

CLOSING THE GAP



Methodist
Welfare
Services

Annual Report FY2016/17



**Methodist
Welfare Services
adopts a 360-degree,
multi-programme
approach that takes
a long-term view to
help those who fall
through the cracks
of society.**

ABOUT US

Founded in 1981, **Methodist Welfare Services (MWS)** is a multi-service organisation that manages 20 centres and outreach programmes across Singapore.

We serve people in need regardless of their race and religion. Our critical services support low-income and/or distressed families, children from low-income families, at-risk youths, the destitute, sick and/or frail elderly, and the socially isolated.

Our belief is to enable all to have life to the full through reducing poverty, alleviating the strains and stresses of modern family life, helping the elderly age in place and live in dignity, nurturing the potential of disadvantaged children and rehabilitating at-risk youths.

OUR VISION

To be a leading organisation that exemplifies God's love, enabling the poor and needy to have life to the full.

OUR MISSION

- Make the needs of the poor and needy known to all as enriched by our Methodist tradition.
- Make services available including unexplored, under-served opportunities to the poor and needy.
- Make resources available for Methodist churches to do social concerns.

OUR VALUES

- T**rust
- R**espect Worth and Dignity of People
- U**ncompromising Integrity
- S**ervice before Self
- T**eamwork
- S**ound Governance

MWS is a member of NCSS.

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CHARITY REGISTRATION NO: 00166

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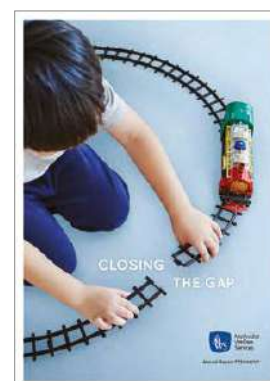
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The linking of broken train tracks symbolises MWS' commitment to closing gaps in our society and communicates our strategy of providing seamless and holistic services across an entire spectrum of underprivileged and under-served groups.

SERVING WITH LEADERSHIP & DISTINCTION

Delivering exceptional performance in the social service sector is the result of good leadership, dedicated staff and volunteers, and a strong sense of faith and mission.



REV DR CHONG CHIN CHUNG

Bishop

The Methodist Church in Singapore

Patron

Methodist Welfare Services

Among Voluntary Welfare Organisations or VWOs in Singapore, MWS is well-established as a reputable brand. Without a doubt, this is the result of good leadership at all levels in MWS, and the contribution of all the staff and volunteers. For any VWO to demonstrate stellar performance, team spirit is a must. Efficiency and good governance are also important contributing factors.

Inspired by the Christian faith and driven by a sense of mission, MWS has well-defined objectives and an unshakeable spiritual foundation. Together with an army of dedicated staff and volunteers, MWS has delivered exceptional results every year. FY2016/17 is no different.

In particular, I wish to congratulate MWS Group Executive Director, Mrs Jenny Bong, who has been awarded the Ann Wee NUS Social Work Alumni Award 2016. This not only affirms her leadership of MWS in looking after the needs of Singapore's poor and needy, but also her commitment and sustained contribution to social work in our

nation. This has brought unequalled recognition and encouragement to all in MWS. Jenny, well done!

As the Patron of MWS, I hope that MWS will continue to work hard and develop our social welfare work and mission. As long as there are people in need, or there are cases being referred to us, let us continue to uphold the *raison d'être* of MWS – to help the poor and needy, regardless of race, religion, language, gender or educational background. In addition, I hope we can garner a team of well-trained counsellors and chaplains to meet spiritual needs and provide pastoral care.

From each of the reports here, we can clearly see the extraordinary motivation and high morale of the committee members, the management, and staff of MWS. On behalf of all the members and pastors of the Methodist Church in Singapore, I would like to say, "Thank you! Well done!" May the grace of God be with you all.

GOING WHERE WE ARE NEEDED MOST

Taking the least-trodden path to serve the poor is a true reflection of our Wesleyan spirit.



REV DR DANIEL KOH KAH SOON

Chairperson

Methodist Welfare Services
Board of Governance

"Go not to those who want you, but to those who want you most." – John Wesley

Last year was a joyous one as we celebrated the 35th anniversary of Methodist Welfare Services.

Even as Singapore becomes more affluent, Jesus has reminded us that we will always have the poor. In a modern and developed society, the term "poor" goes beyond those in need of basic material necessities. We also serve many troubled with emotional distress, family and marital strife, and social isolation.

Poverty can be crippling, and unless purposeful and intensive interventions and self-actions are taken, it will pass through generations with no breakthrough in sight. Children and youths from disadvantaged backgrounds will have trouble catching up in school; adults will start to find themselves left behind in family, job and economic stability; while the elderly poor will become increasingly weak, isolated and forgotten.

MWS has not shied away from serving real needs that are not government funded. But we cannot do this alone. More than ever, with the doubling of our eldercare services and the target of empowering more families towards self-help, we will need your increased financial support, volunteering involvement and prayers.

I thank God for every gift or caring and positive word that you have given to our beneficiaries and the staff of MWS. I am grateful to the charitable foundations, corporations, individual donors, volunteers, churches, MWS staff and members of the Board of Governance, Centre Governance Committees and Working Committees for your support, leadership and advice.

When you care for those who are struggling in life, you are extending the love of Christ to them. This abides by what Jesus says: "Whatever you did for one of the least of these brothers and sisters of mine, you did for me." (Matthew 25:40).

PRIORITISING THE UNDER-SERVED

Closing critical gaps in the current social and healthcare service landscape.



MRS JENNY BONG
Group Executive Director
Methodist Welfare Services

In FY2016/17, MWS impacted the lives of 9,290 beneficiaries. Over 21% of them were seniors across an entire age and frailty spectrum, while about 74% were multi-stressed families, with the rest being disadvantaged children, at-risk youths and socially isolated migrant workers.

Among our beneficiaries, there was recent retiree Mr Liao, who was getting increasingly despondent and frail. Then there was Mr Ler who suffered from a host of illnesses including near-blindness, yet he desired to continue living at home.

And we could not forget Madam Zhou, a breast cancer patient and single parent, worried about bills and how to provide for her two Polytechnic-going sons.

Each of them had a different story, but the three of them represented the vulnerable and in need who needed more help on top of existing services in the community.

MWS spent the last financial year rolling out plans to close critical gaps. To address the increasing number of lonely seniors particularly the under-served living in studio apartments, MWS launched 3 Senior Activity Centres in the HDB heartlands of Sengkang, Geylang and Teck Ghee. Plans are underway to open two more in Pasir Ris and Kebun Baru respectively.

We are concerned about families trapped in poverty and financial distress in the bottom 20% of the population. Poverty has known wider consequences of complex socio-economic, health and psychological issues, including higher school drop-out rates for children, poorer nutrition, physical and mental health issues, as well as marital and parenting difficulties.

In June 2016, MWS pioneered the MWS Family Development Programme (FDP) nationally, targeting families already receiving casework management through Family Service Centres and other

agencies. The MWS FDP aims primarily to empower families through asset building, school-going support, as well as better nutrition and debt management.

While new services and programmes were part of our masterplan to fill the gaps, we also focused on staff capabilities and service standards. Our staff attended a total of 778 courses conducted by the Singapore National Employers Federation, Social Service Institute, Agency of Integrated Care and other training providers. In addition, high-potential staff benefited from seminars abroad and post-graduate geriatric care courses ranging from nursing and dementia care to palliative care and gerontology. For our social service staff, training areas included social work, special education, counselling, therapy, leadership and professional development.

MWS' expansion plan in the eldercare sector also includes a second nursing home to be opened in August 2017. By then, our eldercare services serving a spectrum of needs will double to 12 compared to the last financial year.

To all our staff, board and committee members and many volunteers, thank you for your constant support and blessings for helping MWS to grow and increase our impact in the community through the years.

ORGANISATION STRUCTURE



BOARD OF GOVERNANCE



REV DR DANIEL KOH KAH SOON
Chairperson



MR ALBERT LIM SONG KHIANG
Vice-Chairperson



MR EUGENE TOH MING HONG
Honorary Secretary



**MS CHRISTINE PUSHPAM
TAMBYAH**
Assistant Honorary Secretary



MRS FONG LOO FERN
Honorary Treasurer



MR YOW CHI MUN
Assistant Honorary Treasurer

NOTE:

All board members were appointed from September 2015, unless otherwise indicated.
Full details on board members can be found in the MWS Corporate Governance Report FY2016/17.



MR TERENCE PHUNG TUCK CHEE
Assistant Honorary Treasurer



DR DAVID FOO CHEE GUAN
Board Member



DR LEE WEE LEONG
Board Member



MRS LOH CHAY LENG
Board Member



MR TAN CHIAN KHONG
Board Member



MR DAVID WONG CHEONG FOOK
Board Member

BOARD OF GOVERNANCE



MR RONNIE GAN SEOW KHAW
Co-opted Board Member



MR LAM WEI CHOONG
Co-opted Board Member



MR GEORGE LOH CHEE PING
Co-opted Board Member



MR CHARLES LOH CHEE KHIONG
Co-opted Board Member
Appointment from
14 January 2017



MR WILSON SAMPATH
Co-opted Board Member
Appointment from
1 January 2017



MR SAMUEL TAY
Co-opted Board Member
Appointment from
1 January 2017

NOTE:

All board members were appointed from September 2015, unless otherwise indicated.
Full details on board members can be found in the MWS Corporate Governance Report FY2016/17.



REV JASPER SIM SHENQ CHYI
Co-opted Board Member



MR TERENCE WEE JIN ZOO
Co-opted Board Member



MR WENDELL WONG HIN PKIN
Co-opted Board Member



DR TEO LI BEE
Co-opted Board Member
Appointment from
1 January 2017



MR KIM SEAH TECK KIM
Ex-Officio, Secretary of the
Trustees of The Methodist
Church in Singapore



MR DARIUS CHUA
Representative, The Methodist
Church in Singapore

STEPPED DOWN

- **REV CHIA CHIN NAM**, Co-opted Board Member (26 Sep 2015 - 31 Dec 2016)
- **MS IVY LAI SU CHIN**, Co-opted Board Member (26 Sep 2015 - 31 Dec 2016)
- **REV ANIL SAMUEL**, Co-opted Board Member (26 Sep 2015 - 31 Dec 2016)
- **MS DOROTHY LIM TECK CHENG**, Co-opted Board Member (26 Sep 2015 - 31 Dec 2016)

CLOSING THE GAP

At MWS, we are constantly reassessing the needs of the poor and disadvantaged in view of Singapore’s evolving socio-economic landscape.

For FY2016/17, MWS’ strategies for new and current services hinged on these major trajectories:

SPOTLIGHT ON ELDERCARE

Ramping up continuum of care services for Singapore’s ageing population-in-need

A HOLISTIC PERSPECTIVE

Integration of services to provide seamless support for our beneficiaries

REACHING INTO THE CRACKS OF SOCIETY

Closing gaps in services, focusing on the under-served

Expansion of Eldercare Services

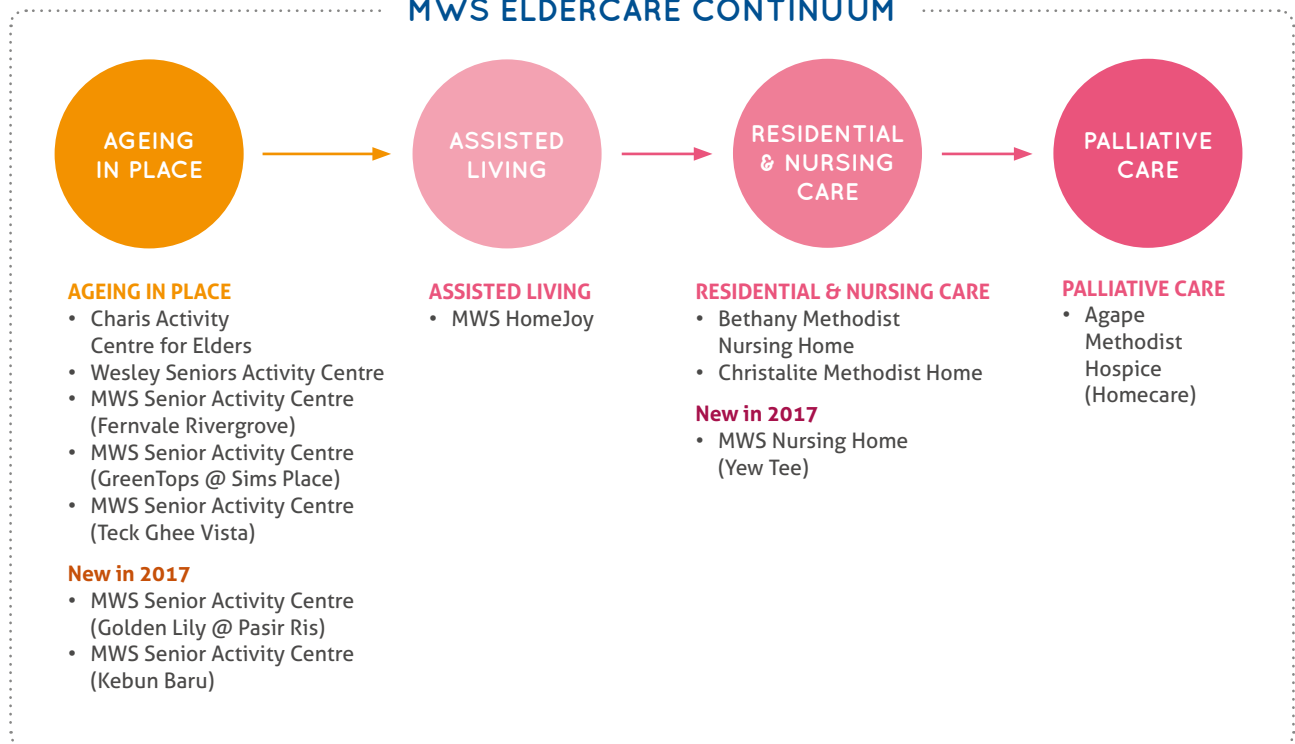
The needs of seniors are distinct and vary according to their health and lifestyle. To serve the diverse needs, MWS has expanded and refined the scope and intricacies of services significantly in two specific areas: integrating health and social care; and enhancing the continuum of care from ageing in place to home-based assisted living and palliative care to residential services.

Three new Senior Activity Centres (SACs) were opened in 2016 for under-served seniors living in studio apartments in Fernvale, Sims Place and Teck Ghee. Besides

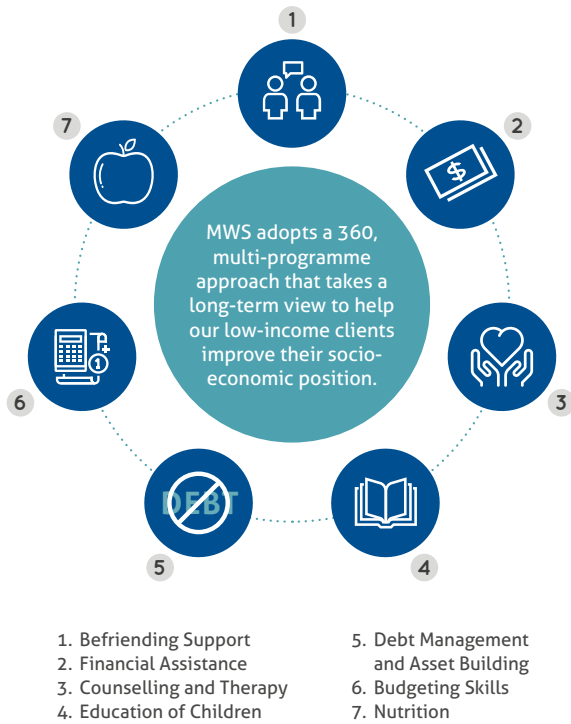
providing a homely environment for social activities, the centres run holistic health and wellness-based programmes including the state-of-the-art Hur fitness regime and the Gym Tonic programme, which is a collaboration with Lien Foundation. MWS plans to launch two more SACs in Pasir Ris and Kebun Baru in 2017.

Our operating ethos revolves around advocating active ageing; building living communities around seniors’ neighbourhoods; strengthening familial and social relationships; and offering them opportunities to give back to society.





MWS ELDERCARE CONTINUUM



BEATING THE POVERTY CYCLE



MWS FAMILY DEVELOPMENT PROGRAMME

Situation	Assistance
 <p>They do not have sufficient savings to cushion them against crises such as unexpected loss of income or illness.</p>	<p>→ Debt Matching & Savings Matching Scheme</p>
 <p>They do not earn enough to meet their monthly basic expenses.</p>	<p>→ Daily Living Needs</p>
 <p>Their children are less likely than their peers to obtain a diploma or degree.</p>	<p>→ School-going Support</p>
 <p>Improper nutrition may lead to health issues in the future.</p>	<p>→ Nutrition for Pregnant Women & Babies</p>

Holistic Integration of Services & Programmes

The alleviation of poverty underlies the development and enhancement of MWS programmes and services. As issues causing poverty are complex, it is necessary to take a long-term holistic intervention approach, integrated within the MWS umbrella and network of external agencies and community partners.

An Empowerment Approach

Beyond direct casework management and referral services, we went many steps further to offer families a seamless integration of services from counselling and coping skills training to school-going support, debt management and asset building. The goal was to empower families to help themselves, and initiate and affirm positive changes to get themselves out of poverty.

The MWS Family Development Programme was launched in 2016 to provide holistic intervention for low-income families to manage their finances, support education, living costs and nutritional needs.

Collaborating closely with our FSCs and external partners such as churches and other agencies, the MWS FDP assisted such families in building assets to provide buffer for crises, and improving opportunities for social inclusion.

Our FSCs also handled more complex family cases, with domestic violence as one of the top presenting issues. After organising an intensive training workshop for their social workers and counsellors, the FSCs piloted a group work therapy programme to develop more competency to continue working with violence victims.

Harnessing Power of Volunteers

Volunteers are a crucial part of our helping framework and will be even more invaluable as the needs of our beneficiaries continue to increase.

We launched a comprehensive volunteer management framework and handbook covering topics from professionalism to records management to the issues and challenges of beneficiaries across all our impact areas. In addition to holding training sessions for volunteers and centre staff, the centres were also briefed on identifying the abilities and interests of volunteers to fully maximise their involvement and integrate their skill sets into each centre's operations and programme offerings.

OVERVIEW

KEY HIGHLIGHTS

A quick snapshot of the most important figures, initiatives, programmes and achievements for FY2016/17.

9,290*

TOTAL PEOPLE
SERVED
IN FY2016/17

-31%^

57

DISADVANTAGED
CHILDREN

+8%

17

AT-RISK
YOUTHS

+42%

6,842

FAMILIES
IN DISTRESS

-29%

1,250

SOCIALLY
ISOLATED

+69%

1,124

CHRONICALLY ILL,
FRAIL AND DESTITUTE

+12%

* Figure includes direct clients and service counts

^ Drop in total number served was mainly due to the MWS Family Service Centres putting an increased focus on serving more complex and multi-stressed family cases

NEW CENTRES, SERVICES AND INITIATIVES

NEW VOLUNTEER MANAGEMENT STANDARDS LAUNCHED

The Volunteer Handbook and the Volunteer Management Manual were rolled out to all centres. They feature standard operating procedures and matters ranging from recruitment and screening to training, review and data management.

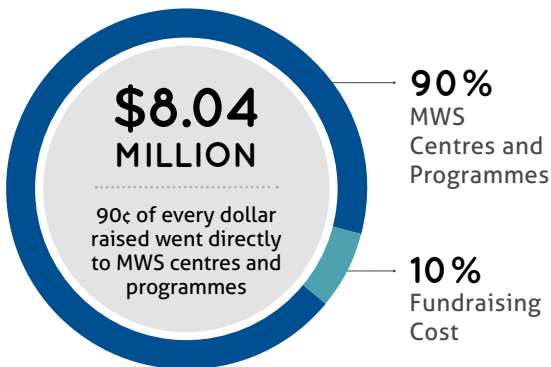
MWS FAMILY DEVELOPMENT PROGRAMME

It provides low-income families with holistic intervention to manage their finances and support nutritional needs as well as education and living costs.

3 MWS SENIOR ACTIVITY CENTRES FOR UNDER-SERVED SENIORS LIVING IN STUDIO APARTMENTS

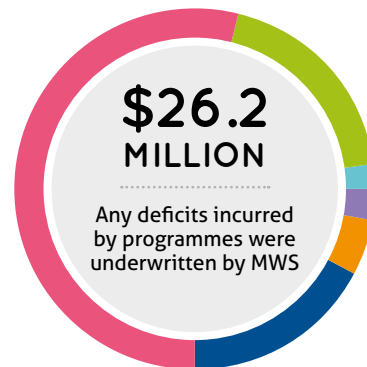
- Fernvale Rivergrove (Sengkang)
- GreenTops @ Sims Place (Geylang)
- Teck Ghee Vista (Ang Mo Kio)

FUNDRAISING



In FY2016/17, MWS received donations and sponsorships amounting to \$8.04 million. MWS kept its fundraising cost to 10% of funds raised, well below the 30% ceiling guideline set by the Charity Council.

OPERATING EXPENDITURE



Disbursement by Impact Area

Chronically Ill, Frail and Destitute	54%
Families in Distress	19%
Disadvantaged Children	2%
At-Risk Youth	3%
Socially Isolated	5%
Management & Shared Services	17%

KEY PROGRAMMES & OUTCOMES

FINANCIAL ASSISTANCE



\$529,662
DISBURSED TO THE POOR ISLAND-WIDE

Included \$281,820 of financial assistance encompassing debt- and savings-matching, school and milk supplement support for 162 families through the MWS Family Development Programme

HOME CARE



6,334 +60%
HOME VISITS MADE TO FRAIL OR TERMINALLY SICK ELDERLY

Served with a comprehensive range of assisted living and palliative services

SENIOR ENGAGEMENT



850 +151%

SOCIALLY ISOLATED SENIORS

Engaged in holistic health, social and recreational programmes

PHYSICAL THERAPY



512

ELDERLY RECEIVED PHYSICAL THERAPY

Strengthened through physiotherapy, occupational therapy and senior exercise-rehabilitation programmes

RESIDENTIAL CARE



445 -3%

THE CHRONICALLY ILL, FRAIL & DESTITUTE

Received shelter and/or medical and nursing care in residential homes, including 32 on dementia support

STAGING EARLY INTERVENTIONS

BRIDGING LEARNING DEFICITS IN DISADVANTAGED CHILDREN

MWS gives hope to underprivileged children aged 2 to 6 through a holistic preschool curriculum. They tend to lack guidance and supervision at home, and have deeper learning and behavioural issues. Their challenges include poor discipline, attention-seeking behaviour and inadequate social skills. Besides suffering from poor health and nutrition, the children may also lack early exposure to English and enrichment experiences, which impedes their learning ability. To give them a better headstart in life, we provide individualised and small group coaching to lay critical foundations in literacy and numeracy. The curriculum also inculcates character building and creativity through specialised classrooms.

Number of
Preschool
Students Nurtured

57

+8%

FY2016/17







LEAVING NO CHILD BEHIND

Serving children aged two to six, D'Joy is a full-day preschool and childcare centre for early-risk children from low-income families.

D'JOY CHILDREN'S CENTRE

Located in Jalan Besar
Established 2000

8%

ENROLMENT
INCREASE

Total of 57
Preschoolers

D'Joy offers a holistic curriculum that encompasses foundations in literacy and numeracy, aesthetics and creative expression, character building, motor skills development and even environmental awareness.

Its accumulative and integrated lesson plans cater to different class sizes and are continually evaluated for improvement. To address learning gaps in its cohort, greater emphasis is placed on individualised coaching and small group sessions. In FY2016/17, 8 Educational Learning Journeys were organised outside the classroom to enrich the children's learning experience.

In January 2017, D'Joy transformed existing space into 7 thematic areas called Specialised Classrooms.

Two Language Rooms, a Music and Movement Room, a Cookery Room, an Art Corner, a Construction Corner and a Dramatic Corner support the kids' learning and development with dramatisation, group sharing and exploratory activities.

The school also maintains a comprehensive portfolio of each child. It includes a progress report, detailed observations, photos, samples of the child's works, and discussion notes with parents. D'Joy is a community outreach partnership between MWS and Hinghwa Methodist Church.



"Shanda has made remarkable progress since she was first placed on English tutoring."

MS TAN CHIU AI,
Volunteer Tutor
D'JOY CHILDREN'S CENTRE



CHILD CARE

Full-day, low-cost childcare for low-income families



EDUCATION

Literacy, numeracy and creative development



CHARACTER

A values-based education for all-round development

7 SPECIALISED CLASSROOMS

FOR CREATIVE, EXPERIENTIAL LEARNING



2
Language Rooms



1
Music and Movement Room



1
Construction Corner



1
Cookery Room



1
Art Corner



1
Dramatic Corner

PHOTOS (clockwise from above): The Dramatic Corner allows pupils to learn within the context of everyday life themes; the kids are encouraged to develop social skills; 6-year-old Shanda Binte Renhar; discovering instruments in the Music & Movement Room

FROM MISCHIEVOUS TO DISCIPLINED



A calm and focused Jaedon (right) paying full attention to a jigsaw puzzle

Looking at how 7-year-old Jaedon Khoh interacts with other children today, one would never imagine that he was difficult to manage in his pre-school years.

Raised in a single-parent home and cared for by his grandmother while his mother Madam Khoh worked full-time, he lacked proper discipline and guidance.

"I am very thankful for the special care showered on Jaedon by his teachers. D'Joy went the extra mile to keep me involved in his development and learning."

MADAM KHOH THAI PHONG
Jaedon's mother

Jaedon had difficulty adapting in his first year of school at 4 years old. His disruptive behaviour included continually opening and slamming doors. He would constantly wander off midway through lessons. Teachers also noticed his frequent angry outbursts, especially after getting corrected or punished.

D'Joy teachers suggested for Madam Khoh to have Jaedon evaluated at KK Women's and Children's Hospital. He was diagnosed with behavioural issues and a short attention span. Although this posed a challenge to teachers, they committed more time to monitoring, engaging and teaching him one-on-one.

Over the next three years, Jaedon's behaviour and learning capacity



He has also learnt to play cooperatively with other children

improved tremendously. Although he is now in primary school, he frequently recounts happy memories of his time at D'Joy.

PLAYING CATCH UP



Letters and words now come easily to Shanda

At 4 years old, many children are starting to read simple words. Shanda Binte Renhar, could not even recognise a single letter of the alphabet when she came to MWS D'Joy Children's Centre over two years ago.

She comes from a single-parent family. Her mother Madam Sufianah is the sole breadwinner, supporting

"Shanda has made so much improvement since she first joined D'Joy. Now she knows how to read and has started on books."

MADAM SUFIANAH SAIPOH
Shanda's mother

Shanda and an elder son. With mum spending the entire day at work, Shanda did not have a chance to pick up reading or counting prior to entering preschool.

Her non-existent literacy and numeracy immediately raised concerns among her teachers, who paid extra attention to her during lessons and even formulated an intensive reading programme for her.

Shanda was individually coached on phonetics and writing by a dedicated volunteer tutor, Ms Tan Chiu Ai. By the end of her first year, she could read simple words and had become more fluent in speaking English.

Now 6, reading and counting are no longer difficult tasks for her.



D'Joy principal Julie Tan attributes Shanda's improvement to her positive personality

The teachers attributed Shanda's improvement to her cheerful, enthusiastic and obedient personality.

When she starts primary school next year, she will have the opportunity like any other child to go as far as she possibly can.

REHABILITATING AT-RISK YOUTHS

UNIQUE COMMUNITY-BASED REHABILITATION PROGRAMME FOR TEENAGE GIRLS

Young female offenders may find themselves locked up in a closed probation facility if not for centres like Residence @ St. George's (RSG). Rehabilitating girls aged between 15 and 21, RSG is one of a handful of open facilities in Singapore that allow residents to continue schooling or working under close supervision. Coupled with a safe, positive and nurturing environment that prepares the girls for a better future, it represents MWS' belief in giving such youths grace for a second chance.

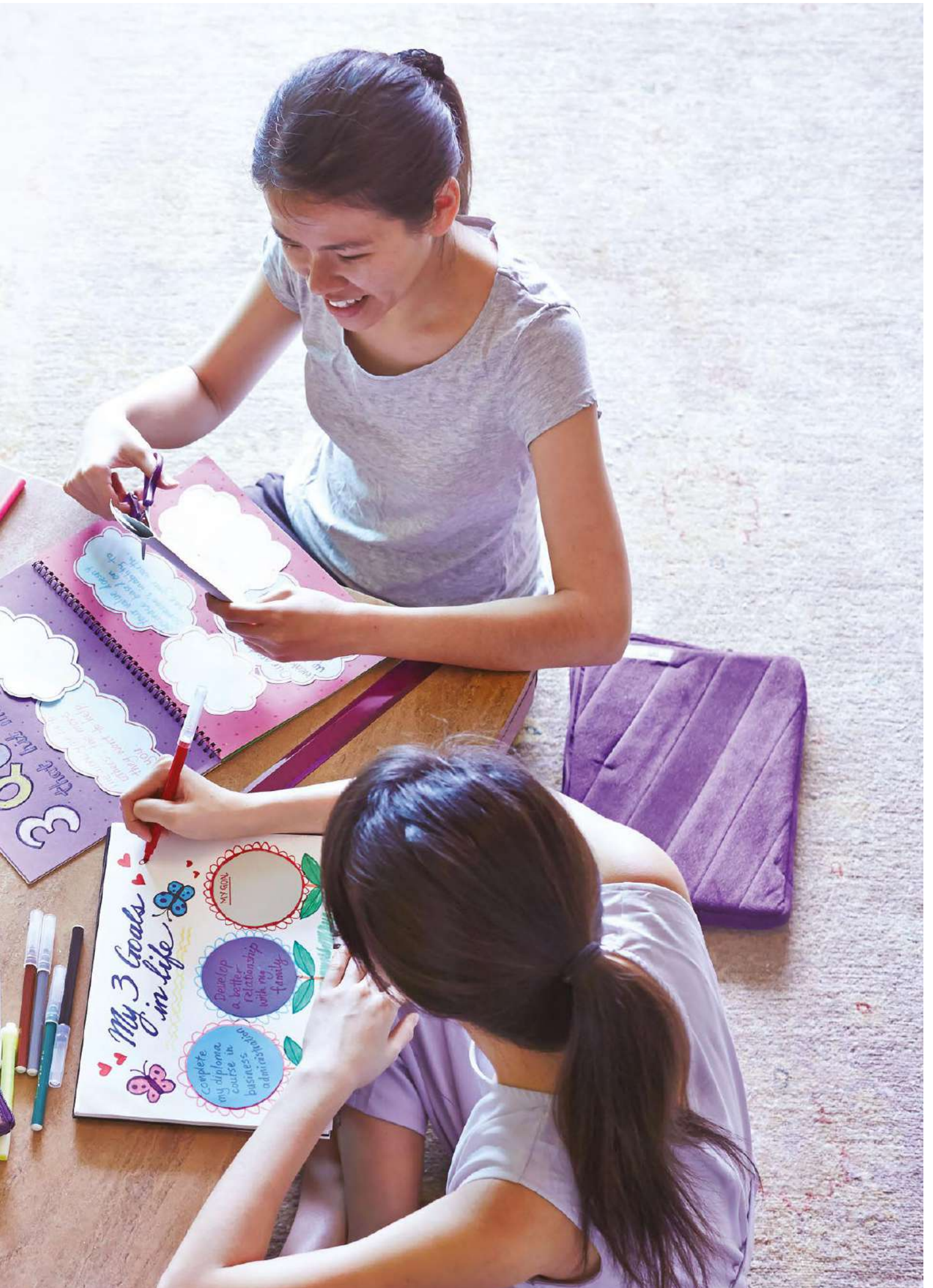
Number of
Girls Served

17

+42%

FY2016/17







FORWARD-LOOKING YOUTH REHABILITATION

RESIDENCE @ ST. GEORGE'S

Located in Kallang/Whampoa
Established 2011

RSG supports troubled and at-risk girls aged between 15 and 21, most of whom were sentenced by the court to serve their probation. A partnership between MWS and General Conference – Women's Society of Christian Service, it is one of a few community-based youth rehabilitative facilities in Singapore.



THERAPY

Providing trauma therapy and imparting skills spanning self-management, social awareness and decision-making



RECONCILIATION

Re-connecting them with their family through bonding sessions and family counselling



REINTEGRATION

Rebuilding lives through mentorship, education or skills training, and employment support

42%
RISE IN
INTAKE

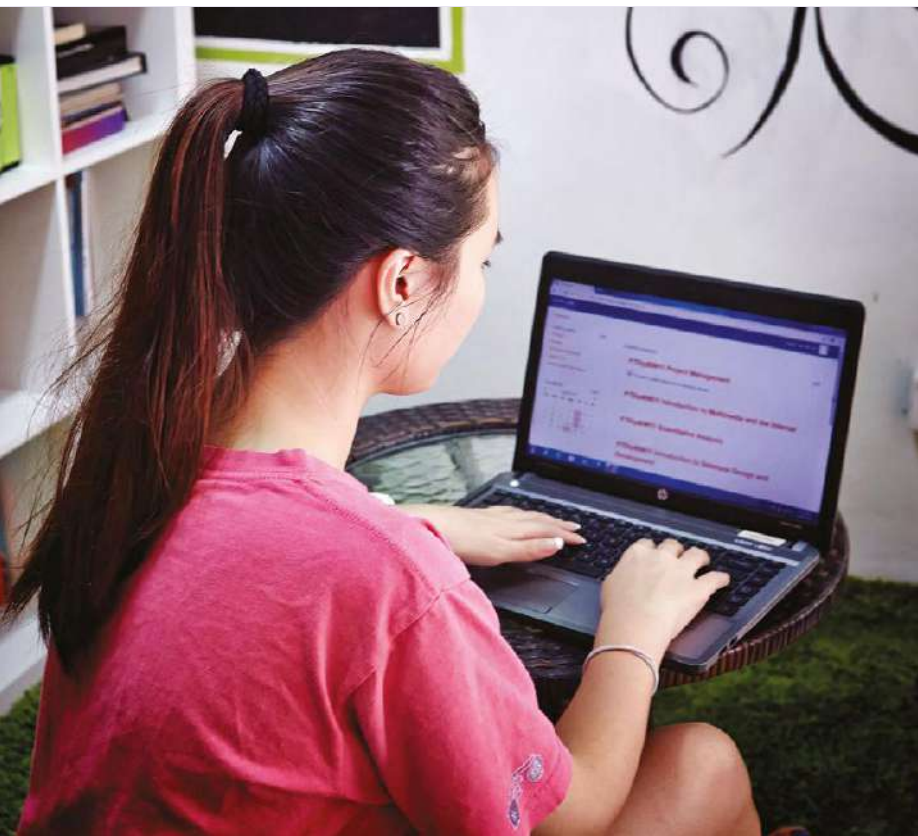
Total of 17 residents

13
GRADUATES

Residents who
completed hostel stay

92%
FURTHERED
EDUCATION

12 out of 13 graduates
furthered their education



“Thanks to the counselling I received, I’ve been sober for a while now.”

EMILY (not her real name)
Beneficiary
Residence @ St. George's

HOOKED ON EDUCATION

One of the key goals of Residence @ St. George's (RSG) is to help at-risk girls under our charge to pick up on their academic journey or learn a new vocation. Since 2013, RSG has given scholarships to 15 residents under the Patrick D. Harrigan Foundation.

One of the most recent scholarship recipients was Glenda* (not her real

name). Hooked on methamphetamine since she was 15, Glenda was eventually arrested for drug possession and consumption in 2015 at age 20.

In 2016, she was sentenced to serve hostel probation for a year at RSG. There, Glenda received intensive counselling and rehabilitation therapy. The former administrative assistant was also encouraged to think about her future.

Glenda's highest educational qualification was the GCE O-Levels. One month into her probation, on the advice of RSG caseworkers, she decided to apply for a scholarship to pursue a full-time diploma in Business and Information Management.

Glenda took three months to prepare for her scholarship application presentation. One of the points that impressed the donor was her expressed desire to pay it forward by using her experience at RSG to

help other at-risk girls. She obtained the scholarship grant from Patrick D. Harrigan Foundation in July 2016 and began her studies in September.

She has since completed her hostel probation in April 2017. While she has so much to look forward in the future, she said that she would always look back on her time at RSG and be grateful for the mentorship and the second chance she received.

“What really made an impact on me was the staff's belief that each girl should have a lasting takeaway with them upon their discharge. Giving us a good education was one of their key commitments.”

GLENDA (not her real name)
Beneficiary
Residence @ St. George's



Gardening is one of the activities that builds personal responsibility

TOP LEFT TO RIGHT: A caseworker chatting with resident Emily; Glenda went from drug addict to scholarship recipient, she spent most of her probation at RSG studying for her diploma; Emily, who was arrested for theft, managed to kick her smoking and drinking habits

TACKLING COMPLEX FAMILY ISSUES

A HOLISTIC HELP APPROACH FOR MULTI-STRESSED FAMILIES

Multi-stressed families face a web of circumstances that can cripple and obliterate any social mobility-enhancing effort or opportunity. These range from low education and lack of work skills to illness, domestic violence and incarceration. Such families often experience a multitude of these issues, which are inherited by the next generations in a vicious cycle of poverty. Closing social mobility gaps require holistic and integrated interventions coordinated through various networks. Apart from supporting clients at our three Family Service Centres and FamilyWorks Community Services, MWS collaborates with other agencies. The MWS Family Development Programme, in particular, is a proprietary scheme implemented through an inter-agency network to help families struggling with chronic poverty.

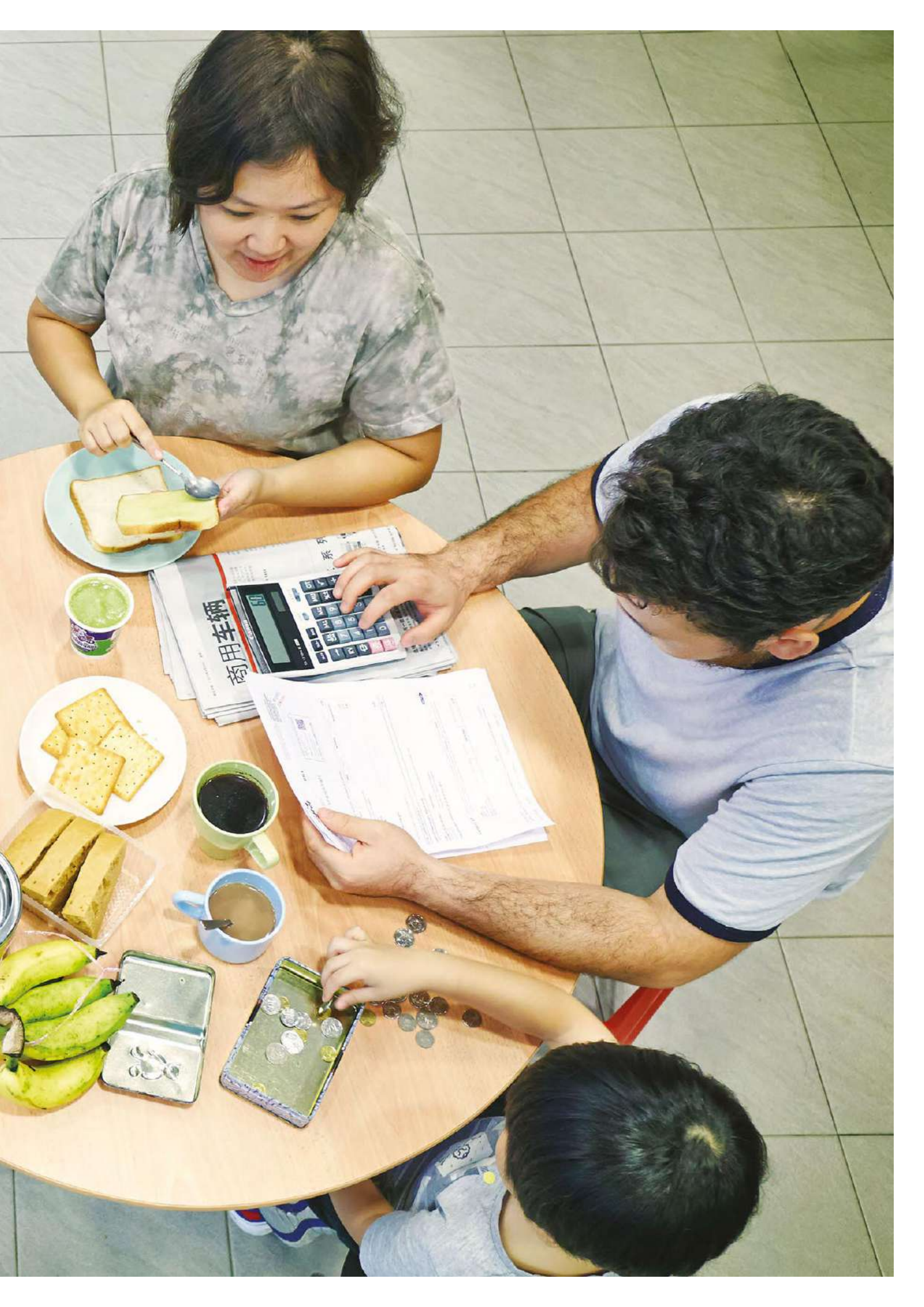
Number
of Distressed
Families and
Individuals Helped

6,842

-29%

FY2016/17







A HOLISTIC HELPING PARADIGM

The issues presented by multi-stressed families have become more complex with the changing sociocultural and economic landscape. More than ever, the way to helping and empowering families would require seamless integration of services through innovations and collaborations.

MWS adopts a 360 multi-programme approach that takes a long-term view to help our low-income clients improve their socio-economic position. We support families who fell through the cracks in various ways, beyond casework and counselling. They include:

- Information and referral
- Befriending
- Support for children of single-parent families
- Needs-based financial support
- Asset building

The number of troubled families and individuals helped by MWS totalled 6,842. The 29% drop from the last financial year was due to a variety of factors, including changes made to the family service model

by the Ministry of Social & Family Development. As the FSCs managed more complex and multi-stressed cases, the staff's intensity of work and service duration accorded to each family had increased in tandem.

Covenant, Daybreak and Tampines Family Service Centres (FSCs) mainly served clients with multiple issues that included marital and family strife, financial problems, elder neglect, poor child management and domestic violence.

Seeing an upward trend in family violence, the FSCs organised in-house training sessions to learn how to manage the issue. They road-tested three new groupwork programmes helping the victims, with a view to refine and conduct

them on an on-going basis. Other top issues were financial difficulties and marital problems.

Empowering young and/or single-parent families in the Punggol vicinity is the core focus of FamilyWorks Community Services. In the past financial year, it held a myriad of counselling, peer-support, mentorship, character development, and parenting programmes and activities.

Set up in April 2016 to tackle the lack of financial management and asset-building know-how among low-income families, the MWS Family Development Programme is an inter-agency effort to integrate MWS' resources and capabilities with the services of our four family services.



SUPPORT

Offering professional casework and counselling



EMPOWER

Imparting essential knowledge and coping skills



CONNECT

Building positive and healthy relationships



Counselling and casework to resolve personal, social and emotional difficulties



Empowered with financial assistance and asset-building resources



Supported through grief and other emotional issues from losing a parent

CLOCKWISE FROM ABOVE: Mr H'ng Seng Huat with his baby Isabelle; FamilyWorks' programme executive Melodi Ng befriending Niky Nadya Binte Zaki; baby Isabelle H'ng is given milk powder support by MWS FDP; a counselling session at Daybreak Family Service Centre

MULTI-FACETED ASSISTANCE & INTERVENTION

Our three Family Service Centres (FSCs) built resilience and coping skills of distressed families and individuals through casework and counselling, group work, community outreach initiatives, as well as information and referral services.



Tampines Family Service Centre's counsellor Wong Wun Chee counselling family violence victim Madam Dina (not her real name), seen here with her daughter

TOP 5 ISSUES

28%

Family Violence & Other Issues

26%

Financial Distress

12%

Marital Issues

9%

Parenting & Child Management

8%

Emotional & Mental Health Issues

CENTRES	COUNSELLING & CASEWORK	INFORMATION & REFERRAL	COMMUNITY OUTREACH PROGRAMMES	TOTAL CLIENTS SERVED
COVENANT FSC	536 -22%	760 -22%	450 -54%	1,746 -34%
DAYBREAK FSC	383 -33%	947 +7%	110 -93%	1,440 -54%
TAMPINES FSC	510 +0.4%	1,002 +8%	600 -40%	2,112 -13%

1 COVENANT FAMILY SERVICE CENTRE

Located in Hougang | Established 1987



Covenant FSC devoted more time to complex cases with a variety of issues

Covenant FSC served a total of 1,746 families and individuals. Family violence was a top presenting issue. CFSC supported 102 clients through the Mandatory Counselling Programme for those who have perpetuated or experienced family violence. A group work programme for 15 child victims between the ages of 6 and 12 was also conducted.

536 Counselling & casework for families and individuals
CLIENTS -22%

TOP 3 Family Conflict & Violence, Financial Hardship, and Child Management Issues
ISSUES

2 DAYBREAK FAMILY SERVICE CENTRE

Located in Yishun | Established 2000



Daybreak FSC changed the lives of multi-stressed families from Yishun and surrounding estates

Daybreak FSC assisted a total of 1,440 families and individuals living in Yishun. A third of its 383 counselling and casework clients had family violence issues, and nearly a third of them faced financial difficulty.

383 Counselling & casework families and individuals
CLIENTS -33%

TOP 3 Family Conflict & Violence, Financial Hardship, and Child Management Issues
ISSUES

3 TAMPINES FAMILY SERVICE CENTRE

Located in Tampines | Established 1991



Tampines FSC supported a couple and their children through poor health and debt

Tampines FSC serves the Tampines North and East community. It helped a total of 2,112 families and individuals, of which 510 were counselling and casework clients, with nearly a third of them experiencing financial hardship. TFSC also organised a therapeutic group work camp for 4 women and 7 children who were victims of family violence.

510 Counselling & casework families and individuals
CLIENTS +0.4%

TOP 3 Financial Hardship, Marital Strife, and Emotional/Mental Health Issues
ISSUES

PARENTING & YOUTH SUPPORT



MWS staff Melodi Ng engaging with Rainbows programme beneficiaries

FAMILYWORKS COMMUNITY SERVICES

Located in Punggol | Established 2011

FamilyWorks Community Services targets young families, especially single-parent units. As divorce rates in Singapore climb, and more children and youths find themselves in single-parent homes, FamilyWorks plays an increasingly crucial role in guiding and strengthening such families. The past year's critical support programmes included counselling and mentorship, parenting workshops, and the Rainbows peer-support programme for children who lost a parent.

1,382
CLIENTS
+75%

Lives touched through various community-based programmes

36
CLIENTS
+33%

Counselling & casework individuals

SERVICE COMPONENTS



17
Adults counselled on parenting issues



19
Children counselled on emotional problems



702
Parents reached through various support and parent-child events



680
Children and youths impacted through engagement and family bonding events

FINANCIAL ASSISTANCE & ASSET BUILDING



MWS FDP helped breast cancer patient and single parent Madam Zhou Xiu Hua (seen here with her son) with her family finances

MWS FAMILY DEVELOPMENT PROGRAMME

Established 2016

Low-income households are more susceptible to debt due to low or no savings. The bottom 20% of families spend an average of \$2,231 while earning an average of \$2,022*, which puts them in a monthly deficit and at a higher risk of incurring and accumulating debt.

The MWS Family Development Programme (FDP) aims to help families build assets through a holistic intervention plan to cushion them against crises such as unexpected loss of income or debt. Partnering with MWS FSCs, other social service agencies and churches, the FDP's main focus is accelerating debt repayment and savings accumulation by matching dollar contributions made by beneficiaries at a ratio of 1:2. Specific needs-based assistance was given for education, nutrition and daily living expenses.

162
FAMILIES
Financial hardship lessened

20
BABIES & PREGNANT WOMEN
Milk powder supplements critical to health and development were given

* According to the Household Expenditure Survey 2012/13

PROGRAMME COMPONENTS

167
Children on school support

20
Babies and women receiving milk supplement

66
Debt-matching households, with 29% repaying debts half the time or more

54
Savings-matching households, with 57% saving half the time or more

HOPE TRIUMPHS OVER HARDSHIP



MWS FDP offers hope and strength to families like Madam Noorridah and her two kids

Madam Noorridah Binte Ismail's cheerful disposition belies the strain she carries on her shoulders. The 38-year-old single mother of two works six days a week at a fast food restaurant, but also has to juggle household chores and the role of sole caregiver to her children and sister.

While her 11-year-old daughter Waheedah is healthy and coping fine in school, her son Ramadhan, 8, suffers from mild intellectual

"I am hopeful that I could save \$20 a month, and that Waheedah would do well in her studies."

MADAM NOORRIDAH BINTE ISMAIL
Beneficiary
MWS Family Development Programme

disability and frequent seizures. He attends a special school and needs constant monitoring.

Also staying with the family in their one-room rental flat in Hougang is Madam Noorridah's older sister Noorain, who has severe scoliosis and speech impairment.

Madam Noorridah knows the importance of being thrifty but saving money is virtually impossible. On average, Ramadhan's epileptic fits occurred three to four times a week, requiring regular hospital treatments and long-term, expensive medication.

MWS has been providing financial help to Madam Noorridah's family for the past three years. In April 2016, she was placed on the MWS Family Development Programme

(FDP) to help with daily living needs and school-going support for her two children.

Madam Noorridah has also found a trusted confidante in volunteer and Trinity Methodist Church member, Josephine Lim, who is monitoring the family's progress through MWS FDP. Despite her struggles, all the help she received keeps her positive.



Volunteer Josephine Lim is a mentor and friend to Madam Noorridah

PEELING AWAY THE PAIN



Volunteer Rainbows facilitator Winnie Tiu engaging with Audrey Fong

Growing up, 10-year-old Audrey Fong has never met her father. That did not adversely affect her during the pre-school years, which were spent in a close-knit and supportive environment.

Audrey's world came crumbling down when she entered primary school. She became starkly aware that her family was different.



The Rainbows programme is carried out in small groupwork and sharing sessions

Not knowing how to cope with the teasing she faced and express her sudden sense of loss, she started to exhibit behavioural and emotional problems.

Although Audrey topped her class and was a model student, she was a different child at home. She was difficult to discipline, and displayed signs of anxiety, frustration and stress.

Her mother, Madam Janice Tan, sought help from the school counsellor, who recommended enrolling Audrey in FamilyWorks Community Services' Rainbows Programme.

The interaction with other children like herself made Audrey realise that she was not alone, and that every family is different. By the second session, her mother already

saw a noticeable improvement in Audrey's behaviour. At the end of the programme, Audrey was more self-assured and eloquent in addressing the questions she had about her father.

Today, Audrey still tops her class, actively participates in school and social activities, and is being groomed for school leadership. The difference is in her inner self: The pain of her past no longer tears her down.

"It is important that we dealt with the problem together. It made Audrey stronger, it brought us closer. Rainbows helped us to move on."

MADAM JANICE TAN
Mother of Beneficiary Audrey
FamilyWorks Community Services

ENHANCING SERVICES FOR THE SOCIALLY ISOLATED

INTEGRATING SOCIAL AND HEALTHCARE OFFERINGS

Identifying a gap in services for socially isolated seniors living in HDB studio flats, MWS added three new Senior Activity Centres (SAC) in 2016. These centres join the current Charis Activity Centre for Elders, and Wesley Seniors Activity Centre in engaging seniors aged 55 and above from low- to middle-income groups. Programmes integrated health and wellness with psychosocial and learning needs. MWS also served migrant workers through para-counselling sessions, training courses and other social activities.

Number of the Socially Isolated Served

1,250

+69%

FY2016/17







STARTING EARLY IN AGEING WELL

Our holistic ageing in place strategy addresses the growing need for a suite of early and quality-focused interventions to cater to the urgent problems of a fast-ageing society.

At one end of the MWS continuum of eldercare is our integrated ageing in place programme, which was further developed and refined to meet the significant rise in the number of seniors who already are or will be living alone in the decade to come.

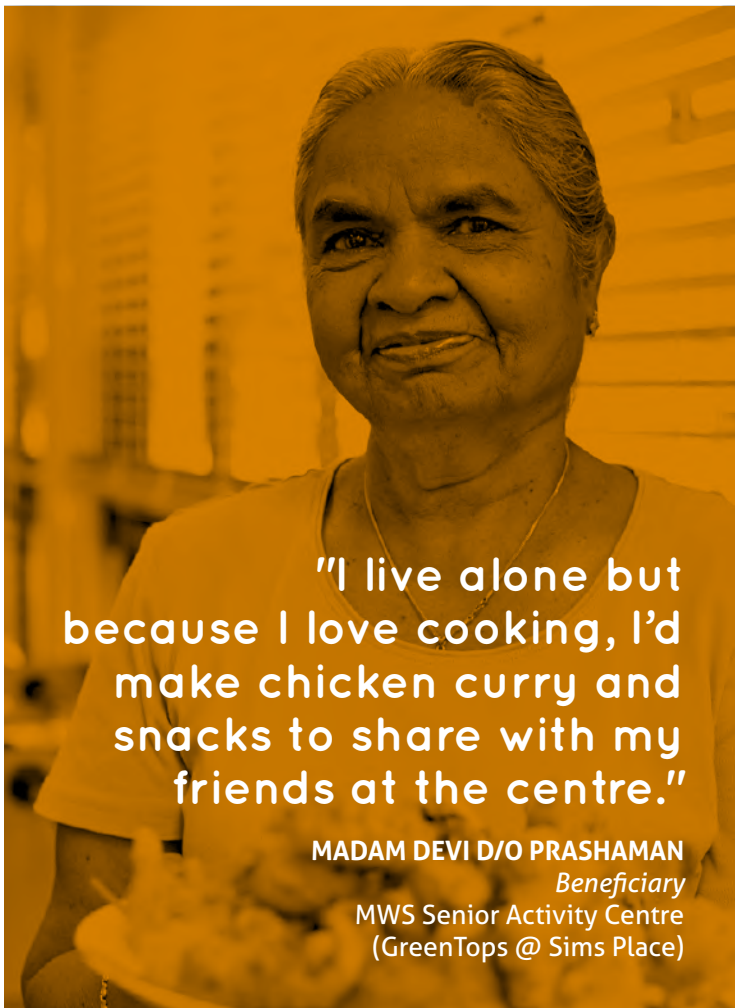
Studies have shown that they face an increasing level of loneliness and helplessness, especially among Singapore's empty-nesters and lower- to middle-income seniors. Social isolation hastens and exacerbates the effects of chronic ageing, and may lead to a host of mental or emotional problems, such as depression, in the long run.

To enable our seniors to age gracefully and empower them to take charge of their mental, physical

and emotional well-being, our 5 Senior Activity Centres rolled out holistic programmes that integrate their psycho-social, recreational and healthcare needs.

Components included specialised senior gyms and training programmes, group exercise and fitness regimes, medical screenings, nutrition and dietary programmes, the building of a strong communal network and community partnerships, volunteering opportunities, and plenty of elder-focused social, recreational and learning activities.

We also continued our efforts to engage the migrant worker community through volunteer para-counselling, training and cross-cultural exchange.



"I live alone but because I love cooking, I'd make chicken curry and snacks to share with my friends at the centre."

MADAM DEVI D/O PRASHAMAN
Beneficiary
MWS Senior Activity Centre
(GreenTops @ Sims Place)



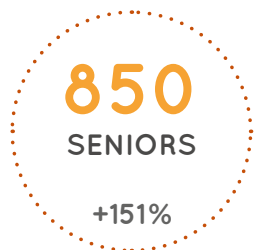
LIVE HEALTHY
Empowered to stay fit and active



BELONG
Stay close to the community



CONTRIBUTE
Opportunities to give back



Provided social, health and wellness activities for more seniors



Offered a crucial support network to those living alone



Supported with para-counselling, training courses and social activities

CLOCKWISE FROM ABOVE: Wesley Seniors Activity Centre staff Willy Ho conducts a class on smartphone know-how; Step It Up exercise programme participants of MWS SAC (Teck Ghee Vista); active member of MWS SAC (GreenTops) Madam Prashaman; migrant worker beneficiaries of MWS Seva

AGEING IN PLACE

Our five Senior Activity Centres holistically integrate elder-focused social, wellness and health offerings under one roof. The goal is for socially isolated seniors to age in place happily, healthily and independently within a strong social and community network.

1

CHARIS ACTIVITY CENTRE FOR ELDERS

Located in Geylang | Established 2014



Cooking classes are now increasingly tailored to suit a healthy diet

In addition to holding monthly health talks or nutritional cooking classes and twice-yearly health screenings, the centre strengthened its fitness offerings by increasing the frequency of its group morning exercise classes from thrice weekly to daily. In May 2016, it was designated a Dementia-Friendly Go-To-Point by the Agency of Integrated Care/ Ministry of Health, and implemented a related caregiver programme. It also continued holding inter-generational programmes to promote interaction between youths and seniors. Charis ACE is a community outreach partnership between MWS and Charis Methodist Church.

194
SENIORS
ENGAGED
+20%

29
MEMBERS WHO
LIVE ALONE
+480%

2

MWS SENIOR ACTIVITY CENTRE FERNVALE RIVERGROVE

Located in Sengkang | Established 2016



Colouring is a social activity that promotes relaxation, creativity and concentration

Opened in June 2016, the centre garnered a healthy membership of 128 seniors, who quickly formed key interest groups that ranged from Rummikub and line dancing to arts & crafts and cookery. Its daily outdoor exercise classes, community gym programme partnered with Gym Tonic, and the Step It Up programme (a fitness collaboration with Tan Tock Seng Hospital) were also well-subscribed. It is a community outreach partnership between MWS and Sengkang Methodist Church.

128
SENIORS
ENGAGED

13
MEMBERS WHO LIVE
ALONE IN STUDIO
APARTMENTS

3

MWS SENIOR ACTIVITY CENTRE GREENTOPS @ SIMS PLACE

Located in Geylang | Established 2016



Seniors attending a crash course on operating their mobile phones

Opened in July 2016, the centre welcomed 140 members. It offered a range of health and wellness programmes and social activities that included outings, a community gym programme, the Step It Up programme, as well as the Huichun Meridian Workout and chair-based fitness classes. It also held conversational English classes and life skills courses, such as a smartphone lesson in partnership with a secondary school. It is a community outreach partnership between MWS and Geylang Chinese Methodist Church.

140

SENIORS
ENGAGED

29

MEMBERS WHO LIVE
ALONE IN STUDIO
APARTMENTS

4

MWS SENIOR ACTIVITY CENTRE TECK GHEE VISTA

Located in Ang Mo Kio | Established 2016



Line-dancing, among other fitness programmes, is becoming a popular activity

Opened in October 2016, the centre served 217 members. It offered the popular Step It Up exercise programme held in collaboration with Tan Tock Seng Hospital, which featured chair-based stretching and strengthening exercises, as well as dance fitness. It also has a new but growing group of seniors who line dances and participates in Chinese-style exercise regimes. It is a community outreach partnership between MWS and Ang Mo Kio Methodist Church.

217

SENIORS
ENGAGED

26

MEMBERS WHO LIVE
ALONE IN STUDIO
APARTMENTS

MWS SENIOR ACTIVITY CENTRES (CONT'D)

5

WESLEY SENIORS ACTIVITY CENTRE

Located in Jalan Besar | Established 2010



Some members actively serve as volunteers to give back to the community

The centre launched the second year of its Nutrition Programme championed through the Bowl of Soup initiative in June 2016. Every month, seniors were introduced to a healthy, hearty bowl of home-cooked soup fortified with more fibre and vitamins, served with white mixed with brown rice. The centre also piloted conversational Tamil lessons and smartphone workshops to stimulate continuous learning. WSAC is a community outreach partnership between MWS and Wesley Methodist Church.

171
SENIORS
ENGAGED
-3%

22
MEMBERS WHO
LIVE ALONE
+22%

MWS OUTREACH TO MIGRANT WORKERS

MWS SEVA

Serving in Mandai | Established 2014



Volunteers visit the migrant workers weekly to see to their welfare

Serving workers staying at the Westlite Dormitory in Mandai, MWS Seva volunteers continued to hold weekly para-counselling sessions covering areas such as career, finance, health and education. It also conducted weekly English and basic computer training classes. MWS Seva is a community outreach partnership between MWS and Singapore Telugu Methodist Church.

400
MIGRANT
WORKERS
ENGAGED

49
PARA-COUNSELLING
SESSIONS
CONDUCTED

A NEW BEGINNING AT 76



Mr Liau is very disciplined about finishing all his prescribed exercises during his twice-weekly Gym Tonic sessions

Last September, Mr Liau Vui Hon was just another typical just-retired senior. Having been sedentary for most of his working life, he was very physically unfit. The diabetes sufferer also had chronic knee



Mr Liau is spurred on by the positive results of his workouts

pain and weakness in his left leg, which made climbing the stairs extremely difficult.

As his wife is still working, he often felt lonely and lost as the days wore on. Except for some light cooking at home, he did not know how to fill his days. Fortunately, Mr Liau's life was turned around when he signed up as a member with MWS Senior Activity Centre (Fernvale Rivergrove) after seeing a flyer on his lift lobby's notice board.

Today, keeping fit is an important part of Mr Liau's daily routine. Every morning, he joins his new-found friends for half an hour of exercise. Twice weekly, he goes for strength training under the centre's Gym Tonic Programme.

Within six months of regular training, his health and fitness improved so

dramatically that he shaved 5kg off his weight and got his glucose levels under control. Now leaner with improved agility and stronger muscles, he is able to climb the stairs more easily.

He also began to enjoy the companionship of other seniors at the centre. His favourite activities include art classes and playing Rummikub, a popular memory tile game, which he said is good training for his ageing brain.

"These days I spend the whole day at the centre. I have many friends there, and there is so much to do to keep me fit and active physically and mentally."

MR LIAU VUI HON
Beneficiary
MWS SAC (Fernvale Rivergrove)

CARING FOR A WIDER SPECTRUM OF SENIORS

SERVING THE ELDERLY IN DIFFERENT STAGES OF FRAILITY

MWS is serving an ever-increasing number of seniors who can no longer take adequate care of themselves. Our spectrum of care ranges from assisted living services for homebound, pre-frail and frail elderly with chronic diseases, to residential nursing and rehabilitative care for the frail and destitute, to home-based palliative care for the terminally ill.

Number of
Chronically Ill,
Frail and
Destitute Patients

1,124

+12%

FY2016/17







CHANGING SEASONS OF AGEING NEEDS

As the chronically ill, frail and destitute segment of our elderly population continues to grow, MWS rises to the challenge of meeting their urgent needs with four centres offering a full spectrum of care.

The challenges and needs of seniors are not homogeneous and evolve with increasing age. Our services aim to meet a spectrum of senior care needs from ageing in place to assisted living, residential and palliative care. Our capability in attending to a variety of needs enables MWS to serve our beneficiaries in a seamless and comprehensive way.

Services to the frail and sick were provided through four homes and programmes. Agape Methodist Hospice (Homecare) provides palliative care to the terminally ill.

MWS HomeJoy offers a suite of assisted living services to homebound elderly suffering from chronic diseases.

Bethany Methodist Nursing Home's residents are chiefly wheelchair- and bed-bound seniors requiring intermediate- to long-term care. Christalite Methodist Home serves residents who are destitute.

Altogether, they cared for a total of 1,124 patients, up 12% from 1,002 patients in the previous financial year.



“Whenever I see nurse Ker Sin, all my pain goes away. She’s my medicine.”

MADAM HALIZA BINTE JANTAN
Beneficiary
Agape Methodist Hospice (Homecare)



MEDICAL CARE

Doctors trained in elderly and palliative care



NURSING & REHABILITATIVE CARE

Therapy and care by nurses and allied health experts



SHELTER

A home for the destitute and abandoned



Total number of beneficiaries under residential medical and nursing care



Critical support and nursing care for homebound patients



Sheltering the homeless

CLOCKWISE FROM ABOVE: Bethany Methodist Nursing Home (BMNH) resident Madam Chua Erm Tee strengthening her fine motor skills; BMNH paraplegic patient Mr Lawrence Yon exercising with a staff member; Agape Methodist Hospice (Homecare) patient Madam Haliza Binte Jantan given home-based palliative care; a Christalite Methodist Home resident working out on a Hur machine

PALLIATIVE HOME HOSPICE

Our services support people with advanced diseases who need palliative care to manage pain, improve their quality of life and fulfil their wish to spend their last days at home.

AGAPE METHODIST HOSPICE (HOMECARE)

Serving island-wide | Established 2007

AMH (Homecare) improved its services with a 24-hour on-call doctor and nurse roster to ensure patients are attended to around the clock. It has also expanded its medical team to 6 nurses and continued to train them, in preparation for collaborating with restructured and community hospitals.

519
PATIENTS
+3%

Patients were also offered free loan of essential equipment

3,737
HOME VISITS
+8%

Made by a regular team of locum doctors and 6 nurses



Agape Methodist Hospice (Homecare) staff nurse Koh Ker Sin was a great source of comfort to cancer patient Madam Haliza Binte Jantan

ASSISTED LIVING

With early and constant interventions, pre-frail and frail seniors with chronic diseases can maintain independent living and a higher quality of life for a longer period of time.

MWS HOMEJOY HOME HEALTH & CARE SERVICES

Serving Districts 17-20 & 37-40 | Established 2015

Within two years, MWS HomeJoy has risen to the challenge of meeting urgent needs in the senior home care sector by consolidating partnerships with other service providers within its service boundary. Through referrals, MWS HomeJoy started to serve additional pre-frail patients to improve their functional abilities and manage their chronic conditions.

160

PATIENTS
+321%

Including pre-frail patients who desire to stay independent

2,597

HOME VISITS
+437%

Increase in scheduled visits and emergency house calls



MWS HomeJoy staff nurse Kayla Seet visiting the bed-bound and frail Mr Lim Beng Kwang

SERVICE COMPONENTS



24
Patients on Home Personal Care Programme



89
Patients on Home Medical Care Programme



113
Patients on Home Nursing Programme



64
Patients on Physiotherapy and Occupational Therapy

RESIDENTIAL NURSING CARE

Serving the chronically ill and low-income or destitute, our residential nursing programmes included round-the-clock medical and nursing care, therapy and rehabilitation. Our services aimed to improve, maintain or delay the decline of health and function.



After undergoing several months of physiotherapy and fitness regimes, the wheelchair-bound Mr Lawrence Yon recently managed to walk with a quad stick with assistance

1

BETHANY METHODIST NURSING HOME

Located in Choa Chu Kang | Established 2003

The home launched Gym Tonic, an allied health rehabilitation programme catered specifically for frail older people. From November 2016 to March 2017, 70 residents were placed on the programme and saw an increase in their mobility, functional ability and endurance. The nursing management team also embarked on a year-long review exercise to assess ways to improve quality of care.

270

RESIDENTS
-6%

Admission was halted in November 2016 due to impending cyclical maintenance

92%

GOOD AND
ABOVE RATING
RECEIVED

Rating on resident safety and bed capacity in the AIC Home Safety Culture Survey

SERVICE COMPONENTS



9

Semi-ambulant who need some physical assistance and supervision



108

Wheelchair- or bed-bound who need moderate assistance and constant supervision



153

Bedridden residents who need total assistance and supervision



Part of reminiscence therapy, the Nostalgia Corner recreates a familiar environment for residents with dementia

2

CHRISTALITE METHODIST HOME

Located in Marsiling | Established 1997

While majority of the residents were homeless or have no or little family support, CMH supported those who were able to return to the community. They underwent rehabilitation programmes to prepare them for independent living in the community including external employment, home leave, the Day Release Programme, and the Home Earning Scheme to support their transition. They were also given resources and support in reconciling with family members, as well as complementary assistance from volunteers and community agencies. The home is a community outreach partnership between MWS and Christ Methodist Church.

175

RESIDENTS
CARED FOR
+2.3%

61

RESIDENTS
Received
physiotherapy
through the Hur
fitness programme

PROGRAMME COMPONENTS



50
Under the
Home Earning
Scheme



32
Placed on
Dementia
Programme



24
Discharged and
reintegrated back
into the community

MAN OF ONE WISH



Sunshine and fresh air are the simple things Mr Ler enjoys now

The eyesight of 74-year-old Mr Ler Eng Leong is so poor that he can only see fingers held in front of his face. Yet, the fiercely independent former carpenter chooses to continue living alone in his two-room Macpherson rental flat.

With neither family nor material possessions, he prizes his freedom. If it were not for MWS HomeJoy's timely intervention last year, Mr Ler would not have been able to continue his carefree lifestyle.

In early 2016, he suffered a spinal fracture sustained from a fall and was treated at Tan Tock Seng Hospital. He was then referred to MWS HomeJoy's Home Nursing Service, which began to visit him in August.

In late 2016, he also underwent eye surgery that was unsuccessful. MWS HomeJoy then took up the role of his

primary care physician through its Home Medical Service.

A doctor visits him every quarter to monitor his existing conditions, which include low blood pressure, and to ensure that his gastric ulcers and anaemia are kept at bay.

This January, MWS HomeJoy extended to him its monthly Home Personal Care Service as he could not make his way to the polyclinic to fill his prescriptions anymore. A nurse visits him to conduct basic health checks, deliver and pack his medications, and monitor his well-being and living conditions.

Today, Mr Ler is a healthier and happier version of his old self. He has resumed his cherished daily strolls around the estate, and living his one wish to be at home, in his neighbourhood.



He is grateful for the regular reminders on his medication dosages

"I enjoy going out for walks. I don't like to be cooped up indoors."

MR LER ENG LEONG
Beneficiary
MWS HomeJoy

DANCING AGAIN



Madam Chua's right eye healed quickly post-surgery thanks to attentive nursing care

The gregarious Madam Chua Erm Tee used to dance in her younger days, but poor health put a stop to doing what she loved.

The 68-year-old was admitted to Bethany Methodist Nursing Home (BMNH) in Dec 2015 as she could no longer walk and had no caregiver at home. She suffered from diabetes, kidney disease, hypertension, asthma, depression, gastritis, cataracts and anaemia. In addition, she had poor safety awareness and a high fall risk.

"I feel very healthy and happy now. The nurses are my friends, and take such good care of me."

MADAM CHUA ERM TEE
Beneficiary
Bethany Methodist Nursing Home

Thanks to the care and concern of BMNH staff, she made a complete recovery from a recent cataract operation, while her other medical issues are currently under control. She also regained enough strength to get out of the wheelchair and walk with assistance.

The nurses' friendship and encouragement kept her spirits up and helped her to heal faster, she says. Every day, she looks forward to participating in the centre's activities, especially dancing, singing and playing simple musical instruments.

Madam Chua's relief at her situation did not end there. As she is from a low-income family, BMNH also facilitated financial assistance for her.



Being able to walk again brings her much joy

OUR VOLUNTEERS

THE MANY FACES OF ALTRUISM

Walking alongside the needy are our faithful, big-hearted volunteers from every station in life.

978
INDIVIDUALS

50
GROUPS



Started 30 years ago with just a handful of friends, the Sunshine Group is now a 17-strong team

Walking On Sunshine

For the audience at the Singapore Health Inspirational Patient Awards 2017 ceremony this April, it was a heartwarming and quaint sight to see a group of elderly people honoured as volunteers.

The seniors, who call themselves the Sunshine Group, received an accolade in the Support Groups category for their years of tireless service at MWS Bethany Methodist Nursing Home. This was the first time the awards were given to honour outstanding patient support groups.

"The volunteers' palpable energy bears testament that volunteering is not hampered by age."

DIANA OOI
Head, Bethany Methodist Nursing Home

Led by 87-year-old Mrs June Cheong, the Sunshine Group was formed 30 years ago when the nursing home was in Whampoa. Today, the group has 17 members, the youngest of whom is in her 60s while the oldest is 91. Even mobility issues did not deter three of them, who move around with a walking stick or wheelchair.

In spite of advancing age and physical frailty, the volunteers faithfully show up at the nursing home every Thursday morning, come rain or shine. Says Mrs Cheong, "Two gentlemen who live in the East have to take a bus to the nursing home, but they are always the earliest to arrive."

At around 10am, the volunteers and staff would push some 40 to 50 wheelchair-bound residents to the chapel, where the Sunshine Group

hosts an hour-long programme. They pray, sing songs of praise and Chinese oldies, do light exercises, and enjoy a percussion session.

The volunteers, being of similar ages with the residents, relate well to them, especially when they need a listening ear for their health issues and worries. "They often feel abandoned and depressed, and lose interest in life," adds Mrs Cheong, a former counsellor. "Our work complements that of the staff. We work together to provide holistic person-centred care for the residents."

This story is adapted from an article published by SingHealth, which also provided the group photo.

Love For His Neighbours

When the MWS Family Development Programme (FDP) first launched in 2016, Mr Lim Ka Lai was one of its first volunteers.

A member of the Social Concerns & Outreach Ministry of Hakka Methodist Church, which is a partner of MWS FDP, Mr Lim has deep empathy for multi-stressed families. "If they don't receive aid now, it is likely their lives will spin out of control. And in just 5 to 10 years, it would be even more difficult to help them."

Mr Lim is currently managing the cases of three families living in Whampoa, which is also his own neighbourhood. He regularly visits them to check on their welfare, handle administrative matters and provide financial counselling.



Mr Lim checks in regularly with FDP beneficiary and cancer patient Madam Zhou Xiu Hua

On one occasion, a family called him immediately after receiving a flat evacuation notice due to unpaid rent. Fortunately, Mr Lim managed to get their pending FDP application approved in time for them to settle their arrears.

So far, his work with people in need has given him great satisfaction. He says, "It's so important to be of service to others and live a life of purpose. I'm glad to be part of this journey of taking small steps to help families with their finances."

The Joy of Helping Children to Read

After 13 years in the corporate communications field, Ms Tan Chiu Ai felt her experience and love for the English language could come in useful to help underprivileged children. After retiring in 2014, she volunteered to tutor children with literacy issues at MWS D'Joy Children's Centre.

"I want to serve where there is a real need. And since D'Joy reaches out to the low-income community in Jalan Besar, I find teaching here so much more meaningful," she says.

Ms Tan visits MWS D'Joy weekly to coach the weakest students from the Kindergarten 1 and 2 cohorts, in both phonetics and reading.

Many of her students are from less fortunate backgrounds, and did not have exposure to early childhood learning and enrichment.

"Each one of them is special, and have so much potential. Learning



In addition to individual coaching, Ms Tan also conducts storybook reading sessions

well also boosts their confidence and helps them to acquire social skills."

She fondly recounts how six-year-old Rahul, whom she has tutored over the past year, occasionally tells her: "Teacher Chiu Ai, I'm clever now!"

It has been challenging to tutor kids with poor and sometimes non-existent literacy skills, but witnessing her charges' improvement motivates her. It has been three years since she started, and she hopes to continue for many more.

KEY MANAGEMENT



1. Jenny Bong
Group Executive Director
 Date Joined: 2 June 2008

2. Yap Lee Lee
Director
Communications & Engagement
 Date Joined: 3 February 2014

3. Florence Lim
Director
Covenant Family Service Centre
 Date Joined: 1 August 1987

4. Charity Chu
Head
Allied Health
 Date Joined: 3 April 2017

5. Fong Mee Sim
Group Director
Finance, Administration & IT
 Date Joined: 9 July 2007

6. Teo Khoon Seng
Manager
Charis Activity Centre for Elders
 Date Joined: 19 August 2013

7. Dr Andy Lee
Acting Head
Agape Methodist Hospice
 Date Joined: 1 January 2017

8. Audrey Rajalingam
Head
Residence @ St. George's
 Date Joined: 1 April 2010

9. Jane Tew
Head
Facilities Management
 Date Joined: 3 October 2016

10. Florence Ho
Head
MWS Senior Activity Centres
(Studio Apartment)
 Date Joined: 20 November 2008



1. Julie Tan
Principal
D'Joy Children's Centre
Date Joined: 1 August 2013

2. Coreen Chua
Director
Human Resources
Date Joined: 12 May 2014

3. Connie Ng-Teo
Director
Daybreak Family Service Centre
Date Joined: 16 September 1998

4. Richard Koh
Senior Manager
Projects
Date Joined: 1 January 2017

5. Kwok Sian Yee
Supervisor
Wesley Seniors Activity Centre

6. Joachim Lee
Director
Tampines Family Service Centre
Date Joined: 9 May 2005

7. Dr Jamie Phang
Head
MWS HomeJoy
Date Joined: 14 September 2015

8. Goh Eng Kwang
Director
Christalite Methodist Home
Date Joined: 1 July 2013

9. Diana Ooi
Head
Bethany Methodist
Nursing Home
Date Joined: 1 January 2016

10. Juliet Lum
Senior Manager
MWS Senior Activity Centres
Date Joined: 3 February 2017

Not pictured:
Norman Wong
Chaplain
Date Joined: 2 January 2014

Edmund Koh
Director
FamilyWorks
Community Services

MWS FAMILY



MWS Headquarters



Daybreak Family Service Centre



D'Joy Children's Centre



Tampines Family Service Centre



Residence @ St. George's



FamilyWorks Community Services



Covenant Family Service Centre



Charis Activity Centre for Elders



Wesley Seniors Activity Centre



Agape Methodist Hospice (Homecare)



MWS Senior Activity Centre (Fernvale Rivergrove)



Bethany Methodist Nursing Home



MWS Senior Activity Centre (GreenTops @ Sims Place)



Christalite Methodist Home



MWS Senior Activity Centre (Teck Ghee Vista)



MWS HomeJoy

CENTRE GOVERNANCE COMMITTEES

COVENANT FAMILY SERVICE CENTRE

PARTNER CHURCH: Paya Lebar Methodist Church

Chairperson	Mr Choi Chik Cheong
Vice-Chairperson	Mr Keong Choon Jin
Treasurer	Mr Herbert Ng Choon Ling
Members	Mr Richard Yeo Lee Hock Mrs Magdalene Low Siah Ing Mr Jiang Ke-yue Mr Chan Kah Guan
Ex-Officio	Rev Irene Thung
Board of Governance Representative	Mr Ronnie Gan Seow Khaw

DAYBREAK FAMILY SERVICE CENTRE

Chairperson	Mr Albert Lim Song Khiang
Vice-Chairperson	Mrs Joscelyn Foo <i>Stepped down on 21 February 2017</i>
Treasurer	Mr Yuen Chee Onn <i>Stepped down on 21 February 2017</i>
Secretary	Mrs Teresa Kuek
Members	Mrs Linda Haverkamp - Heng Phek Lang Ms Lucy Ong <i>Stepped down on 1 January 2017</i> Ms Goh Poh Gek Ms Elaine Ng Lay Yian <i>With effect from 11 March 2017</i>

FAMILYWORKS COMMUNITY SERVICES

PARTNER CHURCH: Changi Methodist Church

Chairperson	Mr Freddie Chew
Vice-Chairperson	Mr Philip Ong Hui Leong
Members	Ms Faith Sing Mui Leng Mr Dennis Chua Teck Meng Mr Alvin Ng Tien Hock Rev Jasper Sim Shenq Chyi Rev Irman Halim
Ex-Officio	Rev Edmund Koh
Board of Governance Representative	Mr David Wong Cheong Fook

TAMPINES FAMILY SERVICE CENTRE

PARTNER CHURCH: Pentecost Methodist Church

Chairperson	Mr Raymond Khoo
Vice-Chairperson	Ms Sandra Lee Siew Eng
Members	Dr Tan Kee Wang Madam Tay Chor Lin Mr Leong Hoe Yin Madam Irene Chue Ying Song <i>With effect from 24 September 2016</i>
Board of Governance Representative	Rev Dr Daniel Koh Kah Soon

AGAPE METHODIST HOSPICE (HOMECARE)

Chairperson	Mr Chan Wing Leong
Vice-Chairperson	Dr Agnes Ng
Members	Dr Chen Ai Ju Dr Ting Wen Chang Mr David Row Ms Lai Bew Meng Mrs Tan Ee Leng
Board of Governance Representative	Mr Yow Chi Mun

BETHANY METHODIST NURSING HOME

Chairperson	Mr David Wong Cheong Fook
Members	Rev Dr Daniel Koh Kah Soon Dr David Foo Chee Guan Mr Chan Kum Kit Mr Andrew Lee Ms Mak Wei Munn Dr Esther Tan Dr Michael Ong Chin Cheong Mr David Ang Ms Audrey Lee Dr Dex Khor Teik Heng Mr Lam Wei Choong

CHARIS ACTIVITY CENTRE FOR ELDERS

PARTNER CHURCH: Charis Methodist Church

Chairperson	Prof Lionel Lee Kim Hock
Vice-Chairperson	Mr Robert Goh Say Hong
Secretary	Mr Richard Tan Keng Hee
Members	Mr Khoong Hock Yun Dr Tan Soh Cheok
Ex-Officio	Rev Helen Hoe Chiew Ngin <i>Stepped down on 1 January 2017</i> Rev Jasper Sim Shenq Chyi <i>With effect from 2 January 2017</i>
Board of Governance Representative	Dr Lee Wee Leong

CHRISTALITE METHODIST HOME

PARTNER CHURCH: Christ Methodist Church

Chairperson	Mr Ling Ting Soo
Secretary	Ms Florence Lee Chui Fong
Treasurer	Mrs Seow-Soon Yang San
Members	Colonel Raymond Tan Kwang Meng (<i>Retired</i>) Mr Stanley Lee Hong Kiat Dr Peter Ng Teck Hwee Mr Freddy Wan Wee Jiun Ms Anne Phan Tjoei San Mr Mark Chan Tuck Hoe
Ex-Officio	Pastor Barnabas Chong Chien Chih
Board of Governance Representative	Ms Christine Pushpam Tambyah

MWS HOMEJOY

Chairperson	Dr David Foo Chee Guan
Members	Dr Khor Tong Hong Mrs Tan Ee Leng Ms Kwok Wan Yee Dr Winnie Wun

D'JOY CHILDREN'S CENTRE

PARTNER CHURCH: Hingwa Methodist Church

Chairperson	Mr Soon Kay Hock
Vice-Chairperson	Mr Yap Chee Heng
Members	Mrs Maggie Khoo Mrs Mary Seah Madam Yong Joo Yean <i>Stepped down on 1 January 2017</i> Dr Lynn Chua Ting Ling <i>With effect from 5 January 2017</i>
Ex-Officio	Rev Joshua Tan Sin Kian Mr Daniel Wong
Board of Governance Representative	Dr Lee Wee Leong

RESIDENCE @ ST GEORGE'S

PARTNER: General Conference
– Women's Society of Christian Service

Chairperson	Mrs Lydia Sng
Vice-Chairperson	Ms Flora Chew Siew Keow
Members	Ms Irene Leela <i>Stepped down on 13 September 2016</i> Ms Kohila Govindaraju <i>With effect from 13 September 2016</i> Ms Emily Tan Leh Kuang Mrs Fum-Ko Joon Chin Mrs Lydia Han Ho Yue <i>Stepped down on 1 January 2017</i>
Board of Governance Representative	Mrs Fong Loo Fern

WESLEY SENIORS ACTIVITY CENTRE

PARTNER CHURCH: Wesley Methodist Church

Chairperson	Mr Leow Kim Liat
Vice-Chairperson	Mr Daniel Chan
Members	Ms Shirley Koo Mr Liew Yuen Loong Mr Tang Ang Cheong, PBM Mr Woo Sui Kee
Ex-Officio	Rev Dr Kow Shih Ming <i>Stepped down on 1 November 2016</i> Rev Stanley Chua <i>With effect from 1 November 2016</i>
Board of Governance Representative	Mr David Wong Cheong Fook
Advisor	Ms Denise Phua Lay Pheng

MWS SENIOR ACTIVITY CENTRE (STUDIO APARTMENT)

Chairperson	Mr Albert Lim Song Khiang
Member	Mr Ngien Hoon Ping

MWS SAC (SA) FERVALE RIVERGROVE

PARTNER CHURCH: Sengkang Methodist Church

Vice-Chairperson	Mr Loh Kum Fei
Members	Mr Raymond Wong Chin Sai <i>With effect from 19 October 2016</i> Mrs Moo Swee Ngoh <i>With effect from 19 October 2016</i>
Ex-Officio	Rev Lek Yong Teck <i>Stepped down on 1 January 2017</i> Rev Dr Niam Kai Huey <i>With effect from 1 January 2017</i>

MWS SAC (SA) TECK GHEE VISTA

PARTNER CHURCH: Ang Mo Kio Methodist Church

Vice-Chairperson	Mr Goh Geck Teck <i>With effect from 9 July 2016</i>
Members	Mr Tan Tong Guan <i>With effect from 9 July 2016</i> Mrs Seah Chai Lian <i>With effect from 9 July 2016</i>
Ex-Officio	Rev Melvin Huang

MWS SAC (SA) GREENTOPS @ SIMS PLACE

PARTNER CHURCH: Geylang Chinese Methodist Church

Members	Ms Teo Suet Ehr <i>With effect from 9 July 2016</i> Mr Desmond Tan <i>With effect from 9 July 2016</i> Mr Lim Khian <i>With effect from 9 July 2016</i>
Ex-Officio	Rev Paul Thian Moon Hee Mr E Cheng Ming

MWS SAC (SA) GOLDEN LILY @ PASIR RIS

PARTNER CHURCH: Pentecost Methodist Church

Members	Ms Lim Lee Choo Audrey <i>With effect from 11 March 2017</i> Mr Ong Peng Kiat <i>With effect from 11 March 2017</i> Mrs Patricia Khoo <i>With effect from 11 March 2017</i>
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CENTRE GOVERNANCE COMMITTEES



1. MWS HomeJoy 2. Bethany Methodist Nursing Home 3. Covenant Family Service Centre 4. Christalite Methodist Home 5. Daybreak Family Service Centre 6. Charis Activity Centre for Elders 7. Residence @ St. George's 8. D'Joy Children's Centre 9. Agape Methodist Hospice (Homecare) 10. FamilyWorks Community Services 11. MWS Senior Activity Centres 12. Tampines Family Service Centre 13. Wesley Seniors Activity Centre

WORKING COMMITTEES

AUDIT

Chairperson

- Mr Tan Chian Khong

Members

- Mr Chan Kum Kit
- Mr Ronnie Gan Seow Khaw
- Mr David Wong Cheong Fook

CHAPLAINCY

Chairperson

- Rev Dr Daniel Koh Kah Soon

Members

- Rev Anil Samuel
- Rev Goh Aik Hiang
Stepped down on 1 January 2017
- Rev Lek Yong Teck
With effect from 1 January 2017
- Rev Vincent Goh
Stepped down on 28 March 2017

COMMUNICATIONS & ENGAGEMENT

Chairperson

- Mr Albert Lim Song Kiang

Members

- Mr Tung Siew Hoong
- Ms Irene Teo

FINANCE

Chairperson

- Mrs Fong Loo Fern

Members

- Mr Yow Chi Mun
- Mr Terence Phung Tuck Chee
- Mr David Wong Cheong Fook

HUMAN RESOURCE

Chairperson

- Mrs Loh Chay Leng

Members

- Mr Aubeck Kam Tse Tsuen
- Mr Lim Tat
- Mrs Elaine Chua Lye Yin San

INFORMATION TECHNOLOGY

Chairperson

- Dr Lee Wee Leong

Members

- Mr Lam Wei Choong
- Mr Terence Wee Jin Zoo

INVESTMENT

Chairperson

- Mr David Wong Cheong Fook

Members

- Mr Yow Chi Mun
- Mr Tung Siew Hoong
- Mr Clifford Lee Hock Tan
- Mrs Fong Loo Fern

SERVICE PLANNING & DEVELOPMENT

Chairperson

- Rev Jasper Sim Shenq Chyi

MWS NURSING HOME TASKFORCE

Chairperson

- Mr David Wong Cheong Fook

Members

- Mr Charles Loh
- Ms Audrey Lee
- Mr Lam Wei Choong
- Dr Sabrina Wong
- Ms Han Lee Meng
With effect from 1 February 2017
- Ms Sandra Phung
With effect from 11 March 2017

NOMINATION

(With effect from 1 January 2017)

Chairperson

- Rev Dr Daniel Koh Kah Soon

Members

- Mr Albert Lim Song Kiang
- Mr David Wong Cheong Fook
- Rev Jasper Sim Shenq Chyi
- Mrs Tan Ee Leng
- Rev Kenneth Huang
- Mr Han Hai Kwang

Policies adopted during the year include, but are not limited to, Finance policy, HR policy, Investment policy, and Nomination policy.

MWS CENTRES & PROGRAMMES



Key

- MWS Headquarters
- Disadvantaged Children
- At-Risk Youth
- Distressed Families
- The Socially Isolated
- Chronically Ill, Frail and Destitute

MWS HEADQUARTERS

HQ Methodist Welfare Services

70 Barker Road
 #05-01
 Singapore 309936
TEL: 6478 4700
FAX: 6478 4701
EMAIL: admin@mws.sg
WEBSITE: www.mws.sg

DISADVANTAGED CHILDREN

1 D'Joy Children's Centre

1 Maude Rd
 #03-30
 Singapore 200001
TEL: 6294 9960
FAX: 6294 9597
EMAIL: djcc@mws.sg

AT-RISK YOUTH

2 Residence @ St. George's

1 St. George's Lane
 Singapore 328047
TEL: 6391 0567
FAX: 6296 0942
EMAIL: rsg@mws.sg

DISTRESSED FAMILIES

3 Covenant Family Service Centre

Blk 613 Hougang Avenue 8
#01-432
Singapore 530613
TEL: 6282 8558
FAX: 6283 6361
EMAIL: cfsc@mws.sg

4 Daybreak Family Service Centre

Blk 855 Yishun Ring Road
#01-3539
Singapore 760855
TEL: 6756 4995
FAX: 6752 4709
EMAIL: dfsc@mws.sg

5 Tampines Family Service Centre

Blk 470 Tampines St 44
#01-194
Singapore 520470
TEL: 6787 2001
FAX: 6787 4459
EMAIL: tfsc@mws.sg

6 FamilyWorks Community Services

Sengkang Central Post Office
P.O. Box 865
Singapore 915408
TEL: 9784 9525
EMAIL: fwcs@mws.sg

7 MWS Family Development Programme

Administered by MWS HQ
TEL: 6478 4700
EMAIL: fdp@mws.sg

THE SOCIALLY ISOLATED

8 Charis Activity Centre for Elders

Blk 125 Geylang East Avenue 1
#01-05
Singapore 381125
TEL: 6842 0497
FAX: 6842 0495
EMAIL: cace@mws.sg

9 Wesley Seniors Activity Centre

Blk 25 Jalan Berseh
#01-142
Singapore 200025
TEL: 6298 0195
FAX: 6298 0245
EMAIL: wsac@mws.sg

10 MWS Senior Activity Centre (SA) Fernvale Rivergrove

Blk 473A Fernvale Street
#01-17
Singapore 791473
TEL: 6481 7395
EMAIL: sacfernvale@mws.sg

11 MWS Senior Activity Centre (SA) GreenTops @ Sims Place

Blk 63 Sims Place
#01-227
Singapore 380063
TEL: 6747 1786
EMAIL: sacgreentops@mws.sg

12 MWS Senior Activity Centre (SA) Teck Ghee Vista

Blk 307D Ang Mo Kio Avenue 1
#01-01
Singapore 564307
TEL: 6684 0341
EMAIL: sacteckghee@mws.sg

13 MWS Seva

8 Short Street
Singapore 188214
TEL: 8611 7374
EMAIL: seva@mws.sg

OPENING IN FY2017/18

14 MWS Senior Activity Centre (SA) Golden Lily @ Pasir Ris

Blk 212A Pasir Ris Street 21
#01-616
Singapore 510212
TEL: 6214 0119
EMAIL: sacgoldenlily@mws.sg

15 MWS Senior Activity Centre Kebun Baru

Blk 180 Ang Mo Kio Ave 5
#01-2980
Singapore 560180
TEL: 6238 4136
EMAIL: sackebunbaru@mws.sg

CHRONICALLY ILL, FRAIL & DESTITUTE

16 Agape Methodist Hospice (Homecare)

2 Kallang Avenue
#08-14 CT Hub
Singapore 339407
TEL: 6435 0270
FAX: 6435 0274
EMAIL: amh@mws.sg

17 Bethany Methodist Nursing Home

9 Choa Chu Kang Avenue 4
Singapore 689815
TEL: 6314 1580
FAX: 6314 1576
EMAIL: bmnh@mws.sg

18 Christalite Methodist Home

51 Marsiling Drive
Singapore 739297
TEL: 6368 5179
FAX: 6368 7127
EMAIL: cmh@mws.sg

19 MWS HomeJoy

116 Changi Road
#04-01
Singapore 419718
TEL: 6447 5117
FAX: 6247 7278
EMAIL: hj@mws.sg

OPENING IN FY2017/18

20 MWS Nursing Home (Yew Tee)

51 Choa Chu Kang North 6
Singapore 689581
TEL: 6568 9200
FAX: 6568 9250
EMAIL: ytnh@mws.sg

FUNDRAISING HIGHLIGHTS

With the unwavering support of our donors, sponsors and supporters, we managed to achieve our FY2016/17 fundraising targets through a series of events.

MWS 35TH ANNIVERSARY THANKSGIVING DINNER

30 June 2016 | The Shangri-La Hotel, Singapore
Beneficiary: MWS



To commemorate 35 years of helping the poor and needy, MWS held a thanksgiving cum fundraising dinner attended by over 600 donors and guests. Highlights included musical performances, and fundraising through outright donations and sales of a photography book by Minister for Social & Family Development Tan Chuan-Jin, who was also the night's Guest-of-Honour. The catering and venue were generously and fully sponsored by Mr & Mrs Jackson Tay of JT Global.

\$165,970
RAISED

13.6%
EFFICIENCY
RATIO

AN ENCHANTED EVENING 2017

6 January 2017 | The Ritz-Carlton, Millenia Singapore
Beneficiary: MWS



An Enchanted Evening was a gala dinner fundraiser for MWS and another charity, spearheaded by an Organising Committee chaired by Mrs Swee Wong. Over 500 guests also enjoyed a live medley of professional vocal and ballroom dance performances. MWS received 50% of the funds raised through outright donations, table sales, auction items and lucky draw tickets.

\$423,119
RAISED
FOR MWS

14.1%
EFFICIENCY
RATIO

MWS FELLOWSHIP ON THE GREENS 2016

15 July 2016 | Raffles Country Club
Beneficiary: MWS Bethany Methodist Nursing Home



An annual fundraising and Methodist fellowship event since 1989, the 2016 installment was convened by Paya Lebar Methodist Church and managed by an Organising Committee led by Mr Ronald Tay and Mr Chua Why Lam. Themed It's All About Them, the event saw a record number of 282 golfers teeing off to help the residents of MWS Bethany Methodist Nursing Home.

\$511,061
RAISED

12.3%
EFFICIENCY
RATIO

IMPACTING LIVES CHALLENGE 2016

16 July 2016 | The Promontory @ Marina Bay
Beneficiary: MWS & FamilyWorks Community Services



The MWS Impacting Lives Challenge – 1 Run for 12,000 rode on the Mizuno Ekiden Singapore event to raise funds for our 17 centres and outreach programmes, particularly FamilyWorks Community Services. Close to 100 ILC champions came together to form 4-person relay teams, who raised money through their own crowdfunding campaigns on GIVE.asia.

\$96,800
RAISED

3.5%
EFFICIENCY
RATIO

MWS HONG BAO DONATION DRIVE

February 2017
Beneficiary: MWS



An annual fundraising exercise, the MWS Hong Bao Donation Drive encouraged children and youths from 21 participating Methodist schools, kindergartens and churches to share a portion of their Hong Bao gifts with the less fortunate.

\$99,966
RAISED

4.3%
EFFICIENCY
RATIO

FINANCIAL HIGHLIGHTS

FUNDRAISING EFFICIENCY RATIO

	FY 2016/17 \$	FY 2015/16 \$
Donations	1,693,919	2,911,621
Fundraising Income *	6,037,656	8,838,906
Sponsorships	313,251	211,317
Total Donations and sponsorships	8,044,826	11,961,844
Direct Fundraising Expenses	234,535	408,743
Indirect / Allocated Costs	231,972	257,324
Sponsorships	313,251	211,317
Total Fundraising Expenditure	779,758	877,384
Donations Channelled to Programmes/Centres	7,265,068	11,084,460
Fundraising Efficiency Ratio before Sponsorship	6%	6%
Fundraising Efficiency Ratio with Sponsorship	10%	7%

*Amount in FY2015/16 includes funds raised for Social Concerns Fund of \$3,363,838 (note 28 of the Financial Statements).

DONATION FORM

All information is required unless otherwise stated. Please fax completed form to 6478 4701 or mail it to METHODIST WELFARE SERVICES at 70 Barker Road, #05-01 Singapore 309936.

DONOR DETAILS

Title: Mr Mdm Ms Mrs Rev Dr Prof

Full Name (as in NRIC/FIN): _____

NRIC/FIN No: _____

Gender: Male Female Date of Birth: ____ / ____ / ____ (DD/MM/YYYY)

Contact No.: _____ Mailing Address: _____

(Home) _____

(Office) _____

(Mobile) Postal Code: _____

Email: _____

Occupation: _____

Place of Worship (if any): _____

DONATION AMOUNT (SGD)

Monthly Donation:

\$10 \$80
 \$30 \$100
 \$50 Other amount: _____

One-Time Donation:

\$50 \$200
 \$100 \$250
 \$150 Other amount: _____

IMPORTANT: PLEASE DO NOT SEND CASH.

DONATION METHOD * Please delete where applicable

Cheque (Payable to: **Methodist Welfare Services**) Cheque No: _____ Bank: _____

Credit Card (Minimum S\$10.00)

VISA / MASTERCARD*

Expiry Date (MM/YY)

____ / ____

Cardholder's Name (as in credit card): _____

Signature (as in credit card): _____

GIRO (Please fill in form below)

FOR DONOR'S COMPLETION

Full Name (as in bank account): _____

NRIC/FIN No: _____ Contact No (Tel/Fax): _____

Bank Account No: _____

To (Name of Bank): _____

Bank Branch: _____

Monthly Donation (payment limit): S\$ _____

Name of Billing Organisation: Methodist Welfare Services

1. I/We* hereby hereby instruct you to process BO's instructions to debit my/our* account.
2. You are entitled to reject the BO's debit instruction if my/our* account does not have sufficient funds and charge me/us* a fee for this. You may also at your discretion allow the debit even if this results in an overdraft on the account and impose charges accordingly.
3. This authorisation will remain in force until terminated by your written notice sent to my/our* address last known to you or upon receipt of my/our* written revocation through Methodist Welfare Services.

Company Stamp / Signature(s) / Thumbprint(s) (as in bank's record)

For thumbprint verification, please visit your bank with your identification documents.

Date: _____

FOR MWS' COMPLETION

Bank Branch MWS Account No.
7 1 7 1 0 3 3 0 3 3 0 1 6 5 6 9 2

Bank Branch Account No. To Be Debited

MWS Customer Reference No.

FOR BANK'S COMPLETION

To: **Methodist Welfare Services**

This application is hereby rejected for the following reason(s) (please indicate):

- Signature/Thumbprint* differs from the Bank's records
 Amendments not countersigned by Customer
 Account operated by signature/thumbprint*
 Signature/Thumbprint* incomplete/unclear*
 Wrong account number
 Others: _____

Name of Approving Officer

Authorised Signature

Date

Note:

Your personal donation is eligible for 2.5 times tax deduction. Please provide your particulars, especially your NRIC/FIN No, for submission to the Inland Revenue Authority of Singapore for automatic tax deduction. For non-individual donors, please provide ACRA/UEN No.

Please be assured that your personal information will be kept strictly confidential except that Methodist Welfare Services ("MWS") may collect, use and disclose your personal data for the purposes of:

- a. Administering your donations to MWS (including without limitation, disclosing to IRAS for tax deduction purpose);
- b. Communications pertaining to your donations; and
- c. Communicating and updating you on other charity initiatives or related activities including soliciting donations and volunteers for activities or programmes organised by MWS or other charitable organisations.

By submitting this form, you hereby consent to MWS collecting, using and disclosing your personal data for the purposes set out above.

ARGD17



MAKE AN IMPACT TODAY!

\$15

Provides a day of social and health-focused programmes to engage a lonely senior

Seniors who are empty-nesters or retirees tend to have limited social contact, especially after their friends/spouses pass away. Prolonged social isolation may lead to early onset of illness and psycho-emotional issues such as depression.

\$30

Provides a month of school-going support for a disadvantaged child

The MWS Family Development Programme aims to improve social mobility of low income families through holistic integrated intervention and asset building.

\$50

Helps to provide essential medical supplies for our nursing home residents

Our residents require medication and nursing care on a daily basis. Supplies such as needles, dressing sets, cotton gauzes and alcohol swabs are needed as part of their daily medical care.

\$100

Supports affordable preschool education for children under 7

Our work with underprivileged children begins during their formative pre-school years at D'Joy Children's Centre, which offers a values-based curriculum that nurtures academic potential, creativity and character.

\$230

Covers one visit to the home of a chronically ill and frail elderly

Our multi-disciplinary medical and nursing team provides home care to meet the physical, emotional and social needs of the chronically or terminally ill. Many patients have no or weak family support, while others with life-limiting illnesses need critical hospice care.



Methodist
Welfare
Services

**For online donations,
please visit give.mws.sg**

Postage will
be paid by
addressee.
For posting in
Singapore only.

**BUSINESS REPLY SERVICE
PERMIT NO. 02007**



METHODIST WELFARE SERVICES
70 Barker Road #05-01
Singapore 309936

CORPORATE GOVERNANCE

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CORPORATE GOVERNANCE

A. BOARD & EXECUTIVE MANAGEMENT

MWS BOARD OF GOVERNANCE

The MWS Board of Governance (Board) is made up of 22 members comprising 12 elected board members and 10 co-opted members. The Secretary of the Trustees of The Methodist Church in Singapore (MCS), as provided in the MWS Constitution, is an ex-officio non-voting member of the Board. In addition, a representative from the MCS – General Conference is invited as an observer to the Board. The composition, powers and functions of the Board are governed by the MWS Constitution (Revised September 2012).

Board members are elected, and serve for a period of two years. All Board members are not paid any remuneration or director's fees. There is a maximum term limit of four consecutive years for the Treasurer position.

The Board meets at least once every two months with a quorum of a simple majority. No staff member sits on the Board.

Board of Governance

Board Member	Current Designation	Date of First Appointment to Board	Occupation	Board Attendance
Rev Dr Daniel Koh Kah Soon	Chairperson from 26.09.2015	12.09.2009	Methodist Pastor, Lecturer of Trinity Theological College	8 of 10
Mr Albert Lim Song Khiang	Vice-Chairperson from 26.09.2015	19.07.1997	Director, El-Shaddai Resources Pte Ltd	8 of 10
Mr Eugene Toh Ming Hong	Honorary Secretary from 26.09.2015	17.09.2011	Director (Policy), Energy Market Authority of Singapore (EMA)	2 of 10
Ms Christine Pushpam Tambyah	Assistant Honorary Secretary from 26.09.2015	27.09.2014	Deputy Director, Ministry of Education (MOE)	5 of 10
Mrs Fong Loo Fern	Honorary Treasurer from 26.09.2015	08.09.2007	Managing Director, CYC Shanghai Shirt Company Co Pte Ltd	7 of 10
Mr Yow Chi Mun	Assistant Honorary Treasurer from 26.09.2015	26.09.2015	Portfolio Manager, Precept Investments Pte Ltd	9 of 10
Mr Terence Phung Tuck Chee	Assistant Honorary Treasurer from 26.09.2015	26.09.2015	Retired Accountant	9 of 10
Mrs Loh Chay Leng	Board Member from 26.09.2015	08.09.2007	Associate Lecturer, Republic Polytechnic	7 of 10
Dr Lee Wee Leong	Board Member from 26.09.2015	17.09.2011	Assistant Professor (Practice) of Information Systems, Singapore Management University	5 of 10

CORPORATE GOVERNANCE

Board Member	Current Designation	Date of First Appointment to Board	Occupation	Board Attendance
Mr Tan Chian Khong	Board Member from 26.09.2015	26.09.2015	Independent Director	9 of 10
Mr David Wong Cheong Fook, BBM(L), BBM, PPA, PBM	Board Member from 26.09.2015	08.09.2007	Independent Director	9 of 10
Dr David Foo Chee Guan	Board Member from 26.09.2015	17.09.2011	Head of Department (Cardiology), Tan Tock Seng Hospital	4 of 10
Mr Wendell Wong Hin Pkin	Co-opted Board Member from 26.09.2015	01.10.2010	Director, Drew & Napier LLC	4 of 10
Mr Terence Wee Jin Zoo	Co-opted Board Member from 26.09.2015	26.09.2015	Senior Director, Professional Services, SAS Institute Pte Ltd	7 of 10
Mr Ronnie Gan Seow Khaw	Co-opted Board Member from 26.09.2015	10.03.2012	Manager, Strategy and Business Excellence, Siemens Pte Ltd	5 of 10
Rev Jasper Sim Shenq Chyi	Co-opted Board Member from 26.09.2015	26.09.2015	Pastor, The Methodist Church in Singapore	6 of 10
Mr George Loh Chee Ping	Co-opted Board Member from 26.09.2015	26.09.2015	Director (Programmes), National Research Foundation	7 of 10
Mr Lam Wei Choong	Co-opted Board Member from 26.09.2015	08.09.2007	Managing Principal, Veros Consulting	5 of 10
Mr Charles Loh Chee Khiong	Co-opted Board Member from 14.01.2017	14.01.2017	Managing Director, vVolve Management Consultants Pte Ltd	1 of 2
Mr Samuel Tay	Co-opted Board Member from 01.01.2017	01.01.2017	Senior Sales Engineer, Lintec Singapore Pte Ltd	2 of 3
Mr Wilson Sampath	Co-opted Board Member from 01.01.2017	01.01.2017	Senior Account Manager, Visa Inc	3 of 3
Dr Teo Li Bee	Co-opted Board Member from 01.01.2017	01.01.2017	Company Director, RCS Teo Pte Ltd	1 of 3
Ex-Officio: Mr Kim Seah Teck Kim	Secretary of the Trustees of The Methodist Church in Singapore (MCS)	01.04.2016	Partner, A.Ang, Seah & Hoe	6 of 10
By Invitation: Mr Darius Chua	MCS Representative	19.10.2015	Director, Finance, Administration & Programmes (MCS)	8 of 10

CORPORATE GOVERNANCE

Roles and Responsibilities

The Board oversees the decisions relating to policy, strategic issues and governance of MWS. The daily management and operations of MWS are delegated to the Group Executive Director and staff. The Board's roles and responsibilities include:

- Establishing MWS' Vision and Mission
- Providing guidance and advice in the mapping of the Strategic Direction and Annual Workplan of MWS and its Centres
- Ensuring plans are aligned to MWS' Vision and Mission
- Holding fiscal responsibility, including approval of budgets, investments and the procurement of other resources
- Upholding the legal and ethical integrity of the charity
- Reviewing, monitoring and evaluating MWS' and its Centres' performance

Board of Governance Policies

Selection/Recruitment Policy

MWS continually ensures that the appropriate set of skills, talents and attributes are represented on the Board. To ensure an effective Board succession plan, the Nominations Committee¹ identifies people with the desired competencies to meet current and future needs of the organisation. The Board, through NCSS, also accepts nominations of interested administrative officers from the Public Service Division.

To build a steady pipeline of Board talent, MWS also brings in potential candidates to serve in our various Centre Governance Committees. This helps the Board to identify and develop specific candidates to fill Board positions or serve in other key positions within MWS.

A list of potential Board candidates is developed and discussed at least one year before the end of current term.

Induction/Training Policy

New members are inducted to the Board through an orientation programme, centre visits and guidance from the Chairperson and other experienced Board members. All members are encouraged to attend courses on governance at the Social Service Institute and Singapore Institute of Directors.

In addition to serving on the Board, members are also invited to join MWS' Centre Governance Committees (CGC) or Working Committees such as Finance, Human Resource, and Communications & Engagement. This helps members to understand MWS' services and issues on the ground.

Evaluation of Board's Effectiveness

The Board is guided by the best practices as set out in the Code of Governance for Charities, Institutions of a Public Character and Charity Transparency Framework. The Nominations Committee will evaluate the effectiveness of the Board and identify areas of improvement. The Board also undergoes a self-evaluation checklist annually to assess its performance.

¹ Consists of MWS' Board Chairperson, current members and independent professionals appointed by the Board

CORPORATE GOVERNANCE

CENTRE GOVERNANCE COMMITTEES

The Board is further complemented by:

- 13 Centre Governance Committees; and
- 8 Working Committees covering the following functions: Audit, Finance, Investment, Human Resource, Information Technology, Communications & Engagement, Nominations, and Chaplaincy

Centre Governance Committees (CGC)

The CGCs' primary role is to provide governance oversight at the centres, on behalf of the Board. Its specific responsibilities include:

- Oversight on policy, strategic issues and governance of the Centre while delegating the management and implementation role to the Centre Head and staff
- Review, monitoring and evaluation of the Centre's performance
- Ensuring adequate financial and human resources for the Centre
- Endorsement of budgets and tenders for the approval of the Board

The CGCs meet at regular intervals of 2-3 months.

Working Committees

(i) *Audit*

The Audit Committee facilitates discussions with the Board, internal and external auditors to provide assurance on the reliability of financial reporting, safeguarding of assets and compliance with relevant laws and regulations. Its specific responsibilities include:

- Safeguarding MWS assets
- Maintaining adequate accounting systems
- Reviewing accounting policies and effectiveness of internal controls
- Managing the Risk Management framework
- Developing and implementing the Whistle Blowing policy

The Audit Committee meets at least 3 times a year.

(ii) *Finance*

The Finance Committee reports to the Board on all financial issues. Its specific responsibilities include:

- Advising Management on financial priorities including annual budget
- Establishing appropriate accounting and financial management policies to ensure accountability and legitimate use of financial resources
- Working with Centres to ensure that they are adequately financed and operating on a sound financial basis
- Approving budget variations in accordance with the finance manual

The Finance Committee meets at least 3 times a year. The MWS Honorary Treasurer is the Chairman of the Finance Committee.

CORPORATE GOVERNANCE

(iii) Investment

The Investment Committee was established to assist the Board in implementing the Investment Policy of the organisation. The Investment Policy is established by the Board and sets out the following:

- Determining amount of funds available for investment ("Investment Funds")
- The expected rate of return from the organisation's Investment Funds; and
- Specifying the instruments in which the funds may be invested

The committee is responsible for managing the Investment Funds of MWS. Its specific responsibilities include:

- Establishing an allocation policy which sets out the strategy for fund investments, to achieve the expected rate of return while managing risks
- Determining which counters and funds to invest in and the investment amount
- Reviewing the Investment Policy annually and providing recommendations to the Board

The Investment Committee meets at least 2 times a year.

(iv) Human Resource

The Human Resource Committee was established to assist the Management and Board in implementing the Human Resource Policy of the organisation. Its responsibilities include:

- Establishing a fair-salary remuneration system that commensurates with other VWOs and relevant government agencies
- Advising on the development of HR strategies and plans
- Review of HR policies as and when required

The Human Resource Committee meets at least 2 times a year.

(v) Information Technology

The Information Technology Committee reports to the Board on the management of MWS' IT assets. Its specific responsibilities include:

- Advising the Board on IT matters
- Overseeing the procurement of IT systems and equipment
- Conducting audit checks on computers and software to ensure compliance with law and regulations
- Establishing appropriate policies on IT systems and use of software

The Information Technology Committee meets at least once a year.

CORPORATE GOVERNANCE

(vi) Communications & Engagement

The Communications & Engagement Committee provides guidance and support in the area of community and corporate engagement, communications, fundraising, volunteer and donor management in order to meet MWS' objectives.

Its specific responsibilities include:

- Advising in the development of plans and strategies such as publicity, media publications, engagement activities, and fundraising campaigns
- Endorsing and approving expenditure on fundraising and communications
- Supporting MWS in developing relationships with corporations, churches, government agencies and individual donors

The Communications & Engagement Committee meets at least 3 times a year.

(vii) Nominations

The Nominations Committee is established to ensure an effective board succession plan. It provides recommendations to the Board on the nomination of new board members, re-nomination of current board members, appointments to Centre Governance Committees and Working Committees. Its specific responsibilities include:

- Developing selection criteria in recruiting Board members
- Identifying the skills, knowledge, experience and personal attributes required for the organisation
- Evaluating the effectiveness of the Board and identifying areas of improvement

The Nominations Committee meets at least once a year.

(viii) Chaplaincy

The Chaplaincy Committee was established to assist the Board in developing the chaplaincy programme within MWS. Its specific responsibilities include:

- Recommending suitable persons to the Bishop for appointment of MWS Chaplains and Assistant Chaplains
- Ensuring Chaplains adhere to the code of conduct for ministry in a multi-religious context

The Chaplaincy Committee meets at least 4 times a year to review the plans and work of the ministry.

CORPORATE GOVERNANCE

Working Committees' Meeting Attendance

Working Committee	Number of Members (A)	Total Number of Meetings (B)	Maximum Score (A*B)	Actual Score	Committee Attendance ²
Audit	4	4	16	12	75%
Finance	4	3	12	11	92%
Investment	5	4	20	20	100%
Human Resource	4	3	12	12	100%
Information Technology	3	2	6	3	50%
Communications & Engagement	3	2	6	4	67%
Nominations	7	1	7	6	86%
Chaplaincy	4	4	16	14	88%

- Maximum score and actual score refer to the maximum and actual attendance in each committee respectively
- Actual score is derived from the sum of members' attendance in all meetings

KEY MANAGEMENT EXECUTIVES

1. **Mrs Jenny Bong, MWS Group Executive Director**
Appointed on 2 June 2008, Mrs Bong was formerly the Executive Director of Lakeside Family Centre.
2. **Ms Fong Mee Sim, Finance, Administration & IT Group Director**
Appointed on 9 July 2007, Ms Fong formerly worked as Finance Manager for the Singapore Indoor Stadium and in audit firms in UK.

² Formula = Actual score/maximum score * 100%

CORPORATE GOVERNANCE

B. HUMAN RESOURCE MANAGEMENT

STAFF PERFORMANCE REVIEW AND APPRAISAL

Finding the right staff and retaining good workers are key priorities for MWS. The organisation has in place a performance review and appraisal system, and a development plan for staff. Hence, MWS strives to create and maintain an environment that emphasises the importance of relating work performance to its mission.

Performance management is a continuous process that begins immediately following the initial hiring process and continues throughout the employee's employment. It is through performance management that the supervisor and employee gain a shared understanding of job expectations, and identify and align goals that correlate with the strategic directions of MWS.

Performance management includes five elements: Planning, Monitoring, Developing, Assessing and Rewarding.

- Planning** : Set goals; validate job expectations and performance
- Monitoring** : Measure and provide feedback; accomplish goals; learn and develop while making mid-course correction
- Developing** : Address poor performance; improve good performance
- Assessing** : Measure results and obtain input for next performance cycle; develop action plan for deficiencies
- Rewarding** : Recognise and reward good performance

PROFESSIONAL DEVELOPMENT

To develop staff professionally, MWS has in place a career development and training plan.

These plans are identified based on the core competencies and knowledge needed to successfully carry out assigned duties and be prepared for changes in the social services/health sector. All staff have the opportunity to attend courses or pursue higher degrees in related courses to further themselves in their respective fields. High potential staff are also offered scholarships to help them achieve their career goals.

ANNUAL REMUNERATION OF 3 HIGHEST PAID STAFF

Salary Bands (in bands of 100,000)	Number of Staff
\$100,000 – \$200,000	2
\$200,000 – \$300,000	1

The following parties are involved in setting the remuneration of key staff:

- MWS Chairperson or an EXCO member
- HR Committee Chairperson
- Group Executive Director

CORPORATE GOVERNANCE

C. CONFLICT OF INTEREST MANAGEMENT

CONFLICT OF INTEREST POLICY

A system of checks and accountability is in place to ensure corporate governance. MWS has a conflict of interest policy to provide guidance in the decisions made by Board members, committees and senior management staff.

Board members and staff complete a conflict of interest declaration form annually and update the Board when there are changes to their interests. The declaration includes dealings with other charities, businesses, and vendors.

At Board meetings, members are reminded to declare conflicts of interest especially in discussions on financial transactions of the charity. Those who declare conflicts of interest will refrain from voting and participating in the discussion.

Declaration of any vested interests in business transactions or contracts³ will be done in writing to the Board Chairperson. Upon declaration, member/staff may participate in any quotation/tender exercise but must not be involved in the administration, evaluation and award of offer. The Board reserves the right to determine whether such persons may participate in the exercise.

WHISTLEBLOWING POLICY

MWS is committed to the highest standard of ethical behaviour and sound corporate governance. MWS' whistle blowing policy ("Policy") complies with the Code of Governance and is intended to provide guidance to those who have concerns about possible irregularities or wrongdoing within the organisation. The policy is adopted to ensure that members of staff would not suffer any detriment, or be fearful of the risk of reprisal, victimisation or other adverse repercussion, as a consequence of them raising their concerns in good faith.

³ Supply or provision of goods or services

CORPORATE GOVERNANCE

D. FINANCIAL MANAGEMENT AND INTERNAL CONTROL

INTERNAL CONTROL SYSTEMS

There is a Standard Operating Procedure for purchase requisition, and appropriate financial approving authority limits for expenditure.

An independent Internal Auditor (IA) has been appointed by the Audit Committee to ensure that a robust system of internal controls are in place, and that financial policies are adhered to. The scope of IA extends to fundraising activities, as well as Human Resource Management policies and procedures, and funding checks.

All our Centres are overseen by a Governance Committee which helps to provide effective governance at the Centre level, and ensure the proper usage of funds and compliance with regulatory requirements.

Budget Planning and Financial Information

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

Reviews of Processes

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

Board Opinion of Internal Controls

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

FINANCIAL POLICIES

Reserves and Restricted Funds Policy

Reserves are maintained to provide working capital and enable MWS to develop over the longer term. Designated Funds and Restricted Funds are donations or grants received that are set aside for specific projects and expensed, in accordance with donors' wishes or stipulated by government ministries.

The reserves are not expected to exceed the equivalent of 2 years' expenditure of MWS.

Investment Policy

The aim of MWS investment activities is to preserve its capital, achieving a yield of 3% higher than bank deposit rates and managing the investment funds on a long term basis.

The Board approves the amount for investment as well as instruments that include but not limited to equities, government and statutory board bonds, corporate bonds and cash and bank deposits.

CORPORATE GOVERNANCE

E. CONDUCT OF FUNDRAISING ACTIVITIES

Fundraising Activities	Receipts	Purpose	Efficiency Ratio*
MWS 35th Anniversary Thanksgiving Dinner <i>(30 June 2016)</i>	\$165,970	Channelled to MWS	13.6%
MWS Fellowship on the Greens 2016 <i>(15 July 2016)</i>	\$511,061	Channelled to Bethany Methodist Nursing Home	12.3%
Impacting Lives Challenge 2016 <i>(16 July 2016)</i>	\$96,800	Channelled to MWS & FamilyWorks Community Services	3.5%
An Enchanted Evening 2017 <i>(6 Jan 2017)</i>	\$423,119	Channelled to MWS	14.1%
MWS Hong Bao Drive <i>(Feb 2017)</i>	\$99,966	Channelled to MWS	4.3%

* Computation of Fundraising Efficiency Ratio stipulated by the Charity Council:

$$\left[\frac{(\text{Direct Fundraising Expenses} + \text{Sponsorships in Cash})}{(\text{Receipts} + \text{Sponsorships in Cash})} \times 100\% \right] < \mathbf{30\%}$$

CORPORATE GOVERNANCE

F. CODE OF GOVERNANCE EVALUATION CHECKLIST (FY16/17)

S/N	Code Description	Code ID	Compliance	Please provide explanation if your charity is unable to comply with the Code guidelines, or if the guidelines are non-applicable
BOARD GOVERNANCE				
1.	Are there Board members holding staff appointments? <i>(skip questions 2 and 3 if "No")</i>		No	
2.	If the governing instrument permits staff to become Board members, they should comprise not more than one-third of the Board.	1.1.2		
3.	Staff does not chair the Board.	1.1.2		
4.	There is a maximum term limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman).	1.1.6	Complied	
5.	The Board conducts regular self-evaluation to assess its performance and effectiveness.	1.1.10	Complied	
6.	There are Board committees (or designated Board members) with documented terms of reference.	1.2.1	Complied	
7.	The Board meets regularly with a quorum of at least one-third or at least three members, whichever is greater (or as required by the governing instrument).	1.3.1	Complied	
CONFLICT OF INTEREST				
8.	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied	
9.	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied	

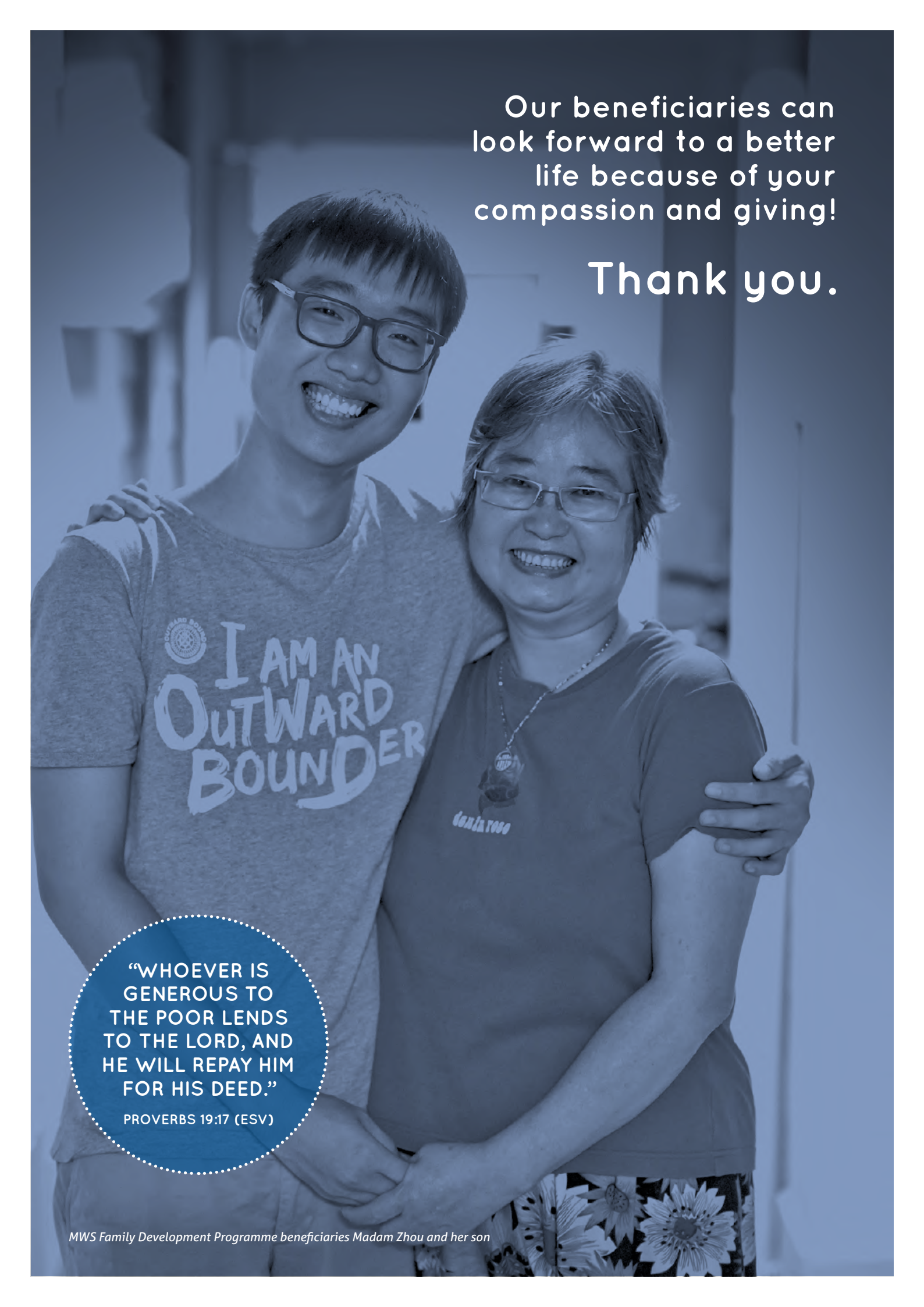
CORPORATE GOVERNANCE

S/N	Code Description	Code ID	Compliance	Please provide explanation if your charity is unable to comply with the Code guidelines, or if the guidelines are non-applicable
STRATEGIC PLANNING				
10.	The Board reviews and approves the vision and mission of the charity. They are documented and communicated to its members and the public.	3.1.1	Complied	
11.	The Board approves and reviews a strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	
HUMAN RESOURCE MANAGEMENT				
12.	The Board approves documented human resource policies for staff.	5.1	Complied	
13.	There are systems for regular supervision, appraisal and professional development of staff.	5.6	Complied	
14.	There is a system to address grievances and resolve conflicts.	5.11	Complied	
FINANCIAL MANAGEMENT AND CONTROLS				
15.	The Board ensures internal control systems for financial matters are in place with documented procedures.	6.1.2	Complied	
16.	The Board ensures reviews on the charity's controls, processes, key programmes and events.	6.1.3	Complied	
17.	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	
18.	The charity discloses its reserves policy in the annual report.	6.4.1	Complied	
19.	Does the charity invest its reserves? (Skip question 20 if "No")		Yes	
20.	The charity invests its reserves in accordance with an investment policy approved by the Board. It obtains advice from qualified professional advisors, if deemed necessary by the Board.	6.4.4	Complied	

CORPORATE GOVERNANCE

S/N	Code Description	Code ID	Compliance	Please provide explanation if your charity is unable to comply with the Code guidelines, or if the guidelines are non-applicable
FUNDRAISING PRACTICES				
21.	Donations collected are properly recorded and promptly deposited by the charity.	7.2.2	Complied	
DISCLOSURE AND TRANSPARENCY				
22.	The charity makes available to its stakeholders an annual report that includes information on its programmes, activities, audited financial statements, Board members and executive management.	8.1	Complied	
23.	Are Board members remunerated for their Board services? <i>(Skip questions 24 and 25 if "No")</i>		No	
24.	No Board member is involved in setting his or her own remuneration.	2.2		
25.	The charity discloses the exact remuneration and benefits received by each Board member in the annual report.	8.2		
26.	Does the charity employ paid staff? <i>(Skip questions 27 and 28 if "No")</i>		Yes	
27.	No staff is involved in setting his or her own remuneration.	2.2	Complied	
28.	The charity discloses in its annual report the annual remuneration of its three highest paid staff who each receives remuneration exceeding \$100,000, in bands of \$100,000. If none of its top three highest paid staff receives more than \$100,000 in annual remuneration each, the charity discloses this fact.	8.3	Complied	
PUBLIC IMAGE				
29.	The charity accurately portrays its image to its members, donors and the public.	9.1	Complied	

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Our beneficiaries can
look forward to a better
life because of your
compassion and giving!

Thank you.

“WHOEVER IS
GENEROUS TO
THE POOR LENDS
TO THE LORD, AND
HE WILL REPAY HIM
FOR HIS DEED.”

PROVERBS 19:17 (ESV)



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