (SHRI). The award winners were conferred during the Presentation Gala on 19 November 2021.

Ms Ohm Mar Kyaw, Senior Staff Nurse from Meranti Home was accorded the Nurses' Merit Award 2022.

Regional Interfaith Exchange Programme



40 ASEAN delegates, 150 guests & 18 diplomats and two SNM staff participated in Faithfully ASEAN 2021, a forum centred on pandemics, endemics and other deadly diseases on 27-29 December. The initiative was presented by Humanity Matters and supported by the Temasek Foundation.

This regional interfaith and youth exchange brings together professionals and practitioners of different religions to share views and exchange ideas on initiatives, engagements, experiences, collaborations, challenges and best practices relating to intercultural and interfaith relations, cohesion, confidence and resilience.

OPERATIONS

Rejuvenation of SNM Nursing Home

The Rejuvenation Project was presented to MOH in January 2021, during which, SNM continued to pursue the additional funding of $1.8 million for rejuvenation works of the Nursing Home.

The total project cost amounting to $2.1 million for 13 items inclusive of contingency and consultant fees was approved by the EXCO and will be used from the reserves.

MOH is also in the final stage of approving the Level 4 Dementia Ward -34 beds project for an estimated budget of $5.4 million inclusive of renovation and C19 associated works.

Renovation of SNM SCC (Woodlands) & Level 4 Female Dormitory

The tenders for Woodlands SCC & Level 4 Female Dormitory were awarded in March 2022 and the projects are targeted to complete between December 2022 to January 2023.

C19 Operations

As the hospitals faced shortage of space during the spike in C19, SNM Nursing Home was tasked to manage C19 cases on-site. In February 2022, the Muti-Purpose Hall was converted into an isolation facility with a capacity of 28 beds to care for the C19 residents.

Following the prevailing C19 situation in 2021, stringent infection control measures were enforced, and staff were required to continue with their ART tests regularly.

Procurement assisted in the purchase of ART kits and PPE, and called for services to support decontamination across SNM facilities.

Catering was outsourced on three occasions in 2021 when kitchen operations were disrupted due to shortage in manpower resulting from staff affected by C19.

A total of 80 Situation Reports on C19 were updated to EXCO.

PROCUREMENT

Through the implementation of the Tenderboard system, the procurement process in SNM was streamlined to ensure transparency across all procurement requirements. The procurement team also explored the outsourcing of Catering and Transportation for cost savings and cost avoidance.

Catering operations were outsourced for Meranti Home and SCC in August 2021 while the outsourcing of the Transport Operation is still on-going. In 2021, all contracts were renewed within one calendar month before the existing contracts lapsed.

INFORMATION TECHNOLOGY

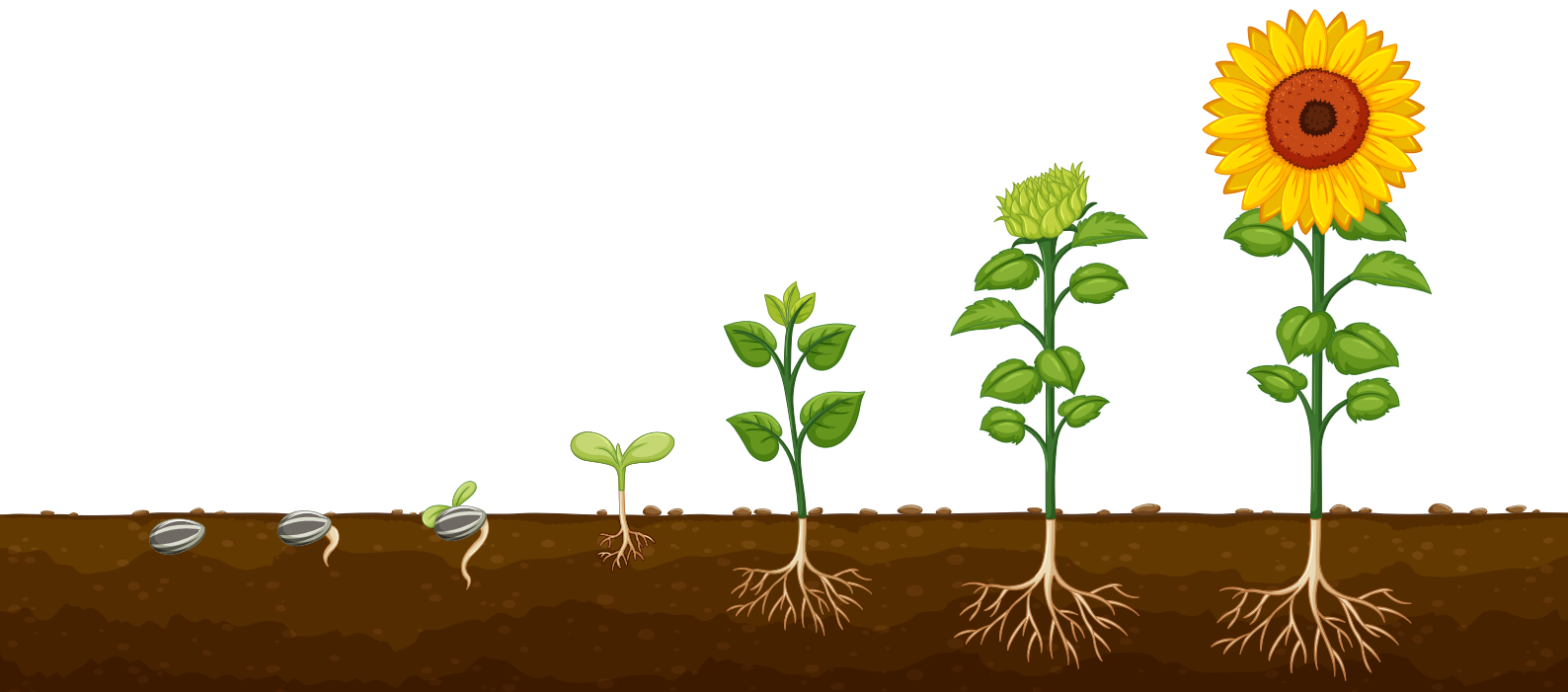
With the support of Digitalisation Sub-Committee, the team developed a roadmap, which is aligned to both AIC and NCSS. SNM is currently working on enhancing the corporate and clinical functions to integrate data seamlessly and implement systems to support all business units. The aim is to develop and redesign work processes to improve productivity and SNM's operations.

SNM explored ISHINE's full suite of solutions to support the corporate functions within the organisation. Currently, SNM is using NHELP which is supported by MOH and AIC. In January 2022, AIC announced that it will decommission NHELP by mid-2025. As SNM uses the NHELP system for both clinical and HR modules, the team will be exploring alternatives to support the two major functions.

SNM successfully implemented a Visitor Management System (VMS) an online appointment booking platform to support on-site bookings by Next-of-Kin and the kiosk is made available at the front desk.

The security measures were also enhanced by implementing turnstiles with facial recognition and card access to control the movement of visitors and staff.

SNM is also exploring SENCI, a potential CSR Project with TATA Consultant Services (TCS) to leverage on remote monitoring technology.



COMMUNITY ENGAGEMENT

1 MOU signed

68 Partnerships established

11 Community events participated

SNM was invited to participate in the annual procession of The Church of Saint Alphonsus (Novena Church). Residents, beneficiaries, volunteers and staff were deeply appreciative of this gesture from Novena Church Sowers.

Staff and residents were also featured in a beautifully put together video to share their spiritual journey.

"I feel very blessed to be invited to celebrate our lady's feast day at Novena. A very rare occasion but SNM has made it possible for me to experience this."

Rosalind Tan, SNM Beneficiary

"Wonderful sight to see and to be able to witness this together with SNM made it even more special. Truly a blessing."

Fathima Mary, SNM Volunteer



Mr Eric Lim, Chairman of SNM Residents Committee presented an oil painting of Novena Church to Fr Clement Lee, the spiritual director to The Sowers as a token of appreciation on behalf of Sree Narayana Mission (Singapore) together with SNM CEO, Mr S Devendran.





Purple Parade 2021

Purple Parade is an annual initiative to celebrate and promote awareness on the abilities of those with disabilities.

In support of The Purple Parade, SNM staff, residents and beneficiaries dressed up in purple to support inclusion and celebrate the different abilities of our people.

In support of inclusivity, SNM's Share-a-Pot session held on 24 September 2022 focused on the importance of this movement and beneficiaries were encouraged to dress up in purple for this session.

During the session, beneficiaries watched videos of persons with special needs featuring their unique and remarkable abilities. They were also inspired by the dedication and exceptional abilities of Singapore's athletes at the recent Paralympic Games.







Appreciating the Sector: SNM Participates in Virtual Community Care Day



On 21 November 2021, SNM attended the virtual Community Care Day celebration organised by the Agency of Integrated Care (AIC) together with Heroes from Caregivers Asia, St Andrew's Community Hospital, REACH Community Services Society, Thye Hua Kwan Moral Society and Changi General Hospital.

Ms Susan Quah, Assistant Programme Manager from SNM Senior Care Centre was featured in the video with messages from our Community Care Heroes.

9th Asia Pacific Eldercare Innovation Awards 2021

On 3 December 2021, SNM participated in Ageing Asia's World Ageing Festival, which culminated from 2 to 3 December 2021.



SNM won the award for Best Active Ageing Programme – Community, in partnership with Cycling Without Age for 'Moving Generations' at the finale of the 9th Asia Pacific Eldercare Innovation Awards 2021.

Winning this award was a huge morale boost for the hard-working staff and volunteers from CWA who largely contributed to the success of this programme. Residents and clients have greatly benefited from this very meaningful partnership as it elevates their psycho-social development and improves their mental wellness.

SNM was invited to participate in a hybrid discussion by the Ageing Asia Innovation Forum (AAIF) where leaders of various organisations came together to discuss the economic landscape in a post C19 new normal and key sectors impacting change in Asia pacific. SNM CEO, Mr S. Devendran was part of a panel of CEOs which discussed the next lap of ageing in Singapore.

The forum aimed to explore concepts that will enable successful ageing from Home & Community Care, Fun Rehab, Assistive Living & Age Tech, Finance & Lifestyle, Seniors Housing & Care, Active Ageing to Dementia, and showcase the world's most innovative eldercare models that will enable Healthy Ageing, Independent Ageing and Dignified Ageing, and encourages greater collaborations between business, government, and community organisations.





SNM CEO S. Devendran at Panel Discussion

Federation of Singapore Indian Organisations (FSIO)

SNM signed an MOU with the Federation of Singapore Indian Organisations (FSIO) on 25th February 2022. SNM President, Mr Jayadev Unnithan and SNM CEO, Mr S. Devendran represented the organisation for the MOU signing at the Singapore Indian Chamber of Commerce and Industry.

FSIO is part of SICCI's expansion efforts to engage organisations from diverse backgrounds in Singapore, build socioeconomic equity for women and young entrepreneurs.

The signing of the MOU generates momentum in working with other organisations and gives great hope and leverage through strengthening bonds with diversity and inclusiveness in order to better serve the community.





DONOR RELATIONS

Due to the impact C19 had on the economy, despite the gloomy landscape, members of the public had been very generous and SNM manged to raise a total of $1,498,280.33 for FY2021 against the target of $1,300,000.00. SNM fundraising activities for FY2021 were focused on raising charity dollars for the Nursing Home, Senior Care Centres and Community Programme. SNM also saw an increase in donations-in-kind with a surge in medical expendables, care packs and perishables.

Total amount raised:

$1,498,280.33

SNM Giving Week

The ***'SG Cares Giving Week: Giving Gives Life'*** a national campaign, co-led by the SG Cares Office, National Volunteer & Philanthropy Centre, and National Council of Social Service, was organised as part of the year-end festive celebrations to uplift our community, as well as to inspire everyday giving through Time, Talent, Treasure and Voice.

Despite the challenging circumstances faced this year, SNM joined NVPC and NCSS in building a Singapore that cares. SNM partnered with Indian Restaurant Association Singapore to organise the Do Good with Food campaign on Giving.sg. SNM raised a total of $16,200.00 through the Do Good with Food campaign and $1000.00 for the ARTs Campaign which sought to reduce the sense of isolation during the pandemic.



Donations-in-Kind

SNM is appreciative of its donors who had provided support through the year with donations-in-kind such as food perishables, groceries, vegetables etc. These donations have greatly benefitted Seniors and improved the quality of their lives. SNM would like to thank Jamal Mohamed College Alumni Association (Singapore Chapter), Holy Tree Sri Balasubramaniar Temple, Nee Soon Central Merchants Association, Campus Impact and The Food Bank Singapore for their regular contributions.

Supporting the FIGHT against C19

As a fundraising effort, SNM reached out to regular donors and corporates for support to defray the additional expenditure due to C19 and a total of $34,300.00 was raised through appeal letters.

SNM is thankful for the continuous support from its community partners and corporates.

Additionally, SNM is heartened to have individuals and organisations such as Temesek Foundation and T-Pride Pte Ltd for stepping forward to donate items such as face masks, sanitisers and care packs.

Donations through Online Portals

SNM leveraged on fundraising portals such as giving.sg to raise funds for its residents and beneficiaries. Through its online campaigns, SNM has raised a total of $235,665.00.

SNM also benefitted from the following fundraising efforts organised by its partners



AK Theatre Ltd -
AK Theatre's "Nanba"

$4,518.00



The Sincerity and Charity Drive by
Holy Innocent Primary School

$5,618.00

Quote from AK Theatre's Director

"AK Theatre strives to keep the Tamil language and culture alive amongst our Indian children and the future generations.

Our Nanba series of fund-raising programs that we work with SNM, is to facilitate and bridge the creative world of artists to the elderly and medically challenged.

We invite all artistes and donors to pitch in so that together we can bring a smile to those who need it."

Rani Kanna, AK Theatre

VOLUNTEER MANAGEMENT

In FY2021, SNM adopted a two-pronged approach for its volunteer management efforts. The approach involved strengthening existing volunteer partnerships and forging new partnerships with other volunteer organisations.

SNM continued to strengthen partnerships with its existing pool of volunteers for volunteer-driven virtual engagements to improve the beneficiaries' physical wellness and emotional wellness. This included reducing anxiety and social isolation during the prolonged periods of suspensions of physical volunteering and visitations.

Regular communications through emails, Telegram and Whatsapp were sent to volunteers on virtual volunteering opportunities. SNM also sent volunteers for regular skills improvement training (i.e. introduction to art therapy workshop, befriending courses) and conducted volunteer training for new volunteers referred by partners.

Volunteers also received digital birthday cards on their birthday month and regular volunteer management newsletters to keep them updated on the developments in SNM. The Quarterly Volunteer Satisfaction Survey conducted by SNM showed that more than 92.6% of respondents were satisfied with the way it conducts its volunteer engagement with an average rating score of 4 and above *(5 being the highest score).*

SNM is also committed to forging new volunteering partnerships for the benefit of the beneficiaries to create more meaningful virtual volunteering opportunities for volunteers.

In FY2021, SNM established partnerships with SMU Centre for Social Responsibility, Jalan Besar SG Cares Volunteer Centre, Yishun SG Cares Volunteer Centre and Woodlands SG Cares Volunteer Centre. The Volunteer Centres assisted in referring volunteers to SNM.

SNM also welcomed 11 new schools and organisations into its volunteering pool. Mental wellness workshops such as the heart origami-gratefulness reflection and Every Smile Counts - Chair Dance were introduced by volunteers to motivate residents during C19.

Nine new individual volunteering opportunities were also introduced - Healthcare Assistants, Data Analysis and Visualisation, Language Teachers, Language Translators, Market Trend Analysis, Proposal Writing, Research Volunteers, Admin Research and Content Creation.

From April 2021 to March 2022, a total of 717 volunteers (318 episodic volunteers and 399 non episodic volunteers) and 42 corporates, religious organisations, social and education institutions were engaged. 390 virtual volunteering activities were successfully organised for its seniors in Nursing Home, Meranti Home @ Pelangi Village, Senior Care Centres and Community Programmes.

Statistics for FY2021

318
Non-Episodic Long Haul

399
Episodic Ad-hoc

717
Total

42
Organisations

390
Virtual Sessions

1044
Beneficiaries, residents and clients

584
Corporate Volunteers






Below are some quotes given by some of our volunteers:

"I joined Sree Narayana Mission (SNM) Singapore as a volunteer Healthcare Assistant as I want to make a difference in the lives of people around me. Being a student nurse, volunteering as a healthcare assistant also gives me the chance to brush up on skills and knowledge as a nurse. I am happy to volunteer at (SNM) Singapore. At the end of the day, it is about the heart-to-heart connections we form with the residents as well as the smiles from the residents that make me want to continue as a volunteer."

Surakshya Sharma Paudyal
Healthcare Assistant

"We are very happy when we see the seniors doing the Laughter Yoga exercises happily. The joy and happiness the seniors exuberate give us the motivation to continue volunteering with SNM. We are very grateful to the staff and nursing staff in SNM for supporting the programme by doing the exercises with the seniors and by encouraging the seniors who need more help. We are currently conducting a virtual laughter yoga programme at SNM. The committed staff's assistance, on-site, determines the success of the programme."

Ms Angela Wong & MS Sara Mei Woo, Laughter Yoga Instructors from Singapore Women's Association

"I enjoyed and benefited from the RSVP zoom befriending with SNM's residents. Spending time, listening and talking to the residents over zoom can create an impact on them, similar to holding hands for togetherness, mutually enjoying the presence of companionship, thus helping to keep the balance in life there and then. Repeated sessions of this activity can build up confidence and a positive difference in their lives."

Ms Florence Lim, Virtual Zoom Befriender, RSVP Singapore The Organisation of Senior Volunteers

"To care for those who once cared for us is one of the highest honours"
My First Skool @ Blk 796A Yishun Ring Road started volunteering with Sree Narayana Mission (SNM) Singapore in July 2016. We chose SNM (Singapore) as we wanted to inspire the young children in giving back to the community and the elderly. Since 2016, the children have been doing regular visits to the SNM Nursing Home to do arts and craft and performance for the residents. During COVID-19, teachers and children prepared pre-recorded videos and artworks for the seniors to continue including them in celebrations. The children developed compassion, respect and appreciation towards the older generation. We will continue volunteering with Sree Narayana Mission as we have established a good relationship with the staff and residents."

My First Skool
Teacher Gomathi Thavan

"I was referred in by a friend to this programme. I love to interact with elderly, and I've facilitated games before! The senior citizens have so much experience and stories to share during every session of activity. I'm here to learn and listen and help them. It is de-stressing and therapeutic when I see the elderly laugh, learn and be involved! It's nice to see them gain a sense of belonging to the SNM Community of staff, volunteers and beneficiaries, and watching them make new friends with others makes my day so much brighter!"

Ms Stella Ching Wen Ling,
Singapore Management University (SMU)
Student, Facilitator for Interaction Activities and Games Facilitator, Happy Exercise Programme



SNM NURSING HOME

NUMBERS AT A GLANCE

(Figures are accurate as of 31 March 2022)

Occupancy

207; 92.4%

Gender



101
Female

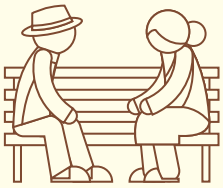


106
Male

Residents Profile



2
Category I



12
Category II

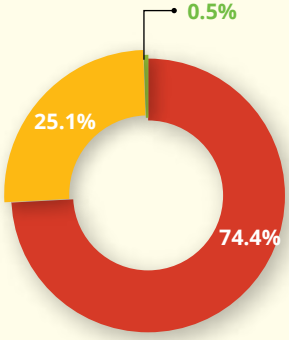


95
Category III



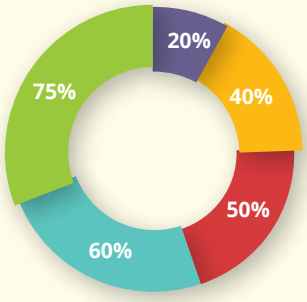
98
Category IV

Ethnicity



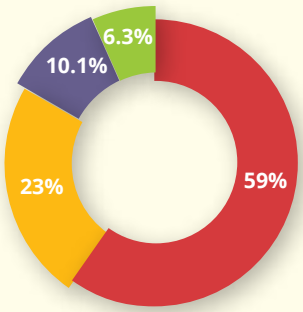
- Chinese – **154; 74.4%**
- Indian – **52; 25.1%**
- Malay – **1; 0.5%**
- Others – **0**

Subsidy Levels



- 75% – 184
- 60% – 7
- 50% – 12
- 40% – 1
- 20% – 1
- 0% – 2

Age Group



- < 60 – 13; 6.3%
- 60 to 64 – 21; 10.1%
- 65 to 74 – 49; 23.7%
- > 75 – 124; 59.9%

C19 Cluster at SNM Nursing Home

SNM Nursing Home saw its first case of C19 on 22 January, 2022. The viral infection had spread and we became a cluster until 6 February 2022. A total of 28 residents and nine staff were tested C19 positive. Except for two staff who were on home recovery, the rest of the residents and staff were transferred out to community recovery facilities or hospitals for recovery.

Upon notification of the first confirmed case, staff and residents were immediately isolated, and thorough cleaning and disinfection of the ward and affected areas were conducted. Staff were reminded to be vigilant and to observe strict infection control practices and required to do Antigen Rapid Testing (ART) twice daily, before and after work. This daily testing enabled the Home to detect infections, and allow prompt action to be taken to prevent transmission.

Unwell staff were instructed to consult GP and not to report to work, while unwell residents were immediately isolated and tested.

Measures undertaken to curb the spread of C19

Safe management measures were put in place, including the implementation of split teams and compartmentalization of zones from 2020. Staff were assigned to a specific zone with no crossing over to other zones to minimise the risk of cross-transmission and ensure continuity of care for our residents. The Duty Officer Nurses were also working closely with MOH and the Agency for Integrated Care (AIC) to identify staff and residents who had close contact with affected staff and residents for prompt isolation and testing.

Manpower Shortage

Staff with close contact with C19 positive staff or family members were taken off duty. To make up for the manpower shortage, 12-hour shifts were initiated and staff from SCC and MH were deployed to the NH. Other sources of manpower support included hiring two part-time Healthcare Assistants (HCA) and overtime assignments for the care staff.

Informing the Next-of-Kin (NOK) and providing reassurance

Townhalls with NOK were conducted virtually on 30 January 2022 and 6 March 2022 to assure them that their loved ones are safe and will be well-cared for.

These sessions were important because it allowed family members to address concerns and uncertainties that they may have during this time. SNM also used this opportunity to explain the situation and reasons for suspension of visits to seek their understanding. Concerns were addressed and NOK were generally supportive and expressed their appreciation to SNM for reaching out.

Care@NH

SNM Nursing Home was working with AIC to manage C19 residents (C+ residents) on-site under the Care@NH initiative in early March 2022. We converted the Multi-Purpose Hall into a 28-bedded ward to house residents who were tested positive for C19, but were asymptomatic or well enough to be cared for in the Home. Both residents, family members and staff were supportive of the initiative as it allows proper continuity of care for the residents.







Vaccinations

Influenza Vaccinations:

Residents and staff were given the Southern and Northern Hemisphere influenza vaccination in May 2021 and January 2022 respectively. The annual Influenza vaccination exercise saw an average of 94% residents and 96% staff vaccinated.

C19 Vaccination:

As at 31 March 2022, SNM achieved 94% booster shots for residents. With the exception of one resident who was assessed to be unfit to receive the vaccine, the remaining 6% of residents were scheduled to receive their booster when they are due in April and May. 100% of the care staff received two doses of the Pfizer BionTech vaccine while 94% have received their booster. The remaining 6%, which comprises of newly hired staff who recently joined SNM will be scheduled to receive their booster shots when they are due.

Physical Therapy

Three units of bedside MOTO-MED and two units of MOTO-MED for wheelchair bound residents were acquired in December 2021. Therapists have started using the machines for residents which are very useful for bedbound residents who are unable to move themselves. At the same time, efficiency is increased as one resident can be placed on the machine while the therapist attends to another resident.



Programme

Scaling down on many activities, SNM adopted technological innovations and leveraged on digital platforms to improve the quality of care while looking out for residents' mental health. Many residents have gotten used to the use of electronic devices.

Some of the scaled down and hybrid celebrations include:

Pongal Celebrations



Christmas Celebration by PCF Sparkletots

The Christmas celebration with students from PCF Sparkletots is a yearly event. This year the celebration was conducted virtually via zoom. The children performed songs and dance items along with Christmas Carols for the residents. It was conducted on 21st December 2021 and 15 residents participated.



Deepavali Celebrations with AK Theatre

AK Theatre conducted a virtual Deepavali celebration on 10 November 2021. Residents were given the opportunity to make song requests for the volunteers to perform. 15 residents were involved in this programme.



In-house Mid-Autumn Festivals at Sensory Garden

Mid–Autumn festival was held on 21 September 2021 at the Nursing Home. Tables were set up outside at the Sensory Garden with residents seated together (with safe distancing maintained) to admire the moon, and lighted lanterns whilst enjoying the tasty mooncakes served. The residents also played games and sang to celebrate this special occasion. 10 residents participated in this event.







Mother's Day Celebration with Agilent Technologies

Agilent Technologies conducted a virtual Mother's Day celebration for the residents and staff. Cakes and snacks were sponsored by them during tea break. Staff from Agilent technologies prepared paper flowers for the mothers. 25 residents were involved in this event.







Mother's Day Celebration by Sowers Novena Church

Sowers Novena Church celebrated Mother's Day on 9 May 2021. They had performances, prayers, games, and distributed goodie bags for the residents. Before the session ended, there was a cake cutting for residents and staff. A total of 35 residents participated and tea-breaks were sponsored by them in Bento-boxes from Four Seasons.









Virtual Volunteer Activities



HeritageCares@Home x Peranakan Stories: Virtual Tours with The Intan



Penpal 2.0

Art and Craft Activities



Indoor and Outdoor Gardening





Virtual Airshow by Sembawang Airbase

Sembawang Airbase is one of SNM's community partner, and each year, they reach out to plan engagement sessions for residents.

A virtual tour on the Sembawang Airbase was conducted on 14 August 2021. During this virtual tour, residents learnt about their operations and assets from the virtual hangar and Air Force Museum and understood more about the Republic of Singapore Air Force and how they defend the Singapore skies. 15 residents were involved in this event.









Movie Screening (Butterfly Lovers Screening by Bhaskar's Arts Academy)

Butterfly Lovers Screening is a recent production story from Bhaskar's Art Academy presenting a Chinese folklore from the popular love story of Shan Bo and Ying Tai. The movie was screened on 7 February 2022 via ZOOM for 15 residents who enjoyed the movie.





Adaptive Sports Challenge

Adaptive Sports Challenge @ Nee Soon 2021 was held on 27 July 2021, the first-ever inter-nursing home adaptive sports competition. The event was held virtually via ZOOM organized by Chong Pang Community Sports Club (CSC) and co-organized by Sree Narayana Mission Singapore and supported by Agency for Integrated Care (AIC), Sport Singapore and Sport Cares. The games included Ladder Toss, a Wheelchair Race and Cup Stacking.

The aim was to provide the seniors as well as their caregivers in the community an opportunity to interact with one another and an avenue to exercise their physical and mental faculties.

Participating nursing homes include:

- Sunshine Welfare Action Mission (SWAMI)
- Villa Francis Home for the Aged
- All Saints Home (Yishun)











Social Interaction with Volunteers from Youth with a Mission Singapore (YWAMSG)

Youth with a Mission Singapore (YWAMSG) is partnering with SNM to engage residents in social interaction. During their partnership with SNM, four virtual engagement sessions were conducted for residents which included art and craft sessions, reminiscing about the past and ice-breaker games. YWAMSG donated 29 1-Litre pack of coconut water and eight residents were involved in each session.









Training and Development

To facilitate the continuing education of our nurses, SNM's Clinical Training team initiated in-house and external trainings. For FY2021, the following training programs were delivered by SNM Training department.

- Nursing Aide traineeship program
- New Nurses' Induction
- Code Blue Training
- Skills Retraining Program
- Wound Journal Club
- Nursing Inservice
- Basic infection Control Training
- ITE skills Certificate in Home Care
- ITE skills Certificate in Dementia Care
- Volunteer training





In-House Training Record

Nursing In house training	Number of sessions
New Nurses Induction (RN, EN, NA, HCA, HA)	8
ITE Skills Certificate in Home care	1 (14 participants)
ITE Skills Certificate in Dementia Care	1 (5 participants)
Nursing In-services	18
Basic Infection control training	12
Wound Journal Club	2
Nursing Aide Traineeship Program	2
Skills Retraining Program	8
Code Blue training (Emergency Management)	4
Volunteer Training	2
Product training by vendor	7

Training Achievements

- The latest intake of eight Nursing Aides and six Health Attendants have successfully completed their ITE Skills Certificate in Healthcare (Homecare) training in December 2020 with 12 full distinctions. This certification course allows SNM to benefit from subsidized monthly levy from S$450 to S$300 per trainee. Care staff were able to enhance their knowledge and skills, and are allowed to renew their work permit and continue working in Singapore for up to 18 years.

- SNM has been an Approved Training Centre (ATC) since 2005. The Clinical Training team successfully renewed the ATC license to conduct ITE skills certificate for another three years until February 2025 for the following courses:

  a) Clinical On The Job
  b) ITE Skills Certification (Home Care); and
  c) ITE Skills Certification (Dementia Care)

Partners In continuing Education

- Khoo Teck Puat Hospital (KTPH)'s Geri Care team delivered 12 Tele-CNE training sessions focusing on geriatric and palliative care for our nurses.

- SNM has collaborated with various training institutions like HMI, St Luke's, Ren Ci Hospital, Infection Control Association of Singapore, Kwong Wai Shu Hospital, and Peacehaven to upskill the knowledge and operational professionalism of our nurses.

SNM 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.

In July 2021, SNM SCC met the criteria to operate Dementia Day Care services which combines both the General Dementia Day Care and Enhanced Dementia Day Care programme.

As a result, we are now able to provide a more seamless service to serve all clients with dementia regardless, even if their condition transits from mild dementia to the advance stage. Two Dementia Practitioners were nominated.

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 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 – this is especially important for clients who are at a high risk of falling. The Multi-Disciplinary Team convenes monthly to discuss on what can be done to better support each client, which will be reflected in their individual Care Plans.

SNM staff continually undergoes professional training to stay abreast of the innovative ways to take care of the elderly especially Persons with Dementia, 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.

Centre-Based Care Service Audit

The Centre-based Care Service Audit by MOH was carried out for Senior Care Centre (Yishun) on 14 December 2021. The Service Audit Validity Period (SAVP) has been renewed and granted for a period of 2 years from 1 May 2022 to 30 April 2024.

ENROLMENT STATISTICS

25
Total Clients Served (YSCC)

10
Enrolment as at 31 March 2021 (YSCC)

48
Total Clients Served (WSCC)

32
Enrolment as at 31 March 2022 (WSCC)

Maximum Capacity Per Service:

20	20	45
Yishun Maintenance Day Care	**Woodlands Maintenance Day Care**	**Woodlands Dementia Day Care**

AGEING ASIA ELDERCARE INNOVATION AWARD

SNM Senior Care Centre was awarded Finalist in the following categories for our Creative Care Programme.

Best Dementia Care Programme
Best memory support programme to engage, enable rehabilitation and happiness for older adults with dementia.

Best Day Centre Operator
Provides the best centre-based health, care and social services to enable ageing-in-place.



Creative Care Programme
The Creative Care Programme comprises elements of adaptive sports (**Fit & Fun Adaptive Sports**), creative exercises (**FunFit**), and fun with colours (**Project: Rainbow**) with lots of photographs for memories (**Project: Memories)**. Encompasses physio, psycho-socio and emotional elements to maintain and/or improve cognitive functions resulting better overall.

The Project Memories bring seniors together as they share common pictures taken in a shared space, increasing meaningful conversation topics and connectedness through commonality. There is a high level of interaction and engagement as seniors engage in sports activities together, playing in teams, giving each other advises, and cheering for one another during competitions.

It motivates and empowers seniors to participate actively in sports and exercises, which helps them build stronger muscles and more active body. In addition, the programme also seeks to stimulate brain cognitions such as judgement, decision making, hand-eye coordination and enhancing episodic memories through active engagement in the programme.





Project: Memories



Project: Rainbow



FunFit



Fit & Fun Adaptive Sports

Transition Grant (Eldercare Centre Service Model)

SNM was awarded the Transition Grant (for Eldercare Centre Service Model) by Ministry of Health, effectively funding us for active ageing programmes for the period 1 April 2022 to 31 March 2024.

The objectives are to:

- Promote social inclusion of vulnerable seniors within the Centre's service cluster
- Organise social and recreational programmes to encourage seniors to stay active and facilitate community participation
- Provide support services such as information and referral services

PROGRAMMES

Virtual Programmes

Zentangle Art & Bingo Session by Volunteer Agnes

- The first Zentangle Art session started on 6 July, with the aim to promote creativity, relaxation and overall mood
- A total of 5 sessions were conducted from July to September
- 2 rounds of bingo sessions were conducted from August to September







VIA by Riverside Secondary School

- The school initiated a long-term collaboration for their Values in Action (VIA) programme for their secondary 3 students.
- Virtual sessions are held monthly.
- A total of three sessions were conducted from July to August.
- Activities planned by the students include simple exercises, games such as guessing the pictures and art and craft.



"All About Nutrition" by Republic Polytechnic

- Our Community of Care (CoC) partner, AWWA invited us to participate in a virtual session on "All About Nutrition" organised by Republic Polytechnic students on 2 August 2021.
- The students conducted exercises and played mini games on Nutrition and Healthy eating to engage our seniors, increasing their awareness on the importance of nutrition.

Virtual Intergenerational Programme

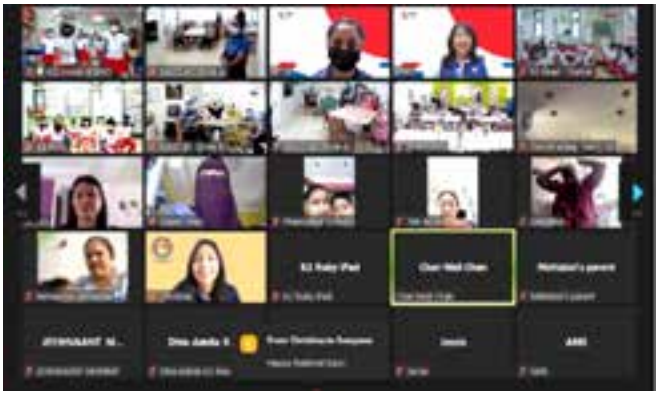
- We partnered with two PCF Sparkletots Centres in Woodlands - Blk 730 and Blk 853 for the Virtual Intergrated Programme.
- The first session was conducted on 5 August where the children and their parents celebrated national day with our seniors.











- Mini goodie bags and personalised hand-made cards made by the children were distributed to the seniors.
- The second session was held on 23 September 2022 to celebrate Mid-Autumn Festival together.
- Seniors were engaged in exercises and learnt to make simple paper lanterns.





Festive Celebrations

Lantern Painting – Community Engagement by Gardens by the Bay

Paper lanterns and painting materials were distributed to the seniors to design and decorate them. Seniors enjoyed the painting experience, lifting up their moods for the lantern festival!





SCC Christmas Celebrations

SCC staff put up a special performance programme for the clients. The Santa Claus was Care Facilitator Danial who went round to greet all the clients gave them sweets and chocolates. Clients from YSCC also joined in virtually to participate in the celebrations.






COLLABORATIVE ACTIVITIES SESSIONS

OUTINGS	
CWA Trishaw Rides	49
INTERGENERATIONAL PROGRAMMES	
PCF Sparkle Tots	4
PARTNERSHIPS	
Zentangle Art and Bingo	5
Riverside Sec Sch - VIA	3
Republic Polytechnic (CoC)	1
Lantern Painting by Gardens by the Bay	1
TOTAL	**63**

SOCIAL WORK

REFERRALS/LINK-UP	Total
SINDA FSC, MDM/KTPH, Tzu Chi Buddhist Foundation, SAVH, SWAMI, Goodlife/ Yishun, MSW/KTPH, CWA, Mobility Aids Service & Training Centre, Geriatric Education & Research Institute, Heal Club, Active Global, NTUC Healthcare, AIC	**52**

SOCIAL WORK - SUCCESS STORIES

BEFORE:
Mr Goh is a 60 years old gentleman who had a stroke with right-sided hemiparesis in October 2012 and have been assisted on a manual wheelchair ever since. Mr Goh Swee Hock has been a client of SNM WSCC since May 2016.

INTERVENTION:
In 2019, SNM's Occupational Therapist (OT) saw the potential for Mr Goh to be independent in community mobility. Upon discussion with Mr Goh, he agreed to have a trial of the motorized wheelchair. Mr Goh was subsequently brought on community mobility sessions with the motorized wheelchair, such as going to the supermarket, taking the public bus back to his home, going to the mall in his neighbourhood, making purchases at the supermarket/shopping mall/coffeeshop.

NOW:
Mr Goh is now independent with using the motorized wheelchair and has also used the wheelchair in his neighbourhood to purchase snacks for SNM's staff. Mr Goh has also begun to drive the wheelchair to the centre.





Client: *Mr Batumalai S/O Ramasamy (81 years old) / Admission: 7 March 2022*

BEFORE:
When the spouse of Mr Batumalai, passed on in her sleep in January 2022, the abrupt demise left the children disoriented and grievous. However, that did not stop them from springing into action, to plan something for their father. It is no longer safe for Mr Batumalai to be alone at home. Her eldest daughter who was on special visit pass due to the C19 situation, managed to see her beloved mother off and attended to her father, before flying back to Australia. The baton was then handed to her two brothers who patiently went through the assessment process and subsequent admission of Mr Batumalai to our day care programme.

NOW:
During the first few weeks, Mr Batumalai was anxious, being put in an unfamiliar environment with a group of strangers, constantly asking our staff about the whereabouts of his children. Our care staff patiently walked the journey with Mr Batumalai, enabling him to adjust to the new environment. Today, Mr Batumalai looks forward to the daily day care and chatting with clients that he befriends in the centre.

A message from caregiver of Mr Batumalai:
We are grateful to the staff of SNM Senior Care Centre for welcoming our father to the big family. Since attending the dementia care programme, we noticed that our father is more cheerful than before.

HOME CARE

Home Care services include:

Home Personal Care	Home Therapy	Dementia Support	Home Health
• Assistance in showering, grooming and Personal Hygiene • Basic Housekeeping	• Rehab Therapy • Home-Based Exercise Training • Home Environment Assessment & Modification	• Reminiscence & Memories Activities • Eldercare Sitting: 4-8 hour Block • Home-Based Exercise Training • Caregiver's Training	• Home Medical • Home Nursing • Medication Management • Wound Management • Care Coordination

90

Home Care Services

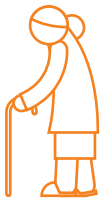
7

Clients Served



Home Health

1



Dementia Support

2



Home Therapy

2



Home Personal Care

2

CAREGIVERS TRAINING GRANT

SNM has been awarded the Caregivers Training Grant by AIC for the period 1 June 2022 to 31 March 2023.

Approved Courses:

1. Dementia Care
2. Posture Mobility & Ambulation (Home-based)
3. Posture Mobility & Ambulation (Classroom-based)

These courses are for caregivers to learn how to better help their loved ones with daily care.

The Caregivers Training Grant provides caregivers an annual subsidy of $200 to attend these approved courses to better care for their loved ones. Attendees must pay at least $10 after registering for the courses.

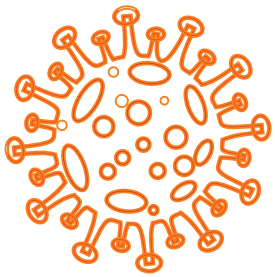


MERANTI HOME @ PELANGI VILLAGE

Meranti Home (MH) offers residential and rehabilitative care for male destitute individuals who suffer from psychiatric ailments and is one of the 11 Welfare Homes regulated and funded by the Ministry of Social and Family Development (MSF).

MH is established under the provisions of the Destitute Persons Act (DPA) and Sree Narayana Mission Singapore (SNM) has been the managing agent for MH since 2002, which currently serves 182 residents. As with SNM's mission statement, MH will continue providing holistic care for its residents by serving with care and compassion, regardless of race, religion, and language.

C19 Cluster at Meranti



Although MH had taken careful measures to ensure the well-being of its residents, it faced a cluster situation, where several cases of residents and staff tested positive for C19. To curb the situation, MH stepped up on its infection and subdivided the premises into different zones and smaller groups to isolate the infected residents. This helped limit the impact on staff and residents and ensured that the operations of the Home were not affected by manpower crunch.

The zones were further segmentized to the different levels to restrict movements and interaction amongst residents. Staggered meal timings at the different locations within each zone were also implemented. Disinfection and cleaning of high contact areas were also increased to reduce the infection in the Home. Residents were also regularly engaged to understand their needs and prepare them for dealing with C19.

This fixed manpower arrangement to deal with the situation meant that employees had to strictly follow the revised workflow plan and cover staff during their absence. With limited manpower to operate within each zone, fundamental changes were made to accommodate this new setup. The C19 drills, which were carried out prior to the situation, had prepared staff on how to deal with the cluster situation.

When staff were increasingly infected with the virus, SNM collectively supported the manpower shortfall to ensure that residents continue to receive optimal care. Through this support system, MH successfully overcame the cluster situation.

Continued use of Technology and Digitalisation



In line with SNM's digitalisation roadmap, MH has been actively adopting technology to enhance the capability of our services. Leveraging technology aided in ensuring resident-centric care in the Home, whilst enhancing productivity by reducing the time spent on operational and routine tasks.

By embracing technology and digitalisation, MH was able to continue its operations in innovative and effective ways, develop staff capabilities, improve service delivery and attract a wider pool of individuals to join the health and social service sector. Through grants and government funding, MH also acquired several technological capabilities.

MH is in the midst of installing the SoundEye, a system which assists the monitoring of residents. Situations such as fights and falls can be detected by the SoundEye sensors. The versatile nature of the SoundEye Emergency Monitoring Solution allows alerts to be triggered and received by on-duty staff through their laptops and mobile devices, improving response time.

MH also leveraged on the use of two robots for cleaning and disinfecting the premises during C19. The Ecobot Scrubber 50 is a fully autonomous scrubbing robot that cleans on schedule, requiring no human intervention in its cleaning operations. The Disinfection Robot is fully autonomous and comes equipped with a UV and Ultrasonic dry mist spray which is ideal for the open corridors in Meranti Home. It can disinfect high touch point areas, railings, walls and other large spaces, which ensures a consistent and improved quality of cleanliness in the Home.

The use of these robots had significantly reduced the time spent in cleaning and disinfecting common areas of the Home. With the robots taking care of more tedious and time-consuming tasks, staff were able to perform more resident-centric tasks such as supervising and conducting activities and programs while upgrading their skill sets.

Events / Activities & Wii Games



SilverFit 3D is a virtual therapy system that trains motor skills and activities of daily living tasks during rehabilitation sessions or supervised exercise programmes. The exercises are presented in the form of games and can be programmed to suit the physical and cognitive level of each resident. An advisory menu including clinical protocols based on scientific research and clinical practice helps the therapist to select the appropriate exercise. The innovative design of SilverFit 3D also allows residents to concurrently work on their cognitive skills during physiotherapy sessions.

The pandemic brought about many changes to the daily schedules of our residents in the form of movement restrictions within the Home itself, which further impacted the frequency and types of activities conducted at the Home. The adoption of technologies such as Silver Fit had allowed MH to increase the efficiency of therapy sessions, allowing more residents to be engaged within the same time frame. This has helped improve the psycho-social wellbeing of the residents by ensuring they remain physically active, continue to learn new skills, and connect with the others, which are essential facets of their rehabilitation.

To keep the residents engaged and exposed beyond their dormitories, staff initiated a programme called Sunshine Therapy. All Care Room residents and seniors were wheeled out to the garden daily to enjoy the sun and play ball games. An average of 25 residents participate daily in this morning activity that was also aimed at improving their overall well-being.

With the easing of C19 restrictions, exercises, activities, small outings, bank visits and festive events gradually resumed as MH transited into the new normal.

DISCHARGE TO COMMUNITY – SUCCESSFUL STORIES

Story of Mr K

Mr K was admitted to Meranti Home in 2019 with multiple medical conditions, including HIV. Through timely medical care, physiotherapy sessions and regular counseling sessions, the resident's health stabilized, and he was ready to embark on vocational training in the Home. During this time, the resident also attended courses offered by Aetos and attained his license as a Security Officer.

However, the pandemic brought about movement restrictions within the Home. As a result, Mr K had to temporarily stop work and in order to not hinder his progress, MH's Social Worker helped him secure a rental flat near his workplace so that he could continue his employment. He demonstrated his capabilities in the various aspects of independent living such as budgeting, work performance, personal hygiene, and cleanliness. The resident also attended in-house training to teach him the importance of medication management. He was successfully discharged from the Home in February 2022. Mr K is doing well and is currently on track to become a Senior Security Officer in his company.





Story of Mr T

Mr T was admitted to Meranti Home in 2008. Mr T suffered from frequent epileptic fits, which hindered his ability to sustain external employment. The team worked closely with Mr T's doctors to stabilize his condition over the years and he was finally cleared for external employment in 2015, where he commenced part-time work as a dish collector. As Mr T also suffered from intellectual disability, it took him a longer time to establish new routines and adjust to an external working environment. The rehabilitation team in MH worked tirelessly to impart the knowledge and skills required to prepare the resident to live independently in the community. Mr T successfully applied for a subsidized rental flat from HDB and moved into his flat in June 2021, where he commenced his Home Leave Trial. He was discharged from Meranti Home in February 2022 after eight months of the trial. Mr T is doing well and has built a strong network of support for himself in the community. He continues to perform well at work and is well liked by his peers.

COMMUNITY PROGRAMMES

PRESIDENT'S CHALLENGE 2022

The President's Challenge is an annual community outreach and a fundraising initiative to assist those in need. SNM is honoured to be chosen as one of the beneficiaries of the President's Challenge 2022, receiving $98,800 for the CP Helping Hands Plus Programme.

TRANSITION GRANT (TG) FUND

MOH awarded SNM's Care Centre with a Transition Grant of S$249,910 to provide Eldercare Services to 300 seniors. Through this grant, SNM will be able to promote social inclusion of vulnerable seniors within the service cluster, mobilise staff, volunteers and seniors to conduct outreach and monitor the well-being of seniors, in particular to the frail and homebound seniors. Social and recreational programmes will also be catered for to encourage seniors to stay active and facilitate community participation, as well as provide support services such as information and referral services to those in need.

'ABC' MODEL

SNM places the well-being of its beneficiaries at its core through a holistic approach with its community programmes. This is aligned to the active ageing centre's 'ABC' model with enhanced suite of ABC' services:

- Active Ageing activities to engage seniors
- Befriending services for lonely and isolated seniors
- Care & Support Services to link systems and services to the seniors

Active Ageing	Befriending services	Care & Support Services
Share-a-Pot	Helping Hands	100=50
Enriching Lives of Seniors	SHARE	Lend a Hand
Social Activities/Outings	Care companions	Care Plan series
Chaaya & Chat	SNM Inspire	Financial Literacy
Lim Kopi Jiak Roti		Digital Clinic
		SNM Job Support
		Smile with You
		Educational Financial Assistance Scheme
		Mindfulness and mental wellness workshops

These activities are well received by seniors, offering opportunities to interact while participating in physical activity and social activities.

IMPACT OF CP

SOCIAL: SNM provided committed volunteers with specialised training to help identify and address early intervention in mental health. In addition, it provides support for grocery shopping, distribution of goodie bags and C19 Support Measures.

- **SNM's social workers provided Information & Referral support to 42 beneficiaries in 2021 while its volunteers helped deliver more than 125 festive goodie bags and angpows.**

FINANCIAL: Programmes were conducted on educating beneficiaries on financial literacy. Beneficiaries had accessibility to resources within the community and were provided with links to appropriate financial support based on the social workers' assessment.

- **An estimated $31,420 worth of cash and grocery support were rendered in FY2021.**

PHYSICAL: Promoting healthy lifestyle through regular physical exercises, activities and healthy eating.

- **More than 300 seniors participated in SNM's physical and cognition wellness programmes**

EMOTIONAL: Addressing social isolation through volunteer-led, home and phone-based befriending, Digital Clinics, Block Parties, trips to places of interest, online chit chat sessions, Mindfulness and Mental Wellness workshops and Share-a-Pot programmes.

- **More than 250 seniors benefitted from SNM's befriending and emotional support programmes.**

DIGITAL: Addressing social isolation and empowering seniors through digitalisation. Staff and volunteers led chit chat sessions, a Care Plan series, a Mental Wellness series, an onsite Digital Clinic at SNM Care Centre, Home Visits, Zoom and pre-recorded sessions, and the use of rewards and recognition, where participants are recognised with a certificate and rewarded with vouchers upon completion.

- **SNM has cultivated 120 volunteers, who are digital ambassadors. 171 seniors have been trained on using whatsapp, 158 seniors were trained to use zoom platform for online sessions.**

A. ACTIVE AGEING

Online Share-a-Pot Programme (SAP)

During pandemic, the programme was conducted on a virtual platform via Zoom with the support of staff and trained Digital Volunteers. The one-hour programme consists of short Zumba exercises, which were designed to engage seniors in a fun and interactive manner while improving their cardiovascular conditioning, mobility and muscular strength. The programme helps to combat feelings of boredom and social isolation. The weekly sessions also include various activities, such as quizzes and games to make it fun and enjoyable for the seniors. Theme-based Zumba adds fun and helps seniors stay active and happy. After Zumba, some of the seniors stay back to chit-chat and catch up with their friends online. The Community Programmes team regularly shares videos on healthy lifestyle and C19 support resources through WhatsApp messages and assists with support requests or home-based services.

Through this programme, 151 seniors were trained on using Zoom with an average of 40 beneficiaries attending these weekly sessions.

20 seniors have joined SAP in FY2021.

Khoo Teck Puat Hospital also acknowledged SNM's efforts in rolling out the virtual SAP programme, recognising the initiative as one of the largest outreach in Singapore. SNM was also invited to do a sharing during the 'Share-a-Pot Get Together Party' on 19 November 2021.

"Thanks for teaching me to join an online class and giving me an opportunity to see my friends. I enjoy it."

Mdm Seetoh Choy Wan

"I never knew I could use a handphone, let alone attend a zoom session. I thought it will be hard to do, but it takes time. At least now I can still see my friends and talk to them. Thanks for not giving up."

Mdm Kaliyaram



Online Healthy Ageing Promotion Programme For You (HAPPY) Programme

Due to the pandemic restrictions, SNM adopted a virtual approach in conducting the HAPPY programme. 79 beneficiaries registered and at least 40 participants attend these weekly sessions. In 2021, 40 new seniors participated in these online programmes. Doing these cognitive activities regularly have proven to slow down the rate of dementia, cognitive decline, and memory loss, reducing social frailty among seniors in Singapore.

Senior volunteers from RSVP Singapore were trained to lead the exercises for the weekly online HAPPY exercise sessions. Cognitive games and activities were introduced to the session and conducts online games like Bingo, Sudoku, Treasure Hunt, Memory Games and Quizzes. All these games are popular among seniors and improves cognitive skills, strengthens the mental, emotional, and physical well-being of the participant. More of such activities will be implemented to improve the seniors' cognitive health.

"Mental exercise is a very useful thing and I really enjoy how it makes my mind active."

Mdm Sunanda Senan











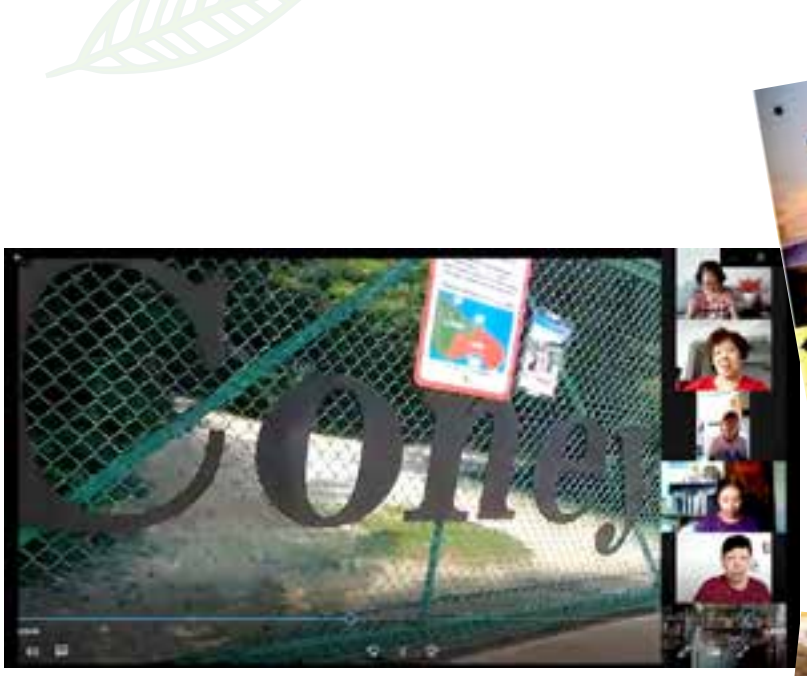


CHIT CHAT SESSIONS - Lim Kopi Jiak Roti & Chaaya & Chat

"Lim Kopi Jiak Roti/Chaaya & Chat", is an online chit chat session for senior beneficiaries, which is conducted once a month. Two separate sessions are held in Mandarin and Malayalam/ Tamil respectively, to cater to the different language preferences fortnightly. 25 Chinese and 15 Indian beneficiaries have attended the sessions respectively. Three new Malay beneficiaries have also joined Chaaya and Chat and the sessions are currently delivered in multiple languages to help our seniors appreciate the multi-racial spirit in Singapore. The programme also includes virtual tours to places of interest and discussions on topics of interest.

"Thank you for the virtual visits abroad to London, Australia, and Jordan. I enjoy it and I think everybody else does too. Thanks for the effort, you are doing it professionally."

Mdm Vasanthy Ramadass







B. BEFRIENDING SERVICES

SNM provides befriending services to provide mental support for its beneficiaries through social interaction with volunteers.

Helping Hands

During periodic SNM befriender follow-ups, volunteers discussed their respective progress to actively promote awareness on mental health concerns, assist the community and contribute to the shared pool of knowledge. The project has served 121 beneficiaries and was supported by 112 befrienders.

SHARE (SN Home Assistance Reach-out for the Elderly) Programme

SNM's team of volunteers helped seniors with their grocery shopping during the 100=50 programme. A pool of SHARE volunteers also stepped in to support a senior beneficiary and her family, when they had no means of meal support during C19. The volunteers delivered $100 worth of household grocery items and looked into the care needs of the family.





Phone Befriending/Care Companions

When the physical befriending programme suspended in 2020 due to C19 measures, SNM initiated daily and fortnightly calls to all its seniors to ensure their well-being and provide updates on C19 developments in the community. Through these calls, the seniors were able to reach out to SNM for emotional support and tap on other resources available to help them tide through the pandemic.

Gradually, seniors were taught how to use WhatsApp to stay connected with their friends, easing the number of phone calls made by SNM. Videos on home-based exercises were sent via WhatsApp to guide them on staying active at home. Various partners such as AIC's Community Network for Seniors (CNS) were also engaged to address the care needs of the seniors. SNM was able to identify cases that showed symptoms of social isolation and declining mental wellbeing and worked towards counteracting this with its volunteers.

Phone befriending volunteers were trained to provide psycho-social emotional support and encourage seniors to join online sessions to ensure that they continue to be engaged.

78 volunteers including five from the Infocomm Media Development Authority (IMDA) were trained and deployed as digital ambassadors. 151 seniors were supported through phone befriending fortnightly. Eight seniors were referred to external support due to concerns raised during the befriending support.

"Thanks for sending the short videos for us to have fun. It showed the thought you guys put in for us."

Ms Deena Koh

C. CARE & SUPPORT SERVICES

SNM provides social support for vulnerable seniors and their families by linking them to the relevant community resources and service providers.

100=50 Programme



Launched in March 2017, SNM collaborated with supermarket retailing chain, Sheng Siong, the Heartwarmers volunteer group and Nee Soon Central with the goal of helping support low-income families to purchase items at an affordable price. Every third Saturday of the month, Sheng Siong and Heartwarmers volunteers set up a scaled-down supermarket in Nee Soon Central Community Centre's Multi-Purpose Hall. Under this project, beneficiaries will get to purchase $100 worth of basic household and grocery items at a 50% discount. Beneficiaries are given the autonomy to purchase their household groceries, helping their finances and helping them to live dignifiedly.

This year, a total of 154 households benefitted from the 100=50 programme, a collaboration with Sheng Siong, the Heartwarmers volunteer group and Nee Soon Central aimed to support low-income families with grocery needs.

SNM is expanding its reach to more members of the community across all divisions in Nee Soon GRC and collaborated with Riverwalk RC of Nee Soon East to extend the benefits of 100=50 to its residents.



Lend a Hand (LH) Programme

LH is a holistic approach aimed at developing a support system for beneficiaries through provision of social, emotional, financial, and educational assistance. Virtual workshops on mental and financial wellness were conducted for beneficiaries through its Mindfulness and Mental Wellness Workshop series and Financial Literacy Programmes. During suspension of physical grocery shopping events, grocery vouchers were mailed out to all until the resumption of physical events. Festive goodies were also given out to beneficiaries during festive seasons.

Care Planning Series

Care planning is a meaningful conversation between a person and his/her loved ones and their healthcare team about their values, wellness and how they can be supported to best meet their health and wellbeing needs in their different stages of life.

As part of SNM's efforts to raise awareness on Care Planning, a series of Care Planning talks were organised in collaboration with the Institute for Financial Literacy (IFL), Life Point Community and Fortis Wills. Complimentary talks were conducted to educate beneficiaries, their family members, and the public on three main topics: Advance Care Planning (ACP), Lasting Power of Attorney (LPA) and Will Making. The sessions were conducted via Zoom every 2nd and 3rd Fridays of the week in English, Tamil, Malayalam and Mandarin.

Two batches of the talk series were conducted over a span of three months, which was attended by 40 beneficiaries. Participants were able to understand the importance of ACP, LPA and Will Making and five from the attendees have gone forth to enquire more on the topics. SNM is in talks with SMU Pro Bono Centre to explore will-writing sessions for residents and clients.

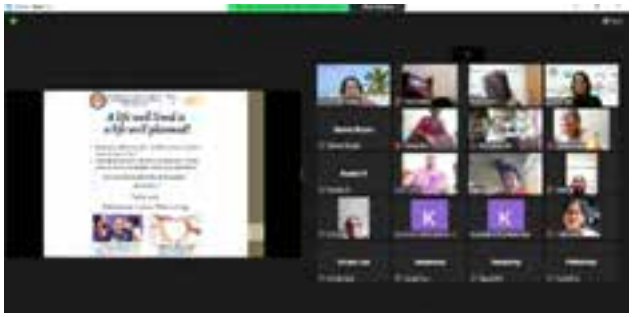
"Very happy to see SNM conduct such talks to promote awareness on these topics. Really eye opening and informative. Educates me on these schemes that I have been unaware of and encourages me to apply for these."

Mdm Kaliyaram

"I get to understand LPA better. People have been telling me that LPA and will are the same thing, but they are 2 different documents."

Mdm Ong Mui Khoon







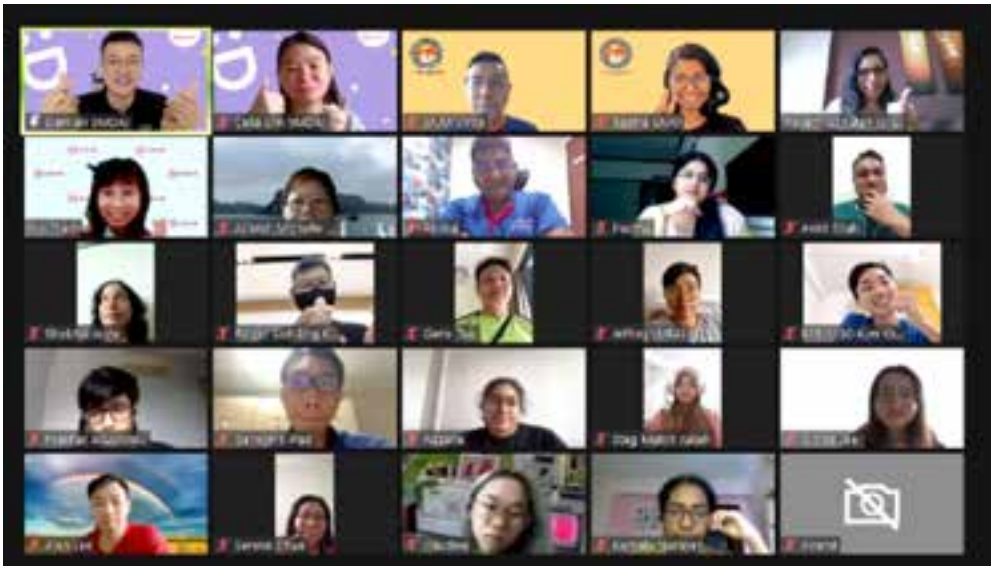
Digital Clinic – Digital Skills Learning Series

Having digital literacy can give seniors the freedom to stay connected with their families, friends, and communities. Improving digital skills builds the confidence to access services and obtaining information. With some support and training, seniors can be Tech savvy and enjoy technology to its fullest. SNM CP launched a digital skill learning series or "digital clinic" project with this objective and has collaborated with the Infocomm Media Development Authority (IMDA). This is a volunteer driven series that provides progressive training to beneficiaries to learn in stages and better understand the use of various applications (e.g., Zoom, TraceTogether, government services, etc.). Volunteers will provide services to seniors through Home Visits, Virtual Classes and Physical Digital Clinics.

This will be done in three phases:

- Phase 1 – Digital skills being imparted over the phone/WhatsApp video.
- Phase 2 – Home visit by digital ambassadors to teach the seniors on digital matters, basic computer skills on lifestyles, e.g.: use of digital polyclinic appointment, usage of social media, various functions of the mobile devices and how to scan QR codes.
- Phase 3 – Physical digital clinic at SNMCC done by volunteers on use of various applications, cybersecurity tips, and how to do e-payment.

A total of 63 senior beneficiaries showed interest in this Digital Clinic and have been matched to their volunteers. Despite the suspension of physical visits and sessions, the volunteers conduct periodic calls to teach the seniors on using technology in their daily lives and C19 support resources are shared with these seniors.



"I am thankful that you sent someone down for me as I really find need help in using the phone."

Mdm Regina Nair

"Volunteer Rekha has been very patient in teaching me digital skills. I was very pleased with how warm she was throughout the session."

Mdm Evelin Pereira

SNM Job Support Programme

SNM provides job support to its beneficiaries by sharing information on job opportunities and referrals to various partnering organisations and opportunities to upskill for better employability. A collaboration with stakeholders such as E2I, WSG Singapore, Central CDC, Mendaki, SINDA & CDAC and has reached out in stages to 392 of our beneficiaries from low-income households through WhatsApp and social media for employment and training opportunities. Information on available government and financial support systems were provided to address their financial concerns.



Smile With You Programme

Sessions on basic business skills, such as learning how to build a simple business plan, marketing and e-commerce basics were introduced for the Smile With You programme. This covers the use of how to set up a webstore to sell items and coaches beneficiaries on ways to use social media platforms to promote their business. The last four batches of this program were in collaboration with Central CDC and Far East Organisation benefitting 80 beneficiaries through the 'Bless Our City' Grant.

SNM also initiated its first post-C19 physical cooking training for its under-served female beneficiaries. Cooking classes were also organised to help 40 beneficiaries explore avenues of home-based income generation. During these 12 sessions, they learnt new cooking techniques and explored new recipes to enhance their cooking skills.

"I would like to get in touch with the 2 very patient art teachers, who offered lessons via zoom from Nov 2020 - Feb 2021, every Monday morning when I was unemployed. I would like to contribute an art lesson to Project Smile's art class. I published 2 art books on Amazon Kindle. As a token of appreciation, I would to share 1 chapter from my e-book with the teachers. Now that I am employed, I can volunteer to teach art and sewing and gardening and vegan cooking, when SNM requires a volunteer teacher in these fields."

Ms Stella Selvarajan

"Thank you SNM. Though I can't leave the house as I must take care of my child, I never thought I could still learn through Zoom. It's so nice to know these things."

Mdm Raja Bari



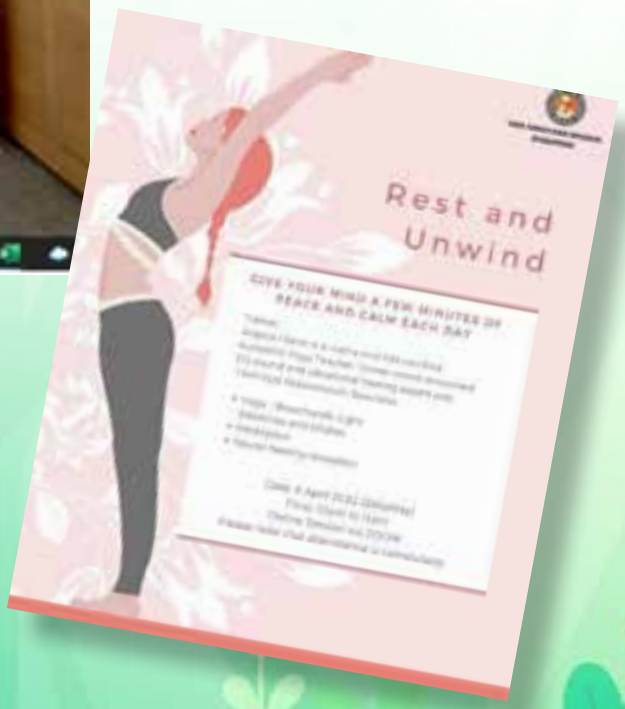





Mindfulness and Mental Wellness Workshop Series

Regularly practising mindfulness meditation has proven to improve moods, relieve stress, improve sleep, and improve mental health. Some seniors and single mother beneficiaries were identified as being at a higher risk. To address their mental wellbeing, SNM organised the first Mindfulness and Mental Wellness Workshop, which was attended by 40 beneficiaries and their family members. An average of 40 beneficiaries have attended regularly and benefitted from these sessions. Participants gained insights on the methods to determine the sources of stress, ways to combat it, as well as tips to handle the stress of working from home.





SNM IN THE NEWS

Supporting SNM Social Media



NUS Thinker Things



Project Memo



Indian Restaurants Association - Do Good with Food



SG Giving Week - Art of Giving

Supporting SNM Social Media



Social Work



HR



SCC



Community Programmes



Volunteer Management

Our Social Media Campaigns



International Day of Older Persons



World Mental Health Day



Spooky Sunday @ SNM



Guru's Teachings in Modern Day - #SNMReflects

Our Media Coverages







Our Media Coverages









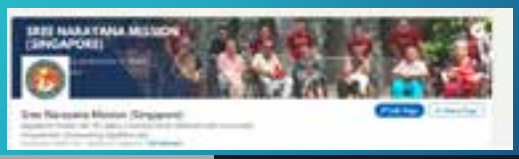


Our Online Presence


#AIC_CommunityCareDay


#AIConnect@Workplace


#Singapore_Health_Quality_Service



#LinkedIn

Our Online Presence


AIC - #MotivationalMonday


AIC - **#StrongerThanBefore**


SGCares - Volunteer Centre @ Yishun

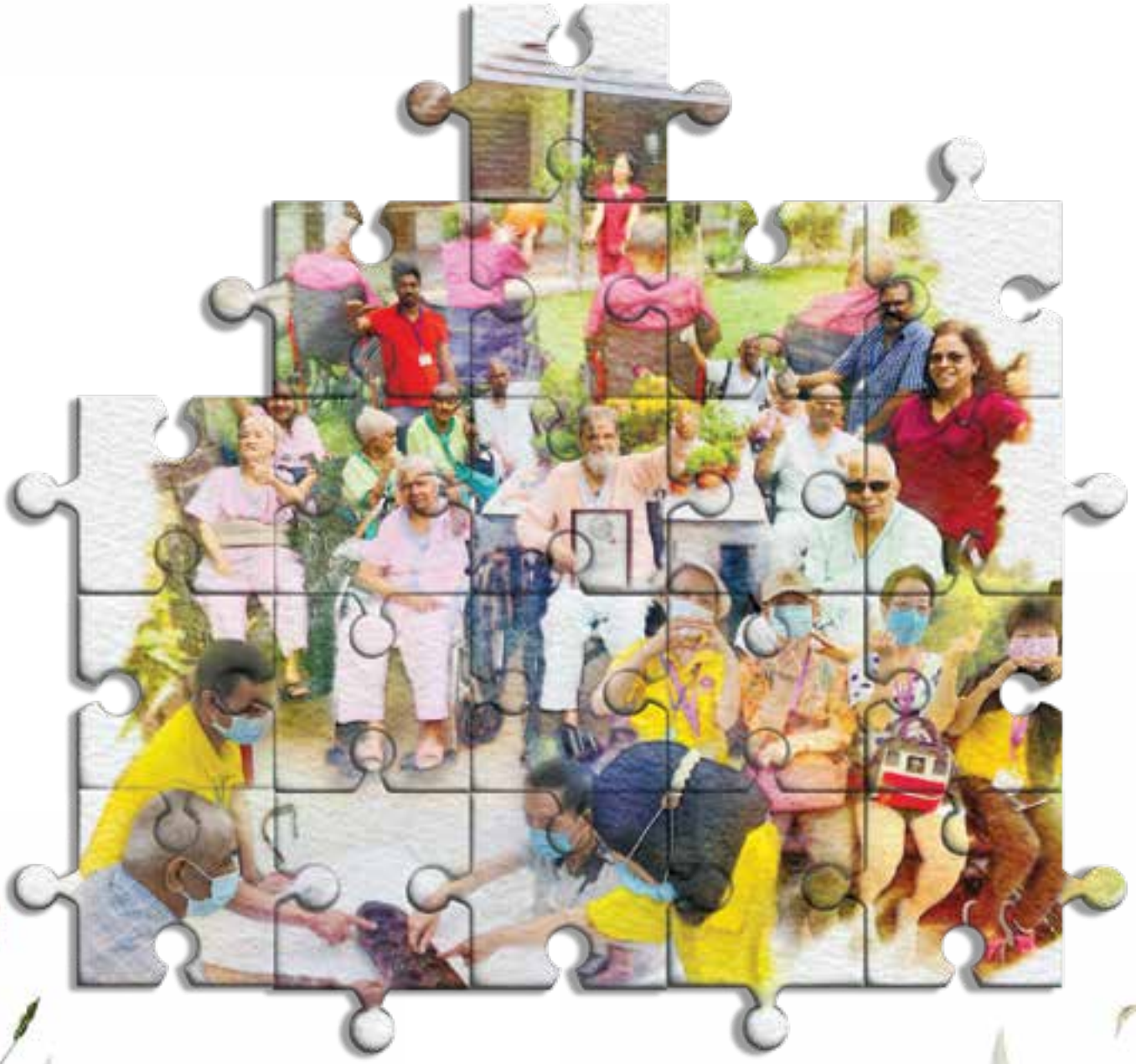


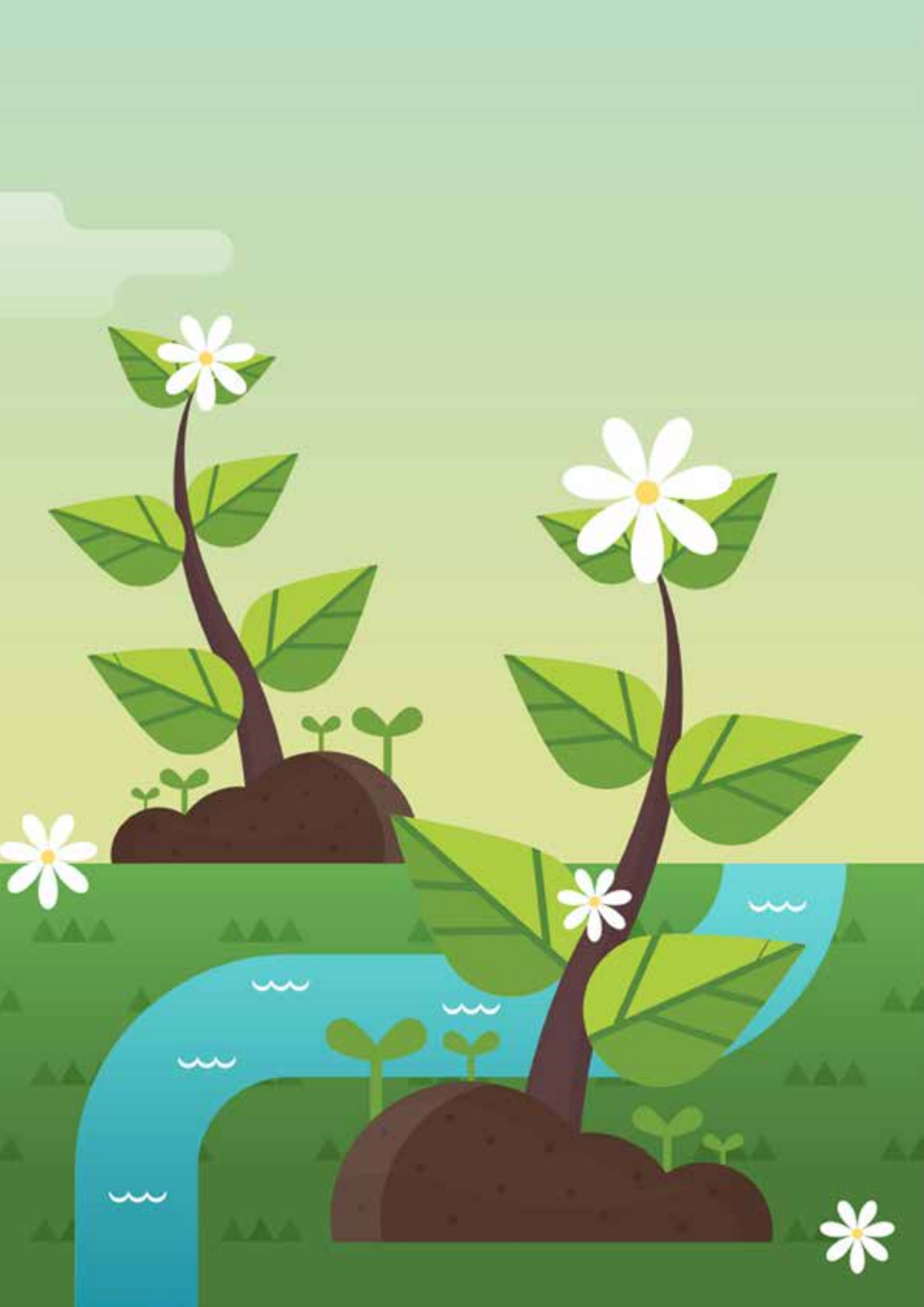
#PurpleParade



ACKNOWLEDGEMENTS

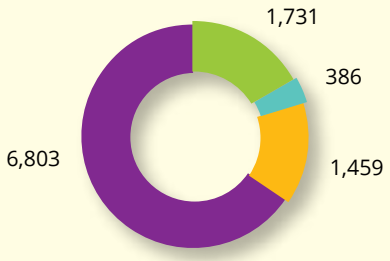
Sree Narayana Mission (Singapore) would like to thank all donors, sponsors and volunteers for helping us make a difference in the lives of our residents, clients and beneficiaries!





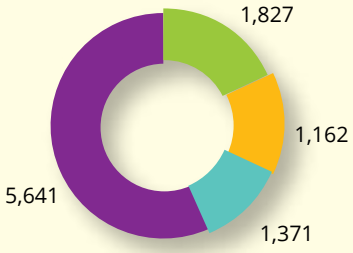
FINANCIAL PERSPECTIVES

Sree Narayana Mission Nursing Home (Income '000)



- Donations
- Government Funding
- Programme Fees
- Other Income

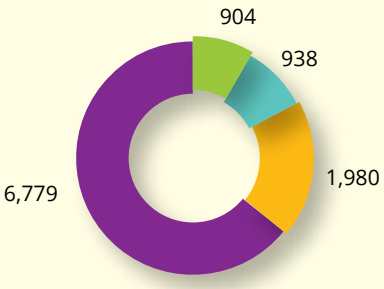
2022 - $10,379K



- Donations
- Government Funding
- Programme Fees
- Other Income

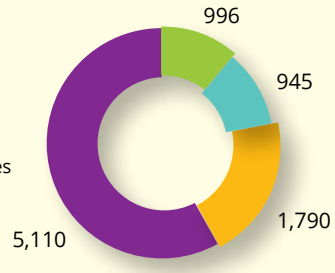
2021 - $10,000K

Sree Narayana Mission Nursing Home (Expenditure)



- Direct Expenses
- Manpower Costs
- Administrative Expenses
- Depreciation

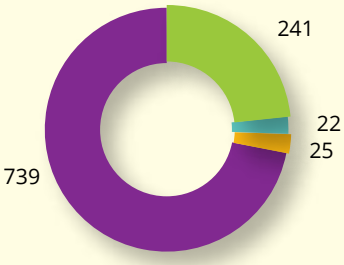
2022 - $10,601K



- Direct Expenses
- Manpower Costs
- Administrative Expenses
- Depreciation

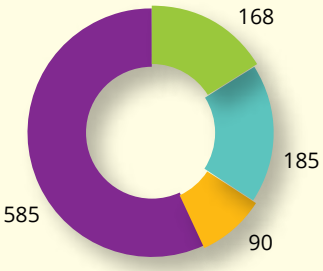
2021 - $8,840K

Sree Narayana Mission Senior Care Centre (Income)



- Donations
- Government Funding
- Programme Fees
- Other Income

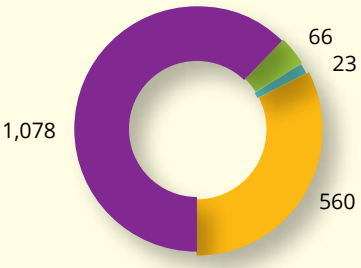
2022 - $1,026K



- Donations
- Government Funding
- Programme Fees
- Other Income

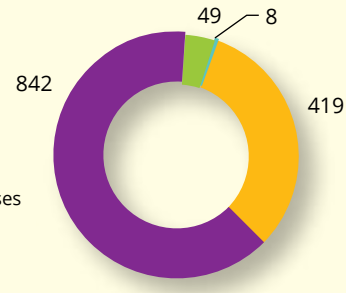
2021 - $1,027K

Sree Narayana Mission Senior Care Centre (Expenditure)



- Direct Expenses
- Manpower Costs
- Administrative Expenses
- Depreciation

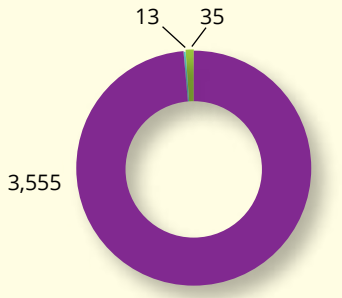
2022 - $1,727K



- Direct Expenses
- Manpower Costs
- Administrative Expenses
- Depreciation

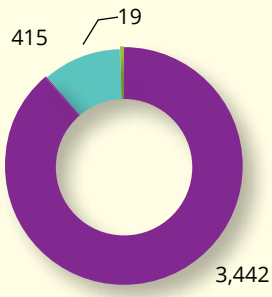
2021 - $1,319K

Meranti Home @ Pelangi Village (Income)



Donations
Government Funding
Programme Fees
Other Income

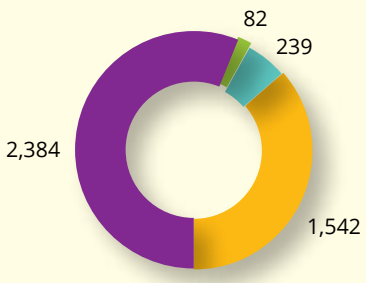
2022 - $3,603K



Donations
Government Funding
Programme Fees
Other Income

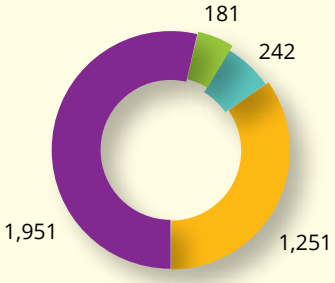
2021 - $3,876K

Meranti Home @ Pelangi Village (Expenditure)



Direct Expenses
Manpower Costs
Administrative Expenses
Depreciation

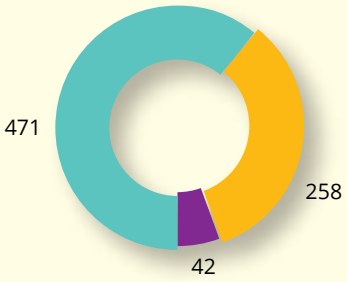
2022 - $4,246K



Direct Expenses
Manpower Costs
Administrative Expenses
Depreciation

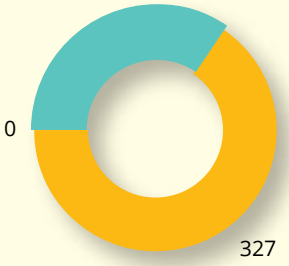
2021 - $3,625K

SNM Community Programmes (Income)



Donations
Government Funding
Programme Fees
Other Income

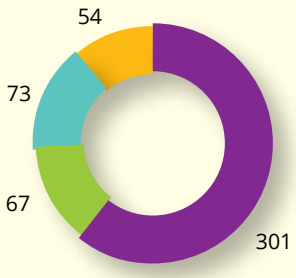
2022 - $771K



Donations
Government Funding
Programme Fees
Other Income

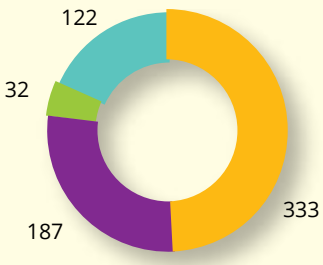
2021 - $444K

SNM Community Programmes (Expenses)



Direct Expenses
Manpower Costs
Administrative Expenses
Depreciation

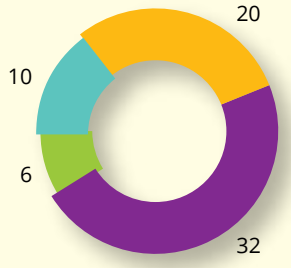
2022 - $495K



Direct Expenses
Manpower Costs
Administrative Expenses
Depreciation

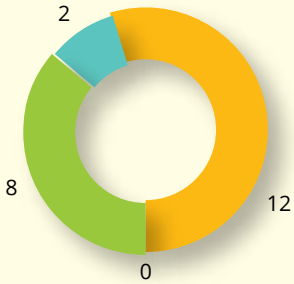
2021 - $675K

SNM Social & Cultural (Income)



Donations
Government Funding
Programme Fees
Other Income

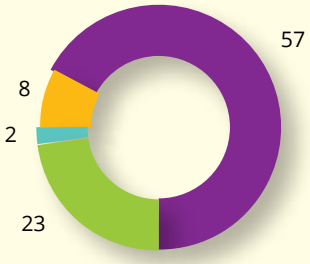
2022 - $67K



Donations
Government Funding
Programme Fees
Other Income

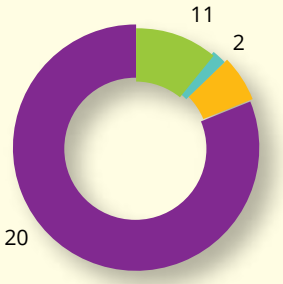
2021 - $23K

SNM Social & Cultural (Expenditure)



Direct Expenses
Manpower Costs
Administrative Expenses
Depreciation

2022 - $90K

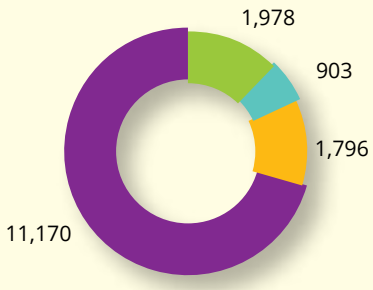


Direct Expenses
Manpower Costs
Administrative Expenses
Depreciation

2021 - $40K

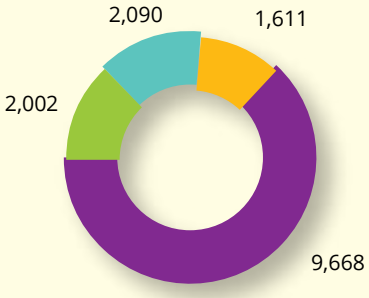
Sree Narayana Mission (Singapore) Consolidated (Income)

(after eliminating shared services cost allocation - $2,457K)



Donations
Government Funding
Programme Fees
Other Income

2022 - $15,847K

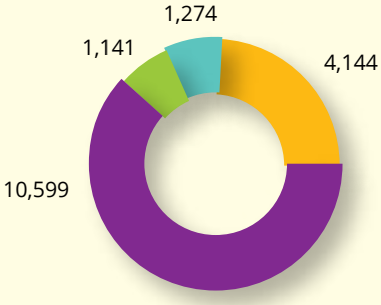


Donations
Government Funding
Programme Fees
Other Income

2021 - $15,370K

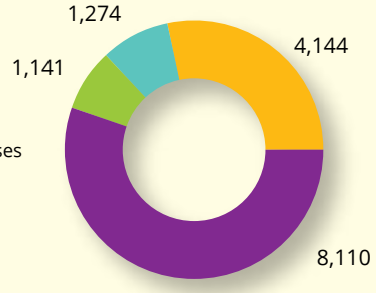
Sree Narayana Mission (Singapore) Consolidated (Expenses)

(after eliminating shared services cost allocation - $2,457K)



Direct Expenses
Manpower Costs
Administrative Expenses
Depreciation

2022 - $17,158K



Direct Expenses
Manpower Costs
Administrative Expenses
Depreciation

2021 - $14,669K

Reserve Policy

General funds are set aside to provide for future operating expenses and expenses related to the principal activities of the Mission directed by the Management Committee. The Management Committee reviews the adequacy of this reserve on an annual basis. Usage of restricted funds are guided by the terms specified by the funder/donor.

SNM's Cash Reserves Policy

SNM's Reserves Policy is to ensure an appropriate level of reserves for the long-term sustainability of its programmes. In this regard, SNM seeks to maintain at least three times its annual operating expenditure of its respective programmes.

Principle Considerations

- There is a need to ensure that SNM has sufficient funds to support its Community Programmes for at least three years (which is the norm for Social Service sector programmes).

- There is a need for SNM to leverage on the Ministry of Health's (MOH) Community Silver Trust (CST) scheme that supports capacity and capability building initiatives by matching charity dollars raised - capped at $5 million per financial year (SNM has, on average, achieved an average matching grant of $800,000 annually).

Programme	Cash Reserve 2022	Ratio of Cash Reserve to Operating Expenditure 2022	Remarks	Status
SNM Nursing Home	16,070,410	1.5 times	Partially subvented by MOH based on means-testing Approximately $7M has been set aside for the rejuvenation of our current nursing home premises.	
SNM Senior Care Centres	559,612	0.3 times	Partially subvented by MOH based on means-testing.	
Community Programmes	641,149	1.3 times	Community Programme is funded through donations.	
Meranti Home	1,701,303	0.4 times	Fully subvented by MSF.	

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2022

	2022 $	2021 $
ASSETS		
Non-current assets		
Property, plant and equipment	6,014,932	6,730,023
Current assets		
Grant receivables	1,388,469	711,589
Other receivables	859,201	505,129
Deposits and prepayments	310,053	183,749
Cash and cash equivalents	21,234,088	23,221,077
	23,791,811	24,621,544
Total assets	29,806,743	31,351,567
LIABILITIES AND FUNDS		
Current liabilities		
Trade and other payables	4,473,990	4,255,672
Lease liabilities	641,912	670,488
	5,115,902	4,926,160
Non-current liabilities		
Lease liabilities	110,451	533,308
Total liabilities	5,226,353	5,459,468
NET ASSETS	24,580,390	25,892,099
FUNDS		
Unrestricted funds		
General funds	16,042,447	16,029,913
Restricted funds		
General funds - restricted	7,914,109	9,257,734
Designated funds - restricted for milk powder	50,496	74,473
Community Silver Trust - restricted	563,026	519,667
Residents funds - restricted	10,312	10,312
	8,537,943	9,962,186
TOTAL FUNDS	24,580,390	25,892,099

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2022

	2022			2021
	Restricted Funds	Unrestricted Funds	Total Funds	
Incoming resources	$	$	$	$
Incoming resources from generated funds				
- Voluntary income	4,722,759	7,091,035	11,813,794	11,124,712
- Income from fund-raising activities	-	-	-	309,510
- Interest income	197	25,519	25,716	38,897
Incoming resources from charitable activities				
- Fees from residents	241,114	1,737,179	1,978,293	1,994,368
Other incoming resources				
- Miscellaneous income	378,385	4,662,482	5,040,867	4,171,301
Total incoming resources	5,343,824	13,516,215	18,858,670	17,638,788
Resources expended				
Costs of generating funds				
- Costs of generating voluntary funds	11,647	314,628	326,275	372,759
- Fund raising expenses	-	-	-	74
Costs of charitable activities	5,845,547	6,125,073	11,970,620	10,257,309
Governance costs	809,504	7,038,803	7,848,307	6,117,558
Other resources expended	-	25,177	25,177	35,314
Total resources expended	6,666,698	13,503,681	20,170,379	16,783,014
Net (deficit) / surplus for the year	(1,324,243)	12,534	(1,311,709)	855,774
Net (deficit)/surplus for the year transferred to funds	(1,324,243)	12,534	(1,311,709)	855,774
Total funds brought forward	9,862,186	16,029,913	25,892,099	25,036,325
Total funds carried forward	8,537,943	16,042,447	24,580,390	25,892,099

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2022

	2022 $	2021 $
Cash flows from operating activities:		
Surplus for the year transferred to funds	(1,311,709)	855,774
Adjustments for:		
Allowance for credit loss	88,130	53,663
Interest income	(25,716)	(38,897)
Loss on property, plant and equipment written off	-	81
Interest expense on lase liabilities	35,576	48,179
Depreciation of property, plant and equipment	1,283,316	1,324,323
Operating surplus before working capital changes	69,597	2,243,123
Grant and other receivables	(1,119,082)	(57,016)
Deposits and prepayments	(126,304)	8,813
Trade and other payables	218,318	325,036
Net cash generated from operating activities	957,471	2,519,956
Cash flows from investing activities		
Purchase of property, plant and equipment	(392,196)	(540,391)
Disposal of property, plant and equipment	56,491	-
Placement) of fixed deposit	(25,000)	-
Interest received	25,716	38,897
Net cash used in investing activities	(334,989)	(501,494)
Cash flows from financing activities		
Payment of principal portion of lease liabilities	(683,960)	(654,239)
Interest paid	(35,575)	(48,179)
Net cash used in financing activities	(719,535)	(702,418)
Net increase / (decrease) in cash and cash equivalents	(2,011,995)	1,316,044
Cash and cash equivalents at beginning of financial year	13,091,445	11,775,401
Cash and cash equivalents at end of financial year	11,079,450	13,091,445

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:
01/03/2021 to 29/02/2024
(first approved as an IPC in 1987)

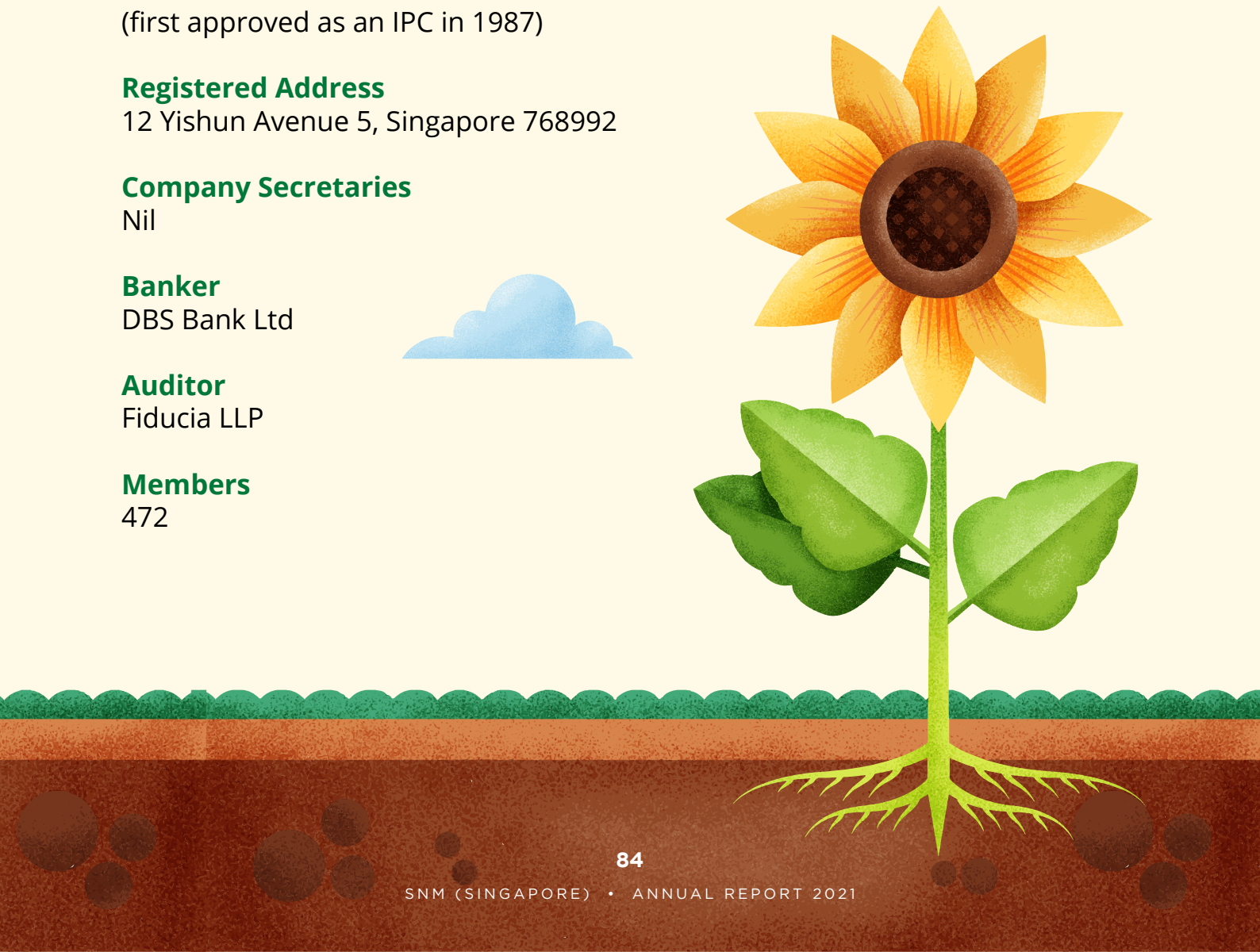
Registered Address
12 Yishun Avenue 5, Singapore 768992

Company Secretaries
Nil

Banker
DBS Bank Ltd

Auditor
Fiducia LLP

Members
472



SREE NARAYANA MISSION (SINGAPORE)

[UEN. S48SS0016D]
[A Society registered under the Societies Act 1966 in the Republic of Singapore]

AUDITED CONSOLIDATED FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2022

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Public Accountants and
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STATEMENT BY THE MANAGEMENT COMMITTEE

In the opinion of the Management Committee, the consolidated financial statements of Sree Narayana Mission (Singapore) (the "Mission") are drawn up so as to present fairly, in all material respects, the state of affairs of the Mission as at 31 March 2022 and the results, changes in funds and cash flows of the Mission for the financial year then ended.

At the date of this statement, there are reasonable grounds to believe that the Mission will be able to pay its debts as and when they fall due.

The Management Committee, comprising the following, authorised the issue of these financial statements on

President	Jayadev s/o Kesavan Narayanan Unnithan
Vice President	Anil Sarasijakshan
Honorary General Secretary	Damodaran Shalini
Honorary Assistant Secretary	Vidya Sasidharan
Honorary Treasurer	Karthikeyan Adappattu Raman
Honorary Assistant Treasurer	Anusha Senan
Committee Member	Raghavan Mohandas
Committee Member	Divakaran Sabu
Committee Member	Prakash Sadasivan
Committee Member	Sarala Devi Pillai
Committee Member	Shanavas Vijayan
Committee Member	Bina Damodaran
Committee Member	Sree Devi Balakrishna Pillay
Committee Member	Sudhesh Vasu Dash
Committee Member	Suraj Senan
Committee Member	T.G. Sajir
Committee Member	Swapna Dayanandan

For and on behalf of the Management Committee,

Jayadev s/o Kesavan Narayanan Unnithan
President

Karthikeyan Adappattu Raman
Honorary Treasurer

Singapore,

Fiducia LLP
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Independent auditor's report to the members of:

SREE NARAYANA MISSION (SINGAPORE)
[UEN. S48SS0016D]
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Report on the Audit of the Financial Statements

Opinion

We have audited the consolidated financial statements of Sree Narayana Mission (Singapore) (the "Mission"), which comprise the consolidated statement of financial position as at 31 March 2022, and the consolidated statement of financial activities, consolidated statement of changes in funds, and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements are properly drawn up in accordance with the provisions of the Societies Act 1976 (the "Societies Act"), the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRSs") so as present fairly, in all material respects, the state of affairs of the Mission as at 31 March 2022 and the results, changes in the funds and cash flows of the Mission for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Mission in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the Statement by the Management Committee (set out on page 2), but does not include the financial statements and our auditor's report thereon, which we obtained prior to the date of this auditor's report, and the annual report, which is expected to be made available to us after that date.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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CONT'D

Independent auditor's report to the members of:

SREE NARAYANA MISSION (SINGAPORE)
[UEN. S48SS0016D]
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Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with the provisions of the Societies Act, the Charities Act and Regulations and FRSs, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Mission's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Mission or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Mission's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Mission's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

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CONT'D

Independent auditor's report to the members of:

SREE NARAYANA MISSION (SINGAPORE)
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Auditor's Responsibilities for the Audit of the Financial Statements (Cont'd)

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Mission's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Mission to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the entities or business activities within the Mission to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

In our opinion:

a) the accounting and other records required to be kept by the Mission have been properly kept in accordance with the provisions of the Societies Regulations enacted under the Societies Act, the Charities Act and Regulations; and

b) the fund-raising appeal held during the period during the year has been carried out in accordance with Regulation 6 of the Societies Regulations issued under the Societies Act and proper accounts and other records have been kept of the fund-raising appeal.

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(CONT'D)

Independent auditor's report to the members of:

SREE NARAYANA MISSION (SINGAPORE)
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Report on Other Legal and Regulatory Requirements (Cont'd)

During the course of our audit, nothing has come to our attention that causes us to believe that during the year:

a) the Mission has not used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and

b) the Mission has not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.

Fiducia LLP

Fiducia LLP
Public Accountants and
Chartered Accountants

Singapore, 24 JUL 2022

Partner-in-charge: Gan Chek Huat
PAB No.: 01939

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2022

		2022			2021		
		Restricted funds	Unrestricted funds	Total funds	Restricted funds	Unrestricted funds	Total funds
INCOME		S$	S$	S$	S$	S$	S$
Income from generating funds							
Voluntary income	4	4,722,759	7,091,035	11,813,794	4,573,460	6,551,252	11,124,712
Income from fund-raising activities	4	0	0	0	0	309,510	309,510
Interest income	4	197	25,519	25,716	248	38,649	38,897
Income from charitable activities							
Fees from residents	4	241,114	1,737,179	1,978,293	167,552	1,826,816	1,994,368
Other incoming resources							
Miscellaneous income	6	378,385	4,662,482	5,040,867	601,819	3,569,482	4,171,301
Total incoming resources		5,342,455	13,516,215	18,858,670	5,343,079	12,295,709	17,638,788
EXPENDITURE							
Costs of generating funds							
Costs of generating voluntary funds	7	11,647	314,628	326,275	10,735	362,024	372,759
Fund raising expenses	5	0	0	0	0	74	74
Costs of charitable activities	9	5,845,547	6,125,073	11,970,620	4,662,682	5,594,627	10,257,309
Governance costs	10	809,504	7,038,803	7,848,307	718,630	5,398,928	6,117,558
Other resources expended	11	0	25,177	25,177	20	35,294	35,314
Total resources expended		6,666,698	13,503,681	20,170,379	5,392,067	11,390,947	16,783,014
Net (deficit)/surplus for the year		(1,324,243)	12,534	(1,311,709)	(48,988)	904,762	855,774

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2022

	Note	2022 S$	2021 S$
ASSETS			
Non-current assets			
Property, plant and equipment	14	6,014,932	6,730,023
Current assets			
Grant receivables	15	1,388,469	711,589
Other receivables	16	859,201	505,129
Deposits and prepayments	17	310,053	183,749
Cash and cash equivalents	18	21,234,088	23,221,077
		23,791,811	24,621,544
Total assets		29,806,743	31,351,567
LIABILITIES			
Current liabilities			
Trade and other payables	19	4,473,990	4,255,672
Lease liabilities	20	641,912	670,488
		5,115,902	4,926,160
Non-current liabilities			
Lease liabilities	20	110,451	533,308
Total liabilities		5,226,353	5,459,468
NET ASSETS		24,580,390	25,892,099
FUNDS			
Unrestricted funds			
General funds	21	16,042,447	16,029,913
Restricted funds			
General funds	21	7,914,109	9,257,734
Designated funds – for milk powder	21	50,496	74,473
Community Silver Trust	21	563,026	519,667
Residents funds	21	10,312	10,312
		8,537,943	9,862,186
TOTAL FUNDS		24,580,390	25,892,099

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN FUNDS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2022

2022	Restricted funds S$	Unrestricted funds S$	Total funds S$
At beginning of financial year	9,862,186	16,029,913	25,892,099
Net (deficit)/surplus for the year	(1,324,243)	12,534	(1,311,709)
At end of financial year	8,537,943	16,042,447	24,580,390

2021	Restricted funds S$	Unrestricted funds S$	Total funds S$
At beginning of financial year	9,911,174	15,125,151	25,036,325
Net (deficit)/surplus for the year	(48,988)	904,762	855,774
At end of financial year	9,862,186	16,029,913	25,892,099

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2022

	Note	2022 S$	2021 S$
Cash flows from operating activities			
Net (deficit)/surplus for the year		(1,311,709)	855,774
Adjustments for:			
- Allowance for credit loss on fee receivables		88,130	53,663
- Interest income	4	(25,716)	(38,897)
- Loss on property, plant and equipment written off		0	81
- Interest expense on lease liabilities	20	35,576	48,179
- Depreciation	14	1,283,316	1,324,323
Operating cash flows before working capital changes		69,597	2,243,123
Changes in working capital:			
- Grant and other receivables		(1,119,082)	(57,016)
- Deposits and prepayments		(126,304)	8,813
- Trade and other payables		218,318	325,036
Net cash (used in)/generated from operating activities		(957,471)	2,519,956
Cash flows from investing activities			
Purchase of property, plant and equipment		(392,196)	(540,391)
Disposal of property, plant and equipment		56,491	0
Placement of fixed deposits		(25,000)	0
Interest received		25,716	38,897
Net cash used in investing activities		(334,989)	(501,494)
Cash flows from financing activities			
Payment of principal portion of lease liabilities		(683,960)	(654,239)
Interest paid		(35,575)	(48,179)
Net cash used in financing activities		(719,535)	(702,418)
Net (decrease)/increase in cash and cash equivalents		(2,011,995)	1,316,044
Cash and cash equivalents at beginning of financial year		13,091,445	11,775,401
Cash and cash equivalents at end of financial year	18	11,079,450	13,091,445

The accompanying notes form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2022

These notes form an integral part of and should be read in conjunction with the accompanying consolidated financial statements.

1. General information

Sree Narayana Mission (Singapore) (the "Mission") is a society registered with the Registry of Societies on 18 June 1948 under the Societies Act 1976. The Mission has its own office at Sree Narayana Mission Building No. 12 Yishun Avenue 5, Singapore 768992. The Mission is also registered with the Commissioner of Charities as a charity since 6 August 1987.

Sree Narayana Mission (Singapore) has been conferred with the Institutions of a Public Character ("IPC") status by the Ministry of Social and Family Development ("MSF") for the period from 1 March 2018 to 28 February 2021. The Mission has renewed its IPC status from 1 March 2021 to 29 February 2024.

The principal activities of the Mission are those of providing social care services to the community and the running of the Sree Narayana Mission Nursing Home, which provides residential and institutional care for elderly in Singapore. In addition, the Mission administers the Sree Narayana Mission – Building Funds, Sree Narayana Mission Nursing Home – Residents Funds, Sree Narayana Mission Senior Care Centres and Meranti Home at Pelangi Village.

The Mission's objectives are to propagate the Guru's teachings, to promote unity and friendship among people through cultural and recreational activities, observes Guru's Samadhi Day and to celebrate Birthday of the Guru and other days of significance, as the Committee may deem fit and appropriate.

The consolidated financial statements for the Mission is prepared and composed of the financial statements of the following entity and welfare programme/ divisions:

i. SNM Nursing Home;
ii. SNM Senior Care Centres;
iii. Meranti Home at Pelangi Village;
iv. SNM Community Programmes;
v. SNM Mission Social and Cultural Programmes; and
vi. Shared Services Division.

Structure, Governance and Management

Management Committee

The governing instruments of the Mission are the Constitution of Sree Narayana Mission (Singapore).

The Management Committee meets at least once a month. The General Secretary may call a Management Committee meeting at any time by giving 3 days' notice. At least one half of the Management Committee members must be present to constitute a quorum. A copy of the minutes of all Committee meetings and monthly statements of account should be forwarded to the Executive Committee of Sree Narayana Mission (Singapore).

Trustees

The Mission has seven trustees elected from its members at the Annual General Meeting for two consecutive terms.

1. General information (Cont'd)

Structure, Governance and Management (Cont'd)

Audit Committee

The Audit Committee meets at least twice a year. Audit Committee reviews financial policies and procedures and recommend improvement to internal control, internal audit programme and receives reports on internal audit findings.

Custodian Trustee

Money which belongs to the residents are kept in the bank and managed by the Management Committee.

Investment policies

The investment policies of the Mission are conservative. Cash is placed as fixed deposit with banks of acceptance credit ratings and denominated in Singapore Dollar.

2. Significant accounting policies

2.1 Basis of preparation

The consolidated financial statements of the Mission have been drawn up in accordance with Financial Reporting Standards in Singapore ("FRSs") and the disclosure requirements of the Societies Act 1976 and the Charities Act 1994. The consolidated financial statements have been prepared on the historical cost basis except as disclosed in the accounting policies below.

These consolidated financial statements are presented in Singapore Dollar (S$), which is the Mission's functional currency. Functional currency is the currency of the primary economic environment in which the Mission operates. All financial information presented are denominated in Singapore Dollar unless otherwise stated.

The preparation of these consolidated financial statements in conformity with FRSs requires management to exercise its judgement in the process of applying the Mission's accounting policies. It also requires the use of certain critical accounting estimates and assumptions. The areas involving a higher degree of judgement or complexity, or areas where estimates and assumptions are significant to the consolidated financial statements are disclosed in Note 3.

2.1.1 Interpretations and amendments to published standards effective in 2021

In the current financial year, the Mission adopted the new or amended FRSs and Interpretations to FRSs ("INT FRSs") that are mandatory for application for the financial year. Changes to the Mission's accounting policies have been made as required, in accordance with the transitional provisions in the respective FRSs and INT FRSs.

The adoption of these new or amended FRS and INT FRS did not result in substantial changes to the Mission's accounting policies and had no material effect on the amounts reported for the current or prior financial years.

2. Significant accounting policies (Cont'd)

2.1 Basis of preparation (Cont'd)

2.1.2 Standards issued but not yet effective

The Mission has not adopted the following standards applicable to the Mission that have been issued but not yet effective:

Description	Effective for annual periods beginning on or after
Amendments to:	
- FRS 103: References to the Conceptual Framework	1 January 2022
- FRS 16: Property, Plant and Equipment – Proceeds before Intended Use	1 January 2022
- FRS 37: Onerous Contracts – Cost of Fulfilling a Contract	1 January 2022
Annual Improvements to FRSs 2018-2020	1 January 2022
Amendments to:	
- FRS 1: Classification of Liabilities as Current or Non-current	1 January 2023
- FRS 1 and FRS Practice Statement 2: Disclosure of Accounting Policies	1 January 2023
- FRS 8: Definition of Accounting Estimates	1 January 2023
- FRS 12: Deferred tax related to Assets and Liabilities arising from a single transaction	1 January 2023
- FRS 10 and FRS 28 Sale or Contribution of Assets between an Investor Date to be determined and its Associate or Joint Venture	Date not yet determined

The Management Committee believes that the adoption of the revised standards and interpretations will have no material impact on the financial statements in the year of initial application.

2.2 Income recognition

Income is measured based on the consideration to which the Mission expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Income is recognised when the mission satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of income recognised is the amount allocated to the satisfied performance obligation. Income is recognised as follows:

2.2.1 Rendering of services

The Mission provides patient services and organises social activities, events and programmes, where they are sold separately. Revenue generated from patient services, social activities, events and programmes are recognised when the services have been performed and rendered.

2.2.2 Donations

General donations, contributions from members and appeal donations are recognised at a point in time when the receipts are obtained and under the control of the Mission.

2. Significant accounting policies (Cont'd)

2.2 Income recognition (Cont'd)

2.2.4 Donation-in-kind

Goods donated are recorded at value based on a reasonable estimate of their value. Assets which are donated for resale or consumption are not recorded when received if the value of such assets is not material and it is not practical to ascertain the value of the items involved. No value is ascribed to volunteer services.

The recognition of donation-in-kind revenue is limited to donations where the Mission takes possession and the Mission is original recipient of the donation. Donation in kind revenue is recognised at a point in time when the control of the goods is transferred to the Mission, generally on delivery of the goods.

2.2.5 Grants

Grants to fund operating expenses are recognised as income on an accrual basis. Based on the funding principles, accruals are made for any potential over/under funding payable to / recoverable from the Ministry of Health ("MOH") and National Council of Social Service ("NCSS").

Grant income accounted for in accordance with the accounting policy for government grants are discussed in Note 2.3.

2.2.6 Fees from residents

Fees from residents are recognised over the period when services are rendered.

2.2.7 Fund raising events

Income from fund raising events is accounted for on a cash basis.

2.2.8 Interest income

Interest income is recognised over time using the effective interest rate method.

2.2.9 Management fee and cost recover

Management fee and cost recover is recognised based on cost allocation from shared services division.

2.2.10 Miscellaneous income

Miscellaneous income is recognised on accrual basis when monies are received or pledged and collection is certain.

2.3 Government Grants

Government grants are not recognised until there is reasonable assurance that the Mission will comply with the conditions attached to them and the grants will be received.

Grants for the purchase of depreciable assets are taken to the deferred capital grants upon utilisation of the grants if the assets are capitalised. Deferred capital grants are recognised in the statement of financial activities over the periods necessary to match the depreciation of the assets financed by the related grants. On disposal of an item of property, plant and equipment, the balance of the related grants is recognised in the statement of financial activities to match the net carrying amount of the property, plant and equipment disposed.

2. Significant accounting policies (Cont'd)

2.3 Government Grants (Cont'd)

Other grants are recognised as income over the periods necessary to match them with the costs for which they are intended to compensate, on a systematic basis. Government grants that are receivables as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Mission with no future related costs are recognised in statement of financial activities in the period in which they become receivable.

2.4 Expenditure

All expenditure is accounted for on accrual basis, aggregated under the respective areas. Direct costs are attributed to the activity where possible. Where costs are not wholly attributable to an activity, they are appointed on a basis consistent with the use of resources.

2.4.1 Costs of generating voluntary income

The costs of generating voluntary income are those costs attributable to generating income for the Mission, includes salaries and directly attributable overheads.

2.4.2 Costs of charitable activities

The charitable activities of the Mission flow from its vision and purpose. The primary charitable activities are care services provided to the destitute elderly.

2.4.3 Governance costs

Governance costs are those incurred in compliance with constitutional and statutory requirement including related professional fees.

2.5 Employee compensation

2.5.1 Defined contribution plans

The Mission makes contributions to the Central Provident Fund scheme in Singapore, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed. The Mission has no further payment obligation once the contributions have been paid.

2.5.2 Employee leaves entitlement

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the reporting date.

2.6 Leases

The Mission assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

<u>When the Mission is the lessee</u>

The Mission applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Mission recognises lease liabilities representing the obligations to make lease payments and right-of-use assets representing the right to use the underlying leased assets.

2. Significant accounting policies (Cont'd)

2.6 Leases (Cont'd)

When the Mission is the lessee (Cont'd)

2.6.1 Right-of-use assets

The Mission recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

If ownership of the leased asset transfers to the Mission at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment. The accounting policy for impairment is disclosed in Note 2.8. The Mission's right-of-use assets are presented within property, plant and equipment as disclosed in Note 14.

2.6.2 Lease liabilities

The initial measurement of lease liability is measured at the present value of the lease payments discounted using the implicit rate in the lease, if the rate can be readily determined. If that rate cannot be readily determined, the Mission shall use its incremental borrowing rate.

Lease payments include the following:

- Fixed payment (including in-substance fixed payments), less any lease incentives receivables;
- Variable lease payment that are based on an index or rate, initially measured using the index or rate as at the commencement date;
- Amount expected to be payable under residual value guarantees;
- The exercise price of a purchase option if is reasonably certain to exercise the option; and
- Payment of penalties for terminating the lease, if the lease term reflects the Mission exercising that option.

For contract that contain both lease and non-lease components, the Mission allocates the consideration to each lease component on the basis of the relative stand-alone price of the lease and non-lease component. The Mission has elected to not separate lease and non-lease component for property lease and account these as one single lease component.

Lease liability is measured at amortised cost using the effective interest method. Lease liability shall be remeasured when:

- There is a change in future lease payments arising from changes in an index or rate;
- There is a change in the Mission's assessment of whether it will exercise an extension option; or
- There are modifications in the scope or the consideration of the lease that was not part of the original term.

2. Significant accounting policies (Cont'd)

2.7 Leases (Cont'd)

When the Mission is the lessee (Cont'd)

2.6.2 Lease liabilities (Cont'd)

Lease liability is remeasured with a corresponding adjustment to the right-of-use asset, or is recorded in the statement of financial activities if the carrying amount of the right-of-use asset has been reduced to zero.

The Mission's lease liabilities are disclosed in Note 20.

The Mission has applied the amendment to FRS 116 Leases: Covid-19-Related Rent Concessions. The Mission applies the practical expedient allowing it not to assess whether a rent concession related to COVID-19 is a lease modification. The Mission applies the practical expedient consistently to contracts with similar characteristics and in similar circumstances. For rent concessions in leases to which the Mission chooses not to apply the practical expedient, or that do not qualify for the practical expedient, the Mission assesses whether there is a lease modification.

2.6.3 Short-term leases and leases of low-value assets

The Mission applies the short-term lease recognition exemption to its short-term leases of machinery (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

2.6.4 Variable lease payments

Variable lease payments that are not based on an index or a rate are not included as part of the measurement and initial recognition of the lease liability. The Mission shall recognise those lease payments in the statement of financial activities in the periods that triggered those lease payments.

2.7 Property, plant and equipment

2.7.1 Measurement

All items of property, plant and equipment are initially recorded at cost. Subsequent to recognition, property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses.

The cost of property, plant and equipment includes its purchase price and any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Dismantlement, removal or restoration costs are included as part of the cost of property, plant and equipment if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using the property, plant and equipment.

2. Significant accounting policies (Cont'd)

2.7 Property, plant and equipment (Cont'd)

2.7.2 Depreciation

Freehold land is not depreciated. Depreciation is calculated using the straight-line method to allocate their depreciable amounts over their estimated useful lives as follows:

	Useful life
Freehold building	50 years
Furniture and fittings	8 years
Office and sundry equipment	5 years
Motor vehicles	5 years
Medical equipment	5 years
Kitchen equipment	5 years
Electrical installation	10 years
Building and renovation	3 – 5 years
Right-of-use assets	Over the remaining lease term

Assets work-in-progress are not depreciated as these assets are not yet available for use.

The residual values, estimated useful lives and depreciation method of property, plant and equipment are reviewed, and adjusted as appropriate, at each reporting date. The effects of any revision are recognised in the statement of financial activities in the financial year in which the changes arise.

Fully depreciated assets still in use are retained in the financial statements.

2.7.3 Subsequent expenditure

Subsequent expenditure relating to property, plant and equipment that have already been recognised is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the Mission and the cost of the item can be measured reliably. Other subsequent expenditure is recognised as repair and maintenance expenses in the statement of financial activities during the financial year in which it is incurred.

2.7.4 Disposal

On disposal of an item of property, plant and equipment, the difference between the net disposals proceeds and its carrying amount is taken to the statement of financial activities.

2.8 Impairment of non-financial assets

Non-financial assets are tested for impairment whenever there is any objective evidence or indication that these assets may be impaired.

For the purpose of impairment testing of assets, recoverable amount (i.e. the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. If this is the case, the recoverable amount is determined for the cash-generating unit ("CGU") to which the asset belongs. If the recoverable amount of the asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount.

2. Significant accounting policies (Cont'd)

2.8 Impairment of non-financial assets (Cont'd)

The difference between the carrying amount and recoverable amount is recognised as an impairment loss in statement of financial activities, unless the asset is carried at revalued amount, in which case, such impairment loss is treated as a revaluation decrease.

An impairment loss for an asset is reversed only if, there has been a change in the estimates used to determine the assets recoverable amount since the last impairment loss was recognised. The carrying amount of this asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of accumulated depreciation) had no impairment loss been recognised for the asset in prior years.

2.9 Financial assets

2.9.1 Classification and measurement

The Mission classifies its financial assets under the amortised cost category.

The classification of debt instruments depends on the Mission's business model for managing the financial assets as well as the contractual terms of the cash flows of the financial assets.

The Mission reclassifies debt instruments when and only when its business model for managing those assets changes.

<u>At initial recognition</u>

At initial recognition, the Mission measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial assets. Transaction costs of financial assets carried at fair value through profit or loss are expensed in statement of financial activities.

<u>At subsequent measurement</u>

Debt instruments of the Mission mainly comprise of cash and cash equivalents, deposits and grants, and other receivables.

There are three prescribed subsequent measurement categories, depending on the Mission's business model in managing the assets and the cash flow characteristic of the assets. The Mission managed these group of financial assets by collecting the contractual cash flow and these cash flows represents solely payment of principal and interest. Accordingly, these group of financial assets are measured at amortised cost subsequent to initial recognition.

A gain or loss on a debt investment that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in statement of financial activities when the asset is derecognised or impaired. Interest income from these financial assets are recognised using the effective interest rate method.

2. Significant accounting policies (Cont'd)

2.9 Financial assets (Cont'd)

2.9.2 Impairment

The Mission assesses on forward looking basis the expected credit losses associated with its debt instruments carried at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

For cash and cash equivalents, deposits and grants, and other receivables, the general 3 stage approach is applied. Credit loss allowance is based on 12-month expected credit loss if there is no significant increase in credit risk since initial recognition of the assets. If there is a significant increase in credit risk since initial recognition, lifetime expected credit loss will be calculated and recognised.

2.9.3 Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date — the date on which the Mission commits to purchase or sell the asset.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Mission has transferred substantially all risks and rewards of ownership.

On disposal of a debt instrument, the difference between the carrying amount and the sale proceeds is recognised in statement of financial activities.

2.10 Cash and cash equivalents

Cash and cash equivalents include cash on hand and deposits with financial institutions which are subject to an insignificant risk of change in value.

2.11 Financial liabilities

Financial liabilities are recognised when the Mission becomes a party to the contractual agreements of the instrument and are classified according to the substance of the contractual arrangements entered into. All interest related charges are recognised in the statement of financial activities. Financial liabilities include "trade and other payables" and "lease liabilities" in the statement of financial position.

Financial liabilities which are due to be settled within 12 months after the reporting date are presented as current liabilities in the statement of financial position even though the original term was for a period longer than 12 months and an agreement to refinance, or to reschedule payments, on a long-term basis is completed after the reporting date and before the financial statements are authorised for issue. Other financial liabilities due to be settled more than 12 months after the reporting date are presented as non-current liabilities in the statement of financial position.

Financial liabilities are derecognised when the obligations under the liability is discharged, cancelled or expired. When existing financial liabilities are replaced by another from the same lender on substantially different terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in respective carrying amounts is recognised in the statement of financial activities.

2. Significant accounting policies (Cont'd)

2.12 Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the Mission prior to the end of financial year which are unpaid. They are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). Otherwise, they are presented as non-current liabilities.

Trade and other payables are initially recognised at fair value, and subsequently carried at amortised cost using the effective interest method.

Other payables excluding accruals, are recognised at their transaction price, excluding transaction cost, if any, both at initial recognition and at subsequent measurement. Transaction costs are recognised as expenditure in the statement of comprehensive income as incurred. Accruals are recognised at the best estimate of the amount payable.

2.13 Provisions for other liabilities and charges

Provisions for other liabilities and charges are recognised when the Mission has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated.

2.14 Funds

Monies received for specific purposes, including transfers from the general funds, are credited directly to the respective funds in the financial statements. These include restricted funds and unrestricted funds. Restricted funds are funds held by the Mission that can only be applied for specific purposes. These funds are subject to specific trusts which may be declared by the donors or with their authority or created through legal process but are still within the wider objects of the Mission. Unrestricted funds are expendable at the discretion of the Mission's Management Committee in furtherance of the Mission objects. Designated funds are part of the unrestricted funds earmarked for a particular object. The designation is for administrative purpose only and does not restrict the Mission's discretion to apply funds.

Income and expenditure relating to specific funds are accounted for directly in the funds to which they relate. Common expenses, if any, are allocated on a reasonable basis to the funds based on a method suitable to this common expense. Assets and liabilities of the specific funds are pooled in the statement of financial position.

Funds received for the specific purposes such as purchase of depreciable assets are taken to relevant designated funds account. The relevant funds will be reduced over the useful life of the asset in line with its depreciation. Depreciation is charged to the relevant designated funds where the asset is held.

2.15 Borrowing costs

Borrowing costs are recognised in the statement of financial activities using the effective interest method. Borrowing costs may include interest in respect of lease liabilities recognised in accordance with FRS 116.

2.16 Contingencies

Contingent liabilities are not recognised in the financial statements. They are disclosed unless the possibility of an outflow of resources embodying economic benefits is remote. A contingent asset is not recognised in the financial statements but disclosed when an inflow of economic benefit is probable.

2. Significant accounting policies (Cont'd)

2.17 Events after the reporting date

Post year-end events that provide additional information about the Mission's position at the reporting date (adjusting events) are reflected in the financial statements. Post year-end events that are not adjusting events are disclosed in the notes to the financial statements when material.

3. Critical accounting estimates, assumptions and judgements

Estimates, assumptions concerning the future and judgements are made in the preparation of the financial statements. They affect the application of the Mission's accounting policies, reported amounts of assets, liabilities, income and expenses, and disclosures made. They are assessed on an ongoing basis and are based on experience and relevant factors, including expectations of future events that are believed to be reasonable under the circumstances.

3.1 Critical accounting estimates and assumptions

The Mission makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimate and assumption that has a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year is discussed below.

3.1.1 Useful lives of plant and equipment

Management determines the estimated useful lives and the related depreciation for its property, plant and equipment based on the period over which the property, plant and equipment are expected to provide economic benefits. Management's estimation of the useful lives of property, plant and equipment is based on collective assessment of industry practice, internal technical evaluation and experience with similar assets.

The estimation of the useful lives of the property, plant and equipment could change significantly due to physical wear and tear, technical or commercial obsolesce and legal or other limits on the use of plant and equipment. The depreciation charge is increased where useful lives are less than previously estimated lives.

The carrying amounts of the Mission's property, plant and equipment was disclosed in Note 14 to the financial statements.

Based on Management's assessment, no change in the estimated useful lives of property, plant and equipment are required as of 31 March 2022 and 31 March 2021.

3.1.2 Impairment of property, plant and equipment

Property, plant and equipment are tested for impairment whenever there is any objective evidence or indication that these assets may be impaired. This requires an estimation of the value in use of the cash-generating units. Estimating the value in use requires the Mission to make an estimate of the expected future cash flows from the cash-generating units and also to choose a suitable discount rate in order to calculate the present value of those cash flows.

3.1.3 Provision for expected credit losses of other receivables

Expected credit losses are unbiased probability-weighted estimates of credit losses which are determined by evaluating a range of possible outcomes and taking into account past events*, current conditions and assessment of future economic conditions.*

3. Critical accounting estimates, assumptions and judgements (Cont'd)

3.1 Critical accounting estimates and assumptions (Cont'd)

3.1.3 Provision for expected credit losses of other receivables (Cont'd)

The Mission has used relevant historical information and loss experience to determine the probability of default of the instruments and incorporated forward looking information, including significant changes in external market indicators which involved significant estimates and judgements. In determining the expected credit losses of trade receivables, The Mission has used one year of historical losses data to determine the loss rate and applied an adjustment against the historical loss rate and forward looking information.

3.2 Critical judgements in applying the entity's accounting policies

The critical judgements in applying the entity's accounting policies at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below.

3.2.1 Government grants

Government grants to meet operating expenses are recognised as income in the income and expenditure statement on the accrual basis in the year these operating expenses were incurred and there is reasonable assurance that the Mission will comply with the conditions attached to it. For certain grants, the government agencies reserve the right to withdraw, withhold or reduce the amount of any funds approved but not yet disbursed or to call for the refund of all funds which have been disbursed to the Mission if the conditions are not met.

4. Income

4.1 Income from:

	Note	2022 S$	2021 S$
Voluntary income			
Donations			
Donations in cash – Tax deductible receipt	8	1,365,123	900,980
Donations in cash – Ordinary receipt (Non-tax deductible receipt)		133,157	183,466
Donations in kind		326,275	372,759
Grants			
CST matching grant - OPEX		357,521	0
CST matching grant – CAPEX drawdown		261,591	369,105
MSF - Welfare Home Programme		3,435,880	3,442,151
Recurrent funding – Nursing home		4,942,609	4,813,731
Recurrent funding - SCC		538,618	576,748
Rental subsidy		453,020	465,772
		11,813,794	11,124,712

4. Income (Cont'd)

4.1 Income from: (Cont'd)

	Note	2022 S$	2021 S$
Income from fund-raising activities	5	0	309,510
Interest income		25,716	38,897
Income from charitable activities			
Fees from residents		1,978,293	1,994,368

Usage of donation money is in accordance with the objectives of the Mission.

The income from voluntary income and fund-raising were allocated as follows:

	2022 S$	2021 S$
Under restricted funds:		
Grants	4,663,542	4,395,882
Donations	59,217	177,578
	4,722,759	4,573,460
Under unrestricted fund:		
Grants	5,325,697	5,271,625
Donations	1,765,338	1,589,137
	7,091,035	6,860,762
	11,813,794	11,434,222

4.2 Disaggregation of revenue from contract with customers:

	2022 S$	2021 S$
Collections from dance/music/yoga classes and membership subscription	3,850	9,235
Fees from residents	1,978,293	1,994,368
Management fee and cost recovery	2,457,050	1,765,263
	4,439,193	3,768,866
Timing of transfer of services:		
At a point in time	2,460,900	1,774,498
Over time	1,978,293	1,994,368
	4,439,193	3,768,866

There are no contract liability balances.

5. Fund-raising activities

	2022 S$	2021 S$
Income		
Flag day	0	161,990
Lighting Hearts Lighting Homes	0	147,520
	0	309,510
Expenses		
Other fundraising expenses	0	74
Percentage of fund-raising expenses over income from fund raising event	0%	0%

6. Miscellaneous income

	2022 S$	2021 S$
Collections from dance/music/yoga classes and membership subscription	3,850	9,235
Gericare funding	0	11,152
Government grants- COVID-19 Support Scheme	1,627,653	1,900,747
Guru birthday celebration income	1,815	500
ILTC salary adjustment from MOH	0	80,576
Management fee and cost recovery	2,457,050	1,765,263
Miscellaneous grants	348,877	139,115
Bicentennial Community Fund (BCF)	400,000	0
Special employment credit	13,163	33,300
Training grants	35,110	20,171
TOTE Board Funding	62,908	90,432
Wage Credit Scheme payout	86,720	108,385
Other income	3,721	12,425
	5,040,867	4,171,301

COVID- 19 Support Scheme includes Jobs Support Scheme, foreign worker levy rebates and allowances for local and foreign staff during the period of economic uncertainty due to the pandemic.

7. Costs of generating voluntary funds

	2022 S$	2021 S$
Donations in kind	326,275	372,759

8. Tax deductible donations

	2022 S$	2021 S$
Voluntary income		
Tax deductible donations	1,365,123	900,980
Income from fundraising activities		
Tax deductible donations	0	282,043
	1,365,123	1,183,023

During the financial year, the Mission issues tax deductible receipts for donations totalling S$ 1,365,123 (2021: S$1,183,023) pursuant to its Institutions of a Public Character ("IPC") status.

9. Costs of charitable activities

	2022 S$	2021 S$
Direct costs		
Staff salaries	4,571,021	3,905,592
Staff costs	576,948	681,095
Bonus	1,126,832	303,997
Foreign worker levy	824,705	564,983
Gratuity to foreign staff	82,324	159,347
Skill development levy (SDL)	8,816	10,622
CPF	472,983	351,138
Medicine and consumables	418,518	491,343
Physiotherapy/occupational therapy service	156,603	57,267
Professional fees/charges	168,119	199,885
Supplies and materials	1,656,825	1,901,257
Transport for clients – Centre Based Care	297,600	294,884
Transport - staff	37,158	55,692
Utilities – electricity, water and refuse removal	371,156	291,433
Unutilised leaves	117,229	26,616
Other direct costs	272,539	162,862
	11,159,376	9,458,013
Support costs		
Kitchen staff costs	366,020	433,205
CPF and SDF	51,043	46,933
Utilities and others	394,181	319,158
	811,244	799,296
	11,970,620	10,257,309

10. Governance costs

	2022 S$	2021 S$
Direct costs		
Bonus	481,948	234,868
CPF	305,419	226,191
Shared services allocation	2,457,050	1,717,123
Staff salaries	1,809,767	1,498,872
Other staff costs	36,549	56,843
Staff training	76,497	56,378
	5,167,230	3,790,275

10. Governance costs (Cont'd)

	Note	2022 S$	2021 S$
Other costs			
Allowance for credit loss	16	88,130	53,663
Audit fees			
- Current year		25,238	23,005
- Prior year		0	19,005
Depreciation of property, plant and equipment	14	1,283,316	1,324,323
Interest expense on lease liabilities		35,575	48,179
Maintenance costs		365,605	200,801
Printing, stationery and supplies		39,098	42,688
Professional/legal fee		53,632	41,382
Operating lease expense - Rental	20	19,141	9,329
GST absorbed		133,073	0
Disease-outbreak control expenses		345,365	111,553
Other expenses		292,904	453,355
		2,681,077	2,327,283
		7,848,307	6,117,558

11. Other resources expended

	2022 S$	2021 S$
Guru birthday celebration expenses	22,797	8,364
Expenses related to dance, music and other expenses	0	6,150
Volunteer development expenses	0	842
Community engagement expenses	2,380	13,694
Other expenses	0	6,264
	25,177	35,314

12. Income tax

The Mission is a registered charity under the Charities Act 1994 since 6 August 1987. Consequently, the income of the Mission is exempted from tax under the provisions of the Income Tax Act 1947.

13. Employee benefits

	2022 S$	2021 S$
Compensation of key management personnel		
- Salaries, bonuses and other benefits in kind	1,366,638	1,032,519
- Contribution to CPF	140,338	163,411
Total employee benefits	1,506,976	1,195,930

During the financial year, the Mission employed an average of 218 (2021: 218) staffs.

Number of employees within the following emolument bands:

	2022 S$	2021 S$
S$50,000 to S$100,000	4	4
Above S$100,000	8	8
	12	12

Key management personnel comprise the Chief Executive Officer (CEO) and the direct reporting senior officers. The Management Committee did not receive any compensation during the year.

There were no transactions with a corporation in which the above key management personnel have an interest.

14. Property, plant and equipment

	Freehold land and Building S$	Furniture and fittings S$	Office and sundry equipment S$	Motor vehicle S$	Medical equipment S$	Kitchen equipment S$	Work-in Progress S$	Renovation S$	Right-of-use assets S$	Total S$
Cost										
As at 1 April 2020	4,577,542	505,063	880,103	360,658	1,612,014	369,162	93,329	2,185,786	2,174,654	12,758,311
Additions	125,840	28,317	27,238	0	189,158	42,787	0	78,871	241,508	733,719
Disposals	0	(728)	(5,075)	0	(5,875)	0	0	0	0	(11,678)
As at 1 April 2021	4,703,382	532,652	902,266	360,658	1,795,297	411,949	93,329	2,264,657	2,416,162	13,480,352
Additions	0	1,875	158,744	0	231,571	0	0	0	232,526	624,716
Written-off	0	(1,817)	0	0	(56,396)	0	0	(56,496)	(8,061)	(122,770)
As at 31 March 2022	4,703,382	532,710	1,061,010	360,658	1,970,472	411,949	93,329	2,208,161	2,640,627	13,982,298
Accumulated depreciation										
As at 1 April 2020	397,861	272,477	525,604	350,928	1,472,323	300,740	0	1,519,168	598,502	5,437,603
Depreciation charge	116,827	48,602	98,597	2,993	111,667	30,740	0	257,743	657,154	1,324,323
Disposals	0	(647)	(5,075)	0	(5,875)	0	0	0	0	(11,597)
As at 1 April 2021	514,688	320,432	619,126	353,921	1,578,115	331,480	0	1,776,911	1,255,656	6,750,329
Depreciation charge	79,932	49,052	92,508	2,993	96,168	23,339	0	244,329	694,995	1,283,316
Written-off	0	(1,817)	0	(49,071)	(7,330)	0	0	0	(8,061)	(66,279)
As at 31 March 2022	594,620	367,667	711,634	307,843	1,666,953	354,819	0	2,021,240	1,942,590	7,967,366
Carrying amount										
As at 31 March 2021	4,188,694	212,220	283,140	6,737	217,182	80,469	93,329	487,746	1,160,506	6,730,023
As at 31 March 2022	4,108,762	165,043	349,376	52,815	303,519	57,130	93,329	186,921	698,037	6,014,932

Right-of-use assets acquired under leasing arrangement is presented separately under "Right-of-use assets" category. Details of the leased assets are disclosed in Note 20.

14. Property, plant and equipment (Cont'd)

Assets held in trust

The freehold land and building with a carrying amount of S$4,108,762 (2021: S$4,188,694) is registered in the name of trustees of the Mission.

15. Grant receivables

	2022 S$	2021 S$
Matching grant receivable from MSF (Administered by NCSS)	247,773	247,773
Receivables from MSF	1,564	340,335
Receivables from AIC (Tote Board)	0	25,605
Receivables from SMF	0	600
Receivables from National Heritage Grant (HRG)	31,500	0
Receivables from IRAS (Jobs Support Scheme)	0	97,276
Receivables form AIC (Covid Healthcare Award)	617,714	0
Receivables - Other	489,918	0
	1,388,469	711,589

The Jobs Support Scheme (JSS) provides wage support to employers to help them retain their local employees (Singapore citizens and Permanent Residents) during this period of economic and pandemic uncertainty. JSS payouts are intended to offset local employees' wages and help protect their jobs.

At the reporting date, the carrying amounts of grant receivables approximated their fair values.

16. Other receivables

	2022 S$	2021 S$
Programmes fee receivable from residents	757,205	650,673
Less: Loss allowance	(234,871)	(146,741)
	522,334	503,932
Interest receivables	0	1,176
Sundry receivables	0	21
GST receivables	336,867	0
	336,867	1,197
	859,201	505,129

There is no other class of financial assets that is past due and/or impaired except for fee receivables

16. Other receivables (Cont'd)

Receivables that are impaired

The Mission's other receivables that was impaired at the reporting date and the movement of the allowance for impairment was as follows:

	2022 S$	2021 S$
Programme fees receivable from residents	757,205	650,673
Allowance for impairment	(234,871)	(146,741)
	522,334	503,932

The movement in allowance for impairment is as follows:

	Note	2022 S$	2021 S$
Balance at the beginning of the year		146,741	93,078
Allowance made	10	88,130	53,663
Balance at the end of the year		234,871	146,741

Fee receivables that were determined to be impaired at the reporting date relate to debtors that were in significant financial difficulties and had defaulted on payments. These receivables were not secured by any collateral or credit enhancements.

At the reporting date, the carrying amounts of other receivables approximated their fair values.

17. Deposits and prepayments

	2022 S$	2021 S$
Deposits	308,185	177,407
Prepayments	1,868	6,342
	310,053	183,749

At the reporting date, the carrying amounts of deposits and prepayments approximated their fair values.

18. Cash and cash equivalents

	2022 S$	2021 S$
Fixed deposits	10,154,638	10,129,632
Cash at bank	11,076,442	13,089,052
Cash on hand	3,008	2,393
	21,234,088	23,221,077

18. Cash and cash equivalents (Cont'd)

	2022 S$	2021 S$
Attributable to:		
Sree Narayana Mission Senior Care Centres	176,857	1,259,895
Sree Narayana Mission Nursing Home	13,777,931	16,295,952
Sree Narayana Mission Nursing Home - Medifund	392,412	294,651
Sree Narayana Mission Nursing Home - Residents account	329,116	390,214
Meranti Home at Pelangi Village	2,030,290	2,344,492
Sree Narayana Mission (Singapore) - Shared Services Division	1,814,998	474,925
Sree Narayana Mission (Singapore) - Community Programmes	1,385,176	917,730
Sree Narayana Mission (Singapore) - Building Fund	1,112,768	1,112,208
Mission, Social and Cultural	214,540	131,010
	21,234,088	23,221,077

The fixed deposits have average maturity periods of 8 months (2021: 8 months) from the financial year-end and have average interest rate at 0.53% (2021: 0.53%) per annum. Fixed deposits are included as cash and cash equivalents as these can be readily converted into cash without incurring significant penalty.

For the purpose of presenting the consolidated statement of cash flows, the cash and cash equivalents comprise the following:

	2022 S$	2021 S$
Cash and cash equivalents (as above)	21,234,088	23,221,077
Fixed deposits for > 3 months maturity period	(10,154,638)	(10,129,632)
Cash and cash equivalents as per consolidated statement of cash flows	11,079,450	13,091,445

At the reporting date, the carrying amounts of cash and cash equivalents approximated their fair values.

19. Trade and other payables

	2022 S$	2021 S$
Trade creditors		
Third parties	430,905	477,574
Accruals and other payables		
Accrued operating expenses	208,689	127,509
Deferred payment- Medifund	329,116	294,651
Deferred capital grant- Techbooster	284,920	284,920
Deferred CST matching grant	1,942,777	1,617,198
Deferred grant income - Jobs Support Scheme	0	97,276
Deferred grant income - HRG	31,500	0
GST payable	0	136,533
Gratuity to foreign staff	269,708	337,471
Provisions		
- Unutilised leaves	426,785	312,667
- Vaccination	0	72,117
Resident's money in custody	373,937	326,978
Resident's refundable deposits	97,874	95,654
Others	77,779	75,124
	4,473,990	4,255,672

19. Trade and other payables (Cont'd)

Trade payables are non-interest bearing and are generally on 30 days' terms.

Other payables are non-trade in nature, unsecured, interest-free and repayable on demand.

The deferred CST matching grant pertains to the Community Silver Trust ("CST") which is a matching grant of one dollar for every donation dollar raised by eligible organisations with proper governance and whose programmes are aligned with the Government's long-term vision for the Intermediate and Long-Term Care ("ILTC") sector, which will be provided by the CST.

The movement of the account is as follows:

	2022 S$	2021 S$
Balance at the beginning of the year	1,617,198	1,529,334
Grants received during the year	325,579	820,629
Charges/utilisation during the year	0	(732,765)
Balance at the end of the year	1,942,777	1,617,198

The deferred grant income - Jobs Support Scheme (JSS) will be recognised as a grant income, on a systematic basis, over the estimated 17 months of economic uncertainty until August 2021 in which the entity recognises the related salary costs.

At the reporting date, the carrying amounts of other payables approximated their fair values.

20. Lease liabilities

	2022 S$	2021 S$
Current	641,912	670,488
Non-current	110,451	533,308
	752,363	1,203,796

Leases – The Mission as a lessee

The Mission leases of land, premises and office equipment for the purpose of its operations.

20.1 Carrying amount of right-of-use assets classified within Property, plant and equipment

	2022 S$	2021 S$
Office equipment	0	3,455
Premises	698,037	1,157,051
	698,037	1,160,506

20.2 Amount recognised in the statement of financial activities

	2022 S$	2021 S$
Depreciation	694,995	657,154
Interest expense on lease liabilities	35,575	48,179
Short term operating lease payments	17,891	9,329
	748,461	714,662

20. Lease liabilities (Cont'd)

20.3 Total cash outflow

During the year, the Mission had total cash outflows for leases of S$737,426 (2021: S$711,747).

20.4 A reconciliation of liabilities arising from financing activities

	1 April 2021 S$	Additions S$	Cash flows S$	Non-cash changes: Accretion of interests S$	Non-cash changes: Other S$	31 March 2022 S$
Lease liabilities						
Current	670,488	122,074	(719,535)	35,575	533,310	641,912
Non-current	533,308	110,453	0	0	(533,310)	110,451
	1,203,796	232,527	(719,535)	35,575	0	752,363

	1 April 2020 S$	Additions S$	Cash flows S$	Non-cash changes: Accretion of interests S$	Non-cash changes: Other S$	31 March 2021 S$
Lease liabilities						
Current	595,016	103,973	(702,418)	48,179	625,738	670,488
Non-current	1,021,511	137,535	0	0	(625,738)	533,308
	1,616,527	241,508	(702,418)	48,179	0	1,203,796

21. Total funds

	2022 S$	2021 S$
Balance at beginning of the year	25,892,099	25,036,325
Net (deficit)/surplus for the year	(1,311,709)	855,774
Balance at the end of the year	24,580,390	25,892,099

	2022 S$	2021 S$	Increase / (Decrease) S$
Funds comprise the following:			
Unrestricted			
General funds	16,042,447	16,029,913	12,534
Restricted			
General funds	7,914,109	9,257,734	(1,343,625)
Community Silver Trust	563,026	519,667	43,359
Designated funds – for milk powder	50,496	74,473	(23,977)
Residents funds	10,312	10,312	0
	8,537,943	9,862,186	(1,324,243)
Total funds	24,580,390	25,892,099	(1,311,709)
Total operating expenditure	20,170,379	16,783,014	
Ratio of reserve to annual operating expenditure	1.22	1.64	

21. Total funds (Cont'd)

Reserve policy

General funds are set aside to provide for future operating expenses and expenses related to the principal activities of the Mission directed by the Management Committee. The Mission 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.

22. Related party transactions

A related party includes the Management Committee and key management of the Mission. It also includes an entity or person that directly or indirectly controls, is controlled by, or is under common or joint control with these persons. It also includes members of the key management personnel or close members of the family or any individual referred to herein and others, who have the ability to control, jointly control or significantly influenced by or for which significant voting power in such entity resides with, directly or indirectly, any such individual. Key management personnel include the Chief Executive Officer (CEO) and the direct reporting senior officers, which was disclosed in Note 13 for emolument bands.

The Management Committee, or people connected with them, has not received remuneration, or other benefits, from the Mission for which they are responsible, or from institutions connected with the Mission.

There is no claim by the Management Committee for services provided to the Mission, either by reimbursement to the Management Committee or by providing the Management Committee with an allowance or by direct payment to third party.

Conflict of interest

All Management Committees and staff members of the Mission are required to read and understand the conflict of interest policy in place and make full disclosures of interests, relationships and holding that could potentially result in conflict of interests. When a conflict of interest situation arises, the members or staffs shall abstain from participating in the discussion, decision making and voting on the matter.

23. Financial instruments

The carrying amounts of financial assets and financial liabilities of the Mission as at the financial reporting date are as follows:

	2022 S$	2021 S$
Financial assets at amortised cost		
Grant receivables	1,388,469	711,589
Other receivables excluding GST receivables	522,334	505,129
Deposits	308,185	177,407
Cash and cash equivalents	21,234,088	23,221,077
	23,453,076	24,615,202
Financial liabilities at amortised cost		
Trade and other payables excluding deferred liabilities, provisions and GST payables	1,885,677	1,440,310
Lease liabilities	752,363	1,203,796
	2,638,040	2,644,106

24. Financial risk management

The Mission's activities are mainly exposed to credit risk, liquidity risk and interest rate risk.

Risk management is carried out under policies approved by the Management Committee. The Management Committee provides written principles for overall risk management, as well as written policies covering specific areas, such as credit risk and liquidity risk use of derivative financial instruments and investing excess liquidity.

24.1 Credit risk

Credit risk refers to the risk that the counterparty will default on its contractual obligations resulting in financial loss to The Mission.

i) Risk management

The Mission has adopted the following policy to mitigate the credit risk.

The Mission has adopted a policy of only dealing with creditworthy counterparties. The Mission performs ongoing credit evaluation of its counterparties' financial position and generally do not require a collateral.

The Mission considers the probability of default upon initial recognition of assets and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period.

The Mission has determined the default event on a financial asset to be when internal and/or external information indicates that the financial assets is unlikely to be received, which could include default of contractual payments due for more than 90 days.

To minimise credit risk, The Mission has developed and maintained the Mission's credit risk grading to categorise exposures according to their degree of risk of default. The credit rating information is supplied by publicly available financial information and the Mission's own trading records to rate its major customers. The Mission considers available reasonable and supportive forward-looking information which includes the following indicators:

- Internal credit rating;
- External credit rating;
- Actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligations;
- Actual or expected significant changes in the operating results of the debtor.

ii) Impairment of financial assets

The Mission determined that its financial assets are credit-impaired when:

- There is significant difficulty of the debtor; or
- It is becoming probable that the debtor will enter bankruptcy or other financial reorganisation.

24. Financial risk management (Cont'd)

24.1 Credit risk (Cont'd)

ii) Impairment of financial assets (Cont'd)

The table below details the credit quality of the Mission's financial assets, as well as maximum exposure to credit risk by credit risk rating categories:

2022	Category	12-month or lifetime ECL	Gross carrying amount	Loss allowance	Net carrying amount
Other receivables	I	12-month ECL	1,094,072	(234,871)	859,201

2021	Category	12-month or lifetime ECL	Gross carrying amount	Loss allowance	Net carrying amount
Other receivables	I	12-month ECL	651,870	(146,741)	505,129

iii) Exposure to credit risk

The Mission has no significant concentration of credit risk. The Mission has credit policies and procedures in place to minimise and mitigate its credit risk exposure.

Other receivables

The Mission assessed the latest performance and financial position of the counterparties, adjusted for the future outlook of the industry in which the counterparties operate in, and concluded that there has been no significant increase in the credit risk since the initial recognition of the financial assets. Accordingly, the Mission measured the impairment loss allowance using the 12-month ECL and determined that the ECL is insignificant.

24.2 Liquidity risk

Liquidity risk is the risk that The Mission will encounter difficulty in meeting its financial obligations due to shortage of funds. The Mission's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets or liabilities.

The Mission manages its liquidity risk by monitoring and maintaining a level of cash and cash equivalents deemed adequate by the Management Committee to fund the Mission's activities. It places its cash with creditworthy institutions.

The table below summarises the maturity profile of The Mission's financial assets and liabilities at the end of the reporting period based on the contractual undiscounted repayment obligations:

24. Financial risk management (Cont'd)

24.2 Liquidity risk (Cont'd)

2022	Within one year S$	Later than one year but not later than five years S$	Total S$
Financial assets			
Grant receivables	1,388,469	0	1,388,469
Other receivables	522,334	0	522,334
Deposits	308,185	0	308,185
Cash and cash equivalents	21,234,088	0	21,234,088
	23,453,076	0	23,453,076
Financial liabilities			
Trade and other payables	(1,885,677)	0	(1,885,677)
Lease liabilities	(641,912)	(110,451)	(752,363)
	(2,527,589)	(110,451)	(2,638,040)
Net financial assets/(liabilities)	20,925,487	(110,451)	20,815,036
2021			
Financial assets at amortised cost			
Grant receivables	711,589	0	711,589
Other receivables	505,129	0	505,129
Deposits	177,407	0	177,407
Cash and cash equivalents	23,221,077	0	23,221,077
	24,615,202	0	24,615,202
Financial liabilities at amortised cost			
Trade and other payables	(1,440,310)	0	(1,440,310)
Lease liabilities	(697,732)	(540,398)	(1,238,130)
	(2,138,042)	(540,398)	(2,678,440)
Net financial assets/(liabilities)	22,477,160	(540,398)	21,936,762

24.3 Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Mission's financial instruments will fluctuate because of changes in market interest rates. The Mission's exposure to interest rate risk arises primarily from their fixed deposits and borrowings.

The Mission does not expect any significant effect on the Mission's statement of financial activities arising from the effects of reasonably possible changes to interest rates on interest bearing financial instruments at the end of the financial year.

24. Financial risk management (Cont'd)

24.3 Interest rate risk (Cont'd)

Sensitivity analysis for interest rate risk

At the reporting date, the interest rate profile of the Mission's interest-bearing financial instruments was as follows:

	2022 S$	2021 S$
Fixed rate instruments		
Financial assets		
- Fixed deposits	10,154,638	10,129,632
Financial liabilities		
- Lease liabilities	752,363	1,203,796

The sensitivity analysis is based on changes in the interest rates of variable rate financial instruments.

At the reporting date, the Mission does not have variable rate interest-bearing financial instruments.

25. Fair values

The carrying amounts of the financial assets and liabilities recorded in the financial statements of the Mission approximates their fair values due to their short-term nature.

The carrying amounts of non-current lease liabilities approximate their fair values as they are subject to interest rate close to market value of interest for similar arrangements with financial institutions.

26. Impact of COVID-19 (Coronavirus Disease 2019)

The COVID-19 pandemic has affected almost all countries of the world, and resulted in border closures, production stoppages, workplace closures, movement controls and other measures imposed by the various governments. The Mission's significant operations are in Singapore which have been affected by the spread of COVID-19 since 2020. The nature of the Mission's activities are those relating to providing social care services to the community and providing residential and institutional care in Singapore. Therefore, the impact of COVID-19 on the Mission's operations are significant and evidenced by the reduced attendance in resident outdoor activities which is the result of keeping to safety measurement requirements.

The Mission has assessed that the going concern basis of preparation for this set of financial statements remains appropriate. The Mission Council is continuously monitoring the COVID-19 pandemic situation and will take further action as necessary in response to the service disruption.

As the global COVID-19 situation remains very fluid as at the date these financial statements were authorised for issuance, the Mission cannot reasonably ascertain the full extent of the probable impact of the COVID-19 disruptions on its operating and financial performance for the financial year ending 31 March 2023. If the situation persists beyond management's current expectations, the Mission's assets may be subject to further write downs in the subsequent financial years.

27. Authorisations of consolidated financial statements

These consolidated financial statements were authorised for issue in accordance with a resolution of the Management Committee of the Mission on 24 JUL 2022

SUBSEQUENT APPENDIX COMPRISES OF THE MISSION'S DETAILED STATEMENT OF FINANCIAL ACTIVITIES WHICH IS PREPARED FOR MANAGEMENT PURPOSES ONLY AND DOES NOT FORM PART OF THE AUDITED FINANCIAL STATEMENTS

DETAILED STATEMENT OF FINANCIAL ACTIVITIES FOR THE FINANCIAL YEAR ENDED 31 MARCH 2022 - MISSION

	Meranti Home Programme [MHP] Restricted	Nursing Home Programme [NHP] Restricted	Nursing Home Programme [NHP] Unrestricted	Senior Care Centres [SCC] Restricted	Community Programmes [CPP] Unrestricted	Mission Social and Cultural Programmes [MMP] Unrestricted	Shared Services Division [SSD] Restricted	Shared Services Division [SSD] Unrestricted	Total funds
INCOME	S$	S$	S$	S$	S$	S$	S$	S$	S$
Income from generating funds									
Voluntary income									
Donations									
Donations in cash – tax deductible receipt	17,750	61,400	989,758	24,560	242,655	0	0	29,000	1,365,123
Donations in cash – ordinary receipt (non-tax deductible receipt)	5,250	0	92,826	10	15,365	19,706	0	0	133,157
Donations in kind	11,647	0	314,628	0	0	0	0	0	326,275
Grants									
Government grant for Meranti Home	3,435,880	0	0	0	0	0	0	0	3,435,880
Recurrent funding - Nursing home	0	0	4,942,609	0	0	0	0	0	4,942,609
Recurrent funding - SCC	0	0	0	538,618	0	0	0	0	538,618
Rental subsidy	0	0	444,488	8,532	0	0	0	0	453,020
CST matching grant - OPEX	0	357,521	0	0	0	0	0	0	357,521
CST matching grant – CAPEX drawdown	0	241,235	0	20,356	0	0		0	261,591
	3,470,527	660,156	6,784,309	592,076	258,020	19,706	0	29,000	11,813,794
Interest income	124	0	25,145	73	248	7	0	119	25,716
Income from charitable activities									
Fees from residents	0	0	1,731,364	241,114	0	5,815	0	0	1,978,293

DETAILED STATEMENT OF FINANCIAL ACTIVITIES FOR THE FINANCIAL YEAR ENDED 31 MARCH 2022 – MISSION (CONT'D)

	Meranti Home Programme [MHP] Restricted	Nursing Home Programme [NHP] Restricted	Nursing Home Programme [NHP] Unrestricted	Senior Care Centres [SCC] Restricted	Community Programmes [CPP] Unrestricted	Mission Social and Cultural Programmes [MMP] Unrestricted	Shared Services Division [SSD] Restricted	Shared Services Division [SSD] Unrestricted	Total funds
INCOME (CONT'D)	S$	S$	S$	S$	S$	S$	S$	S$	S$
Other incoming resources									
Miscellaneous income									
Special employment credit	13,163	0	0	0	0	0	0	0	13,163
Wage Credit Scheme payout	0	0	60,506	8,471	386	0	0	17,357	86,720
Collections from dance/music/yoga classes and membership subscription	0	0	0	0	0	3,850	0	0	3,850
Guru birthday celebration income	0	0	0	0	0	1,815	0	0	1,815
Management Fee & Cost Recovery	0	0	0	0	0	0	0	2,457,050	2,457,050
Bicentennial Community Fund (BCF)	0	0	0	0	400,000	0	0	0	400,000
Miscellaneous grants	0	0	296,849	4,362	7,850	31,500	0	8,316	348,877
Government grants- Covid-19 support scheme	118,682	0	816,907	171,598	41,855	4,680	53,474	420,457	1,627,653
Training grants	0	0	0	8,410	0	0	0	26,700	35,110
TOTE Board Funding	0	0	0	0	62,908	0	0	0	62,908
Other income	174	0	3,496	51	0	0	0	0	3,721
	132,019	0	1,177,758	192,892	512,999	41,845	53,474	2,929,880	5,040,867
Total incoming resources	3,602,670	660,156	9,718,576	1,026,155	771,267	67,373	53,474	2,958,999	18,858,670
EXPENDITURE									
Costs of generating funds									
Costs of generating voluntary funds	11,647	0	314,628	0	0	0	0	0	326,275
Costs of charitable activities									
Direct costs									
Staff salaries	1,530,139	525,809	1,694,480	644,711	137,532	38,350	0	0	4,571,021
Staff costs	0	0	530,233	42,596	3,619	500	0	0	576,948
Bonus	230,417	0	690,104	156,040	35,947	14,324	0	0	1,126,832
Foreign worker levy	208,390	0	604,486	11,829	0	0	0	0	824,705
Gratuity to foreign staff	22,432	0	73,053	(13,161)	0	0	0	0	82,324

DETAILED STATEMENT OF FINANCIAL ACTIVITIES FOR THE FINANCIAL YEAR ENDED 31 MARCH 2022 – MISSION (CONT'D)

	Meranti Home Programme [MHP] Restricted	Nursing Home Programme [NHP] Restricted	Nursing Home Programme [NHP] Unrestricted	Senior Care Centres [SCC] Restricted	Community Programmes [CPP] Unrestricted	Mission Social and Cultural Programmes [MMP] Unrestricted	Shared Services Division [SSD] Restricted	Shared Services Division [SSD] Unrestricted	Total funds
EXPENDITURE (CONT'D)	S$	S$	S$	S$	S$	S$	S$	S$	S$
Costs of charitable activities (Cont'd)									
Skill development levy (SDL)	3,978	0	6,667	1,740	313	96	0	0	12,794
CPF	162,839	0	176,402	97,443	28,317	4,004	0	0	469,005
Supplies and materials	1,040,299	85,377	467,343	63,806	0	0	0	0	1,656,825
Medicine and consumables	35,388	0	379,170	(2,157)	0	6,117	0	0	418,518
Physiotherapy/Occupational Therapy service	29,160	0	0	156,603	0	0	0	0	185,763
Professional fees/charges	9,016	0	129,943	0	0	0	0	0	138,959
Utilities – electricity, water and refuse removal	0	0	350,960	20,196	0	0	0	0	371,156
Transport	0	0	0	297,600	0	0	0	0	297,600
Transport - staff	0	0	37,158	0	0		0	0	37,158
Unutilised leave	37,774	0	32,014	0	4,564	1,904	0	40,973	117,229
Other direct costs	111,811	0	94,398	24,216	42,114	0	0	0	272,539
	3,421,643	611,186	5,266,411	1,501,462	252,406	65,295	0	40,973	11,159,376
Support costs									
Kitchen staff costs	5,325	0	359,892	803	0	0	0	0	366,020
CPF and SDF	487	0	50,556	0	0	0	0	0	51,043
Utilities and others	304,641	0	77,345	0	12,110	85	0	0	394,181
	310,453	0	487,793	803	12,110	85	0	0	811,244
Total costs of charitable activities	3,732,096	611,186	5,754,204	1,502,265	264,516	65,380	0	40,973	11,970,620
Governance costs									
Direct costs									
Shared services allocation	151,205	0	2,079,357	135,892	90,596	0	0	0	2,457,050
Staff salaries	26,000	0	0	0	0	0	53,474	1,729,484	1,808,958
Staff costs	809	0	0	0	0	0	0	36,549	37,358
Bonus	998	0	0	0	0	0	0	480,950	481,948
Staff training	230	0	0	0	0	0	0	76,267	76,497
CPF	2,585	0	0	0	0	0	0	302,834	305,419
	181,827	0	2,079,357	135,892	90,596	0	53,474	2,626,084	5,167,230

DETAILED STATEMENT OF FINANCIAL ACTIVITIES FOR THE FINANCIAL YEAR ENDED 31 MARCH 2022 – MISSION (CONT'D)

	Meranti Home Programme [MHP] Restricted	Nursing Home Programme [NHP] Restricted	Nursing Home Programme [NHP] Unrestricted	Senior Care Centres [SCC] Restricted	Community Programmes [CPP] Unrestricted	Mission Social and Cultural Programmes [MMP] Unrestricted	Shared Services Division [SSD] Restricted	Shared Services Division [SSD] Unrestricted	Total funds
EXPENDITURE (CONT'D)	S$	S$	S$	S$	S$	S$	S$	S$	S$
Governance costs (Cont'd)									
Other costs									
Printing, stationery and supplies	270	0	6,790	64	0	0	0	31,974	39,098
Maintenance costs	31,253	29,588	181,430	24,875	58,184	0	0	40,275	365,605
Depreciation of property, plant and equipment	238,551	0	937,544	22,817	72,627	2,142	0	9,635	1,283,316
Rental expenses	4,111	0	0	9,224	0	0	0	5,806	19,141
Professional/legal fee	0	0	0	1,200	0	0	0	52,432	53,632
Allowance for credit loss	0	0	88,130	0	0	0	0	0	88,130
GST absorbed	0	0	112,835	15,818	0	0	0	0	128,653
Disease-outbreak control expenses	0	0	329,846	4,165	1,278	0	0	14,795	350,084
Audit fee									
- Current year	3,738	0	0	0	0	0	0	21,500	25,238
- Prior year	0	0	0	0	0	0	0	0	0
Interest expense on lease liabilities	3	0	35,573	0	0	0	0	0	35,576
Other expenses	42,363	0	119,463	10,271	7,600	(238)	0	113,145	292,604
	320,289	29,588	1,811,611	88,434	139,689	1,904	0	289,562	2,681,077
Total governance costs	502,116	29,588	3,890,968	224,326	230,285	1,904	53,474	2,915,646	7,848,307
Other resources expended									
Community engagement expenses	0	0	0	0	0	0	0	2,380	2,380
Guru birthday celebration expenses	0	0	0	0	0	22,797	0	0	22,797
	0	0	0	0	0	22,797	0	2,380	25,177
Total other resources expended	0	0	0	0	0	22,797	0	2,380	25,177
Total resources expended	4,245,859	640,774	9,959,800	1,726,591	494,801	90,081	53,474	2,958,999	20,170,379
Net (deficit)/surplus for the year	(643,189)	19,382	(241,224)	(700,436)	276,466	(22,708)	0	0	(1,311,709)



SREE NARAYANA MISSION (SINGAPORE)

CHARITY TRANSPARENCY AWARDS 2018

CHARITY TRANSPARENCY AWARDS 2019

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