



# 2021/22

## Annual Report

## 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

S' logo affirms our belief in our motto

- '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

## Our Milestones

1996

- Establishment of Sathya Sai Social Service (4S)
- Registered with the Commissioner of Charities, Registrar of Societies and National Council of Social Services (NCSS)
- Set up of Sathya Sai Baba Specialist Clinic
- Started to fund the Food Aid and Befriending Programme, a programme managed by volunteers of the Sri Sathya Sai Society's Seva Group

1997

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

2002

- Renamed Sathya Sai Baba Specialist Clinic to "Sathya Sai Baba (General and Specialist) Clinic"
- Appointed by then 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
- Took over the management of a rehab centre (formerly known as Bukit Batok Senior Citizens Health Care Centre) from Home Nursing Foundation

2006

- Embarked on 4S' inaugural humanitarian project – SaiNet Project in Laos
- Commemorated the 10th anniversary of community service by 4S with a Thank You Dinner and two sets of commemorative stamps

2005

Established the Tembusu Volunteer Programme

2004

- Adopted "Tembusu" in the naming of subsequent facilities and programmes
- Renamed rehab centre to "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)

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

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)
- 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)

## Our Milestones

2011

- Renamed TRC to "Tembusu Rehab and Day Care Centre" (TRDCC)
- TRDCC Implemented the Singapore Programme for Integrated Care for the Elderly (SPICE) in collaboration with the Agency for Integrated Care (AIC)
- Renamed THC to "Tembusu Free Clinic" (TFC)

2012

- Reappointed by MCYS to manage BBHA, TBH, TJH for a period of five years
- Merged TFC's subjects with TSAC

2013

- Appointed by the Ministry of Social and Family Development (MSF) to manage Acacia Welfare Home (AWH) for a period of five years
- Set up the Tembusu Eldercare Centre (SPICE) (TEC) at Eunos Crescent in collaboration with AIC
- Ceased operating TFC from 1 Apr 13

2015

Ceased operating THHS on 31 Mar 15

2018

- Reappointed by the 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
- 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

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

2016

- Renamed AWH to "Acacia Home (AH)", and relocated the home from 10 Kaki Bukit Avenue 5 to 30 Admiralty Street
- Ceased operating TRDCC on 31 Mar 16

2019

Merged the management committees overseeing TSAC and TEC into the Tembusu Eldercare Service Management Committee

2020

Implemented the Village in Eunos Crescent pilot project under the Tote Board Community Healthcare Fund administered by AIC

2021

- TSAC transitioned to the new eldercare service model as an Active Ageing Centre
- Reappointed by MSF to extend the management of AH, BBHA, TBH and TJH for a period of three years

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# President's Message



The past year has been an exciting one for 4S as we continued to navigate unprecedented challenges that COVID-19 has brought upon us, as well as through the changes in the eldercare landscape.

At the Ministry of Health Committee of Supply Debate 2022, Minister for Health, Mr Ong Ye Kung, introduced Healthier SG – a healthcare strategy which focuses on preventive care and the development of integrated health and social ecosystems in each region. Complementing the national initiative and with the support of the Tote Board Community Healthcare Fund administered by the Agency for Integrated Care, 4S embarked on a three-year Village pilot which saw the two eldercare centres – Tembusu Eldercare Centre and Tembusu Senior Activity Centre working towards creating a well-supported network of linkages for better health and social integration for seniors in Eunos Crescent.

I am also happy to share that Tembusu Senior Activity Centre has officially transited to the new eldercare service model on 1 June 2021, which targets to serve approximately 2,600 seniors living in 31 HDB blocks of flats in Eunos Crescent. The expansion of the services and service boundary brings about an enhanced suite of 'ABC' services to the elderly residents through Active Ageing programmes, Befriending and Buddying, as well as referral to appropriate care services. As we gear up alongside changes in our eldercare ecosystem, it is paramount that we continue to mobilise manpower and empower our seniors through active volunteerism. In the past year, 4S embarked on the National Council of Social Service's Volunteer Management Capacity Development Consultancy Project to redesign volunteer roles to ensure that they

are senior-friendly and suitable for service users to take on. It is heartening to see many of our seniors stepping forward, and I am confident that as more seniors join the volunteer ecosystem and contribute to a larger cause, they will continue to develop the psychological capital for a more resilient and fulfilled life.

This FY 21/22, I am delighted to share that MSF has exercised the option to extend the appointment for 4S to manage all the four Welfare Homes for another three years. Being re-appointed as the Managing Agent of the four Welfare Homes is a recognition of 4S' long term commitment and partnering efforts with the Ministry in delivering quality service. We thank MSF for the confidence and trust in our team in fulfilling the responsibility and meeting the needs and aspirations of about 700 destitute persons in these Homes.

On behalf of the board, I would like to thank our previous Chief Executive Officer, Mr Chew Sin Poon, who has retired after about 20 years of sterling service. Mr Chew has been instrumental to the growth of 4S and we are appreciative of his dedication and the strong foundation he has built upon for the organisation.

Looking ahead, 2023 will be an exciting year for 4S. We are delighted to have Mr Samuel Choo onboard as our Chief Executive Officer from June 2022, and we are confident that he will bring 4S to new levels of growth.

**Ho Poh Kong**  
President



# CEO's Message

Despite the amplified demands and restrictions on service delivery due to COVID-19, 4S demonstrated incredible dedication to serving our community. Against the backdrop of challenges, the past year has seen us make great strides.

We have also learned a lot about what worked well during this time of uncertainty, and we are using that knowledge to inform our next steps. Moving forward, our digital capability will be at the forefront of our efforts as we look to leverage technology to innovate and digitalise work processes for improved operational efficiency.

In the pipeline, Tembusu Eldercare Centre and Tembusu Senior Activity Centre are developing an integrated Client and Volunteer Management System as part of the centres' efforts to streamline processes and enhance the effectiveness of their service delivery. As we continue to improve our digital capabilities, we are also partnering with community partners like Institute of Mental Health (IMH) to enhance resident's intervention plan and delivery of care. Since April 2021, Thuja Home has been working with IMH to conduct the monthly virtual ward sessions which serve as a platform

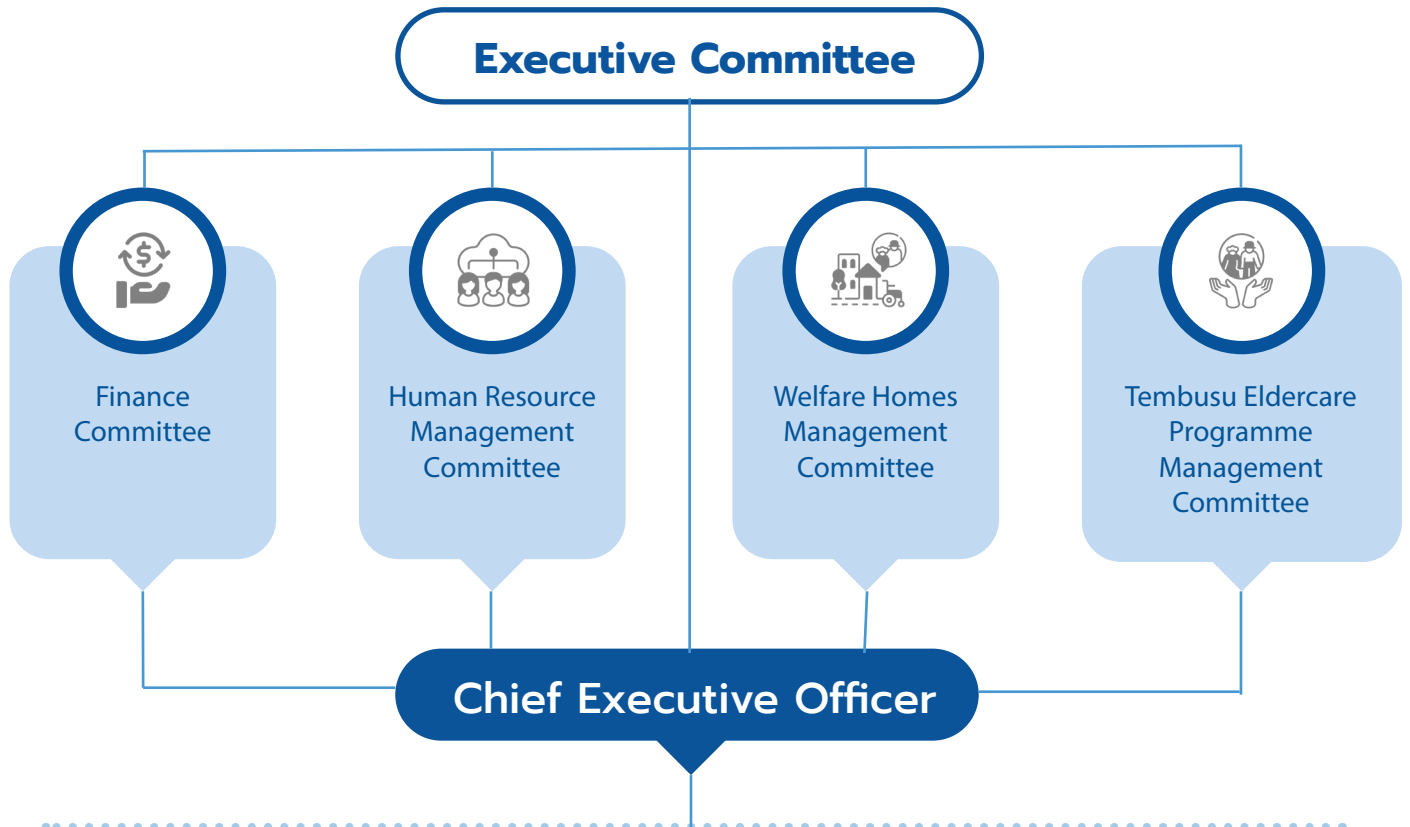
for staff to discuss non-emergency cases that require IMH's assessment and recommendation regarding resident's condition and behaviour. In the coming year, there will be many more of such exciting initiatives to look forward to, and I would like to take this opportunity to thank the contributions from our dedicated staff, volunteers, donors, and stakeholders, without whom none of the past year's achievements would have been possible. I would also like to thank Mr Chew Sin Poon, who retired from the organisation on 15 June 2022 for his invaluable counsel and contributions towards 4S.

At the heart of all we do, I have no doubt we will make an even greater impact in uplifting the lives of those we serve. We look forward to increasing partnerships with other like-minded stakeholders to amplify our efforts and enhance the community's resilience in the next normal. As our programmes evolve and grow, we will continue to celebrate the transformation of our service users, families, and communities for the better.

Thank you for joining us in this meaningful journey and we look forward to greater things ahead.

**Samuel Choo**  
Chief Executive Officer

# Organisation Chart



## Residential Care Service

**Superintendent**  
Acacia Home

**Superintendent**  
Bukit Batok Home for the Aged

**Superintendent**  
Tembusu Home at Pelangi Village

**Superintendent**  
Thuja Home at Pelangi Village

## Volunteer Development

**Programme Manager**  
Tembusu Volunteer Programme

## Eldercare Programme

**Centre Manager**  
Tembusu Eldercare Centre

**Centre Manager**  
Tembusu Senior Activity Centre

## Corporate Service

**Manager**

- General Administration
- Finance Management
- Human Resource Management
- Corporate Communications



# Executive Committee



**Mr Ho Poh Kong**  
President



**Mr Leong Why Kong**  
Vice President I



**Prof Hsu Poh Poh**  
Vice President II



**Mr Siu Yow Wee**  
Hon. Secretary (From 27 Sep 21)  
Hon. Asst. Secretary (Till 26 Sep 21)



**Ms Goh Chiew Mei**  
Hon. Treasurer (From 27 Sep 21)



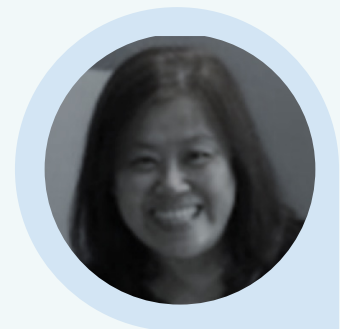
**Ms Lim Yen Ping Joyce**  
Hon. Asst. Secretary (From 27 Sep 21)  
Member (Till 26 Sep 21)



**Mr Seng Chun Guan**  
Hon. Asst. Treasurer (From 27 Sep 21)  
Hon. Treasurer (Till 26 Sep 21)



**Dr Elaine Chua Lea Lea Im**  
Member (From 27 Sep 21)  
Secretary (Till 26 Sep 21)



**Ms Mabel Goh Mui Ngim**  
Member (From 27 Sep 21)



**Mr Sowaran Singh**  
Member



**Mr Tay Zi Yang**  
Member



**Mr Sunder Ramchand**  
Member (Till 26 Sep 21)

# Corporate Governance

## Number and Attendance of Executive Committee (Ex-Co) Meeting in Financial Year 2021/2022:

	8th (2019-2021) Ex-Co Meeting held on 20 Jun 21	1st (2021-2023) Ex-Co Meeting held on 26 Sep 21	2nd (2021-2023) Ex-Co Meeting held on 12 Dec 21	3rd (2021-2023) Ex-Co Meeting held on 20 Mar 22
Mr Ho Poh Kong	✓	✓	✓	✓
Mr Leong Why Kong	-	✓	✓	✓
Prof Hsu Pon Poh	✓	✓	✓	✓
Mr Siu Yow Wee	✓	✓	✓	✓
Ms Goh Chiew Mei		✓	✓	✓
Ms Lim Yen Ping Joyce	✓	✓	✓	✓
Mr Seng Chun Guan	-	✓	✓	
Dr Elaine Chua Lea Lea Im	-	✓		✓
Ms Mabel Goh Mui Ngim		✓	✓	✓
Mr Sowaran Singh	✓	✓	✓	✓
Mr Tay Zi Yang	✓	✓	✓	✓
Mr Sunder Ramchand	✓			

## Functional Committees and Management Committees

(as at 31 March 2022)

### Finance Committee

Ms Goh Chiew Mei  
Mr Seng Chun Guan  
Mr Aston Zhuo Jinwei  
Ms Lim Ling

Supported by CEO, Manager (Finance) & Facility Heads

### Human Resource Management Committee

Ms Lim Yen Ping Joyce  
Mr Ho Poh Kong  
Ms Samantha Pong Lai Li  
Mr Sowaran Singh

Supported by CEO, Manager (Finance) & Facility Heads

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

Mr Leong Why Kong and Mr Ho Poh Kong have both served 4S passionately for more than 10 years through their work in different management committees and the Executive Committee. They have graciously agreed to continue to serve 4S to mentor and to provide advice to the new members on the work of 4S.

## Functional Committees and Management Committees (Cont'd)

(as at 31 March 2022)

### Welfare Homes Management Committee

**Chairman**

Ms Mabel Goh Mui Ngim

**Vice Chairman**

Ms Lim Ling

**Honorary Secretary**

Ms Samantha Pong Lai Li

**Honorary Treasurer**

Mr Aston Zhuo Junwei

**Members**

Mrs Deby Sarojiyu Pala Krishnan

Mr Jimmy Ho Ji Meng, PBM

Mr Lyleson Chua Wen Yaw

Ms Tan Hwee Sian

Dr Wong Chia Siong

### Tembusu Eldercare Programme Management Committee

**Chairman**

Mr Siu Yow Wee

**Vice Chairman I**

Mrs Deby Sarojiyu 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

Mr Liong Yuen Ming

Ms Rose Low Shiew Ling

Mr Sowaran Singh

Mr Steven Tan Chwee Hock, PBM

Mr Tang Khee Meng

### 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

# 2021/2022

## KEY STATISTICAL SUMMARY



**1,087** beneficiaries/  
service users supported

**1,200** food ration  
packs distributed

**215** volunteers engaged to  
support programmes

# RESIDENTIAL CARE

## 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. 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, in a supportive, safe, secure and clean environment.



# Acacia Home (AH)

## One Plus One Equals Three?

Due to the ongoing COVID-19 pandemic, it has been a challenging year for everyone, particularly for the residents and staff in Residential Care Home settings. With our regular means of communicating and connecting with the community being greatly affected, we turned to innovative technology to maintain and enhance our connections. We believe that this innovative technology and the commitment of our community partners would result in a synergy that elevates the quality of care we provide for the residents.



## “Touch of Love”

After the successful run last year, students from Canberra Secondary School were excited to resume the activities and befriending programmes conducted through video conferences on Zoom.

Between 25 March 2021 and 13 August 2021, 11 virtual sessions were conducted. A wide range of activities from seated exercises to engaging activities were planned by the students to ensure the residents were thoroughly engaged during each session. The residents reported that they had especially enjoyed the origami sessions and the light exercises which helped to keep them active, both physically and mentally.

Touched by the experiences of the elderly, the students from Canberra Secondary School went above and beyond the voluntary sessions. They had rallied their family members and fellow schoolmates to pool together some donations (carom board, Chinese chess and board games among many others) to purchase games and activity-related items in the hope that the residents would be able to pass their time more meaningfully.

## Let Us Vaccinate!

As the COVID-19 situation in Singapore developed with an increasing number of daily infected, the Home was heartened to learn about a Mobile Vaccination Team (MVT) brought together by the Ministry of Social and Family Development (MSF). The officers from the MSF worked tirelessly to ensure that the residents were able to receive their vaccination without delay. The first vaccination exercise was conducted on 15 March 2021. MSF then extended their invitation to Home staff and the second vaccination was conducted on 5 April 2021.

Subsequently, when it was announced that a booster shot would be available from 4 October 2021, the MSF coordinated yet another MVT for the residents of The Home. This was to ensure that the residents are properly protected against the ongoing COVID-19 infections happening in the community. The booster shot was conducted on 26 November 2021.



*Staff undergoing 30 minutes observation after vaccination*

# Bukit Batok Home for the Aged (BBHA)

## Solidarity in “Caring and Sharing”

As the fight against COVID-19 continues into its second year, BBHA aims to build and promote solidarity among residents and the community by focusing on CARING and SHARING. CARING includes the continuous care of the residents’ physical, cognitive, social, and spiritual well-being. SHARING includes the sharing of critical information and education so that residents remain safe and comfortable.



Caring for Residents

### (Physical Activities)

#### ‘Let’s Get Moving!’

This programme aims to improve residents’ physical functions, promote muscular strength of lower limbs, balance control in reaction time and hand-eye coordination while allowing them to have fun. It includes live demonstrations of simple stretching exercises and sports such as darts and bowling.

### (Cognitive Activities)

A variety of activities such as word puzzles, newspaper reading, using electronic tablets and online workshops are made available daily for residents to stimulate and maintain their mental well-being.

#### Online Batik Workshop

In collaboration with the National Heritage Board, female residents were overjoyed to be able to express their own styles in their paintings when engaged with batik paintings through an Online Batik Workshop. These paintings were displayed at the Home’s lobby.

### (Social Activities)

While visitors and volunteers were not allowed to visit during the pandemic, the Home continued to engage with residents via face-to-face interactions wherever possible as well as online sessions to keep the residents socially active.

#### Community Intergenerational-Bonding

Catching a memorable performance by the adorable children from My Little Gems Preschool over Chinese New Year, residents were able to connect with the community and across generations while also reminiscing their younger years and life story.

### (Spiritual Activities)

Spirituality assists residents to find meaning and purpose in their lives while providing a sense of hope. It is also a means to renew and recharge their faith. Residents participated in online bi-weekly sessions with religious institutions of various faith such as Ar-Raudhah Mosque, Christ Grace Church, Jireh Bible-Presbyterian Church and Church of St Mary of the Angels.

#### Good ol’ PA System

The Home maximises available resources with the use of its PA system to share pertinent and interesting information in different languages and to increase awareness of the latest happenings in the community despite the implementation of safe management measures.

#### Conversational Circle

Conducted fortnightly, Home staff would interact with small groups of different residents to share ideas, information and check in on their thoughts on the latest news happening around the world. Residents have shared that they feel valued when encouraged to share their feelings and ideas with fellow residents in a safe and open space.

Sharing for Residents

# Tembusu Home at Pelangi Village (TBH)



## Art Sessions

What's a better way to express ourselves than through art?

Art sessions proved to be a great bonding opportunity for residents to engage in meaningful conversations and enjoy the companionship.

A session of colouring and drawing not only lets residents bond, but it also allows them to train their hand-eye coordination and express their creativity on paper.

The art sessions were enjoyed so much that residents shared about having their own community of artists in the Home and they continued to bond even after the end of the sessions!



## Fishing Game

In most of our childhood, I'm sure we remember the game where we competed with our friends, cousins or siblings to catch the most number of fishes. Depending on whether we've won, we'd cheer or groan in agony. Win or lose, it's still a fun game and we are certain our residents would agree!

The fishing game is a game that tests a player's hand eye coordination. Residents would be given mini fishing rods with magnets where they would need to catch "fishes" from the board. Residents have shared that the thrill of catching a "fish" provides a sense of achievement. Residents who did not participate in the activity also shared the joy and excitement of their fellow residents as they were absorbed in the process of catching a "fish". At the end of the game, residents who caught the greatest number of "fishes" were awarded prizes!

While it ensures some entertainment for our residents, it helps train their hand eye coordination in the best way possible.

## Draw and Guess

Similar to "Pictionary", this Draw and Guess game helps to engage the residents in a great way despite how simple the concept for this game is.

The rule of the game is to draw out the word given to a resident, while the rest guess the object. Sounds easy right? This game is great as it helps to train the residents' motor and artistry skills. Residents shared that the activity involves a lot of creativity and they had good fun drawing and guessing.

This simple game helps to bring joy in the residents as they sketch and guess their way to victory!



# Thuja Home at Pelangi Village (TJH)

## Dynamite!

The Dynamite! Programme is an activity that aims to promote resident's self-expression along with the enhancement of their overall wellbeing. This programme caters to all residents, including those who require chair support. During the activity, the popular pop song 'Dynamite' is played along with a demonstrative video, where residents are encouraged to free style or follow the moves.



## Art Attack

Art Attack is programme that encourages creativity and hand-eye coordination of residents. This is done by encouraging residents to experience different mediums through a variety of art projects regardless of their capabilities. The art projects range from simple to intricate artworks. Some examples include pop-up cards, glass art, crumpled paper art, watercolour painting, paper cutting and ink blots.

## Seated Noodle Hockey

The Seated Noodle Hockey is a game that allows residents to develop and practice hand-eye coordination. The programme involves residents using a soft pool noodle stick to pass a ball filled with air to each other, encouraging them to work with one another while improving their sensory and motor skills.

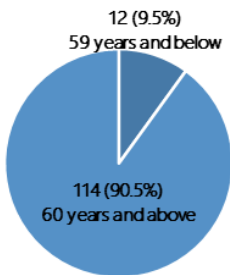


# Statistical Information

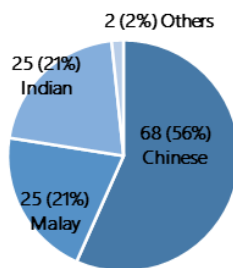
(as at 31 March 2022)

## Acacia Home (120 Residents)

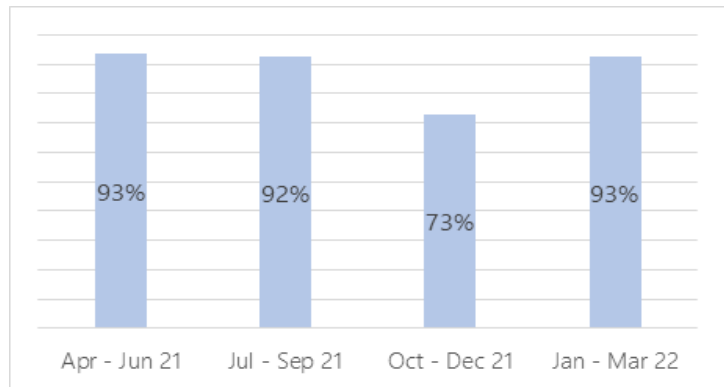
### By Age Group



### By Ethnicity

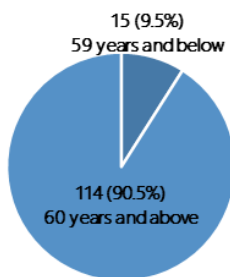


### Resident's Participation in Two or More Activities

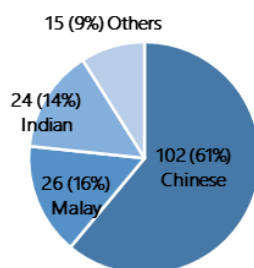


## Bukit Batok Home for the Aged (167 Residents)

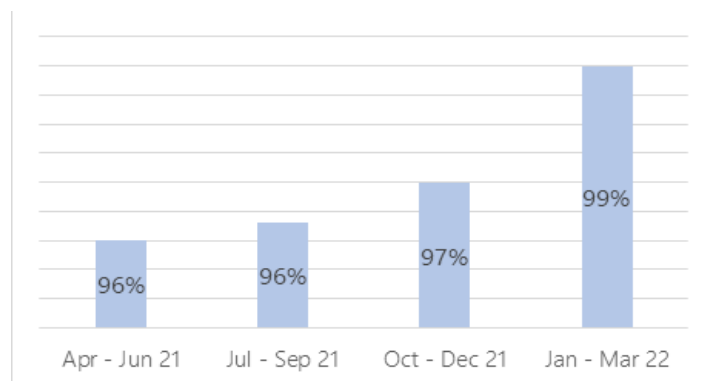
### By Age Group



### By Ethnicity

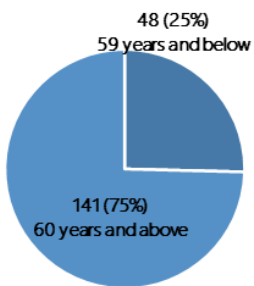


### Resident's Participation in Two or More Activities

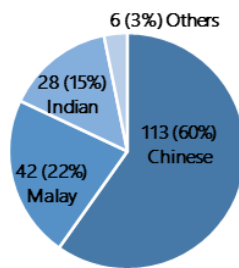


## Tembusu Home at Pelangi Village (189 Residents)

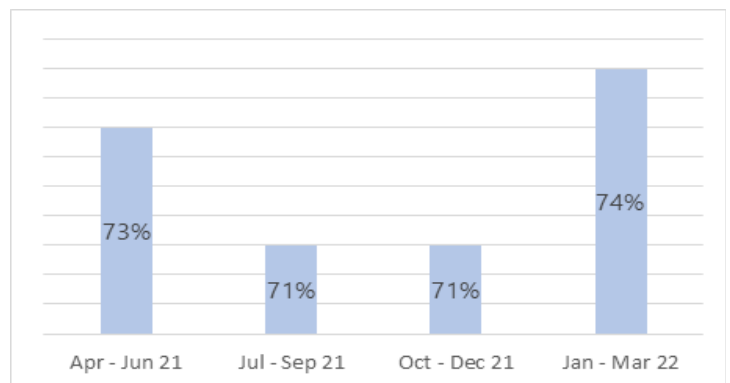
By Age Group



By Ethnicity

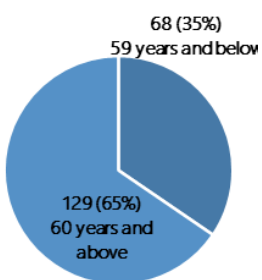


Resident's Participation in Two or More Activities

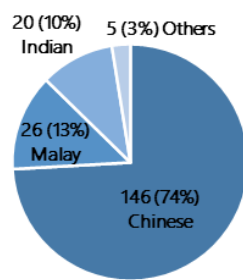


## Thuja Home at Pelangi Village (197 Residents)

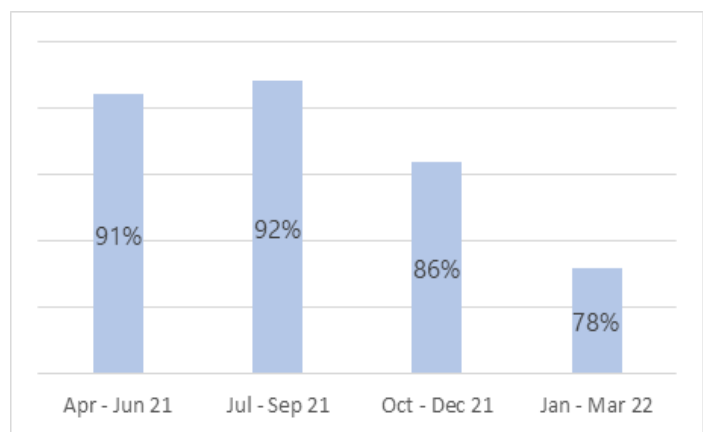
By Age Group



By Ethnicity



Resident's Participation in Two or More Activities



# ELDERCARE



## Tembusu Eldercare Centre (TEC)

Tembusu Eldercare Centre (TEC) is a day care centre that aims to provide comprehensive, integrated care to enable frail elderly persons to remain in the community, and to render support to their caregivers. The centre provides a suite of patient-centric services such as primary and preventive care, nursing care, rehabilitation services, personal care and social and leisure activities based on each service user's needs. Caregivers' needs are also considered when customising the individual care plans.

### Chinese New Year Celebration

The centre frequently conducts festive celebrations to bring joy to the service users. On 10 February 2022, TEC partnered with the Geylang Neighbourhood Committee to conduct the Chinese New Year Celebration Hong Bao Distribution. Jing Dong Fu temple generously donated red packets for the service users and Geylang Neighbourhood Committee sponsored goodie bags consisting of milo, biscuits and oranges. The event was graced by Mohd Fahmi Bin Aliman, Mayor of South East District and MP for Marine Parade GRC.

### Legacy Project



Implemented to help service users reflect on their lives, the Legacy Project prepares for the unforeseeable future. As activities celebrating one's life has been found to maintain one's self-identity and sense of pride, seniors are encouraged to participate in the weekly bibliography and scrapbook activities which serves as something tangible for seniors to leave behind for their loved ones. The scrapbook allows seniors to share what life means to them, their learning journey and values which they hope to pass down from one generation to another. A total of five service users were involved in various activities such as art and craft, reminiscence and individual work including Family Tree and Life Story.

### Industrial Attachment



As part of 4S' intention to provide youths with the opportunity to learn and develop their skills, TEC partnered with various educational institutions on internship programmes for students to gain sector experience.

Since 2013, the centre has partnered with the Institute of Technical Education (ITE) College East and provided internship training for 24 students from the Department of *Nitec* in Community Care and Social Services. Apart from the collaboration with ITE, TEC also partnered with Nanyang Polytechnic's School of Health and Social Sciences in 2019 to supervise nine students from the Diploma in Social Sciences (Social Work) for their field placement. The students were encouraged to integrate theory into practice by observing and practicing methods and skills at an individual, group or community level.

In addition, TEC also participated in the Youth Corps Internship Scheme in 2020 to provide more opportunities for students from Institutes of Higher Learning to participate in internship placements in the community and social sectors. Launched by the Ministry of Culture, Community & Youth and the National Youth Council, the scheme aims to enable youths to continue their development through on-the-job training and learning experiences in the community and social sectors and contribute back to society in this national crisis. In total, TEC supported four students with internship opportunities from the ITE College East.

# Featured Story

## Hand in hand, discovering fulfilment and journeying through life's golden years together

Many of our elderly beneficiaries suffer from complex social issues and medical conditions that require close monitoring and engagement. One such example is Mr Jok Seng, who has been receiving support from TEC since 2017, after suffering from a stroke. In order for him to be able to stay well in the community, TEC has been assisting him in his activities of daily living (ADLs) and managing his medication and medical appointments.



Mr Jok Seng's wife – Mdm Seoh Eng, has also been receiving support from TEC since 2018, after her family noticed that she was not taking her medications regularly and was having some difficulty walking due to her joints. The centre took over her care after receiving the referral and formulated a care plan for her, referring her to specialists for her joint treatments.

Apart from managing the couple's medical care needs, the centre also supports them by engaging medical escort volunteers to accompany them for their medical appointments, as well as running various programmes and activities to maintain and improve their physical, mental, and overall wellbeing. Both Mdm Seoh Eng and Mr Jok Seng are engaged by weekly befriender volunteers who are always on the lookout for ways to bring a smile to their faces.

With the support of TEC, the couple is enjoying a better quality of life and is able to live their lives as independently as possible. Due to the longstanding relationship with the centre, the couple has formed a strong bond with the staff, who have gone above and beyond their service of care to ensure the couple's physical and emotional well-being.

*"The centre provides us with a sense of purpose and social connectivity. It has helped us to stay connected to our community and enjoy our golden years." – Mdm Seoh Eng*

# Tembusu Senior Activity Centre (TSAC)

Since June 2022, Tembusu Senior Activity Centre (TSAC) has transitioned into a new eldercare centre model. With the new model, TSAC serves as the go-to-point for residents living in Eunos Crescent, providing a wide range of services such as the active ageing programmes, befriending programmes and the information and referral to care services.

Under the new model, seniors will be assessed with a Community Screener tool to further understand their health and social needs. A recommended service plan would then be generated to enable seniors to receive further assessments and interventions that aim to maximise their current function and improve their quality of life. Since June 2022, Tembusu Senior Activity Centre (TSAC) has transitioned into a new eldercare centre model. Under the new model, seniors will be assessed with a Community Screener tool to further understand their health and social needs. A recommended service plan would then be generated to enable seniors to receive further assessments and interventions that aim to maximise their current function and improve their quality of life. With the new model, TSAC serves as the go-to-point for residents living in Eunos Crescent, engaging seniors based on the 'ABC' suite of services, consisting Active Ageing programmes, Befriending and Buddying and referrals to appropriate Care services.

During the year reviewed, TSAC has since organised a total of 306 events/activities through centre-based activities and digital platforms.

## Festive Celebrations and Outings

Once a month, TSAC organises either a festive celebration or an outing to engage seniors. However, since the COVID-19 pandemic, outings and large gatherings have been suspended to minimise interactions. To carry on with the tradition, festive celebrations are instead held in a hybrid mode. This allows seniors to participate either physically or virtually, while ensuring the safety of the community.

The Racial Harmony celebration on 19 July 2021 was one of the noteworthy events. The centre had the pleasure of hosting Mr Mohd Fahmi Aliman, Member of Parliament representing Geylang Serai ward of Marine Parade GRC. The event was jointly organised by the Resident Committee of Eunos Crescent and the National University of Singapore Student Community Service Club, which saw seniors participating in various activities such as Guess the Pictures and Pictionary. Additionally, some seniors also participated in the Best Dressed Competition and won attractive prizes.



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 Social Work Service for assistance.

This year, 102 seniors with limited social support networks have been identified for close monitoring by

## Digital Clinic

The COVID-19 pandemic has shown the importance of adopting digital technology. After the circuit breaker, TSAC worked with IMDA to allow interested seniors to apply for a subsidised phone plan and smartphone under the Mobile Access Scheme. Eligible seniors completed the transactions and Digital Learning Circle at TSAC.



Subsequently, a digital clinic was organised fortnightly to allow seniors to ask questions related to technology and learn new digital skills. With an increasing interest for digital literacy from the seniors, the weekly Digital Clinic at TSAC partnered with the Digital Ambassadors from Singapore Digital office in May 2021. This further supported seniors through selected topics and questions regarding the functionalities of mobile devices. Each senior is given 45-60 minutes of 1-to-1 consultation to maximise their learning. The digital clinic has since then been a huge success with the average attendance of each session having 10 seniors each week.

## Befriending Programme

One of the baseline service of TSAC is to prevent social isolation of the elderly through befriending or buddying service. Seniors who have been assessed to require befriending or buddying are visited and engaged by volunteers or staff.

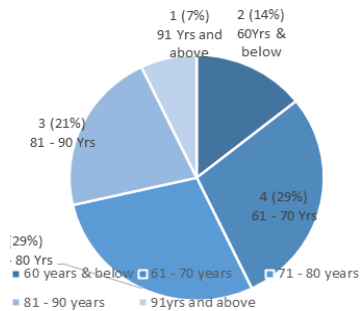
# Statistical Information

(as at 31 March 2022)

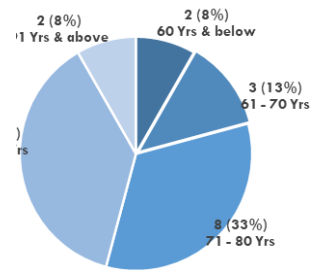
## Tembusu Eldercare Centre (38 Active Service Users)

### Active Service Users by Age and Gender

#### Male (14)

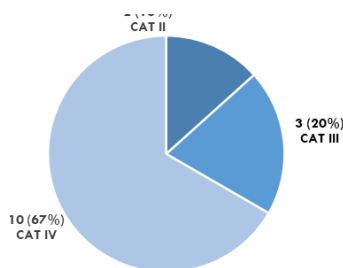


#### Female (24)

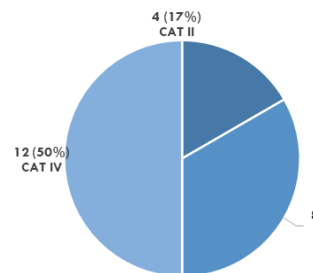


### Active Service Users by Functional Status

#### Male (14)

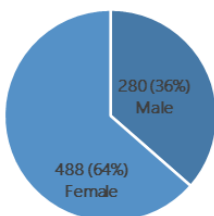


#### Female (24)

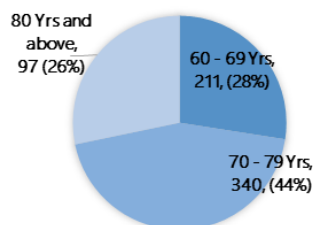


## Tembusu Senior Activity Centre (768 Registered Residents)

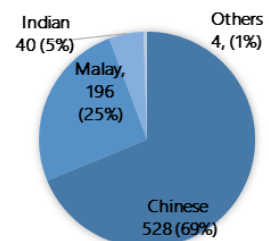
### By Gender



### By Age Group



### By Ethnicity



### Beneficiaries from Tembusu Food Aid Programme

Ethnicity	Types of Dwelling					Total
	HDB 2-room Rental Flat	HDB 3 - Room	HDB 4 - Room	Studio	Others	
Chinese	27	7	0	3	0	37
Malay	44	7	1	2	0	54
Indian	5	0	1	3	0	9
<b>Total</b>	<b>76</b>	<b>14</b>	<b>2</b>	<b>8</b>	<b>0</b>	<b>100</b>



# VOLUNTEER DEVELOPMENT



# Tembusu Volunteer Programme

## Background

Volunteers are precious assets to the organisation, and 4S believes that acts of volunteerism encourage and build a compassionate and involved community.

In February 2005, the Tembusu Volunteer Programme (TVP) was established based on this belief, and aims to provide a framework for better management and recognition of volunteer efforts.

## Goal

To develop a dedicated and skilled volunteer corps that is capable of reaching out and responding to the needs of the community.

## Objectives

TVP aims to promote active volunteerism and strengthen the ecosystem of doing good in Singapore through engaging community stakeholders in voluntary work.

## Volunteer Management Capacity Development (VMCD) Project

### DEEPENING THE INVOLVEMENT OF SENIOR VOLUNTEERS STEP BY STEP

The ever-changing landscape has made it necessary for 4S to rethink and redesign volunteer roles to meet the organisation's emergent and evolving needs.

In December 2021, 4S completed the year-long National Council of Social Service's Volunteer Management Capacity Development Consultancy Project with Ernst & Young Advisory. Under the project, 4S aimed to engage service users meaningfully and empower them through senior volunteerism by redesigning volunteer roles to ensure that they are senior-friendly and suitable for their service users to take on. Amongst the piloted roles was the Care Support volunteer role, where senior volunteers assisted care staff in supporting service users within the centre.



To ensure success of the role redesign, 4S developed enabling factors including a point-based reward system to appreciate and incentivise volunteering amongst the senior volunteers.

Overall, the role redesign through the VMCD project has contributed towards 4S' efforts in promoting participation among older adults and showcased senior volunteers as active contributors to the community, as well as role models of active agers to service users within the centre.

# Featured Story

## Volunteer and Beneficiary Turned Friends

Volunteers are an integral part of 4S. They play a crucial role in helping us build stronger communities, and it is only with their continuous help and support that we are able to reach more people and make a bigger impact.

Beyond the satisfaction of contributing time towards a cause she holds dear to her heart, volunteering has given Ms Atiqah the opportunity to constantly meet new people, and forge meaningful friendships.

A regular volunteer of 4S, Atiqah does not shy away from blessing others through her small acts of service. Since joining 4S as a volunteer, she has taken on various volunteering tasks including escorting seniors for their medical appointments, teaching seniors how to use their mobile phones, and facilitating festive celebrations at the centres.

*"Other than the fact that volunteering allows you to learn and experience meaningful things with people from all walks of life, it is something that I believe is close to my personal beliefs." – Atiqah*



*"I alone cannot change the world, but I can cast a stone across the waters to create many ripples."  
- Mother Teresa*

For Atiqah, being able to accompany our senior, Mdm Rokiah for her medical appointments has been a blessing. She shares that volunteering has allowed her to gain new perspectives through her interaction with people from all walks of life and believes that extending help should not just be limited to the people she knows, but also to those whom she has yet to cross paths with. Today, Mdm Rokiah continues to request for Atiqah as her medical escort. As for Atiqah, more than just offering her time or words of encouragement, what she has gained is the unexpected gift of friendship.

# CORPORATE SERVICE



# Financial Reserves Policy

4S manages four Welfare Homes for destitute persons, two community-based services, the Food Aid programme, as well as the Village in Eunos 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:

		FY21/22 (\$\$,000)	FY20/21 (\$\$,000)	% Increase/ (Decrease)
A	General Funds (1)	768	873	(12)
B	Restricted / Designated Funds: - Welfare Homes (2) - Community-based (3)	9,435	10,247	(8)
C	Total Funds (A) + (B)	10,203	11,120	(8)
D	Total Annual Operating Expenditure	17,411	16,629	5
E	Ratio of Funds to Annual Operating Expenditure (C/D)	0.59	0.66	(11)

- (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, Village in Eunos Crescent, and designated programme funds

# Human Resource Management

## 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).

**Table 1 - Leave Package**

Leave Type	No. of Days
Annual Leave	14 - 22 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 LeaveExamination Leave	Up to 4 weeks (of wife’s 16 weeks of GPML^)

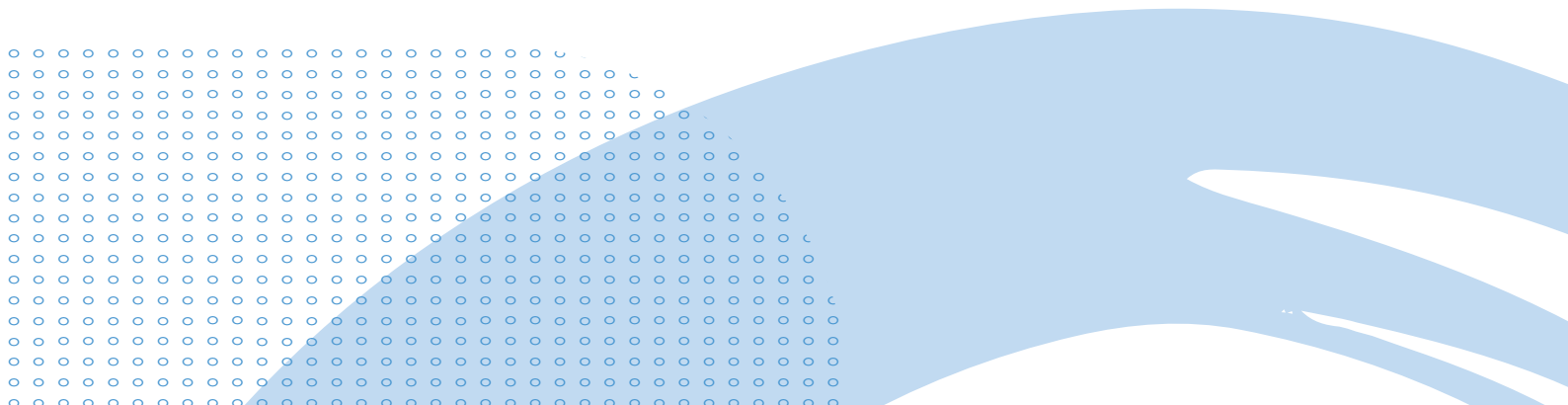
\* inclusive of 4 weeks of unpaid maternity leave

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

^GPML: Government-paid Maternity Leave

## 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 for five years of service, \$1,000 for ten years of service and \$1,500 for 15 years of service. During the year of review, two staff, five staff and 16 staff received the Fifteen-Year, Ten-Year and Five-Year Long Service Award respectively (Table 2).



**Table 2 - Long Service Award**

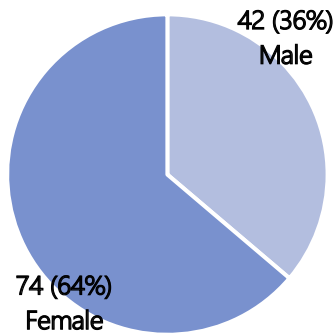
<b>5 Years' Service Award</b>
Acacia Home
CONDE RANDY ALEGARBES
DARANG JERRY ESPIRITU
Bukit Batok Home for the Aged
NG JUN WEI SLYVESTER
SALINAS SHENNA ANGOLUAN
Tembusu Home at Pelangi Village
KHING TUN HEIN
ONG SHI HAO
SARASWATHY D/O GOVINDASAMY
SI THU ZAW
TOMACDER JUNREY QUINIONES
Tembusu Senior Activity Centre
TO LI HUI FELICIA
Thuja Home at Pelangi Village
CAMARAO JULIA SACULLES
ESPEDES RHEA SIODINA
MYA MYA MU
NAW EH REE NA PAW
NUR AISYAH BINTE RAMLEE
TIANG XIAO FAN
<b>10 Years' Service Award</b>
Bukit Batok Home for the Aged
HSU MAW THET
Tembusu Eldercare Centre
PHANG AI NEE
Tembusu Home at Pelangi Village
NAIVE RYAN DELOS SANTOS
TING POH GEK
Thuja Home at Pelangi Village
TILLAN CORRINE GUY DOTE
<b>15 Years' Service Award</b>
Bukit Batok Home for the Aged
SALAI WIN SWE
Tembusu Home at Pelangi Village
SAI HSENG WAN

# Statistical Information

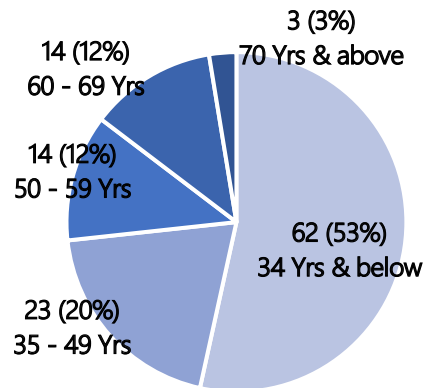
(as at 31 March 2022)

## Local Staff (116 Staff)

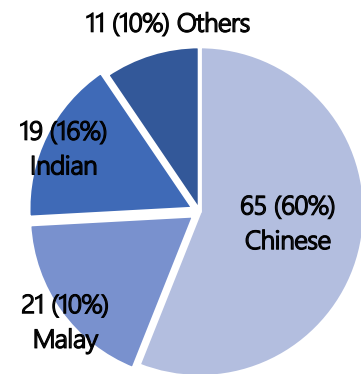
### By Gender



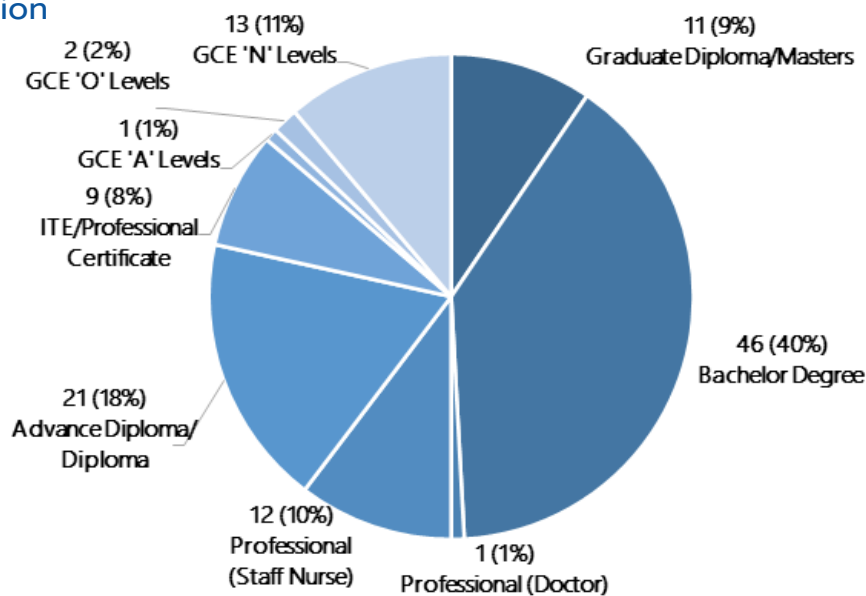
### By Age Group



### By Ethnicity

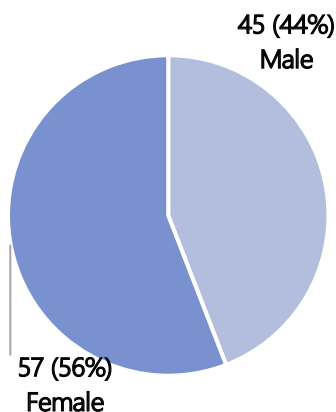


### By Qualification

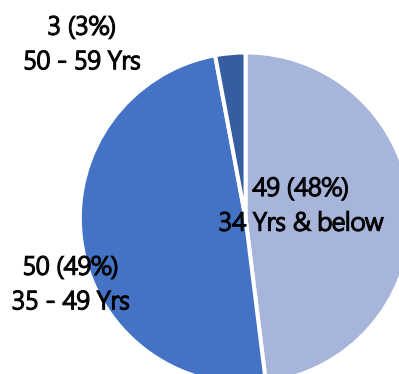


## Foreign Staff (102 Staff)

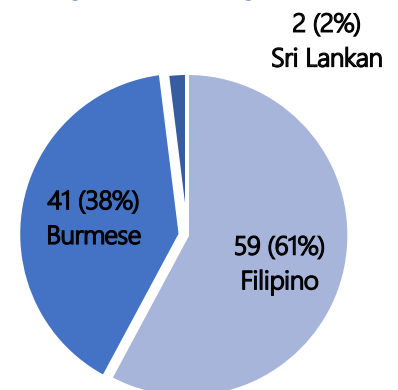
### By Gender



### By Age Group



### By Nationality





# Our Donors

4S would like to extend our deep appreciation to all our donors and sponsors including those who have chosen to remain anonymous. We treasure your support and are grateful to you for sharing our beliefs and partnering us in our mission to serve the disadvantaged.

## More than S\$10,000

In Memory of The Late Mdm Leong Seook Fong  
Loke's Association  
Prudential Assurance Company Singapore Pte  
Limited  
PT-G Builders Pte Ltd  
Sanjay Guglani

## \$5,000 to S\$9,999

Anupam Gupta  
Eunos Crescent Market 7th Month Association  
Silverdale Capital Pte Ltd

## \$1,000 to S\$4,999

Abdul Razak Bin Ismail  
Chen Miao Yu  
Chua Lee Lea Im  
Chua Pei Zhi Gary  
Keming Primary School  
Koh Teow Huat  
Madhava Menon Pyari Mohan  
Phua Kia Hwa  
Priyanjali Banerjee  
Ramasamy Sakthivel  
Seah Chee Hua  
Shandy Lay Sing Ying  
Sri Sathya Sai Baba Centre Queenstown  
Tan Choon Chay  
Tan Gek Heok  
Tay Choon Siong  
Wijemuni Nuran De Silva  
Wong Hong Lee  
Yap Swee Peng  
Zahara Binte Osman

## Below \$1,000

Abdul Rahim Salahudeen  
Adayapalam Chandrasekaran Vignesh  
Adhav Shrikant Nandku Mar  
Airin Tjahyadi  
Airmax Airconditioning Pte Ltd  
Akila Balakrishnan  
Alan Ng  
Ang Bee Hock  
Ang Yi Mei

## Below \$1,000

Angel Anisa Cokro  
Anju Aushay Sharma  
Anuratha D O S Thillaiampalam  
Aravindan Menon N Sundaresa Menon  
Babu G  
Bala Muralee Krishna Deimudu  
Benedict Tan  
Bharat Bali  
Bukoh Mary  
Cecil Belandres  
Chan Hon Chong  
Chan Mui Buay  
Chandrasedh Karan Sharithra  
Chen Huiping  
Chen Yin Min  
Chen Zhi Hua  
Cheng Phek Lan  
Chew Ah Koon En Hui  
Chew Sai Tiang  
Chew Wei Teck  
Chia Yoo Soon  
Chin Mae Ling  
Chng Beiyung  
Choo Mary  
Chua Kian Huat Andy  
Chua Lay Hua  
Chua Lay Khim  
Chua Zhao Wei  
Chui Chok Ming  
Daniele Dinacci  
Debby Julyanto  
Deepanjali Sinha  
Dillion Singh Banwait  
Don Yeo Kok Beng  
Elsa Keat Pirie  
Eriko Hida  
Eu Minguang  
Fabian Lee Zheng Da  
Fang Soon Hooi  
Farook Ansary Mohamed Tharul Salam  
Faye Koh Hui Zhen  
Fong Pei Lai  
Gan Soh Chin  
Gao Conger  
Geetha D/O Supramaniam  
Gilbert Chua  
Girish Lal Kanaya  
Goh Jun Liang James  
Goh Mei Jia

## Below \$1,000

Goh Siang Leng  
 Gopalakrishna Devarajan Ram  
 Govindasamy Parathasarathi  
 Gunasakaran Suppiah  
 Hang Yen Yen  
 Hathira Mani Rajesh Hiro  
 Hendrix Meng Choon Seng  
 Ho Cheeng Tse  
 Ho Kwang Meng  
 Hong Yong Lee  
 Hoon Wei Ting  
 How Kok Keong  
 Huye  
 Idani Surrinder Jethanand  
 In Memory of The Late Mr K Wathervel  
 In Memory of The Late Mr Leong Kwok Chee  
 In Memory of The Late Mr Neo Tian Soo @Lim  
 Tian Soo  
 James Ng Seng Yang  
 Javern Sim Jun Yan (Shen Junyan)  
 Jean Neo Xing Zhi  
 Jeanette Low Wai Ling  
 Jerika Ng Jing En  
 Jesslyn Wong Li Juan  
 Jimmy Lim Zhixiang  
 Kavita Sahijwani  
 Kee Wee Hai  
 Khoo Lin Qi Patsy  
 Koh Keow Chai Pbs  
 Koh Seng Heng  
 Kok Soke Wai (Guo Shu Hui)  
 Kumar Kowshick Ram  
 Kwan Kam Ling  
 Lai Ka Ren  
 Lam Chow Voon  
 Lan Yue Yun  
 Lau Bak Chang  
 Lau Chun Khean  
 Lee Gek Cher  
 Lee Lim Chuan  
 Lee Min Feng And Family  
 Lee Min Xiang And Family  
 Lee Min Yao And Family  
 Lee Pei Ying Adeline  
 Leong Siew Chong  
 Leong Sook Kuan  
 Leong Yee Leng  
 Leow Yong Peng  
 Lian Xin Ting  
 Liaw Hock Chuan  
 Liaw Kian Seng  
 Lim Aik Keong  
 Lim How Siok  
 Lim Kim Gek

## Below \$1,000

Lim Kok Hwa  
 Lim Li Li  
 Lim Teck Chai Danny  
 Lim Zhen Thuten Tashi  
 Loh Seet Yoong  
 Loh Wang Qi  
 Loke Mee Leng  
 Long Mei Yen  
 Low Chee Hong  
 Low Kang Li  
 Low Shun Xiang  
 Low Sook Chan  
 Lun Jinglan  
 Lusiana Suriadi  
 Lynna Lim Mei Hong  
 Manik  
 Mathymukan Jeyakumaran  
 Meenakshi Nagappan  
 Megha Tyagi  
 Michelle Shen  
 Michelle Yong  
 Moahmed Noor Bin Abdul Aziz  
 Mok Chee Keong  
 Mok Yim Hong  
 Mr Heng Yu Kwang And Ms Pang Juat Cheng  
 Muthusamy Shanmugavel  
 Naik Siddesh Shrikant  
 Narang Anita  
 Nazira Rabu  
 Neo Yi Peng  
 Ng Chun Wai  
 Ng Kim Yong  
 Ng Koon Seng  
 Ng Li Ling  
 Ng Peirong  
 Ng Qiong Hui  
 Ng Shi Lin  
 Ng Wan Sin  
 Ngee Bingkai  
 Ngor Zhi Hong Eugene  
 Nitu Mohanty  
 Novita Indayang  
 Ong Gek Ting  
 Ong Hui Qing  
 Ong Jiayi Shernet  
 Ong Lian Hong  
 Ong Poh Tee  
 Ong Yong Yuan Kenny  
 Owen Koh  
 Pang Lee Keng  
 Pek Leng Leng  
 Ping  
 Priya Ranjan Sinha  
 Puah Si Ying

## Below \$1,000

Pung Sook Kian  
 Rajarajen S O Rowthen  
 Rajendran Jaikumar  
 Ramesh M A K Appoo  
 Ramya Sivan Shylaja  
 Regina Tok  
 Rio Mark Bentulan  
 Rishi Sunder Ramchand  
 Robin Ng  
 Rohininaikar D/O Renganatha  
 Sai Baba  
 Sajnani Harsha Biharee  
 Saloni Balekundri  
 Sandeep Kumar Tyarla  
 Santhya D O Maniam  
 Sarah Lim Shu Hui  
 See Pin Quan Elvin  
 Seng Yeow Keng  
 Seow Zhi Xian  
 Shailaja Balkrishna Pangam  
 Shalini Anantrao Manggalorkar  
 Shamukhasundaram Senthilvelan  
 Sharmila  
 Sharon To  
 Shashi  
 Shirish Chandrakant Balekundru  
 Shirley Lam  
 Shrikant Sharad Joshi  
 Siew Weng Yue  
 Simon Peter Lum  
 Singaram Palaniappan  
 Siow Guo Wei Jonathan  
 Siow Pei Shan  
 Soh Kim Weng Kelvin  
 Soh Soh Lan  
 Sok Heng  
 Somasundaram Chandravel  
 Subramanian Chidambaram Amurdhan  
 Sum Tien Chee  
 Suprayamuppar Munusamy  
 Surinder Singh Bajaj  
 Suriya Prakash D/O Kalyselvan  
 Suvinder Singh Bajaj  
 Suwantara Gotama Lim  
 Tamil Vani D/O Poovanesan  
 Tan Chiew Guat Judy  
 Tan Ee Jin  
 Tan Jin Chee Desmond  
 Tan Lay Han  
 Tan Ling Ling  
 Tan Pey San  
 Tan Seng  
 Tan Seow Hou  
 Tan Sheng Jian

## Below \$1,000

Tan Siew Beng  
 Tan Sze Ting  
 Tan Teck Keng  
 Tan Teck Loo  
 Tan Wei Xin  
 Tararam S/O Ramdarash Yadav  
 Tay Sze Chern  
 Teo Ah Mui  
 Teo Baby  
 Teo Jing  
 Teo Kheng Choon  
 Teo See Kiat Dillon  
 Teo Sze Ting  
 Thakkar Sunny Rashmikant  
 Thamil Poova  
 Thio Su Wei Cassandra  
 Tien  
 To Pee Khim  
 Toh Peck Eng  
 Toh Soon Hee  
 Toh Tok Thin  
 Toh Ui Jun  
 Toh Wei Bok  
 Toh Yi Fan  
 Tsuruta Ryo  
 Tung Ter Soon  
 Ung Bee Hiang Jenny  
 Ungsod Victoria Anne  
 Vanitha Panner Selvam  
 Varatharaj Dinesh Prasad  
 Venkatesh Halenijagal Thimmaiah  
 Vijay Kumar Maheswari  
 Vivienne Kaur Hans  
 Wang Cheng Ding  
 Wayne Nyeinsoe  
 Wee Wei Lian  
 Willy  
 Winny Linandy Tan  
 Wong Chin Woon  
 Wong Choon Meng  
 Wong Han Seng  
 Wong Shei Yee  
 Wong Weng Sun  
 Xie Jiarong  
 Yap Luying Sharalyn  
 Yeap Ai May  
 Yee Tuck Fai  
 Yong Hsin Ann  
 Yong Yar Peng  
 Yun Gan Chan

# Governance 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 April 2021 to 31 March 2022 is reported in the table below:

No.	Description	Response
<b>Board Governance</b>		
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 role.	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 governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years.  If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	Complied
5.	All governing 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
	Is there any governing board member who has served for more than 10 consecutive years? (Skip 7 if "No")	Yes
7.	The charity discloses in its annual report the reasons for retaining the 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
<b>Conflict of Interest</b>		
9.	There are documented procedures for governing Board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	Complied
10.	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	Complied
<b>Strategic Planning</b>		
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
<b>Human Resource and Volunteer Management</b>		
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
<b>Financial Management and Internal Controls</b>		
17.	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	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
<b>Fund-raising Practices</b>		
	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 by the charity.	Complied
<b>Disclosure and Transparency</b>		
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 <ul style="list-style-type: none"> <li>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</li> <li>ii. Whether any of the three highest paid staff also serves as a Board member of the charity.</li> </ul> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p><u>Or</u> The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.</p>	Complied
30.	The charity discloses the number of paid staff who satisfies all of the following criteria: <ul style="list-style-type: none"> <li>i. The staff is a close member of the family belonging to the Executive Head or a Board Member of the charity;</li> <li>ii. The staff has received remuneration exceeding \$50,000 during the financial year.</li> </ul> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p><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.</p>	Complied
<b>Public Image</b>		
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

Annual Remuneration Salary Band	FY2021/2022
\$100,001 to \$200,000	6

The eight 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.

During the financial year, none of the Executive committee members received any remuneration.

# Contact Information

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## Residential Care

### Acacia Home

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### Bukit Batok Home for the Aged

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### Tembusu Home at Pelangi Village

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### Thuja Home at Pelangi Village

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## Eldercare

### Tembusu Eldercare Centre

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### Tembusu Senior Activity Centre

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## Tembusu Volunteer Programme

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