



Annual Report

Fy 2019/2020

“Love All, Serve All” “Help Ever, Hurt Never”

Our Background

The Sathya Sai Social Service (4S) was founded in 1996 by a group of professionals who were Sai devotees with a vision to serve all people, regardless of race or religion, with a heart.

A secular and non-ethnic based voluntary welfare organisation, 4S is

- registered with the Commissioner of Charities on 25 Apr 96 (Registration No.: 01172); and Registrar of Societies on 13 Sep 96 (UEN: S96SS0160E)
- a full member of the National Council of Social Service
- an Institution of Public Character

Our Mission

To be a widely respected social service organisation in Singapore providing holistic and quality services to all

Our Motto

The motto that steers 4S in dedicating itself to serve all with love:
"Love All, Serve All" "Help Ever, Hurt Never"

Our Logo



4S' logo affirms our belief in our motto

- The 'S' is depicted by two brush strokes
- The upper stroke reflects our commitment to help those in trouble, distress and need
- The lower stroke represents our compassion for people with problems
- The bold strokes signify the youthful dynamism and social currency of our organisation
- The exuberance of the symbol is balanced by a stable soft typeface depicting our passion and humility in the delivery of our services

Our Core Values

The service user-centric effort in service delivery, built on strong tradition of care and concern and service excellence since 1996, drives 4S to provide reliable and holistic care with professionalism and a human touch.

- **Compassion** - Being connected with and having a sense of empathy with the less fortunate in our society
- **Commitment** - Being dedicated and taking pride in our work
- **Integrity** - Treating everyone fairly and honestly, and doing what is right in all circumstances
- **Professionalism** - Being skilled and knowledgeable, and working hand in hand with our partners with mutual trust and respect



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Sharing by 4S' President

Greetings from Sathya Sai Social Service!

Trust you are keeping safe and well in this unprecedented and challenging times. The COVID-19 pandemic has disrupted our lives and changed the way we interact and operate. We are entering a new normal, one where we are facing multi-dimensional uncertainties never experienced before.

Since 23 Jan 20, Tembusu Eldercare Centre (TEC) and Tembusu Senior Activity Centre (TSAC) had been receiving advisories from the Ministry of Health and the Agency for Integrated Care (AIC). After COVID-19 clusters formed in early February 2020, TSAC suspended its activities but continued to reach out to the seniors via phone calls and home visits when necessary and TEC operated as usual. TEC's staff were segregated into teams as part of safe management and service continuity measures. Following the announcement of the Circuit Breaker on 3 Apr 20, TEC and TSAC suspended its centre-based operations. For seniors with inadequate support, TEC continued to provide them with home-based services while TSAC contacted its service users at least twice a week via telephone to check on their well-being. For other seniors with care or service needs, they were referred to designated care centres or to the Community Network for Seniors for appropriate assistance.

Due to the safe management measures required to control the spread of COVID-19, the capacities of the two centres have been reduced. Innovative initiatives such as employing digital applications to ensure business continuity become necessary. TEC conducted care needs assessment virtually via WhatsApp and used online tools to support daily operations, enabling staff to work from home whenever possible. TSAC employed social media platforms such as Facebook and WhatsApp to reach out to seniors virtually and created activity booklets to keep seniors engaged at home. As many of the vulnerable seniors are not technology savvy or even, not owning a phone, the neighbourhood spirit to keep a look out for each other has become crucial in ensuring their safety.

In November 2019, 4S submitted a three-year pilot proposal titled 'The Village at Eunos Crescent' to AIC for approval and funding under the Tote Board Community Healthcare Fund. The project, to be co-managed by TEC and TSAC, aims to create a well-supported network of linkages for better health and social integration for some 3000 seniors living in Eunos Crescent. The outcome of the application is expected to be known in the second quarter of 2020.

The daily activities in the four Welfare Homes continued to take place while adhering to the advisories introduced in quick succession by the Ministry of Social and Family Development. Staff and residents are split into two or more zones and staff in the same zone are sub-divided into two teams. Both the staff and residents are not allowed to mix with their counterparts from another zone. Facilities such as staff workstations, residents' activity areas and common living areas like lift, staircase etc can only be used by staff and/or residents from the same zone. Half of the foreign staff living in the Home's quarters had to be relocated to makeshift quarters in the Home. Beds in foreign staff quarters and residents' dormitories are now separated one meter apart.

The safe management measures pose a great challenge to all as resource provisions and built-infrastructure are not catered to meet the changing demands. The number of duty staff for each shift has been halved and duty rosters have to be revamped to meet the required care staff to resident ratio for each duty shift. Documentation is intensive and staff spend a fair amount of time collecting and maintaining data for accountability.

Daily activities for residents are to be held within the zone boundary. Encouraging residents' participation and rehabilitation interest is a daily struggle. Much time has been devoted to enforcing the zoning and safe distancing requirements. Tensions run high as residents are not used to the prolonged restrictions. Staff have to manage their expectations and frustrations, often bearing the brunt of their anger and abusive behaviour.

I am heartened to report that despite these difficulties, our staff have persisted in serving and caring for the service users/residents, making sacrifices, and working tirelessly beyond their normal scope of duties.

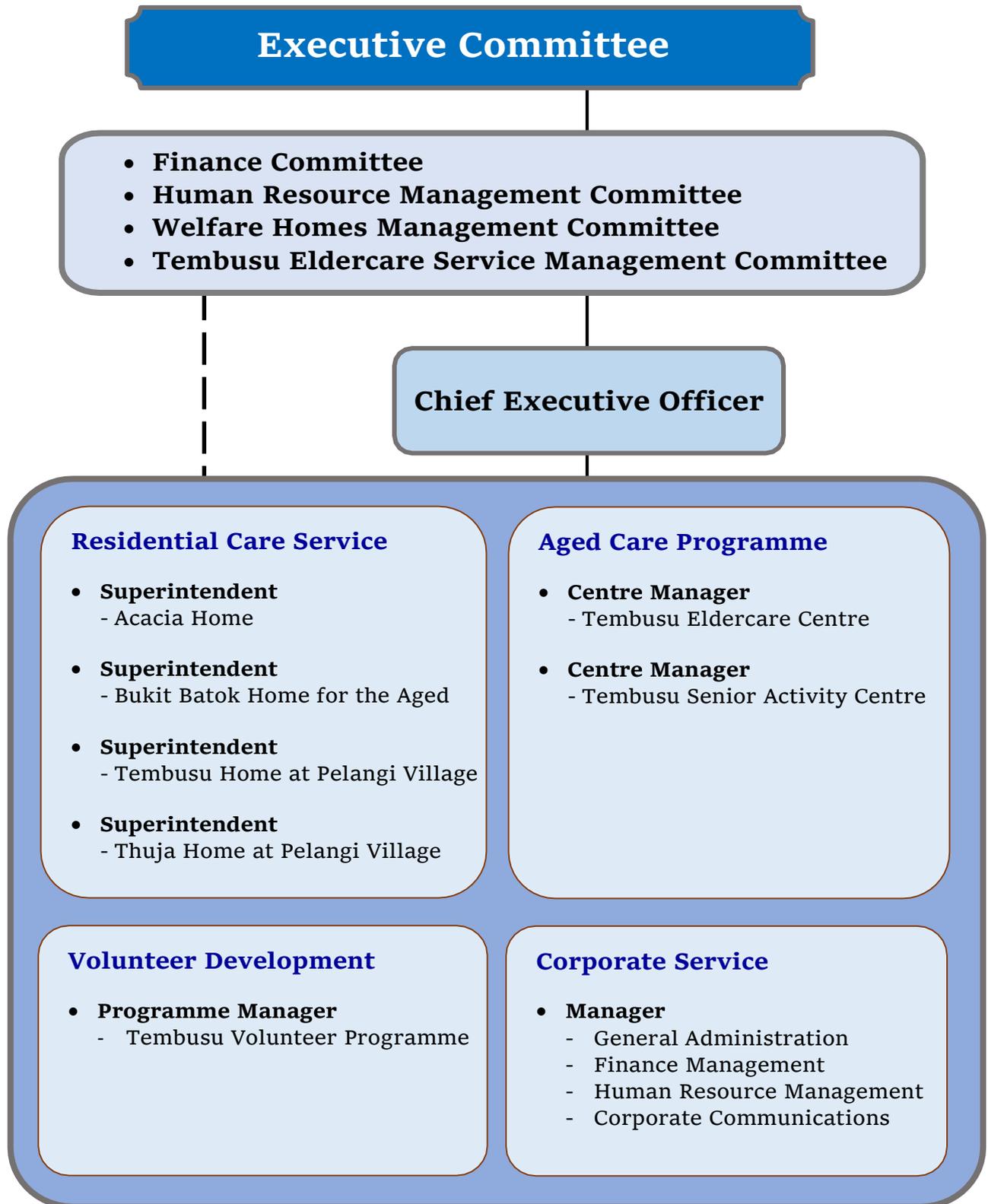
Navigating the uncertainty and forging a new normal is the greatest challenge faced by 4S today. Challenges and problems abound. We have to adjust our normal routines and respond to the changing landscape with agility. We must re-think and re-calibrate our operations. Moving forward, we will leverage the power of technology to transform and digitalise work processes and workflows to improve operational efficiency and to enhance productivity. We will re-train and re-orientate our staff. Digital capabilities will be developed so that staff would be comfortable to work in a technology-driven workplace. Operations will be automated as far as possible so that staff can focus on their primary task of caring and serving.

The COVID-19 pandemic tests our resolve as a 4S family and as a care staff in the helping profession. Like the service user/residents, our staff are also vulnerable to emotional and psychological distress. On behalf of the management, I acknowledge the commitment and perseverance by all our staff who continue to serve our service users/residents during this difficult time. We will ensure that their morale and well-being are looked after so that they can continue perform the care giving role to the best of their abilities.

Last but not least, I would like to take this opportunity to thank our members, supporters and volunteers for their dedication and contributions to 4S' cause. The COVID-19 has brought out the best in us. Let us keep staying positive and continue to stand resilient, adjusting to the volatile and evolving climate, to remain steadfast, relevant, and sustainable. Stay safe and have a fulfilling year ahead.

Ho Poh Kong
President, 4S

Organisation Chart (as at 31 Mar 20)



Executive Committee



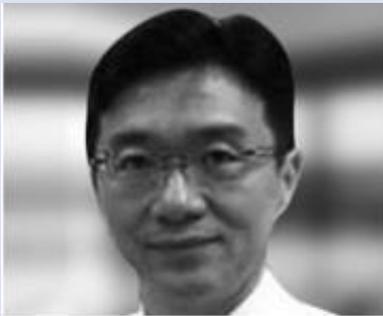
Mr Ho Poh Kong
President



Mr P S Siva
Vice President I (Until Sep 19)



Mr Leong Why Kong
Vice President II (Until Sep 19)
Vice President I (From Sep 19)



Prof Hsu Pon Poh
Hon. Secretary (Until Sep 19)
Vice President II (From Sep 19)



Dr Elaine Chua Lee Lea Im
Hon. Asst. Treasurer (Until Sep 19)
Hon. Secretary (From Sep 19)



Mr Siu Yow Wee
Hon. Assistant Secretary
(From Sep 19)



Ms Daphne Chua Shu Ling
Honorary Treasurer
(From Sep 19 to Apr 20)



Mr Seng Chun Guan
Hon. Asst. Secretary (Until Sep 19)
Hon. Asst. Treasurer (From Sep 19)



Ms Lim Yen Ping Joyce
Member



Mr Sowaran Singh
Member



Mr Sunder Ramchand
Member



Mr Tay Zi Yang
Hon. Treasurer (Until Sep 19)
Member (From Sep 19)

Executive Committee

Reasons for Retaining Executive Committee Members who have served more than 10 consecutive years

Mr Sunder Ramchand, founder member of 4S, has served 4S selflessly for more than two decades. He has graciously agreed to serve 4S for another term to mentor and to provide advice to the new members on the work of 4S.

Mr Ho Poh Kong joined 4S as Executive Committee member in 2007 and was subsequently elected as Vice President II in September 2013. He was elected as 4S President in September 2017. Mr Ho's service in the Executive Committee was retained for succession planning purposes. His experience is invaluable in guiding new members in the work of 4S, against the backdrop of an ever-changing social service landscape.

Number and Attendance of Executive Committee (Ex-Co) Meeting in Financial Year 2019/2020:

	11th (2017-2019) Ex-Co Meeting held on 16 Jun 19	1st (2019-2021) Ex-Co Meeting held on 29 Sep 19	2nd (2019-2021) Ex-Co Meeting held on 5 Jan 20	3rd (2019-2021) Ex-Co Meeting held on 29 Mar 20	4th (2019-2021) Ex-Co Meeting held on 28 Jun 20
Mr Ho Poh Kong	✓	✓	-	✓	✓
Mr P S Siva	-	Not applicable			
Mr Leong Why Kong	-	✓	✓	✓	-
Prof Hsu Pon Poh	✓	✓	-	✓	✓
Dr Elaine Chua Lea Lea Im	-	✓	✓	✓	-
Mr Siu Yow Wee	Not applicable	✓	-	✓	✓
Ms Daphne Chua Shu Ling	Not applicable	✓	-	✓	Not applicable
Mr Seng Chun Guan	-	✓	-	✓	✓
Ms Lim Yen Ping Joyce	✓	✓	✓	✓	✓
Mr Sowaran Singh	✓	✓	✓	✓	✓
Mr Sunder Ramchand	✓	✓	✓	✓	✓
Mr Tay Zi Yang	✓	✓	✓	✓	✓



Functional Committees and Management Committees (As at 31 Mar 20)

Finance Committee

Mr Tay Zi Yang (Until Sep 19)
 Dr Elaine Chua Lee Lea Im (Until Sep 19)
 Ms Daphne Chua Shu Ling (From Sep 19 to Apr 20)
 Mr Seng Chun Guan (From Sep 19)
 Supported by Facility Heads

Internal Audit Committee (Until Sep 19)

Mr P S Siva
 Supported by Facility Heads

Human Resource Management Committee

Mr Ho Poh Kong
 Ms Lim Yen Ping Joyce
 Supported by Staff
 Members

Welfare Homes Management Committee

Chairman Dr Elaine Chua Lee Lea Im (Until Jun 20) Mr Siu Yow Wee (From Jun 20)	Vice Chairman Mr Siu Yow Wee (From Sep 19 to Jun 20) Ms Lim Ling	
Honorary Secretary Ms Mabel Goh Mui Ngim	Honorary Treasurer Mr Tay Zi Yang (Until Sep 19) Mr Aston Zhuo Junwei (From Sep 19)	
Members Ms Daphne Chua Shu Ling (Until Sep 19) Mrs Deby Sarojiyy Pala Krishnan Mr Jimmy Ho Ji Meng, PBM	Ms Lim Yen Ping Joyce Mr Lyleson Chua Wen Yaw (From Sep 19) Ms Samantha Pong Lai Li (From Sep 19)	Mr Seng Chun Guan

Tembusu Eldercare Service Management Committee (From Sep 19)

Chairman Mr Leong Why Kong	Vice Chairman I Mrs Deby Sarojiyy Pala Krishnan	Vice Chairman II Mr Lawrence Tan Han Tong, PBM
Honorary Secretary Mr Seng Chun Guan	Honorary Treasurer Ms Lim Ling	
Members Mr Chin Chee Kong Roy Dr Jagadesan Ragburam	Ms Rose Low Shiow Ling Mr Siu Yow Wee	Mr Steven Tan Chwee Hock, PBM

Mrs Pirooska Rajaratnam Memorial Trust Fund for the Bukit Batok Home for the Aged

Prof Yeoh Kian Hian, PBM, BBM
 Dr Premkumar Kandasamy Pillay
 Director of Social Welfare, Ministry of Social and Family Development



Functional Committees and Management Committees (As at 31 Mar 20)

Tembusu Eldercare Centre Management Committee (Until Sep 19)

Chairman Mrs Deby Sarojiuy Pala Krishnan	Vice Chairman Mr Lawrence Tan Han Tong, PBM
Honorary Secretary Ms Rose Low Shiow Ling	Honorary Treasurer Ms Lim Ling
Members Dr Jagadesan Raghuram	Dr Elaine Chua Lee Lea Im

Tembusu Senior Activity Centre Management Committee (Until Sep 19)

Advisor Ms Sheela Awat	
Chairman Mr Leong Why Kong	Vice Chairman Mr Steven Tan Chwee Hock, PBM
Honorary Secretary Mr Seng Chun Guan	Honorary Treasurer Mr Siu Yow Wee
Members Mr Chng Chwee Leng Mrs Deby Sarojiuy Pala Krishnan Dr Elaine Chua Lee Lea Im Mr Lawrence Tan Han Tong, PBM	Ms Lim Ling Mr Roy Chin Mrs Susheela Theyvendran Mr Tang Khee Meng



Our Milestones

1996

- Established the Sathya Sai Social Service (4S) and registered with the
 - Commissioner of Charities
 - Registrar of Societies
 - National Council of Social Service (NCSS)
- Started to fund the Food Aid and Befriending Programme – a programme managed by volunteers of the Sri Sathya Sai Society's Seva Group
- Set up the Sathya Sai Baba Specialist Clinic on the second floor of the Sathya Sai Baba Centre

1997

Appointed by the then Ministry of Community Development to manage Bukit Batok Home for the Aged (BBHA) for a period of five years

2001

Launched a series of community health screening sessions in partnership with the Health Promotion Board and the Hong Kah North Division's Grassroots Organisations (GROs) until April 2002

2002

- Took over the management of a rehab centre (formerly known as Bukit Batok Senior Citizens Health Care Centre) from Home Nursing Foundation
- Renamed the clinic "Sathya Sai Baba (General and Specialist) Clinic"
- Appointed by the Ministry of Community Development and Sports (MCDS) to manage Tembusu Home at Pelangi Village (TBH) for a period of five years
- Reappointed by MCDS to manage BBHA for a period of five years

2003

Selected as one of the beneficiaries supported by the President's Challenge 2003

2004

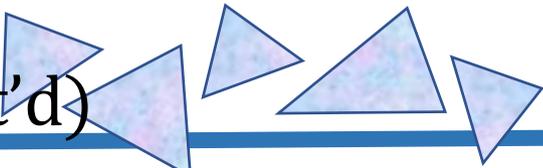
- Embarked on a 3-month Strategic Planning Exercise and a new 4S' mission statement was developed
- Adopted "Tembusu" in the naming of subsequent facilities and programmes
- Renamed the rehab centre "Tembusu Rehab Centre" (TRC)
- Appointed by the Ministry of Community Development, Youth and Sports (MCYS) to manage a community-based eldercare facility, known as Tembusu Neighbourhood Link (TNL). It is the first Neighbourhood Link set up on the rooftop of a multi-storey carpark

2005

- Established the Tembusu Volunteer Programme
- Conducted two sessions of Blood Donation Drive in collaboration with the Sathya Sai Central Organisation, Singapore in May and August 2005



Our Milestones (Cont'd)



2006

- Inaugurated the first Volunteer Training Programme
- Embarked on the first humanitarian project – SaiNet Project in Laos
- Participated in MCYS - NCSS Social Work Training Scholarship Scheme
- Commemorated the 10th anniversary of community service by 4S with a Thank You Dinner and two sets of commemorative stamps

2007

- Appointed by MCYS to manage Thuja Home at Pelangi Village (TJH) for a period of five years
- Reappointed by MCYS to manage BBHA and TBH for a period of five years
- Embarked on the second humanitarian project - Sathya Sai-Huong Van Health Centre Project in Vietnam
- Launched the Tembusu Transport

2008

- 4S President was invited by the National Archives of Singapore to record an oral history on the birth and development of 4S
- Appointed by MCYS and NCSS to provide Home Help Service for the western region. Named the programme Tembusu Home Help Service (THHS)
- Embarked on the third humanitarian project – SaiBlanket Project in Nepal
- Selected as one of the beneficiaries supported by the President's Challenge 2008

2009

- Set up the Tembusu Health Centre (THC) at Eunos Crescent and Sathya Sai Baba (General and Specialist) Clinic ceased operations in June 2009
- Relocated TRC to Jurong West Street 71

2010

- Transferred the operations of the Food Aid and Befriending Programme from Sri Sathya Sai Society to THC and renamed the programme "Tembusu Food Aid Programme"
- Renamed TNL "Tembusu Seniors Activity Centre" (TSAC)

2011

- Embarked on the second Strategic Planning Exercise
- Renamed TRC "Tembusu Rehab and Day Care Centre" (TRDCC)
- (TRDCC) Implemented the Singapore Programme for Integrated Care for the Elderly or SPICE in collaboration with the Agency for Integrated Care (AIC)
- Renamed THC "Tembusu Free Clinic" (TFC)

2012

- Selected as one of the beneficiaries supported by the President's Challenge 2012
- Participated in the Community Silver Trust scheme for Intermediate and Long-Term Care service for both healthcare and social service sectors
- Merged TFC's subjects with TSAC
- Reappointed by MCYS to manage BBHA, TBH, TJH for a period of five years

Our Milestones (Cont'd)

2013

- Appointed by the Ministry of Social and Family Development to manage Acacia Welfare Home (AWH) for a period of five years
- Ceased operating TFC from 1 Apr 13
- Appointed by AIC as a Funds Administrator of the Seniors' Mobility and Enabling Fund in July 2013
- Set up the Tembusu Eldercare Centre (SPICE) (TEC) at Eunos Crescent in collaboration with AIC in December 2013
- Participated in the Care and Share Movement for the social service sector

2015

Ceased operating THHS and Tembusu Transport on 31 Mar 15

2016

- Ceased operating TRDCC on 31 Mar 16
- Relocated AWH from 10 Kaki Bukit Avenue 5 to 30 Admiralty Street from 20 Nov 16 and renamed AWH "Acacia Home (AH)"

2017

- Relocated TEC from 3 Eunos Crescent to 31A Eunos Crescent from 1 Sep 17 and renamed TEC "Tembusu Eldercare Centre"
- Relocated TSAC from 31A Eunos Crescent to 3 Eunos Crescent from 1 Nov 17 and renamed TSAC "Tembusu Senior Activity Centre"
- Commemorated the 21st anniversary of community service by 4S with a Thank You Dinner

2018

- Reappointed by the Ministry of Social and Family Development (MSF) to manage AH, BBHA, TBH and TJH for a period of three years, with an option to extend another three years
- (TEC) Implemented the Integrated Home and Day Care programme from 1 Jul 18
- (TJH) Was designated as "place of temporary care and protection" and "place of safety" under the provisions of the Vulnerable Adults Act, 2018 from 19 Dec 18

2019

- (BBHA) Piloted the Telehealth Programme for a period of one year from 1 Feb 19
- Merged the management committees overseeing TSAC and TEC into one, known as Tembusu Eldercare Service Management Committee, from 29 Sep 19 to enhance and better coordinate care and services to seniors in the Eunos community



Residential Care



Welfare Homes



Background

The Ministry of Social and Family Development (MSF) has appointed 4S as the Managing Agent of Acacia Home (AH), Bukit Batok Home for the Aged (BBHA), Tembusu Home at Pelangi Village (TBH) and Thuja Home at Pelangi Village (TJH). These Homes are Welfare Homes established under the provisions of the Destitute Persons Act (DPA) for the reception, care and rehabilitation of destitute persons.

The four Welfare Homes cater for destitute persons who do not have family support, financial means and/or place of abode. Some residents have family members or relatives but they may be estranged for many years or who are unable to support and accommodate them owing to various reasons.

Goals

- To provide a supportive environment for the maintenance and promotion of the physical and psychosocial well-being of the residents
- To assist residents to achieve self-reliance for community reintegration through effective casework and intervention

Bukit Batok Home for the Aged

- Has been managed by 4S since April 1997
- A three-storey building with a 200-bed capacity
- Caters for destitute persons with both genders admitted by MSF under DPA

Thuja Home at Pelangi Village

- Has been managed by 4S since June 2007
- A four-storey building with a 250-bed capacity
- One of the six residential care facilities located in Pelangi Village
- Caters for female destitute persons admitted by MSF under DPA

Tembusu Home at Pelangi Village

- Has been managed by 4S since June 2002
- A seven-storey building with a 200-bed capacity
- One of the six residential care facilities located in Pelangi Village
- Caters for male destitute persons admitted by MSF under DPA

Acacia Home

- Has been managed by 4S since February 2013
- A seven-storey building with a 250-bed capacity
- Caters for male destitute persons admitted by MSF under DPA

Providing a supportive, safe, secure and clean environment, with opportunities to maximise one's potential physical, mental, emotional and social capacities is critical in maintaining and/or improving the well-being of the residents and to assist them to achieve self-reliance. The four Homes are committed to offer residents adequate opportunities to enhance their quality of life and facilitate their reintegration to the community, where possible.

The Homes adopt a four-pronged approach in the provision of care and services, while at the same time embracing 4S' values of compassion, commitment, integrity and professionalism.

- Adopting the resident-centred model in service delivery so that services are delivered in a thoughtful and compassionate manner thereby upholding the dignity, privacy and comfort of the residents
- Emphasising holistic care to meet the physical, mental, emotional and social needs of the residents through multi-disciplinary team effort
- Fostering synergistic partnership with the community in programmes and activities to connect residents with the community
- Benchmarking best practices for programmes and services for continuous improvement

Programme Objectives

Residents of the Homes come from different backgrounds with varied life experiences, expectations and needs. Programmes and services are designed to provide a good balance of structured activities and individualised care with the following objectives:

- To maximise residents' physical, social and cognitive functions to help them achieve optimal capacity for self-care
- To provide opportunities for residents' participation in therapeutic and social activities
- To assist residents in achieving self-reliance for eventual reunification with family or reintegration into the community

Care Management

Upon admission, every resident is assigned:

- a Social Worker/Caseworker as the Case Manager to assist the resident in adjusting to living in the Home environment and working out an individualised care plan to facilitate appropriate care tailored to the resident's needs, abilities and interest.
- a Personal Care Officer to look into the resident's daily care needs and routine
- a Staff Nurse as the Care Manager to attend to the health care needs of the resident



Individualised Care Plan

An initial assessment is conducted within the resident's first month of admission by doctor, physiotherapist, occupational therapist and social worker. The assessment focuses on identifying the resident's needs, strengths, limitations and activity interest. The social worker will also use the Client and Assessment Support Tool (CAST), a 29-item questionnaire introduced by MSF in December 2017, to identify residents' needs in individual functioning and community living. Information obtained from the various assessments are used as a baseline to develop an Individualised Care Plan (ICP) outlining the treatment goal(s) and intervention strategies. The ICP work towards the following:

	With support network and/or discharge potential	Without support network and/or has no discharge potential
With family	<ul style="list-style-type: none"> • Maintenance of functionality • Achievement of self-reliance • Enhancement of quality of life • Reunification with family • Reintegration into community 	<ul style="list-style-type: none"> • Maintenance of functionality • Achievement of self-reliance • Enhancement of quality of life • Strengthening bond with family
Without family	<ul style="list-style-type: none"> • Maintenance of functionality • Achievement of self-reliance • Enhancement of quality of life • Reintegration into community 	<ul style="list-style-type: none"> • Maintenance of functionality • Achievement of self-reliance • Enhancement of quality of life

Staffs work with residents to address any challenges they face such as those relating to adjustment, emotional, behavioural, interpersonal relationships and family-related issues. Relevant mutual support groups are formed to assist residents having anxieties and frustration to verbalise their needs, to share experiences and to learn new coping skills.

Case Review Committee

Progress monitoring and evaluation of achievement of goals and outcome of activities on residents' well-being are relayed through daily interaction, monthly interview and periodic assessment by the multi-disciplinary team of care staff.

The Home's Case Review Committee, chaired by the Superintendent, ensures that every resident is given the opportunity to rehabilitate or to prepare himself for eventual discharge. The committee meets regularly to:

- Approve the ICP of new resident within the first month of admission
- Review the case of every resident at intervals of not more than six months
- Review the progress of residents placed under various rehabilitative care

Performance Indicators

In connection with the appointment as Managing Agents for Welfare Homes from 1 Apr 18 for BBHA, TBH and TJH and from 1 May 18 for AH, MSF has introduced a range of new performance indicators to give focus on service outcome. For example, assessment, casework and counselling are to be carried out by competent staff to support residents' rehabilitation. Outcome-based funding, pegged to resident and staff-related outcome criteria, will replace the existing funding arrangement from April 2018 to encourage better resident outcomes and overall service performance. Starting from financial year 2018/2019, quarterly disbursement of recurrent funding is pegged at 90% per capita funding and the remaining 10% outcome-based funding, is to be disbursed at the end of the financial year.

Programmes and Services



Annual Chest X-Ray, Flu Vaccination and Mammogram

Chest X-rays, flu vaccinations and mammogram (for female residents only) are conducted annually for residents as a preventive health measure.

Community Participation

Increasing community involvement can prevent residents from feeling isolated. Volunteers are useful community resources which can serve to meet residents' interests and needs. Activities conducted by volunteers for the residents include befriending, organising events such as outings, games, parties and sing-a-long sessions and also assisting in sourcing and maintaining contact with friends and relatives.

Fire Safety

All four Homes have developed emergency evacuation procedures and are equipped with proper fire emergency equipment to ensure all legislations related to fire protection are complied with. In each Home, a staff is designated as Fire Safety Officer (FSO). The key functions of the FSO are to ensure fire-fighting equipment is serviced regularly and in good working condition, to coordinate training to staff on fire safety measures and to ensure fire escape passages are not obstructed. As required by the Singapore Civil Defence Force, all four Homes have at least four trained Community Emergency Response Team (CERT) members in each working shift. To ensure sufficient preparedness, fire drills are conducted on a quarterly basis.



Food Service

BBHA, TBH and TJH used to prepare nutritionally balanced Halal meals for its residents by kitchen crews from the BBHA and TBH kitchens. Recruiting kitchen crews to man the two Halal kitchens all year round was challenging. Additionally, it was arduous to enforce measures put in place to minimise the risks of fire and food poisoning. After protracted deliberation, BBHA, TBH and TJH decided to engage a Halal-certified and a National Environment Agency-licensed catering services from 1 Jan 19. AH has been ordering its meals from an external caterer which is Halal-certified and a National Environment Agency- licensed caterer since commencing operation.

Residents are provided with three meals daily at intervals of not more than five hours. Extra care is taken to ensure that a variety of food is served and that special meals are catered for residents with special dietary needs. Additionally, snacks such as biscuits, barley, chrysanthemum tea and milo are offered at least twice a day and the interval between this and breakfast the following morning is not more than 12 hours. The four-week cycle menu, planned with the assistance of a dietician, is reviewed annually. Food for special occasions is also arranged.

Leisure and Interest

Residents have different expectations with respect to lifestyle preferences in the Home. To boost a more active lifestyle, an eclectic range of social and recreational activities, and daily living-related activities are made available to match and satisfy residents' preferences. Special consideration is given to residents with cognitive impairments.



Spiritual Needs

Spirituality relates to the means by which people find meaning and purpose in their lives. Thus, spiritual and religious needs of the residents are given paramount consideration. At all four Homes, residents are free to continue to observe religious, cultural and personally significant anniversaries and events of their choice.

Provisions are made for residents to attend places of worship and to receive visits from religious groups of their faith. The Homes also ensure that residents are not coerced by religious groups to accept their persuasion.



Work Therapy Programme

The work therapy programme is a work-related scheme aimed at encouraging self-reliance and meaningful use of time. Residents who are certified medically fit are encouraged to participate in the Home Earning Scheme (HES) or Day Release Scheme (DRS).

Under HES, each resident will be assigned a work-related activity based on his capabilities and interests. The scheme serves as a motivational tool as it not only offers residents an opportunity to occupy their time meaningfully, but also allows them to earn a monthly allowance that they can use for incidental expenses.

Residents who have suitable ability and skills are assisted to take up external employment under DRS. Residents are arranged to undergo community living skills learning and vocational training and qualification, such as the Workforce Skills Qualification training courses, where necessary. This rehabilitative programme is critical to the residents' reintegration into the community.



Service Assurance

The 4S-appointed Welfare Homes Management Committee ensures that the Homes are run in the best interest of residents and in compliance with all the prevailing legislations and guidelines governing the management of the Homes. These include corporate governance, finance and procurement, human resource, workplace safety and food hygiene. The committee also regularly reviews procedures and practices in light of changing requirements from Ministry and professional organisations.

Effective service assurance and quality monitoring system have also been put in place to measure success in meeting the objectives of the Homes and programme goals.

Ensuring Service Standards	Frequency
Unannounced Visit by Board of Visitors	Monthly
Submission of Statistical Returns (MSF)	
MSF Case Review Committee Meeting	Bi-monthly
Kitchen Audit by Home's Food Hygiene Committee	
Visit by Management Committee Member	
Inspection Visit by MSF Officer	Six-monthly
Medication Management Audit by Pharmacist	
MSF Fixed Asset Audit	Yearly
Menu Review by Dietician	
MSF Finance Audit	Ad hoc

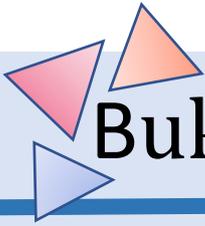
Programme Highlights

Building Intergenerational Opportunities for Learning

AH is blessed to have collaborated with Canberra Secondary School to provide regular engagements between the residents and students. One of the most memorable events was the year-end party at Canberra Secondary School, held on 16 Oct 19. AH residents were invited to play a myriad of fun activities such as carom, billiard, table tennis and table football. Residents were also treated with light refreshments at the party.

Not only did the interactions between the residents and students provided an opportunity for experiential learning in closing the generation gap through partnerships with the community, but it paved the way for residents to bond, show care and share their skills and glorious stories as well. To this end, it also gave the residents a renewed sense of purpose in their lives.





Bukit Batok Home for the Aged

Programme Highlights

Telehealth Pilot Programme



In February 2019, BBHA was selected by MSF to pilot a one-year Telehealth programme for its residents. Offered by Doctor Anywhere (DA), the programme allowed residents to receive a doctor's consultation for acute non-emergency conditions via video conferencing (i.e. teleconsultation), hence avoiding the need to travel to the Polyclinic and to wait long to see a doctor. Other services offered by DA were weekly physical doctor visits, after-office-hours phone triage, management of chronic medical conditions and delivery of medications prescriptions. At the end of the pilot in end January 2020, it was evaluated that the teleconsultation service was indeed useful, especially in light of the Covid-19 pandemic. It was also well-received by most residents in the Home. In view of its benefits, BBHA decided to continue engaging teleconsultation service for its residents, on top of the weekly physical doctor visits from February 2020.

Self-expression through the Arts

Conducted by counsellors from SAGE Counselling Centre, 10 lucky residents were engaged to express their feelings and thoughts through different forms of artwork within six interactive sessions between May and July 2019. Other than encouraging self-expression and creativity, the programme promoted socialisation among residents and enhanced their cognitive well-being as well.



Reminiscing Kampong Glam



On 13 Aug 19, 13 residents had the golden opportunity to learn and reminisce the rich history and culture of the Malays at the Kampong Glam. Residents visited the national monument, the Sultan Mosque, and the Malay Heritage Centre too. After the informative and insightful tour, residents were treated to a scrumptious Middle Eastern lunch which all of them enjoyed very much.

Tembusu Home at Pelangi Village

Programme Highlights

The Animal Resort

On 28 Jun 19, 25 residents were brought to the Animal Resort at Seletar West Farmway. A mini-zoo of sorts, with the charm of a kampong in the 1960s, our residents were tickled by the reminiscence of their childhood as well as being comforted by the therapeutic sights of the numerous animals such as horses, peacock, roosters, rabbits, cats and many more "farm animals".



National Gallery



On 30 Aug 19, 18 residents were brought to the National Gallery. Residents were delighted to take in the awe of the combination of two historical buildings of modern Singapore – Our City Hall and the former Supreme Court. Residents were taken on a tour of the breathtaking art gallery and were taken through the various art collections that the gallery had to offer. Our residents were intrigued by the large visual spectacle and were almost unwilling to leave when it was time to return Home!

Lee Kong Chian Natural History Museum

On 22 Jan 20, 20 residents were brought to Lee Kong Chian Natural History Museum located at the Kent Ridge Campus of the National University of Singapore. The rich natural history and biodiversity was displayed throughout the many exhibits that the museum offered. Residents were thrilled to see real dinosaur skeletons! They even had the opportunity to touch the dinosaur bones and engage in some activities at the activity booths!





Thuja Home at Pelangi Village

Programme Highlights

Picture Bingo

Picture Bingo is modified form of bingo whereby residents are tasked to form a line of selected visual cards to win the game, to engage residents who are innumerate as well. Playing bingo improves cognitive function in older persons, helping them to remain sharp in order to tackle day-to-day tasks. When playing bingo, players have to place chips quickly onto their card whilst watching attentively for the next picture to be shown. This helps to improve hand-eye-ear coordination. The competitive feature of the game makes it more fun by bringing up the stakes.



National Gallery



13 residents got the opportunity to experience National Gallery's Building Highlights tour on 16 October 2019. The hour-long tour took residents around the museum whilst imparting knowledge about the history of the old Supreme Court as well as artistic insights to iconic art pieces housed within the gallery. The residents asked numerous relevant questions about the artistic process and tools needed to create those work. The tour achieved its aim to engage residents in critical thinking and expanded their understanding of what is art.

Singapore Flyer

On 26 Sep 19, three residents hopped on the Singapore Flyer for a ride. Residents were in awe of the towering 42-storey observation wheel and panoramic Singapore skyline. Their excitement was evident through their ceaseless chatter with staff about Singapore's past and how much have changed. At some point everyone was reminiscing about the Singapore they grew up in. Though their experiences were vastly different, the overtones of nostalgia that permeates throughout the cabin were indistinguishable.

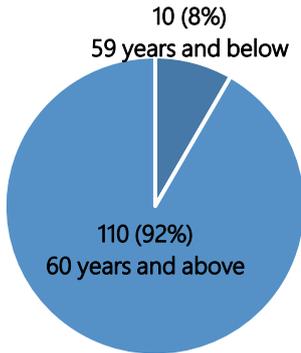




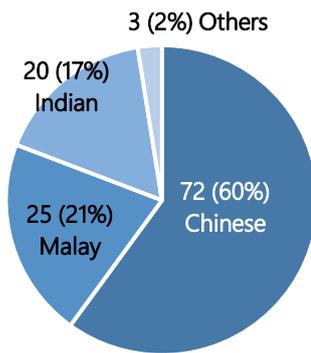
Statistical Information (as at 31 Mar 20)

Acacia Home (no. of residents: 120)

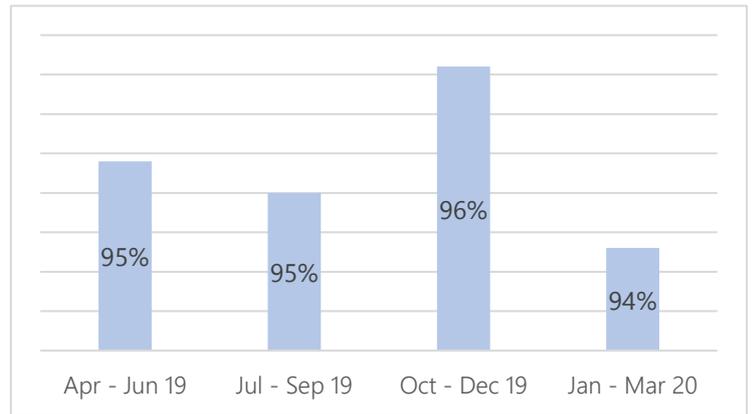
By Age Group



By Ethnicity

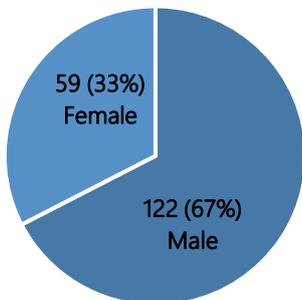


Residents' Participation in Two or More Activities



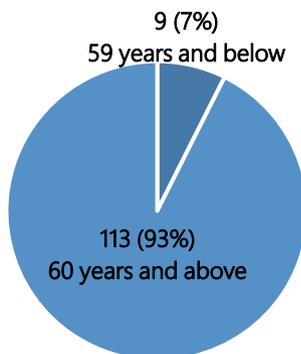
Bukit Batok Home for the Aged (no. of residents: 181)

By Gender

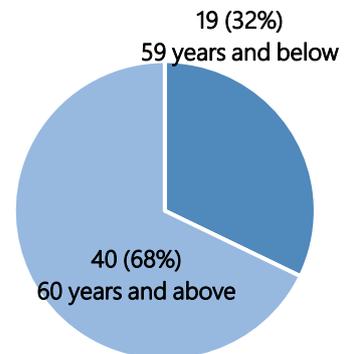


By Age Group

Male (122)

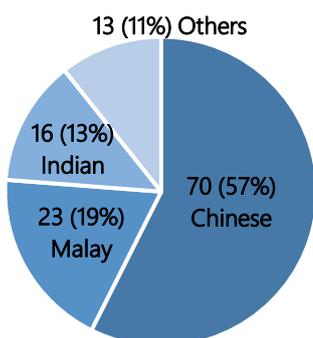


Female (59)

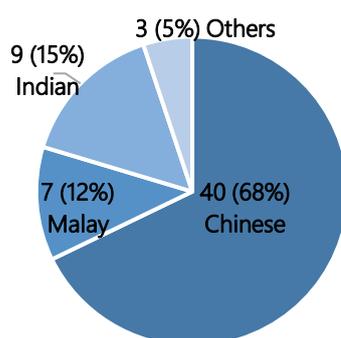


By Ethnicity

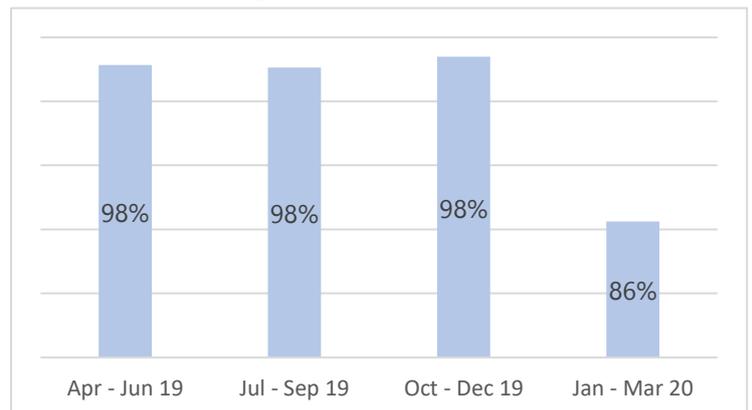
Male (122)



Female (59)



Residents' Participation in Two or More Activities

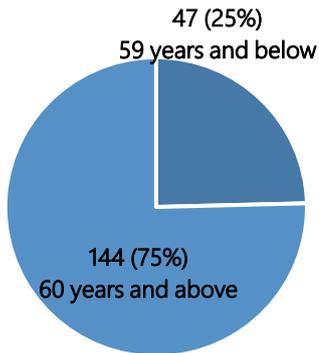




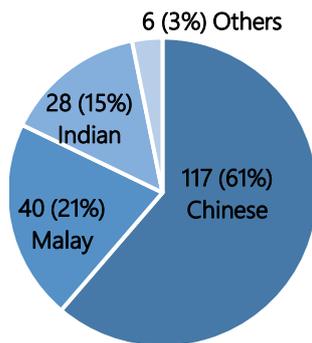
Statistical Information (as at 31 Mar 20)

Tembusu Home at Pelangi Village (no. of residents: 191)

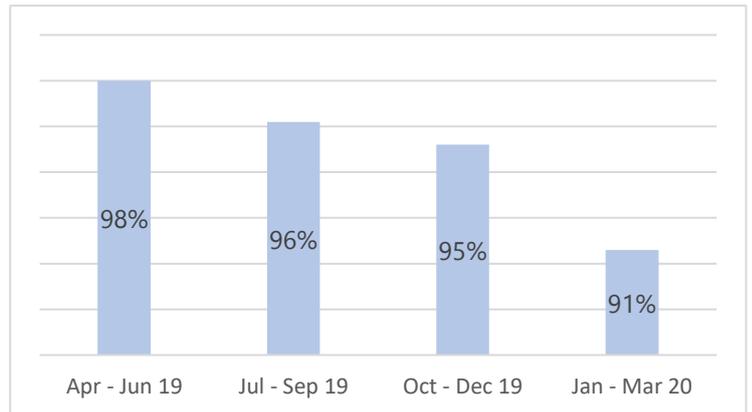
By Age Group



By Ethnicity

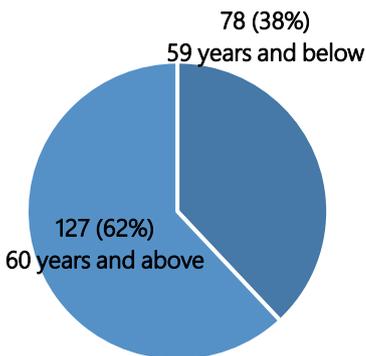


Residents' Participation in Two or More Activities

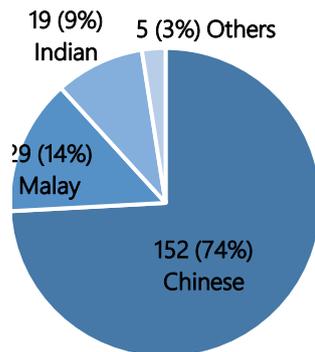


Thuja Home at Pelangi Village (no. of residents: 205)

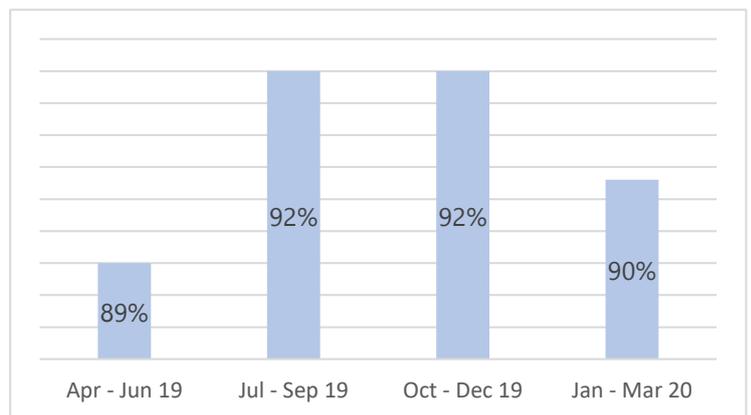
By Age Group



By Ethnicity



Residents' Participation in Two or More Activities



Aged Care



Tembusu Eldercare Centre



Background

In March 2013, 4S collaborated with the Agency for Integrated Care (AIC) to implement the Singapore Programme for Integrated Care for the Elderly (SPICE) in Eunos Crescent. With the support from the Ministry of Health, Assoc Prof Fatimah Lateef, MP for Marine Parade Group Representations Constituency and the local grassroots organisations, 4S implemented SPICE at Block 3 Eunos Crescent in December 2013 and named the programme Tembusu Eldercare Centre (SPICE). On 1 Sep 17, the centre swapped premises with Tembusu Senior Activity Centre (TSAC) and relocated from Block 3 Eunos Crescent to Block 31A Eunos Crescent. The relocation facilitates optimal use of space and accessibility for the services delivered at each centre. The centre was subsequently renamed Tembusu Eldercare Centre or TEC in short.

On 1 Jul 18, TEC transitioned to the Integrated Home and Day Care (IHDC) Packages to provide seniors with intensive care with the flexibility to get a different combination of care services in their homes, at a nearby day-care centre, or both, depending on their needs. It offers personalised care packages to support seniors with multiple care needs so that they can live and age well in the community as long as possible.

Goal

To provide affordable, reliable and professional day care service in a safe, clean and caring environment

Significant Events

2013

- In March 2013, 4S worked with AIC to implement SPICE
- The centre commenced operations on 16 Dec 13

2014

The centre was accredited by MOH as an Approved Centre under the Medical Endowment Fund (Medifund) scheme in March 2014

2017

- The centre converted to mainstream SPICE on 1 Apr 17
- The centre was relocated from Blk 3 Eunos Crescent to Blk 31A Eunos Crescent on 1 Sep 17 and renamed Tembusu Eldercare Centre (TEC)

2018

- The centre transited to Integrated Home and Day Care (IHDC) packages on 1 Jul 18
- Dr Amy Khor, Senior Minister of State, MOH, visited TEC on 4 Sep 18

2019

Merged the management committees overseeing TEC and TSAC into one, known as Tembusu Eldercare Centre Management Committee, from 29 Sep 19 to enhance and better coordinate care and services to seniors in the Eunos community

Service Boundary

TEC's service boundary covers the eastern region of Singapore including Bedok, Chai Chee, Eunos, Geylang Bahru, Geylang, Macpherson, Marine Parade, Mountbatten and Ubi.

Opening Hours

Mondays to Fridays	7:00 am - 7:00 pm
Closed on Saturdays, Sundays and Public Holidays	

Programmes and Services

The programme aims to provide comprehensive, integrated care to enable frail elderly persons to remain in the community and to render support to their caregivers.

A multi-disciplinary team comprising of medical, nursing, allied health professionals and ancillary staff develops and implements an individualised care plan for each service user. A suite of patient-centric services such as primary and preventive care, nursing care, rehabilitation services, personal care and social and leisure activities are offered based on individual needs. Caregivers' needs are considered when customising the service users' care plans.

The programme consists of six care components:

Medical & Nursing Care	Rehabilitation	Social Work Service
<ul style="list-style-type: none"> • Medical assessment & review • Management of chronic conditions • Medication review • Nursing Care • Dietary needs assessment and advice • Provision of therapeutic diets 	<ul style="list-style-type: none"> • Physiotherapy assessment • Occupational therapy assessment • Cardiovascular exercises • Balance and gait training • Individual and group exercises • Social and recreational activities • Cognitive-perceptual training 	<ul style="list-style-type: none"> • Social assessment • Information and referral • Means-testing • Advice and counselling • Practical assistance • Case management
Home-based Support	Personal & Social Care	Caregiver Support
<ul style="list-style-type: none"> • Home Nursing • Home Therapy • Meals-on Wheels • Medical Escort • Basic housekeeping • Personal Hygiene Care 	<ul style="list-style-type: none"> • Personal hygiene care • Laundry 	<ul style="list-style-type: none"> • Caregiver training • Caregiver counselling • After-hours helpline

Creative Arts Programme

TEC implements the creative arts programme like music or art therapy to engage service users and allow them the opportunity to express themselves irrespective of their illnesses. The programme is supported by the WeCare Arts Fund, a grant scheme by the National Arts Council and the People's Association.

In November 2019, TEC partnered with ArtStories to engage 15 seniors through Mixed Art and Craft. The sessions allowed the seniors to bond with each other and express their creativity through arts.



Industrial Attachment

TEC has partnered with the Institute of Technical Education (ITE) College East to provide internship training for students from the Department of *Nitec* in Community Care and Social Services since 2013. In 2016, an Internship Participation Agreement was signed between 4S, ITE and the National Council of Social Service (NCSS) and NCSS was the fund administrator to provide internship training allowance. On 1 Oct 19, the Ministry of Social and Family Development took over NCSS' role as the fund administrator to provide funds to help support internship training for the students. Since 2013, TEC has trained 18 students.

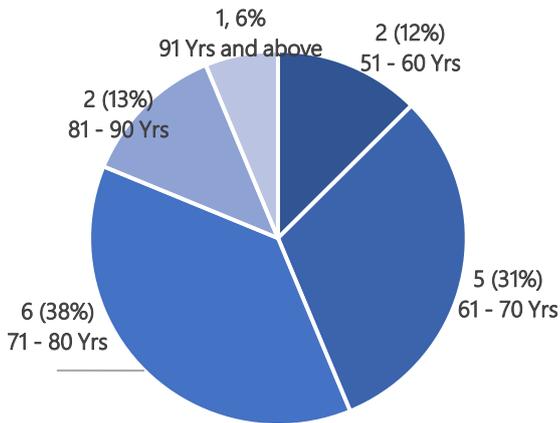




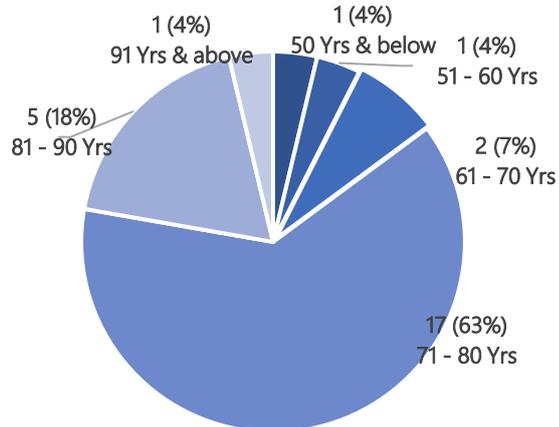
Statistical Information (as at 31 Mar 20)

Active Service Users by Age and Gender (43)

Male (16)

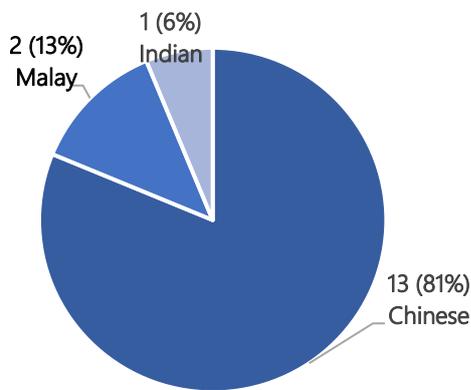


Female (27)

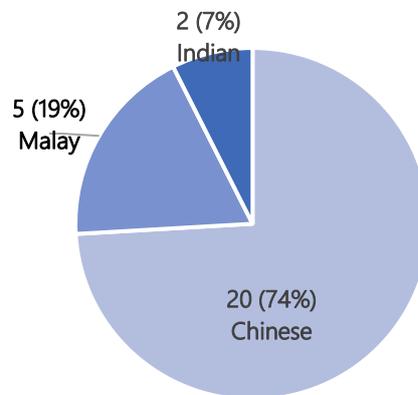


Active Service Users by Ethnicity and Gender (43)

Male (16)

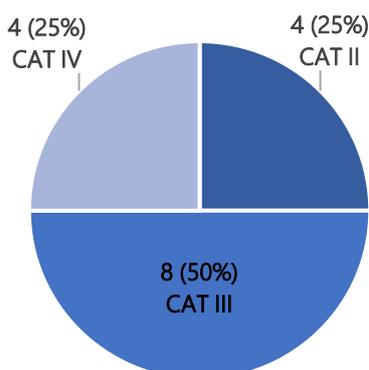


Female (27)

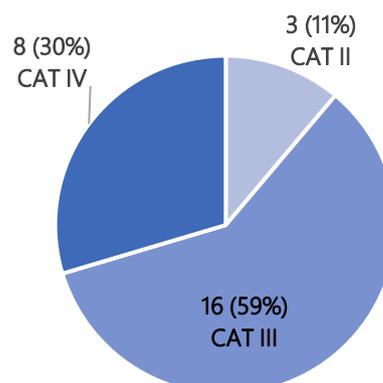


Active Service Users by Functional Status (43)

Male (16)



Female (27)



Tembusu Senior Activity Centre



Background

In 2004, the then Ministry of Community Development, Youth and Sports (MCYS) appointed 4S to set up and manage a neighbourhood link centre at Eunos Crescent. The centre, located on the rooftop of a multi-storey car park at Blk 31A Eunos Crescent, was named Tembusu Neighbourhood Link (TNL) and commenced operations on 26 Jun 06.

In 2009, MCYS decided to reposition the Neighbourhood Link programme to give focus to elderly persons living in Housing Development Board (HDB) rental blocks. Consequently, TNL was renamed Tembusu Seniors Activity Centre in March 2010. The primary purpose of the centre is to serve elderly residents living in Blocks 1, 2 and 12 at Eunos Crescent.

In February 2012, Tembusu Free Clinic (TFC) at Blk 3 Eunos Crescent was merged with the centre under one management committee. In April 2013, TFC ceased operations. On 1 Nov 17, the centre swapped premises with Tembusu Eldercare Centre (TEC) and relocated from Block 31A Eunos Crescent to Block 3 Eunos Crescent. The relocation facilitates optimal use of space and accessibility for the services delivered at each centre. The centre was subsequently renamed Tembusu Senior Activity Centre (TSAC).

Goal

To be the hub for activities and the first stop centre for social services for seniors living in the HDB rental flats in Eunos Crescent



Significant Events

2004

4S was appointed by MCYS to manage a Neighbourhood Link centre in December 2004

2006

- 4S took over the facility from HDB in May 2006 and named it TNL
- TNL commenced operations on 26 Jun 06
- Dr Pal Dhall, Zone Co-ordinator, Sathya Sai Organisation Pacific and Asian Region (India excluded), visited TNL on 4 Sep 06
- The South East Community Development Council (CDC) appointed TNL as a Public Assistance (PA) Satellite in September 2006
- TNL became a member of the South East CDC's South East Comcare Local Network on 15 Dec 06

2007

- Mr Matthias Yao, Mayor, South East District, visited TNL on 17 Mar 07
- Related by Love, a programme for the frail elderly, was started by a group of Sai volunteers in July 2007
- Dr Ong Seh Hong, MP for Marine Parade GRC and Advisor to Kampong Ubi-Kembangan GROs, launched the Legal Counselling Service on 7 Aug 07. This service was initiated by a group of volunteer lawyers.
- Dr Vivian Balakrishnan, Minister for Community Development, Youth and Sports, officially opened TNL on 25 Nov 07

2008

- Mrs Yu-Foo Yee Shoon, Minister of State for Community Development, Youth and Sports, visited TNL on 4 Jan 08 to observe the PA Review processes conducted by officials from South East CDC
- TNL was chosen as one of the pilot centres of the Silver Co-Operative, a joint initiative of the South East and Central Singapore CDCs

2009

Dr Michael Goldstein, Chairman of Sri Sathya Sai World Foundation, visited TNL on 12 Feb 09

2010

- TNL was renamed Tembusu Seniors Activity Centre in March 2010
- The Legal Counselling Service was discontinued in March 2010
- The Public Assistance Satellite Programme was discontinued in April 2010
- The Management Committee set up the Publicity and Outreach Sub-Committee and the Programmes, Services and Centre Management Sub-Committee on 3 May 10

2011

- The Befriending Programme was launched in January 2011
- The work therapy activity was named Tembusu Work Therapy Programme in January 2011

Significant Events (continued)

2012

- TFC's subjects were merged with TSAC in February 2012. Consequently, the Management Committee was reconstituted and six sub-committees of programmes were set up
- Dr Maliki Osman, Senior Parliamentary Secretary, Ministry of Defence and Ministry of National Development and Mayor, South East District visited TSAC on 23 Aug 12

2013

TFC ceased operations in April 2013

2014

Mr Chan Chun Sing, Minister of Social and Family Development visited the centre on 2 Oct 14

2015

The Tembusu Transport service ceased operations on 31 Mar 15

2016

Mr Tan Chuan-Jin, Minister for Manpower and the Minister for Social and Family Development visited the centre on 16 Jul 16

2017

The centre was relocated from Block 31A Eunos Crescent to Block 3 Eunos Crescent on 1 Nov 17 and renamed Tembusu Senior Activity Centre (TSAC)

2018

- Dr Amy Khor, Senior Minister of State at the Ministry of Health and Ministry of the Environment and Water Resources visited TEC and TSAC on 4 Sep 18 to understand aged care services in the community
- On 16 Feb 19, 10 seniors from the music therapy group performed alongside Madam President Halimah Yacob and Mr Jeffrey Yang, District Governor of Lion Club Singapore, at Singapore Lions Clubs' 60th Anniversary Carnival. They performed a total of two songs, one of which was co-created by them with our music therapist, Evelyn from Prospect Music Therapy Singapore

2019

- On 8 Nov 19, the Share-A-Pot (SAP) programme was featured on mosAIC's Facebook page, where seniors were filmed preparing soup
- On 24 Nov 19, two seniors from SAP programme was featured on The Sunday Times and Tamil Murasu as part of MOH communications campaign "I Feel Young SG" to promote active ageing in Singapore
- Merged the management committees overseeing TSAC and TEC into one, known as Tembusu Eldercare Centre Management Committee, from 29 Sep 19 to enhance and better coordinate care and services to seniors in the Eunos community
- On 2 Dec 19, together with TSMP Law Corporation, TSAC was featured in The Business Times article as part of TSMP Law Corporation's CSR efforts
- On 16 Dec 19, together with Singapore Food Bank, staff and seniors were featured by The Straits Times in print and on their Facebook page in a video format as part of their efforts in raising awareness on donation and food wastage

Opening Hours

Mondays to Fridays	8:00 am - 7:00 pm
Saturdays	9.00 am – 1.00 pm
Closed on Sundays and Public Holidays	

Programmes and Services

TSAC aims to be a neighbourhood focal point in the Eunos community. Programmes and services are designed to engage seniors and improve the general well-being of the residents, in particular, to facilitate elderly persons living in the three HDB rental blocks at Eunos Crescent to age-in-place.

TSAC's three target groups are defined by the well seniors, frail seniors and persons with social service needs and they are engaged through the following ways:

- Encourage Community Involvement
- Promote Volunteerism
- Provide Health Education and Case Management Services
- Establish a Local Support Network

Summary of Programmes and Services

Community Involvement	Volunteerism	Health & Social Services	Local Support Network
<ul style="list-style-type: none"> • Outreach Exercise • Related by Love (Activity Group) • Festive Celebrations & Outings • Work Therapy Programme 	<ul style="list-style-type: none"> • Recruitment & Training • Volunteer Opportunities 	<ul style="list-style-type: none"> • Health Education • Loan of Assistive Devices • Monitoring and Rendering Support to Frail and Home-bound Seniors • Food Aid Programme • Referral for Social Service Assistance 	<ul style="list-style-type: none"> • Special Interest Class & Mutual Help Groups • Befriending Programme

Encourage Community Involvement

One of the main objectives of TSAC is to prevent social isolation of the seniors living in the HDB rental flats. TSAC adopts a proactive approach to reach out to the elderly living in the three HDB rental blocks. During the year reviewed, TSAC had organised 117 events/activities.

TSAC's seniors are also often invited to attend lunch and dinner functions. During the year of review, lunch or dinner functions were organised by Dignity Kitchen, the Lions Club of Singapore, Goodlink, Volunteer Venus and temples. An average of 33 seniors attended each function.

Festive Celebrations and Outings

TSAC organises at least one festive celebration or outing a month to engage the seniors. The activities bring joy to the seniors and provide opportunities for them to interact with their peers as well as younger volunteers. These events are organised in collaboration with grassroots organisations, community agencies, schools and corporate organisations.

Since 2017, TSAC has been working with Victoria Junior College to engage students in planning activities for the seniors. During the year reviewed, the students planned activities for seniors at TSAC and TEC in celebration of Chinese New Year where they reached out to 114 seniors and 24 service users respectively.

Outreach Exercise 2019/2020

TSAC embarked on its annual outreach exercise between July 2019 and March 2020 to update the particulars of existing service users and to reach out to seniors residing in Blocks 1, 2 and 12 Eunos Crescent. During the period, TSAC staff contacted 537 households and successfully reached out to 469 seniors, 87.34% of the seniors living in the three rental blocks. Staff had managed to register 17 new seniors from the three HDB rental blocks.

Related by Love

The Related by Love (RBL) is a befriending programme initiated by a group of Sai volunteers in July 2007. It aims at enhancing life satisfaction of the frail elderly aged 60 years and above through meeting their psychosocial needs. Monthly gatherings or outings to places of interest are organised by volunteers to engage the elderly and to provide them with a platform to interact with their peers.

During the year reviewed, the average attendance at the monthly RBL event was 43 seniors and 7 volunteers.

Tembusu Work Therapy Programme

On 4 Mar 10, a group of five volunteers from Starspur Enterprise Ltd initiated a programme to teach seniors the skills needed to make soft toys, inspirational cards, origami and other handiwork.

On 29 Jan 11, the programme was named Tembusu Work Therapy Programme (TWTP) with the objective of engaging seniors in diversionary work-related activities. Products made by the seniors are sold and revenue goes towards purchasing materials and incidental expenses for the programme.



The programme not only provides seniors with a platform to share and learn skills in their free time but also allow them to interact and bond with each other and build a social support network over time. The weekly sessions attracted an average of three participants. Over the past year, three flea market stalls were set up to promote and sell the handicrafts. A total of 107 products were sold during the review period.



Promote Volunteerism

Volunteer participation is a useful means to promote integration of seniors into the community and to give them a role in local affairs. TSAC is committed to develop an active volunteer movement capable of reaching out to the needs of seniors in the community. Opportunities are made available for older persons to utilise their knowledge and experiences to help others through programme planning and implementation.

TSAC held an annual volunteer appreciation function on 11 Jan 20 to thank our volunteers for their contributions to the centre. A total of 37 regular volunteers and members of the TES Management Committee attended the function.

As at 31 Mar 20, TSAC had 468 volunteers lend a helping hand in various programmes and services. Among them, 102 were senior volunteers aged 60 years and above.



Provide Health Education and Case Management Services

TSAC seeks to improve the quality of life of lower-income seniors through the provision of healthcare and case management services. Families and elderly persons are helped by the social worker to manage their social difficulties and to obtain appropriate services.

Health Education Programme

The Health Education Programme provides useful information and guidance to seniors and their families on health care and nutrition through regular talks and demonstrations. All the sessions were conducted by volunteers, comprising doctors, nurse educators and therapists.

During the year of review, TSAC collaborated with the Agency for Integrated Care and Montfort Care, to arrange for a functional screening for seniors aged 60 and above. Seniors were given a report based on the results and were provided with the relevant referral letters for them to seek assistance for the issues flagged up. 96 seniors benefited from the functional screening held at TSAC on 22 Jun 19.

Blood Pressure Monitoring

On 30 Apr 18, TSAC, together with Neighbours for Active Living (Changi General Hospital (CGH)), started monitoring the blood pressure of the seniors living in Eunos Crescent. TSAC has trained four seniors and since March 19, they have started assisting in the weekly blood pressure monitoring sessions. The purpose in getting senior volunteers to measure the blood pressure of the other seniors is based on the concept of peer to peer advice giving. It is hoped that by getting the fellow senior volunteers to engage the other seniors in either maintaining or improving their blood pressure levels, they would be more receptive to their advice as compared to professionals.

In the year reviewed, 69 seniors have benefitted from the regular blood pressure monitoring sessions and 64 seniors have been referred to the Community Nurse Post for abnormal blood pressure readings.

Community Nurse Post

On 6 Aug 18, nurses from CGH set up their Community Nurse Post at TSAC. Seniors observed to have abnormal blood pressure readings are flagged out and referred to the nurses for medical advices on treatment as well as the options available. Seniors who have medical concerns can also schedule appointments with the nurses for medical counselling. The nurses will also conduct home visits for seniors who have difficulties in coming to the centre or are semi-ambulant. In addition, nurses from the team will conduct health talks about issues concerning the seniors once a month in Mandarin, English and Malay.

In the year reviewed, TSAC has successfully referred 64 seniors to the Community Nurse Post, and the nurses have attended to 100 seniors, inclusive of walk-ins and referrals from Neighbours for Active Living (CGH). Additionally, a total of 8 talks has been conducted, with an average of 35 participants per session.

Share a Pot



On 5 Sep 18, TSAC collaborated with Khoo Teck Puat Hospital and started the Share a Pot programme, a community-based project aimed at improving the nutrition and fitness of community-dwelling seniors. In this project, seniors meet at centres within their own community to exercise, such as performing low impact aerobics and thereafter enjoy a bowl of nutritious soup together. This stimulates a prolonged increase in muscle synthesis for as long as 24 hours after exercising.

This weekly programme to not only fill their time with meaningful activities but also expand their social circle. A group of senior volunteers will assist to procure the ingredients a day before the cooking session and cook the soup together.

As at 31 Mar 20, 35 seniors and 11 volunteers have actively participated in the Share a Pot programme.

Silver Fit Programme

In collaboration with Empower Ageing Ltd, TSAC started the Silver Fit Programme, which aims to reduce fall risks among frail seniors by performing simple exercises associated with daily activities. The programme is made more meaningful by training senior volunteers in the exercises so that they could lead their fellow seniors in the exercises. The volunteers attended a two-day training and were observed when they ran the programme for 12 sessions before leading the entire exercise on their own.

As at 31 Mar 20, 3 senior volunteers and 18 seniors have actively participated in the programme.

Loan of Assistive Devices

Residents who need supportive appliances for mobility can obtain free loan of assistive devices such as wheelchair and walking aid from TSAC. Users are also given simple training on the proper use of the mobility aids by a nurse or therapist. In total, 97 clients have benefitted from this programme since 2009.



Case Management Service

TSAC has set up the Case Management Service to assist residents with social service needs to obtain appropriate services, to facilitate and coordinate services for the residents of Eunos. The Case Management Service adopts a proactive case management to offer services such as information and referral, practical assistance and casework and counselling to them.

TSAC's Case Management Service also monitors the general well-being of Public Assistance recipients and TSAC's service users and offers assistance when in need. The presenting social issues are mostly financial difficulties and health-related matters. As at 31 Mar 20, there were 8 active cases.

Tembusu Food Aid Programme

The Tembusu Food Aid Programme (TFAP) is a volunteer-driven programme that provides individuals/families in need with monthly food parcels. In 1996, 4S started to fund this island-wide programme which was then known as Food Aid and Befriending Programme and operated from the Sathya Sai Baba Centre.

The programme was renamed TFAP on 11 Nov 09 to better reflect the nature of service it provided. The operations of the programme were relocated to Eunos Crescent on 2 Jan 10. TFAP came under the ambit of TSAC in February 2012. On 23 Mar 12, TFAP realigned its operations to focus on the general well-being of the needy residents living in Eunos Crescent housing estates.



Two types of food parcels are distributed to the needy individuals/families on the food aid programme. The normal parcel contains staple necessities that cater to a family's general needs. The special parcel contains four additional food items catering to those with special needs.

Normal Parcel	Special Parcel (Additional Items)
• Beverages	• Brown Rice
• Biscuits	• Brown Sugar
• Condensed milk	• Dhal
• Cooking oil	• Evaporated milk
• Noodles	• Milk Powder
• White Rice	• Oats
• White Sugar	• Ponni Rice

Volunteers are gathered to pack and distribute the food parcels on first Sunday of the month and volunteers selflessly use their personal vehicles for delivery.

During the review period, an average of 12 volunteers assisted in the programme and 109 beneficiaries were receiving the monthly parcels. The volunteers also rendered assistance in housekeeping chores to the frail elderly. Individuals or families who require psychosocial support or other assistance were referred to TSAC's social work unit for follow-up.

Establish a Local Support Network

One of the roles of TSAC is to facilitate the engagement of concerned individuals, educational institutions and corporate organisations to benefit the needy. Regular joint activities are initiated to provide a platform for the wider community to contribute and to demonstrate their care and concern for the less privileged in the Eunos neighbourhood.

Regular house cleaning services are organised in collaboration with various organisations such as the Metropolitan Young Men's Christian Association of Singapore and the Habitat for Humanity to assist seniors who encounter difficulties in keeping up with their household chores. Under the Project HomeWorks by the Habitat for Humanity, free bedbug fumigation services were provided for needy seniors if their houses were found to be infested with bedbugs.



TSAC partners with schools such as Bartley Secondary School, Chung Cheng High School (Main), Eunos Primary School, Hwa Chong Institution, Tampines Meridian Junior College, Victoria Junior College and Singapore Polytechnic to engage seniors living in the rental blocks. Student volunteers conduct activities at TSAC, befriend the seniors regularly to prevent social isolation and to improve the quality of life of the lower-income seniors.

Since 2012, TSAC has been a SSA partner in the Community Laboratory @ South East by South East CDC (SECDC). The programme is a four-stage community service leadership programme to engage students in community projects so that they can have a better understanding and appreciation of the needs of the less fortunate in the community.

Additionally, SECDC has also linked TSAC with corporate partners, such as Prudential who currently funds the Share-A-Pot programme and TSMP Law Corporation. Together with TSAC, TSMP Law Corporation discussed topics ranging from the Lasting Power of Attorney, Advanced Medical Directive, Will Making and the Maintenance of Parents through a skit and small breakout groups where volunteers from the firm with the seniors over lunch.

Special Interest Clubs and Mutual Help Groups

TSAC promotes the setting up of interest clubs to enable seniors to pursue their interests and to interact with their peers. Through frequent interaction and the pursuit of similar interests together, participants gradually build up a support network for mutual help in times of need and crises.

As at 31 Mar 20, there were 159 seniors participating in six Interest Clubs.



Club	Frequency per Week	Participants from Rental Blocks	Participants from Non-Rental Blocks	Total
Bingo	2	60	79	139
Brisk Walk	2	18	53	71
Health	1	27	62	89
Rummy O	2	9	24	33
Sudoku	1	5	12	17
Yoga	1	10	58	68
Total		129	288	417

Befriending Programme

One of the core functions of TSAC is to prevent social isolation of the elderly living in HDB rental flats. In January 2011, TSAC launched the Befriending Programme to give support to seniors living alone or with another elderly person in the three HDB rental blocks in Eunos Crescent. Trained volunteers are deployed to visit these seniors regularly to provide companionship and to build rapport with them. Those with social service needs are referred to TSAC's Case Management Service for assistance.



During the year reviewed, 16 seniors with limited social support network had been identified for close monitoring by the befrienders. They were contacted at least thrice a week by staff and 14 volunteers.

Alert Alarm System in Studio Apartments

TSAC has been maintaining a register of the elderly living in SAs. HDB installed the Alert Alarm System (AAS) in 107 units of Studio Apartments (SAs) for the elderly spread across the three blocks of mixed development comprising SA, three-room and four-room HDB flats. The AAS was linked to and monitored by TSAC staff and volunteers during office hours, prior to its relocation to Block 3 Eunos Crescent on 1 Nov 17. After the relocation, staff from Tembusu Eldercare Centre, which took over the premises, assisted to monitor the system as the AAS could not be relocated to the new premise. The availability of the system gives the elderly a greater sense of security that help would be at hand when they need it.

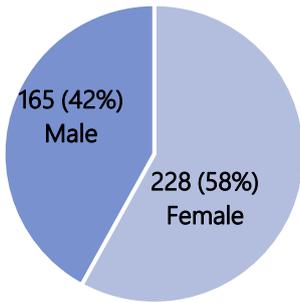
A group of volunteers, Heart of Yoginis from The Yoga Trail, was linked up by South East CDC to TSAC since August 2012. During the year reviewed, the volunteers organised two activities for the residents from the SAs and the average attendance was 16.



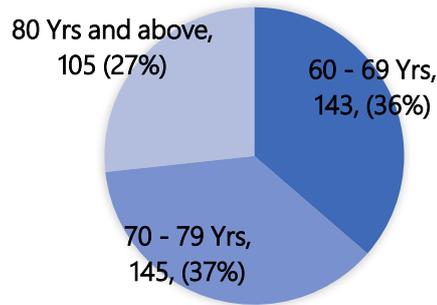
Statistical Information (as at 31 Mar 20)

Residents Registered with TSAC (393)

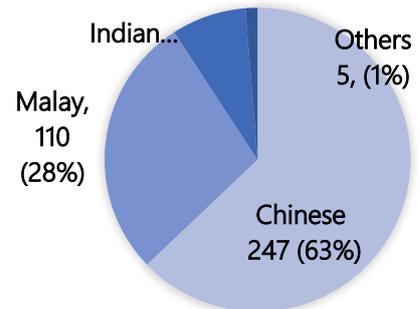
By Gender



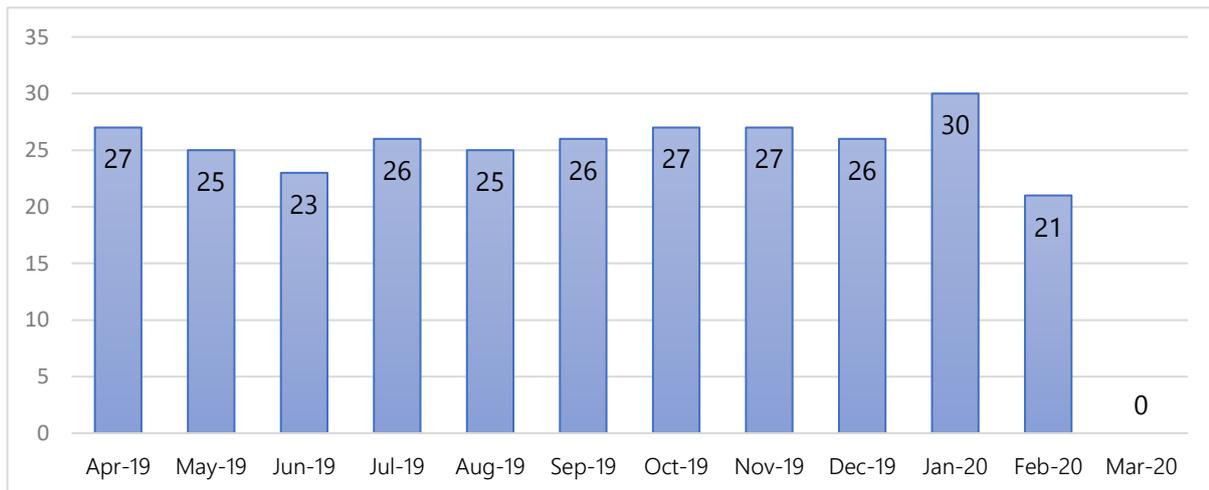
By Age Group



By Ethnicity



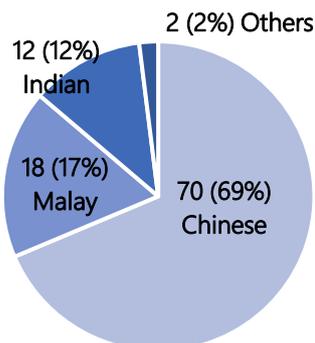
Average Attendance of Seniors Living in HDB Rental Blocks



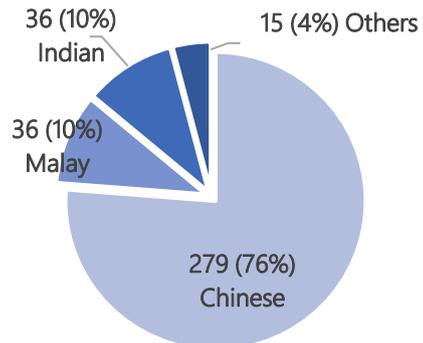
Volunteers Registered with TSAC (468)

By Age and Ethnicity

60 Years and Above (102)



59 Years and Below (366)



Beneficiaries from Tembusu Food Aid Programme (109)

Ethnicity	Types of Dwelling				Total
	HDB 2-room Rental Flat	HDB 3 - Room	Studio Apartment (SA)	Others	
Chinese	32	7	2	0	41
Malay	47	8	2	1	58
Indian	5	0	4	1	10
Total	84	15	8	2	109

Summary of Key Activities Organised from April 2019 to March 2020

Legend	
R	Resident
G	Guest
V	Volunteer

SN	Date	Event	Organised by	R	G	V
1	4 Apr 19	CCHS Student Interaction	Chung Cheng High School (Main)	30	-	-
2	5 Apr 19	Chinese Concert	Lion's Club of Singapore, Goodlink	37	-	-
3	10 Apr 19	Student Interaction Activity	Tampines Meridian Junior College	22	-	-
4	11 Apr 19	Student Interaction Activity	Victoria Junior College	33	-	-
5	16 Apr 19	Diabetes Health Talk	Changi General Hospital	8	-	-
6	16 Apr 19	Student Interaction Activity	Tampines Meridian Junior College	27	-	-
7	20 Apr 19	Board Games	Singapore Polytechnic	28	-	-
8	22 Apr 19	Outing with MINDS Student	TSAC	16	-	-
9	23 Apr 19	Student Interaction Activity	NPS International	16	-	-
10	24 Apr 19	Easter Day Celebration	TSAC	116	-	-
11	25 Apr 19	Dignity Kitchen	Dignity Kitchen	34	-	-
12	26 Apr 19	Student Interaction Activity	Tampines Meridian Junior College	34	-	-
13	27 Apr 19	Makeover By Nebo	Nebo	27	-	-
14	3 May 19	Tote Bag Making	Victoria Junior College	20	-	-
15	4 May 19	Board Games	Singapore Polytechnic	24	-	-
16	7 May 19	Student Interaction Activity	NPIS	17	-	-
17	11 May 19	Merdeka Generation Talk	Silver Generation Office	38	-	-
18	12 May 19	Mother's Day Concert @ Esplanade	Esplanade	29	-	-

SN	Date	Event	Organised by	R	G	V
SN	Date	Event	Organised by	R	G	V
19	15 May 19	Student Interaction Activity	Tampines Meridian Junior College	22	-	-
20	19 May 19	Temple Visit	Tong Sian Tng Temple	36	-	-
21	21 May 19	Breaking Fast	Darul Aman Mosque	8	-	-
22	21 May 19	Student Interaction Activity	NPIS	11	-	-
23	23 May 19	Technology Introduction	Design lab	35	-	-
24	25 May 19	Charity Concert Lion Club	Lion's Club of Singapore	33	-	-
25	26 May 19	Silver Fitness Festival	HDB	16	-	-
26	28 May 19	Student Interaction Activity	NPIS	17	-	-
27	31 May 19	Breaking Fast @ Geylang Serai	Geylang Serai Merchant Association	34	-	-
28	4 Jun 19	Student Interaction Activity	NPIS	10	-	-
29	6 Jun 19	Lunch Treat	Dignity Kitchen	34	-	-
30	10 Jun 19	MINDS Interaction	MINDS/TSAC	10		
31	11 Jun 19	Dementia Health Talk	Changi General Hospital	46	-	-
32	14 Jun 19	Hari Raya Celebration	TSAC	109	-	-
33	15 Jun 19	Board Games	Singapore Polytechnic	16	-	-
34	17 Jun 19	Healthy Shopper Health Talk	Changi General Hospital	46	-	-
35	17 Jun 19	MINDS Interaction	MINDS/TSAC	10		
36	22 Jun 19	Functional Screening	Monfort Care	96	-	-
37	22 Jun 19	Community Dinner	Goodlink Singapore	35	-	-
38	25 Jun 19	Related By Love Buffet	TSAC	51	-	-
39	27 Jun 19	Gemadah di Pesta	Esplanade	17	-	-
40	29 Jun 19	Visit to Changi Jewel	Singapore Polytechnic	36	-	-
41	30 Jun 19	Dinner Invitation	Lions Club	34	-	-
42	6 Jul 19	Luncheon	Lions Club	33	-	-
43	10 Jul 19	Student Interaction Activity	Tampines Meridian Junior College	20	-	-
44	11 Jul 19	Student Interaction Activity	Chung Cheng High (Main) School	22	-	-
45	12 Jul 19	Student Values-In-Action	Eunos Primary School	26	-	-
46	13 Jul 19	Board Games	Singapore Polytechnic	19	-	-
47	15 Jul 19	Healthy Heart – Health Talk	Changi General Hospital	39	-	-
48	17 Jul 19	Student Interaction Activity	Tampines Meridian Junior College	30	-	-
49	18 Jul 19	Careline Talk	Changi General Hospital	59	-	-

SN	Date	Event	Organised by	R	G	V
50	19 Jul 19	Share A Pot Volunteer Appreciation	Sree Narayana Mission	10	-	-
SN	Date	Event	Organised by	R	G	V
51	19 Jul 19	NYP Free Cycle	Nanyang Polytechnic	35	-	-
52	20 Jul 19	SA Oh'Farm Outing	Heart of Ps	14	-	-
53	24 Jul 19	Rummy O Time Challenge	St Hilda's Community Services	18	-	-
54	30 Jul 19	Student Interaction Activity	NPIS	17	-	-
55	27 Jul 19	Tea Party	Singapore Polytechnic	39	-	-
56	28 Jul 19	Nebo Wish	Nebo	30	-	-
57	31 Jul 19	Student Interaction Activity	Tampines Meridian Junior College	28	-	-
58	2 Aug 19	Makers Across Generation 2019	Design Lab	40	-	-
59	7 Aug 19	National Day Celebration	Tampines Meridian Junior College	114	-	-
60	8 Aug 19	National Day Celebration	Bartley Secondary School	38	-	-
61	15 Aug 19	Student Interaction Activity	Chung Cheng High (Main) School	24	-	-
62	15 Aug 19	Student Interaction Activity	Bartley Secondary School	26	-	-
63	15 Aug 19	Student Values-In-Action	Bartley Secondary School	22	-	-
64	19 Aug 19	Healthy Bone: Osteoporosis Health Talk	Changi General Hospital	45	-	-
65	20 Aug 19	Rummy O	South East Community Development Council	15	-	-
66	20 Aug 19	Lunch Treat	Dignity Kitchen	20	-	-
67	11 Sept 19	Mid-Autumn Celebration	TSAC	112	-	-
68	14 Sept 19	Finance Talk	Tung An Association	14	-	-
69	16 Sept 19	ACP Talk	Changi General Hospital	42	-	-
70	19 Sept 19	Silver Arts Screening	Singapore Arts Council	25	-	-
71	24 Sept 19	MemoryWork Orientation	Geri, Neuro, Empower, MemoryWork	17	-	-
72	25 Sept 19	Walk for Rice	South East Community Development Council	18	-	-
73	28 Sept 19	Advanced Legal Planning Talk	Law Society Probono Services, South East CDC	60	-	-
74	7 Oct 19	Lunch Treat	Dignity Kitchen	34	-	-
75	11 Oct 19	Student Interaction Activity	Tanjong Katong Girls School	15	-	-
76	12 Oct 19	Neighbour Dispute Talk	Law Society Probono Services, South East CDC	28	-	-
77	18 Oct 19	Vegetarian Dinner	Guan Im Dan Temple	67	-	-
78	19 Oct 19	Go for Your Mountain (GYM)	Empower	28	-	-

SN	Date	Event	Organised by	R	G	V
79	21 Oct 19	Healthy Skin Talk	Changi General Hospital	41	-	-
80	25 Oct 19	Deepavali Celebration	TSAC	104	-	-
SN	Date	Event	Organised by	R	G	V
81	4 Nov 19	Primary 6 Graduation Tea Party	Feng Shan Primary School	32	-	-
82	5 Nov 19	SAF Sports Day	Singapore Armed Forces (SAF)	59	-	-
83	5 Nov 19	Block 12 Party	Singapore Armed Forces (SAF)	17	-	-
84	6 Nov 19	Block 1 Party	Singapore Armed Forces (SAF)	19	-	-
85	9 Nov 19	Movie Screening	Singapore Polytechnic	15	-	-
86	10 Nov 19	Symphony at Botanic Gardens	Nanyang Polytechnic	24	-	-
87	10 Nov 19	SA Air Planting Activity	Heart of Yoginis	18	-	-
88	12 Nov 19	Visit to National Gallery	Singapore Armed Forces (SAF)	23	-	-
89	12 Nov 19	Board Games and VR Sets	Singapore Armed Forces (SAF)	31	-	-
90	13 Nov 19	Art Jamming	Singapore Armed Forces (SAF)	30	-	-
91	13 Nov 19	Block 2 Party	Singapore Armed Forces (SAF)	22	-	-
92	14 Nov 19	Deepavali Festival Lunch	National Environment Agency (NEA)	18	-	-
93	16 Nov 19	Tea Party	Singapore Polytechnic	32	-	-
94	17 Nov 19	Charity Luncheon	Lions Club	33	-	-
95	18 Nov 19	Health Talk – Caring of your Feet	Changi General Hospital	47	-	-
96	19 Nov 19	Student Interaction Activity	Tampines Meridian Junior College	26	-	-
97	23 Nov 19	Chinatown Opera Festival	Chinatown Business Association	24	-	-
98	25 Nov 19	Baking Session	Victoria Junior College	16	-	-
99	29 Nov 19	TSMP Law Activities	TSMP Law	53	-	-
100	2 Dec 19	Evergreen Soundtracks	Esplanade	18	-	-
101	5 Dec 19	Digital Clinic	CAG	23	-	-
102	7 Dec 19	Merry Christmas Charity Celebration	Goodlink Singapore	38	-	-
103	10 Dec 19	Rummy O Time Challenge	St Hilda's Community Services	9	-	-
104	12 Dec 19	MemoryWork Health Talk – Food for the Brain	Geri, Neuro, Empower, MemoryWork	37	-	-
105	16 Dec 19	Lunch Treat	Dignity Kitchen	31	-	-
106	17 Dec 19	Volunteer Gathering – Crazy Grinch Christmas	Dream Academy/TSAC	25	-	-

SN	Date	Event	Organised by	R	G	V
107	21 Dec 19	Luncheon Event	Lion's Club of Singapore	34	-	-
108	27 Dec 19	HCI Block Party	Hwa Chong Institute	33	-	-
109	28 Dec 19	TSAC Year End Party	TSAC	110	-	-
110	11 Jan 20	Volunteer Appreciation	TSAC	37	-	-
SN	Date	Event	Organised by	R	G	V
111	16 Jan 20	MemoryWork Health Talk	Geri, Neuro, Empower, MemoryWork	25	-	-
112	22 Jan 20	CNY Shopping	TSAC	31	-	-
113	24 Jan 20	Eunos Primary School CNY Concert	Eunos Primary School	19	-	-
114	24 Jan 20	HCI CNY Concert	Hwa Chong Institution	37	-	-
115	24 Jan 20	Manjusri CNY Concert	Manjusri Secondary School	31	-	-
116	29 Jan 20	VJC CNY Celebration	Victoria Junior College	114	-	-
117	30 Jan 20	Bartley Secondary VIA CNY Celebration	Bartley Secondary School	45	-	-

Volunteer Development



Tembusu Volunteer Programme



Background

Volunteers are precious assets to the organisation. In February 2005, the Tembusu Volunteer Programme (TVP) was established to promote community involvement and to provide a framework for better management and recognition of volunteer efforts. This programme was also developed on the premise that acts of volunteerism encourages and builds a compassionate and an involved community.

Goal

To develop a strong, committed and skilled volunteer corps capable of reaching out and responding to the needs of the community

Objectives

Volunteers offer a variety of personal experiences, new insights, talents, knowledge, and concerns that could enhance the scope and quality of 4S' programmes and services. 4S has benefited from the active participation of concerned individuals and corporate organisations. Today, volunteer service is an integral part of all functions of 4S.

TVP aims to provide a platform to develop and enhance the existing and new pools of volunteers. This is an ongoing effort done through working with the volunteer coordinators of facilities/programmes in

recruitment efforts, training and development initiatives, and motivation and recognition activities.

Opportunities

Volunteer service is considered a central and coordinated part of 4S' programmes and services and volunteers are treated as partners with the professional staff. In programme planning and implementation, ample opportunities are made available to encourage volunteer participation.

Volunteer Opportunities

Professional Services

- Provide expertise in management
- Provide medical advice and service (General Practitioner)
- Offer diet and nutrition consultation
- Provide nursing care
- Conduct therapeutic programmes
- Offer home modification advice
- Assist in Information Technology programme
- Offer counselling service
- Design publicity materials
- Provide technical help in home maintenance

Administrative Support

- Handle enquiries
- Keep records for events and activities
- Man service counter
- Obtain feedback from clients
- Supervise activity areas

Events & Activities

- Plan and/or conduct festive celebrations, birthday celebrations, performances, classes, talks, arts and crafts, music enrichment, indoor games, sports and outdoor games, social and recreational activities and outings
- Form hobby groups

Befriending Services

- Conduct house visits
- Provide telephone reassurance service
- Befriend clients
- Involve clients in activities and events
- Help clients from mutual support groups

Health Services

- Assist in rehabilitative exercises
- Provide personal grooming services
- Accompany clients to medical appointments

Housekeeping and Food Aid Services

- Deliver meals
- Pack and deliver food parcels
- Perform simple household chores

Emergency Responses (TEC only)

- Check on the studio apartment upon activation of the alert alarm
- Help to call for emergency services (Eg. SCDF ambulance, Police), if required
- Reassure the elderly in need of assistance (e.g. SCDF ambulance, Police), if required

Corporate Service





Board of Governance

Government Evaluation Checklist

The Charity Council's Code of Governance establishes principles and best practices in key areas of governance and management that all Institutions of a Public Character (IPCs) are encouraged to adopt. The extent of 4S' compliance for the period from 1 Apr 19 to 31 Mar 20 is reported in the table below:

No.	Description	Response
Board Governance		
1.	Induction and orientation are provided to incoming Board members upon joining the Board.	Complied
	Are there Board members holding staff 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.	Not applicable
3.	There are written job descriptions for the staff's executive functions and operational duties which are distinct from the staff's Board roles.	Not applicable
4.	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a 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 Board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	Complied
5.	All Board members must submit themselves for re-nomination and re-appointment, at least once every three years.	Complied
6.	The Board conducts self-evaluation to assess its performance and effectiveness once per term or every three years, whichever is shorter.	Complied
	Are there Board member(s) who have served for more than 10 consecutive years? (Skip 7 if "No")	Yes
7.	The charity discloses in its annual report the reasons for retaining Board member(s) who have served for more than 10 consecutive years.	Complied
8.	There are documented terms of reference for the Board and each of its Committee.	Complied
Conflict of Interest		
9.	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	Complied
10.	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	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.	Complied
12.	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of this plan.	Complied
No.	Description	Response
Human Resource and Volunteer Management		
13.	The Board approves documented human resource policies for staff.	Complied
14.	There is a documented Code of Conduct for Board members, staff and volunteers (where applicable) which is approved by the Board.	Complied
15.	There are processes for regular supervision, appraisal and professional development of staff.	Complied
	Are there volunteers serving in the charity (Skip item 16 if "No")	Yes
16.	There are volunteer management policies in place for volunteers.	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.	Complied
18.	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	Complied
19.	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	Complied
20.	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks.	Complied
21.	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	Complied
	Does the charity invest its reserves, including fixed deposits (Skip item 22 if "No")	No
22.	The charity has a documented investment policy approved by the Board.	Not applicable
Fund-raising Practices		
	Did the charity receive cash donations (solicited or unsolicited) during the year? (Skip item 23 if "No")	Yes
23.	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	Complied
	Did the charity receive donations-in-kind during the year? (Skip item 24 if "No")	Yes
24.	All donations-in-kind received are properly recorded and accounted for the charity.	Complied
Disclosure and Transparency		
25.	The charity discloses in its annual report: i) the number of Board meetings in the financial year; and ii) the individual Board member's attendance at those meetings.	Complied
	Are Board members remunerated for their services to the Board? (Skip items 26 & 27 if "No")	No
26.	No Board member is involved in setting his or her own remuneration.	Not applicable

27	The charity discloses the exact remuneration and benefits received by each Board member in its annual report. <u>Or</u> The charity discloses that no Board members are remunerated.	Not applicable
No.	Description	Response
	Does the charity employ paid staff? (Skip items 28, 29 and 30 if "No")	Yes
28.	No staff is involved in setting his or her own remuneration.	Complied
29.	The charity discloses in its annual report i) The total annual remuneration for each of its three highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and ii) Whether any of the three highest paid staff also serves as a Board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>Or</u> The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	Complied
30.	The charity discloses the number of paid staff who satisfies all of the following criteria: i) The staff is a close member of the family belonging to the Executive Head or a Board Member of the charity; ii) 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. <u>Or</u> The charity discloses that there is no paid staff who are close members of the family belonging to the Executive Head or the Board Member, who has received remuneration exceeding \$50,000 during the financial year.	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.	Complied

Annual Remuneration Salary Band

Three highest paid staff of the group

Annual Remuneration Salary Band

FY 2018/2019

S\$100,001 to S\$200,000

3

The three highest paid staff are not serving on any 4S Committees

There is no paid staff who are close members of the family of the Executive Head or Board Member, who has received any remunerations during the financial year

Reserves Policy

4S manages four Welfare Homes for destitute persons, two community-based services and a Food Aid programme. The four Homes are fully funded by the government. The two community-based services received partial funding and any shortfall is to be borne by 4S. The Food Aid programme is a self-funded programme depending entirely on public donation.

The 4S Reserves Policy aims at ensuring the financial stability and sustainability of the partially or self-funded services/programmes as well as the means for the development of new programmes to meet service needs.

The quantum of reserves is capped at \$500,000.00. It is established at a level which is at least equivalent to the quantum of donated fund required for a period of four years. The policy and the quantum of reserves will be reviewed every year or sooner if warranted by internal or external events or changes to ensure that the level of reserves is adequate to fulfil 4S' continuing obligations.

Our reserves position:

		*FY19/20 (S\$,000)	*FY18/19 (S\$,000)	% Increase/ (Decrease)
A	General Funds (1)	709	764	(7)
B	Restricted / Designated Funds: - Welfare Homes (2) - Community-based (3)	8,830	8,291	7
C	Total Funds (A) + (B)	9,539	9,055	5
D	Total Annual Operating Expenditure	14,137	13,921	2
E	Ratio of Funds to Annual Operating Expenditure (C/D)	0.67	0.65	-

* Elimination of inter-company transactions and balances were performed for the two FYs

- (1) General Funds refer to 4S accumulated funds for the purpose of meeting operating expenses of its programmes and services
- (2) Welfare Homes Funds comprise MSF Fund, Care and Share Matching Grant and Donation
- (3) Community-based Funds comprise Ministry of Health Fund, Community Silver Trust Matching Grant, Tote Board Social Service Fund, President's Challenge Donation, Seniors' Mobility and Enabling Fund and designated programme funds

Human Resource Management



Background

To help attain 4S' mission of being a 'widely respected social service organisation in Singapore providing holistic and quality services', 4S need staffs with diverse expertise, capabilities, experiences, compassion and commitment to serve the less fortunate.

Goal

To build a healthy work environment where staff are committed to achieve 4S' mission and supported to attain quality work-life

Management Strategies

In 4S, staff is regarded as key asset, the cornerstone in the pursuit of service excellence. In competing for talents and professionals who have choices, 4S has adopted a five-pronged strategic thrust to build a talent pool to facilitate the work-life balance between achieving 4S' mission and enabling staff to attain quality of work-life.

Emphasising and adopting a service user-centered culture

Everyone in 4S, regardless of role or position, is expected to conform to 4S' service user-centered culture in every interaction with the service users. This includes adopting values such as being service user-focus,

having integrity, the can-do spirit and working as a team while achieving personal excellence.

Attracting and retaining talents

4S adopts a fair and non-discriminatory practice of selecting and recruiting staff based on merits such as qualifications, competencies, experience and having the right fit for the job, regardless of age, gender, ethnicity and religious beliefs.

4S believes that mature workers bring a wealth of valuable experiences, capabilities and knowledge to the workplace. Since 2005, 4S has put in place a re-employment policy to recruit or retain those who have passed their retirement age as long as they can be productively employed. There is no reduction of pay or curtailment of employee benefits and training opportunity after one reaches the retirement age.



Creating and developing a strong learning and team culture



4S invests significantly in training and development so as to build a skilled and professional workforce to meet changing needs of the sector and community and to help staff develop their potential to the fullest. Every category of staff is supported by a structured training plan based on core competencies for the job. Staff at every level are encouraged to devote at least 50 hours of training a year to broaden knowledge and for capability building.

4S arranges customised training courses when required to strengthen expertise and to build new capabilities. In-house training and sharing sessions are

conducted to serve as platforms for staff to share knowledge and experiences and to plan services in an integrated manner.

Over the past year, 4S had engaged the services of the Counselling and Care Centre and Beyond Age to run customised training courses in topics such as Systems Thinking in the Context of Case Management, Counselling Older Adults: The Singapore Context and Common Psychiatric Disorders among the elderly.

As at 31 Mar 20, more than 50 staff have attended and benefitted from the training.

Clinical Supervision for Welfare Homes' Caseworkers and Social Workers

MSF requires all caseworkers and social workers to receive clinical supervision at least once in three months to build up and strengthen staff's competency and capability in performing case management roles. This is a condition tied to the release of the 10% outcome-based funding at the end of the financial year.

4S had engaged the services of the Counselling and Care Centre and two experts from the National Addictions Management Service at the Institute of Mental Health to provide clinical supervision to the caseworkers of the four 4S' managed Welfare Homes since September 2018.

As at 31 Mar 20, about 20 caseworkers and social workers from the four Welfare Homes have benefitted from the clinical supervision sessions.

Encouraging balanced work-life harmony

4S recognises the importance of making sure that staff well-being and work-life needs are met in order to build a more productive workforce. 4S has progressively introduced practical work-life balance practices to help staff give attention to work, self and family and to meet the varied interests and needs of staff of different age groups. This includes part-time employment, flexible work arrangements and a comprehensive leave package (Table 1).

Recognising staff's contributions

4S' remunerations and benefits system aim at connecting staff performance to 4S' mission and goals. It is an equitable system which reflects the ability, experiences and contributions of staff and provides incentives for staff to give their best and to ensure market competitiveness.

4S salary structure is adapted from the NCSS Salary Guidelines for Social Service Agencies. Revision is made whenever the relevant authorities announced changes to the salary schemes.

The six-monthly Work Review and Appraisal System helps determine equitable salary and incentive based on merits and contributions of staff.



Long Service Award

Presentation of Long Service Awards to staff who have served continuously for five years or more is one of the ways the 4S management recognises and appreciates the efforts and contributions made by staff. The values are \$500.00 for five years of service, \$1,000.00 for ten years of service, \$1,500.00 for 15 years of service and \$3,000.00 for 20 years of service. During the year of review, eight staff and 20 staff received the Ten-Year and Five-Year Long Service Award respectively (Table 2).

Table 1 - Leave Package

Leave Type	No. of Days
Annual Leave	14 – 21 days
Childcare Leave	6 days (staff with child below the age of 7) 2 days (staff with child 7 – 12 years old)
Compassionate Leave	Up to 3 days
Eldercare Leave	Up to 3 days
Examination Leave	Up to 4 days (4S supported and/or sponsored course)
Marriage Leave	Up to 3 days
Maternity Leave	12* – 16 weeks
Medical Leave	14 days
Hospitalisation Leave (inclusive of 14 days medical leave)	60 days (inclusive of 14 days medical leave)

Paternity Leave	2 weeks**
Shared Parental Leave	Up to 4 weeks (of wife's 16 weeks of GPML^)

* inclusive of 4 weeks of unpaid maternity leave

** 2 weeks paternity leave applicable to working father of child born on or after 1 Jan 17

^GPML: Government-paid Maternity Leave

Table 2 – Long Service Award

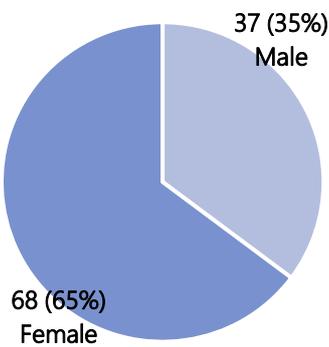
5 Years' Service Award	10 Years' Service Award
Acacia Home	Bukit Batok Home for the Aged
Namira Binte Suhaini	Edmundo Apigo Hondrada
Toh Chun Siong Donny	Thuja Home at Pelangi Village
Bukit Batok Home for the Aged	Carmen Feliciano Tabion
Hein Su Day	Chai Jun'er
Khin Mar Aye	Jasmin Viernes Puyaoan
Lwan Po	Joana Marie Sotelo Dias
Nwe Nwe Win	Nue Nue
Tembusu Home at Pelangi Village	San San Naing
Aung Thi Ha Kyaw	Tembusu Eldercare Centre
Hein Ko Ko Latt	Lee Pei Ying Adeline
Khong Chui Ling	
Lim Li Siok	
Naing Aung Ko	
Saravanan S/O Balakrishnan	
Thuja Home at Pelangi Village	
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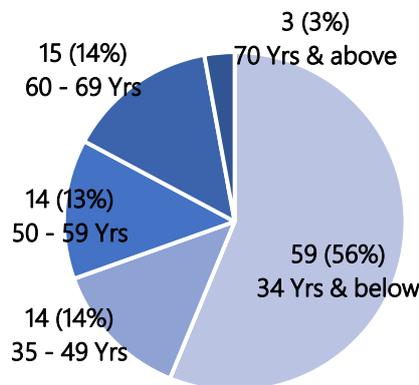
Statistical Information (as at 31 Mar 20)

Local Staff (105)

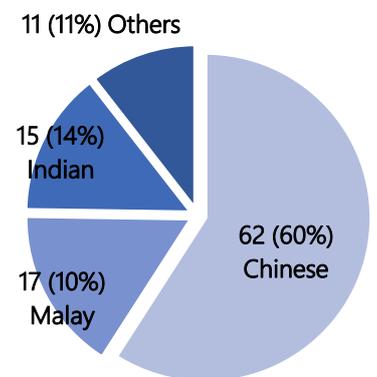
By Gender



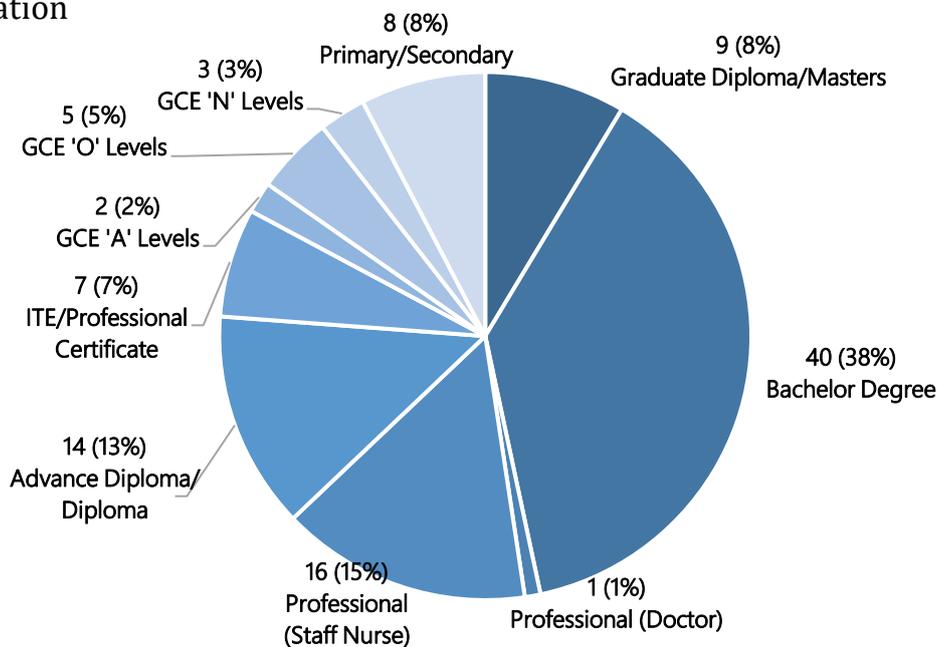
By Age Group



By Ethnicity

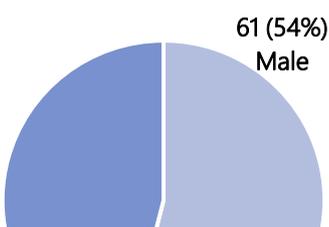


By Qualification

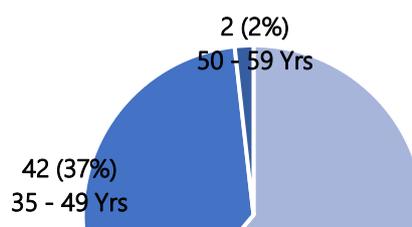


Foreign Staff (113)

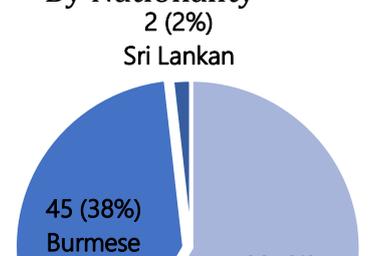
By Gender



By Age Group



By Nationality



Training Records from April 2019 to March 2020

Course	Course Provider	No. of Staff	No. of hours
Adult Neurodevelopmental Services (ANDS) and Persons with Intellectual Disabilities (PWID) with Mental Health	Agency for Integrated Care	1	2
Advisory to Residential and Community-based Facilities in Response to Wuhan coronavirus infection	Ministry of Social and Family Development	1	2
APCATS Modular Training in Geriatric Psychiatry: Anxiety Disorders in the Elderly	Institute of Mental Health	2	8
APCATS Modular Training in Geriatric Psychiatry: Cognitive Rehabilitation & Activity Planning for Elderly	Institute of Mental Health	2	8
APCATS Modular Training in Geriatric Psychiatry: Suicide Risk Assessment and Management	Institute of Mental Health	2	8
Applying Brief Interventions in Community Mental Health: Lessons from Primary Care	Agency for Integrated Care	2	3.75
Basic First Aid + AED Provider	Singapore Red Cross	40	320
Basic Pandemic BCP Training	Ministry of Social & Family Development	8	16
Basic Pandemic Preparedness Workshop	Ministry of Social and Family Development	1	2
Basic Skills on Mental Health in Community Services	Institute of Mental Health	17	136
Basic Skills on Mental Health in Community Services (Professional)	Institute of Mental Health	4	32
Basic Skills on Mental Health in Community Services for Non-Professional Staff	Institute of Mental Health	4	36
Basic Skills on Mental Health in Community Services for Professional Staff	Institute of Mental Health	7	63
BCLS + AED Provider	Singapore Red Cross	2	16
Board of Visitor Meeting	Ministry of Social and Family Development	2	12.5
Boleh Saya Bantu Anda? May I help you? (Conversational Malay for Social Service Practitioners)	Social Service Institute	1	16
Case Management in Practice: Introduction	Social Service Institute	1	7
CERT First Aid with CPR + AED	Avanta Global Pte Ltd	3	24
CERT Refresher Training	Acacia Home/C&W Services (S) Pte Ltd	18	27
Certificate in Para-Counselling	Social Service Institute	1	60
Change Messenger Briefing Session	Ministry of Social & Family Development	6	30.75
Change Messenger briefing, Social Service Net Destitute Support Services (SSNet DSS) and iSHINE Cloud sharing	Ministry of Social and Family Development	3	10.5
Client Assessment and Support Tool (CAST) Training	Ministry of Social and Family Development	10	73

Course	Course Provider	No. of Staff	No. of hours
Clinical Incident Reporting and Management Workshop	Ren Ci Hospital	2	25
Clinical Supervision	Counselling & Care Centre	9	72
Clinical Supervision	Counselling and Care Centre and Dr Sandor Heng, Senior Clinical Psychologist	10	41
Clinical Supervision	Mr S B Viknesan	5	32
Cognitive Behaviour Therapy: Introduction	National Council of Social Service	2	28
Communicate Effectively with Seniors	Social Service Institute	2	28
Community Emergency Preparedness Programme (CEPP)	Singapore Civil Defence Force	45	180
Conflict De-escalation Workshop for the Community Care Sector	MOH Holdings	1	14
Counselling Older Adults: The Singapore Context	Beyond Age Pte Ltd	11	83
Counselling Older Adults: The Singapore Context	Counselling and Care Centre	10	80
Counselling on Specific Client Issues	ACC Institute of Human Sciences	1	50
CPR AED Training	Singapore Heart Foundation	4	12
Data Protection Advisory Session	KPMG Services Pte Ltd	1	2
DCCF Training – Caring for Self & Caregivers	Institute of Mental Health	1	8
DCCF Training - Enriching Lives	Institute of Mental Health	1	8
Dementia Care: The essentials and managing behaviours	Caregiver Asia Pte Ltd	1	7
Develop on Individualised Care Plan	National Council of Social Service	1	14
Eldercare	SUSS - Work Learn Programme	1	18
Evidence-based Gerontological Counselling Model & Case Management	Beyond Age Pte Ltd	14	106
Falls Prevention and Management Course (Basic)	St Luke's Hospital	1	9
Focus Group Discussion for Welfare Homes	Ministry of Social & Family Development	4	26
Focus Group Discussions on safety and security risks and measures for Welfare Homes and Activity Hub and sharing of incident trends by MSF	Ministry of Social and Family Development	3	13
Follow Food and Beverage Safety and Hygiene Policies and Procedures	Eduquest International Institute Pte Ltd	20	148.5
Food and Beverage Safety and Hygiene Practice and Procedures	Project Dignity Pte. Ltd.	1	6
Group Clinical Supervision	Dr Sandor Heng	11	50.59
Group Clinical Supervision	Counselling and Care Centre	12	108.68
Group Clinical Supervision	Mr S B Viknesan	6	36
Human Lifespan and Social Ecology	Singapore University of Social Sciences	1	32
Individualised Care Planning for Welfare Homes	Social Service Institute	4	56

Course	Course Provider	No. of Staff	No. of hours
In-service training: Community Emergency Preparedness Programme (CEPP)	Singapore Civil Defence Force	17	34
Internal Controls (I): An Introduction to its Guidelines & Applications	Social Service Institute	1	8
Internal Controls (IV): General Accounting, Fixed Assets, Inventory and Human Resource Management	Social Service Institute	1	8
Introduction to Social Services	SUSS - Work Learn Programme	1	18
Introduction to Social Work	SUSS - Work Learn Programme	1	18
Invitation to NCSS Innovation Showcase & Exhibition	Agency for Integrated Care	3	9
Legal and Ethical Issues in Helping Professions	SUSS - Work Learn Programme	1	18
Loss, Grief and Suicide Intervention with Older Adults	Beyond Age Pte Ltd	23	172
Medication Management Course (Intermediate)	St Luke's Hospital	4	72
Modular Training – Home Safety & Fall Prevention	Institute of Mental Health	2	8
Modular Training – Psychotic Disorders in the Elderly	Institute of Mental Health	2	8
Modular Training in Geriatric Psychiatry: Understanding and Screening of Depression and Dementia	Institute of Mental Health	1	7
NCSS Technology Strategy Workshop	National Council of Social Service	1	9
Network Session with Eldercare & Mental Health Social Service Providers	Reach Senior Centre @ Bukit Gombak	1	3.5
Orientation training/briefing	Acacia Home	6	1062.31
Overcoming Compassion Fatigue and Burnout	Social Service Institute	4	56
Practitioner Certificate for Personal Data Protection (Singapore)	Singapore Management University Academy	5	74
Psychiatric Rehabilitation in Welfare Homes	Social Service Institute	21	441
Psychological Interventions to Common Psychiatric Disorders	Counselling and Care Centre	2	16
Response to Fire Emergency in Buildings	Avanta Global Pte Ltd	5	80
Review Committee Meeting	Ministry of Social and Family Development	6	56
Self-Care from the Inside Out	Singapore Association of Social Workers	1	14
SG Care Community Network	Fei Yue Community Services – Bukit Batok East CC	2	6
Social Administration and Planning	Singapore University of Social Sciences	1	32
Social Policy Analysis and Development	Singapore University of Social Sciences	1	32
Social Work Practice and Skills Lab I: Working with Individuals and Families	SUSS - Work Learn Programme	1	30
Social Work Practice and Skills Lab III: Working with Organisations and Communities	SUSS - Work Learn Programme	1	30
SSNet DSS User Acceptance Test	Ministry of Social and Family Development (MSF)	2	5

Course	Course Provider	No. of Staff	No. of hours
Standard First Aid (With AED)	St John Singapore	18	306
Standard First Aid and AED Provider Course	Singapore Red Cross Academy	2	28
Standard First Aid with CPR & AED	Singapore Red Cross Society	9	147
Standard First Aid with CPR & AED Refresher Course	Singapore Red Cross Society	18	230.5
System Thinking Within the Context of Case Management	Counselling and Care Centre	14	212
Systems Thinking Training	Counselling and Care Centre	10	158
Table-top and Fire Drill Training	Acacia Home/C&W Services (S) Pte Ltd	30	99.5
Tech Vendor Networking & Exhibition	National Council of Social Service	3	15
Tech Vendor Presentation & Exhibition	National Council of Social Service	1	5.5
Understanding & Applying Social Work Ethics in Singapore	Singapore Association of Social Workers	2	14
Understanding and Managing Older Adults with Dementia, Delirium and Psychotic Disorders	Beyond Age Pte Ltd	16	125
Understanding and Managing Older Adults with Mood Disorders, Anxiety Disorders, Personality Disorders and Addictions	Beyond Age Pte Ltd	15	113
Understanding the Social Service Sector	Social Service Institute	3	21
WSQ Conduct Food and Beverage Hygiene Audit Course	Asian Culinary Institute	1	24
WSQ Implement Incident Management Process	Avanta Global Pte Ltd	11	88
WSQ Implement Incident Management Processes	CERT Consultancy Group	8	64
WSQ Respond to Fire Emergency Buildings	TECS Fire & Safety Services Pte Ltd	12	192
WSQ Respond to Fire Emergency in Buildings	CERT Consultancy Group	5	80
WSQ Respond to Fire Emergency in Buildings	Avanta Global Pte Ltd	5	80
Total			6,536.58



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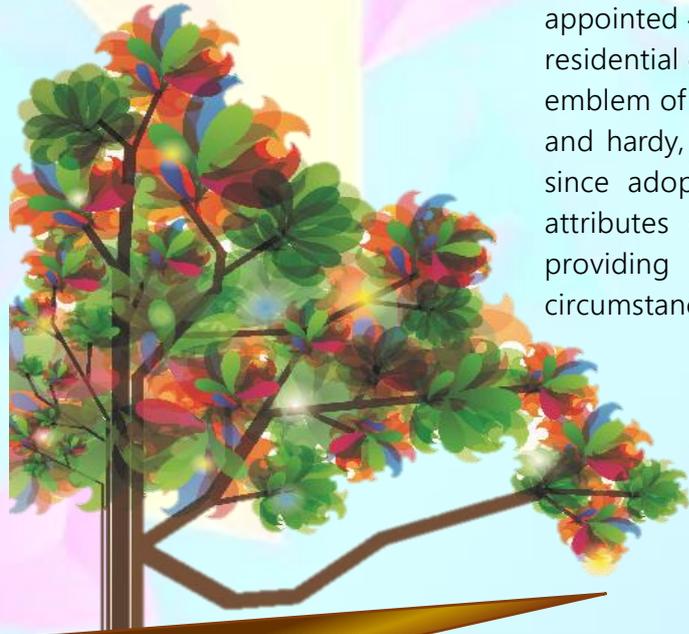
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 Yap Siok Ling
 Yap Yan Jun
 Yee Lai Kuan
 Yee Tuck Fai
 Yeo Chin Hian
 Yeo Han Xiang Bryan
 Yeo Hwee Si Germaine
 Yeo Kai Chin
 Yeo Kok Lam
 Yeo Lae Ping
 Yeo Meng Choo
 Yip Kam Thye
 Yogarajah Aec
 Yong Hsin Ann
 Yong Kan Ming
 Yong Mei Ling
 Yong Seow Lin
 Yong Yar Peng
 Yoon Chee May
 Yu Ming Dong
 Yue Yean Feng
 Zhao Qi
 Zoe Cheong

Adopting 'Tembusu' as the Brand Name of 4S' Projects

In 2002, the then Ministry of Community Development and Sports appointed 4S to manage Tembusu Home at Pelangi Village, one of the six residential care facilities for destitute persons set up in Pelangi Village. An emblem of longevity and resilience, the native Tembusu tree is adaptable and hardy, and can thrive and bloom under adverse conditions. 4S has since adopted 'Tembusu' as the brand name of its projects as the attributes of Tembusu tree are akin to 4S' long-standing values of providing reliable and quality services to the beneficiaries in all circumstances.



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Bukit Batok Home for the Aged

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Tembusu Home at Pelangi Village

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Aged Care

Tembusu Eldercare Centre

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