



This year, we have taken an illustrative route, using watercolour and pen-drawn line drawings to depict the joy, dignity, grit and fullness of life that our beneficiaries aspire for.

The theme, "Doing Good Better", underscores the continuous efforts needed to remain relevant and innovative in the changing service landscape and needs of beneficiaries. The cover design shows the close collaboration with our

beneficiaries and partners including the government, donors, volunteers, churches, schools and the business community, in creating sustainable positive change.

At the end of the day, the disadvantaged are simply those who have disadvantages in life. And it is our calling to restore their dignity, and empower them to live life to the full.

Contents

02 About MWS

Brand Story	2
Patron's Message	4
Chairperson's Message	5
Group Executive Director's Message	6
Organisation Structure	7
Board of Governance	8
Strategy	12
Year at a Glance	16
Key Highlights	18

20 Impact Areas

The Chronically Ill, Frail & Destitute	20
The Socially Isolated	30
Families In Distress	38
At-risk Youth	46
Disadvantaged Children	52

58 Our People

Volunteers	58
Key Management	60
Conversations with our Directors	62
Working Committees	63
Centre Governance Committees	64
MWS Centres & Programmes	66

68 Fundraising & Donations

Fundraising Highlights	68
Financial Highlights	71
Make an Impact Today	72
Donation Form	73

75 Corporate Governance Report

MWS is a member of NCSS
IPC Registration No.: IPC000360
Charity Registration No.: 00166
UEN: S81SS 0088H
Bank: The Development Bank of Singapore Limited
Auditor: Baker Tilly TFW LLP
Pro Bono Legal Service Provider: Drew & Napier LLC

Brand Story

Since 1981, Methodist Welfare Services' (MWS) purpose has been to serve the disadvantaged and distressed, regardless of race and religion. From a single home for 24 elderly sick, MWS has extended our spectrum of care over the years to meet the specific and diverse needs of disadvantaged seniors, families, children and youth.

We empower people to have life to the full by lifting them out of poverty – of relationships, physical and socio-emotional health, and finances. We strive to achieve this by providing an integrated and holistic helping process for every person who comes through our doors.

Integrated Services

We serve our beneficiaries through an integrated and holistic suite of care offered by our team of professional staff across an island-wide network of 20 centres and programmes. Our service network enables cross referrals and multi-pronged interventions from varied disciplinary professionals across service clusters. Our continuum of care provides step-up support ranging from community-based social and health programmes for seniors to residential nursing and rehabilitative care, and home-based care and hospice services. Our family services cover counselling and therapy, debt matching and asset-building programmes, and trauma-based interventions.

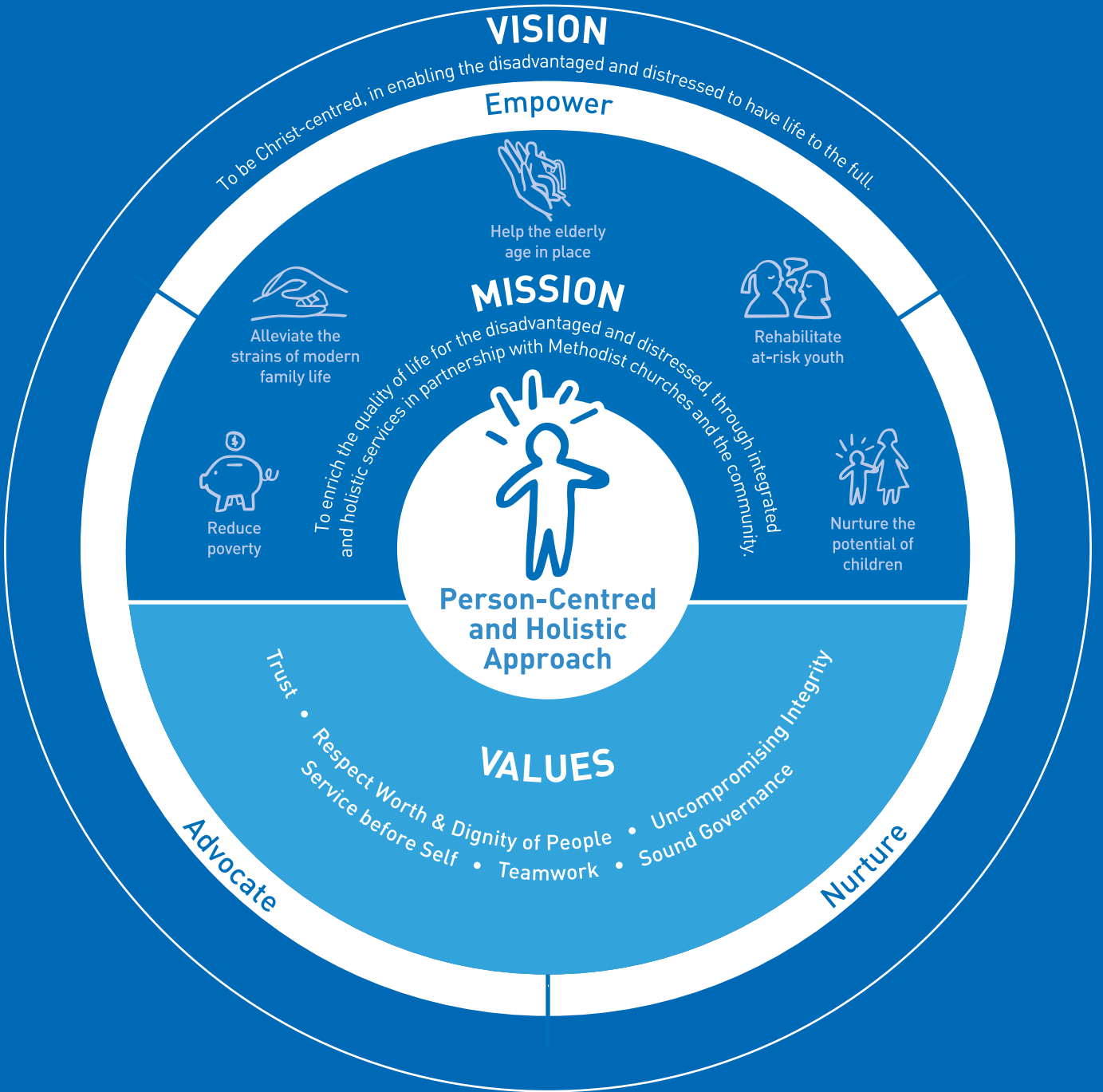
Holistic Care

We adopt a person-centred and holistic approach towards addressing the challenges that our beneficiaries face. This means that in all we do, we aim to uphold the dignity of our beneficiaries by supporting their needs and respecting their preferences. Our holistic approach includes understanding the circumstances and root causes to bring about interventions that can make a sustainable difference to their lives.

As our society and the needs of the community change over time, our role has also evolved beyond being a provider of remedial services. We are therefore building on our experience to

- Empower those in need to adopt transformational mindsets and to harness skills and resources to change their lives
- Advocate for those who have fallen through the cracks, by championing preventive care services and initiatives
- Nurture current and new talents to acquire the necessary skills and knowledge, and to pursue innovative ways to serve effectively

Working in close partnership with the community, we look to the day where all who call Singapore home will truly be able to have life to the full.



Keep Doing Good

“⁹Let us not become weary in doing good, for at the proper time we will reap a harvest if we do not give up. ¹⁰Therefore, as we have opportunity, let us do good to all people, especially to those who belong to the family of believers.”

Galatians 6:9-10 (NIV)



**Rev Dr Chong
Chin Chung**

Bishop
The Methodist Church
in Singapore

Patron
Methodist Welfare
Services

You might have heard the saying “One good turn deserves another” or “Do good and good will come to you”. In Luke 6:38, Jesus said, “Give, and it will be given to you. A good measure, pressed down, shaken together and running over, will be poured into your lap. For with the measure you use, it will be measured to you.” Certainly if those who do good were to receive a positive response and maybe even a word of affirmation and appreciation from those they have helped, they would be much encouraged to continue doing good. At times, however, good works may be unappreciated and even rejected, causing the do-gooder to feel dejected, and wonder if all the effort was actually worthwhile and not a waste of time and energy.

Paul said, “We must not be weary of doing good.” He did not deny the value of encouragement and affirmation to those involved in good works, but pointed that doing good was not about getting praise and accolades which may be few and far in between. Thus we must not be discouraged and give up.

Instead we should work ever more fervently. In his sermon, “On working out your own salvation”, John Wesley referred to Isaiah 1: 16-17, “Stop doing wrong, learn to do right”. He said that Christians must be the salt of the earth, for that is what Christ required of our character.

To imitate Christ is to imitate the way Christ himself reflected the person of God the heavenly Father in his mercy towards all peoples. The Word became flesh and lived among us, eating with the tax collectors, befriending sinners, weeping with those who wept, drawing the children into his presence, healing those who were sick, feeding the hungry masses, giving hope and new life to those who were abandoned and vulnerable, reprimanding the wrong-doings and oppression of the defenceless by the religious leaders. Finally, he sacrificed himself for the salvation of all mankind.

This is John Wesley’s personal life based on his interpretation of Christ’s spirit: that though good works are not a condition for being saved, but good works are indeed a result of being saved.

Thus doing good is essential, as “First, God works; therefore you can work. Secondly, God works, therefore you must work.”

Dear Brothers and Sisters, our life DNA is to bear more good fruits that others may see your goodness and give glory to God. With such an understanding, let us put in our best efforts as we do good, that we may do good better.

Living Your Faith



Rev Dr Daniel Koh Kah Soon

Chairperson
Methodist Welfare Services

Board of Governance

“¹⁴What good is it, my brothers and sisters, if someone claims to have faith but has no deeds? Can such faith save them? ¹⁵Suppose a brother or a sister is without clothes and daily food. ¹⁶If one of you says to them, “Go in peace; keep warm and well fed,” but does nothing about their physical needs, what good is it? ¹⁷In the same way, faith by itself, if it is not accompanied by action, is dead.”

James 2:14-17 (NIV)

James encouraged Christians to do good works, not as a requirement for faith but as evidence of faith. When we do good works, we manifest God's love through our actions and deeds that help those in need and give glory to His name.

To galvanise all Methodists to come together to honour Christ by performing acts of love and to give generously in benefit of the poor, in-need, distressed and elderly sick, we partnered with The Methodist Church in Singapore to spearhead The Giving Methodist campaign for the second time during the Lent season. Between 6 March to 13 April 2019, Methodists took part in over 3,000 acts of love - giving time, donations and voice to the poor and disadvantaged, and contributed over \$380,000 to bring positive change to lives of the disadvantaged served by MWS.

In all, we collaborated with 38 Methodist churches and organised over 200 volunteering opportunities. Volunteers gave their time to bless the community through activities such as food distributions, outreach activities, and Easter celebrations. I was encouraged by the testimony of 9 year-old Leah Ng who helped her church with the distribution of food hampers to low-income families

in the community, “It is sad to know that there are so many people out there in need of food and money. I was able to pack the hampers and write personal notes. I feel blessed that I can contribute in this meaningful project to bless others.”

As the social concerns arm of The Methodist Church in Singapore, MWS reaches out to and works with people who are in need regardless of their race or religion. Moving forward, we will continue to provide services for the disadvantaged to fill gaps in the community, grow our areas of impact, and offer various platforms to involve the community. This is at the heart of what we do – obeying God's command to love Him and to love our neighbours.

We invite you to share your deeds of faith through MWS. You can consider giving \$1 a day (or \$30 a month) to MWS or encourage someone to do so. Of course, if you have been blessed much, you might consider donating more than \$30 a month. Regular giving provides a stable income stream that is critical to the sustainability of our services. Volunteering your time, talents and skills at any of our centres is another way you can support our work.

It is with the involvement and support of the community that MWS can keep on doing good, and do it better.

This is my last message as the Chairperson of MWS. It is appropriate that I should express my heartfelt thanks to the charitable foundations, trusts, corporations, individual donors, volunteers, MWS staff, Methodist churches and schools for your support and partnership. I would also like to thank the members of the MWS Board of Governance, Centre Governance Committees and Working Committees for your support and the privilege of working together. Every deed of love and faith delivers immeasurable hope and joy not only to the disadvantaged and distressed, but also the giver. To God be the glory for His blessings and guidance.

What it Means to Do Good Better

“Unless the LORD builds the house, the builders labour in vain. Unless the LORD watches over the city, the guards stand watch in vain.”

Psalm 127:1 (NIV)



Ms Junie Foo

Group Executive Director
Methodist Welfare Services

The ONE MWS Rebranding campaign was implemented in 2017 after extensive dialogues with stakeholders to harmonise the brand and corporate identity of our 19 centres and programmes. This laid the ground for a purposeful integration of our services to provide more seamless and holistic care for our beneficiaries that span children, youth, the elderly, frail, destitute and socially isolated.

2018 marked the second year of our ONE MWS journey to consolidate and integrate our services to deliver better outcomes for our beneficiaries. In November, the plan to reorganise our 19 centres and programmes was launched. 3 key clusters were created namely, Community Eldercare Services, Residential Services and Family Services, with the main aims of developing holistic and integrated services, delivering quality services, and creating an organisation that is adaptable and nimble, one that is driven by innovations and measurable outcomes.

A major review of service standards in the MWS Family Service Centres was conducted to bring about greater consistency in the practice work. We are also in the midst of integrating MWS Home Care and Home Hospice to provide seamless care for our clients who need both services. MWS Bethany Nursing Home – Choa Chu Kang has also

embarked on extensive remodelling of its facilities to bring about a new concept of care to our residents, including the creation of dementia-friendly facilities, total reconfiguration of the living and communal spaces to enhance rehabilitative outcomes, independence and to provide a more homely environment.

Another key area that the integration of our services would benefit from is the support for our caregivers. We are keenly aware of the complex and arduous challenges caregivers face. They would need both breadth and depth in support systems and interventions. These extend from services to support the core family of the care recipient to community-based and residential support.

In the last financial year, we also saw the official openings of MWS Nursing Home – Yew Tee, MWS Senior Activity Centre – GreenTops@Sims Place and MWS Senior Activity Centre – Fernvale Rivergrove. These new centres enlarge our community footprint and fill a crucial gap in the support system for isolated and lonely seniors living in studio apartments and non-rental blocks.

Our constant commitment to governance and transparency was recognised once again by the Charity Council. MWS was honoured with the Charity Transparency

Award as well as one of the top 6 awards, the Special Commendation Award for Governance & Management in 2018. These accolades are a testament of the hard work of the MWS Board of Governance, our Finance and Audit Committees as well as the MWS staff in carving the way and staying on course in upholding standards of disclosure, accountability and transparency every day.

I would like to express my heartfelt gratitude to our Board of Governance, Centre Governance Committees, Working Committees, donors, volunteers and partners for your support, collaboration and counsel. My special thanks go to our Board of Governance Chairperson, Rev Dr Daniel Koh who will step down after the 2019 Annual General Meeting. His dedication and support enabled MWS to rise up and go into the many new frontiers that were put before us in the past 4 years.

The MWS staff are one of our greatest assets. Your dedication, passion and genuine heart for our beneficiaries are the lifeblood of our work. Thank you to each one of you.

The last financial year has been eventful. The years to come can only get more exciting and what we can and will do will truly define MWS as a charity that empowers people to have life to the full.

MWS Board of Governance



Our Board



Rev Dr Daniel Koh Kah Soon
Chairperson



Mr Eugene Toh Ming Hong
Vice-Chairperson



Mr Albert Lim Song Khiang
Honorary Secretary



Dr Tan Hai Chuang
Assistant Honorary Secretary



Mrs Fong Loo Fern
Honorary Treasurer



Mr Robin Cheong Chak Khiong
Assistant Honorary Treasurer

NOTE:

All board members were appointed from September 2017 to present, unless otherwise indicated.
Full details on board members can be found in the MWS Corporate Governance Report FY2018/19 on page 75.



Mr Terence Wee Jin Zoo
Assistant Honorary Treasurer



Mrs Loh Chay Leng
Board Member



Mr Yow Chi Mun
Board Member



Dr Lee Wee Leong
Board Member



Mr Tan Chian Khong
Board Member



Ms Christine Pushpam Tambyah
Co-opted Board Member

Our Board



Mr Wendell Wong Hin Pkin
Co-opted Board Member



Mr Ronnie Gan Seow Khaw
Co-opted Board Member



Mr George Loh Chee Ping
Co-opted Board Member



Mr Lam Wei Choong
Co-opted Board Member



Mr Raymond Khoo Peng Ann
Co-opted Board Member



Mr Samuel Tay
Co-opted Board Member



Mr Wilson Sampath
Co-opted Board Member



Dr Teo Li Bee
Co-opted Board Member



Mr Kim Seah Teck Kim
Ex-Officio, Secretary of the Trustees of
The Methodist Church in Singapore
Appointed from 01.04.2016



Mr Darius Chua Tan Peak
Representative, The Methodist
Church in Singapore
Appointed from 19.10.2015

Stepped Down:

Rev Jasper Sim Shenq Chyi
Assistant Honorary Secretary
(From 16.09.2017 to 22.09.2018)
Co-opted Board Member
(From 26.09.2015 to 16.09.2017)

Mr Terence Phung Tuck Chee
Assistant Honorary Treasurer
(From 26.09.2015 to 10.08.2018)

Mr Charles Loh Chee Khiong
Board Member
(From 14.01.2017 to 10.08.2018)

Doing Good Better: Our Strategy

The social services and healthcare sectors in Singapore have evolved rapidly in recent years as Singapore continues to transition to a “super-aged” society, with disadvantaged families and children grappling with more complex issues and the widening of the social inequality gap. Against this backdrop, MWS conducted a wide and deep review of our services, strategic focus and organisation to develop a new strategic plan that will address the ensuing changing and emerging needs, so that we continue to deliver effective service outcomes.

The process started in 2017 with strategic review workshops, facilitated by external consultants, for the Board of Governance and the MWS key management team. In addition to conducting scans of the environment and trends, the groups also evaluated our vision and mission,

roadblocks to achieving them and identified the strategic priorities and directions. The objective was to build a roadmap that will best harness our assets and capabilities and provide clear directions for the medium to long-term horizons.

Some of the key trends we had identified include:

- Rising social inequality
- Rapidly ageing society
- Technology increasingly being harnessed
- Convergence of social and healthcare services

In outlining our response to these trends, the leadership team identified 2 key principles that will guide our strategy going forward.



Principle 1:
Complex Issues Require Holistic Intervention

This will entail going beyond treating the presenting issues, and considering people’s aspirations, values, lifestyles, social circumstances, need for social inclusion, and the underlying trauma triggers of behaviours.



Principle 2:
Vulnerable People have Strengths and Assets that can be Harnessed

Clients are often typecast as helpless ‘victims’, their innate strengths and assets overlooked. When we uncover and capitalise on their assets, it will change the way we serve and bring about more sustainable positive change.

MWS has established a 4-pillar strategy that underscores these 2 key principles to serve our beneficiaries more holistically, and deliver more effective and sustainable impact.



A. Reorganising to Provide Holistic Care

MWS staff are orientated to address the needs of the people we serve holistically.

Given the multi-faceted nature of social and healthcare issues, we are orientating our staff and our services around people we serve to address the breadth of their needs holistically, and empower them in making enduring transformation.

Objectives

- Integrate and synergise our resources to achieve optimal and efficient delivery of services.
- Improve our processes for better decision making at leadership and operational levels.

New Changes

The following organisational changes were introduced in November 2018:

- 19 individual centres and programmes were consolidated into 3 holistic care clusters:

Family Services
Community Eldercare Services
Residential Services

Each cluster comprises broad segments of people who share common experiences or multiple, complex needs that require more holistic interventions and care.

- Clusters will take a more macro and holistic view of the issues and needs, and create interventions that are driven by rich insights.
- Each cluster will enhance core competencies of staff to deliver more complete solutions and interventions.
- Clusters will share knowledge and best practices, and drive thought leadership.

B. Insight-informed Approach for Effective Intervention

We recognise that many of those we serve have adverse life experiences which either result in or exacerbate the challenges they face, and shape their coping behaviour. We are therefore reviewing our processes and service delivery to ensure we are critically informed of their experiences, needs and aspirations so that we may provide more effective support.

Objectives

- Ensure the care and interventions we offer are underpinned by rich insights into our clients' profile, so that they may be more effective.
- Enable clients to feel emotionally and physically assured when seeking services.

New Changes

- Since January 2019, MWS has been working on instilling greater consistency in service delivery and practice across the MWS Family Service Centres. This includes developing a trauma-informed care practice, protocol and operation that will provide a more insightful and effective approach to serving persons with adverse life experiences.
 - Adopting a collaborative approach in eldercare community development by making intentional efforts to first understand our seniors' assets and aspirations. This will help us in forward planning with the seniors, and support the community in driving transformation themselves. We believe this is a more empowering and sustainable approach.
 - Developing an even more holistic approach to caring for the elderly, and the chronic ill and frail, beyond their physical needs.
 - Integrating the home care and home hospice services so that home-based patients' total physical, emotional, and psychosocial needs along different stages of their condition are assessed by a multi-disciplinary team before appropriate care is given.
-

C. Empower Beneficiaries in Preventive Care and Community Activation

We acknowledge the innate strengths and positive qualities of people, the desire for restoration and the power of ownership over challenges. In empowering people to make a difference to themselves and others, we are activating them for the wider community and investing in preventive care.

Objectives

- Promote co-ownership with the community in serving and helping those in vulnerable positions.
- Empower beneficiaries with the self-belief and capability to make a difference to themselves and others.
- Establish a more sustainable support network to manage rising needs and limited resources.

New Changes

- Beginning with our elderly beneficiaries, we will be transforming our senior activity centres into hubs for ageing well. Seniors will be encouraged to keep active, befriend others in the community, and to care and support each other as they age gracefully in their own homes or in residential care, through different stages of frailty.
- The end-to-end holistic and preventive care approach sees seniors themselves as assets, and not merely as recipients of care.

D. Deep Equipping for Tomorrow's Needs

We see the need to formalise the insights drawn from almost 4 decades of working with families and the elderly into MWS core competencies, so that more may be equipped to serve effectively, today and tomorrow.

Developing in-depth capability to better serve our beneficiaries for the present and future.



Objectives

- Ensure greater consistency in standards, and scalability of care and support.
- Be more nimble in our responses.
- Promote stronger internal engagement and ties.
- Contribute to sector-wide enhancement through the transfer of knowledge and best practices.

New Changes

MWS will be developing in-depth capability in:

- Dementia care – a structured training programme has been developed, where MWS staff with different degrees of interaction with persons with dementia will be orientated on the basics about dementia and how best to engage them.
- Person-centred care – this is a way of working that sees the people using healthcare and social services as equal partners and putting them at the centre of decisions to meet their needs. With the convergence of social services and healthcare, we will redesign the roles and training of social work professionals, and medical and nursing staff so they can address the blended needs.
- Trauma-informed care practice – trauma is a common outcome of exposure to adverse life experiences such as relationship violence, neglect, abuse and poverty. Yet, these persons are looking for ways to improve their lives and reintegrate into society as valued persons with dignity and hope. Going forward, all staff who work with individuals and families with adverse life experiences will be trained on more sensitive management of the impact of these events on clients' biological and psychosocial functioning.

Ultimately, our goal is to heal and grow the people we serve by tapping on the innate strength and resource they possess, promote ownership not just over their own needs but also the needs of neighbours and community, and to restore brokenness, dignity and hope, so that they may have life, and life to the full.

As this strategy had begun to rollout operationally only in the last quarter of the reporting FY2018/19, we will report along the 3 holistic care clusters starting in FY2019/20.

Year at a Glance

26 April 2018

Healthcare Humanity Awards conferred by National Healthcare Group



The Awards recognise individuals who “selflessly give of their time to care for the sick, infirmed and aged of the nation.”

MWS is proud of our beneficiary, Mdm Zuriah bte Rasman who received the Caregiver Award and Mdm June Ho Ken Yin who was recognised for faithfully volunteering in MWS Bethany Nursing Home – Choa Chu Kang for over 30 years.

2 July 2018

New Assisted Living ward opens at MWS Nursing Home – Yew Tee

The new initiative enables ambulant residents to regain some autonomy and self-reliance. The ward is fitted like a home-like apartment, complete with individualised bedsheets, curtains and wardrobes. Residents have the best of both worlds as they can also participate in group activities such as games, daily group exercise and communal dining. The ward also serves as a transitional residence to ease residents back into their own homes.



11 July 2018

30th MWS Fellowship on the Greens

262 golfers took part in the 30th edition of this signature fundraising event. Convened by Trinity Methodist Church at the Orchid Country Club, it raised a total of \$381,430. The event was graced by Mr Lim Swee Say, Member of Parliament of East Coast GRC.



8-14 October 2018

MWS Home Hospice raised public awareness in the “Live Well. Leave Well.” Exhibition

MWS Home Hospice joined hands with other community partners to raise awareness about palliative care and approaching end-of-life conversations with loved ones. Held at the Choa Chu Kang Public Library, the “Live Well. Leave Well.” exhibition was spearheaded by Singapore Hospice Council.

19 October 2018

MWS Bethany Nursing Home – Choa Chua Kang won 2 awards at the Singapore Patient Action Awards 2018 conferred by Tan Tock Seng Hospital



Dr Goh Siew Hor, a long-time volunteer dentist with the Home, was recognised with a Singapore Patient Advocate Award (Individual) for his passionate support of healthcare causes and contributing his personal experience to improve dental care of residents in the Home.

The Home was recognised with the Singapore Patient Engagement Initiative Award (Team-based) for its unique “Hope Kee” rehabilitation and recreational programme.

2 November 2018

MWS announces Group-wide Reorganisation

As part of continuous efforts to stay agile and respond more effectively to changes in the social services and healthcare sector, MWS announced a major restructuring of our services into 3 clusters overseeing Residential Services, Community Eldercare Services and Family Services. The new structure is aimed at delivering better service outcomes by providing holistic interventions and care within an integrated service network.

28 July 2018

Official opening of MWS Senior Activity Centre – GreenTops@Sims Place

Located in one of the oldest HDB housing estates in Singapore, the Centre aims to bring the *kampong* spirit back to the large ageing population there. Member of Parliament of Jalan Besar GRC Dr Yaacob Ibrahim graced the official opening as the Guest-of-Honour, and Bishop Dr Chong Chin Chung led in the Centre dedication and blessing.

A partnership with Geylang Chinese Methodist Church, the Centre reaches out to 5,000 seniors living in the 400m radius, most of whom live in studio apartments.

The Centre encourages active living and graceful ageing through an array of social and health programmes.



1 August 2018

MWS Covenant Family Service Centre – Hougang presents the Child Welfare Practice Model at the 3rd International Childhood Trauma Conference in Melbourne, Australia

To tackle the growing number of cases with child welfare concerns, the Centre spent 2 years to develop a trauma-informed Child Welfare Practice Model. The aim is to equip social workers with new interventions and approaches to recognise and manage the trauma issues underlying presenting problems.

The team was invited to share the research process and model to an international audience at the 3rd International Childhood Trauma Conference in August 2018 in Melbourne, Australia. In April 2019, the renowned Children Australia journal formally published the research paper.

Please scan here to read more about the Child Welfare Practice Model research



28 September 2018

Official opening of the MWS Senior Activity Centre – Fernvale Rivergrove

Located in one of the fastest growing estates in Singapore, the Centre encourages lifelong learning for seniors through the sharing of traditional skills like sewing, cooking time-honoured local recipes, and Huichun Meridian, the modern cousin of *qigong*.

The Centre is the result of a partnership with Sengkang Methodist Church, and reaches out to 4,000 seniors living in the 400m radius, most of whom live in studio apartments.

The Centre was officially opened by Mr Raymond Chua, Chairman of the Sengkang West Citizens' Consultative Committee and blessed by Bishop Dr Chong Chin Chung.



14 November 2018

Official opening of MWS Nursing Home – Yew Tee

MWS' 2nd nursing home was officially opened by Minister for Health Mr Gan Kim Yong, accompanied by Minister for National Development and Second Minister for Finance and Member of Parliament of Marsiling-Yew Tee GRC, Mr Lawrence Wong.

The 197-bedder Home serves the growing need for residential care amongst the low-income chronically ill. Featuring a state-of-the-art rehabilitation gym, sky gardens on every floor and a home-away-from-home ambience, the Home operates on a care model designed to meet residents' holistic health and wellness.



29 November 2018

MWS is honoured once again at the annual Charity Awards 2018



MWS received high accolades for our transparency and accountability from the Charity Council. Conferred with 2 awards, the Charity Transparency Award (Large Charities) and a Special Commendation Award for Governance & Management for 2018, MWS was ranked amongst the top on 9 key dimensions, including how fundraising activities are conducted, the organisation's strategic direction and management of programmes, human resource practices, risk and financial management.

25 March 2019

Research on benefits of debt relief published in world-renowned scientific journal

The Social Service Research Centre at the National University of Singapore, in collaboration with MWS, conducted a study on families which MWS helped with debt clearance. The findings showed that reducing debt improves cognitive functioning and decision-making.

The study was published in the prestigious Proceedings of the National Academy of Sciences, one of the world's top multi-disciplinary scientific journals.

Please scan here to read more about the scientific journal findings.

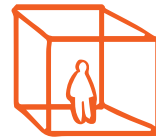


Key Highlights

A quick snapshot of the key results for FY2018/19



1,640^[+9%]
Chronically Ill, Frail & Destitute



1,246^[+4%]
Socially Isolated Seniors



8,968^[+14%]
Families & Individuals in Distress



16^[-6%]
At-risk Youths



68^[-6%]
Disadvantaged Children

* Figure includes direct clients and service counts
^ Total people served in FY2017/18 included 400 beneficiaries of the MWS Migrant Support programme which was discontinued from 1 April 2018

Fundraising:



6%

Fundraising Cost

94¢

of every dollar raised
went directly to MWS
centres and programmes

In FY2018/19, MWS received donations and sponsorships amounting to \$10.39 million. MWS kept its fundraising cost to 6% of funds raised, well below the 30% ceiling guideline set by the Charity Council.

Operating Expenditure:

- 62%** Chronically Ill, Frail & Destitute
- 16%** Families in Distress
- 5%** Socially Isolated
- 2%** At-risk Youth
- 1%** Disadvantaged Children
- 14%** Management & Shared Services

Any deficits incurred by programmes were underwritten by MWS





Doing Good Better by

Dignifying Care for Every Stage of Frailty

1,640* Chronically ill, frail
or destitute persons
cared for
[+9%]

*Includes those deceased
and discharged

Dignifying Care for Every Stage of Frailty

MWS serves mainly low-income seniors across a wide spectrum of frailty and ageing needs. These include personal care and caregiving services to pre-frail and frail seniors living at home; those with chronic diseases who need round-the-clock residential care; and medical and nursing care for the home-bound terminally ill.

Our care addresses holistic needs from medical, nursing and rehabilitative care, to services that support the familial, psychosocial and spiritual needs of our beneficiaries, their families and caregivers.

Who We Helped:

1,640* Chronically ill, frail or destitute served
 [+9%][^] *Includes those deceased and discharged
[^]No. of patients/residents served in FY2017/18 was adjusted from 1,479 to 1,502 due to changes in definition of service count

562 Residents cared for in our 2 nursing homes
 [+24%]

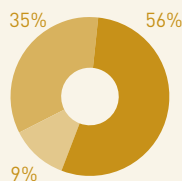
177 Destitute and homeless were given shelter and care
 [-3%]

901 Received home-based care, critical support and nursing care
 [+4%]

701* Residents received physical therapy
 [+39%]

10,641 Home visits made by care team
 [+12%]

97* Residents received dementia therapy
 [+54%] *Based on services in MWS' 2 nursing homes, and its home for the destitute



Cognitive Ability

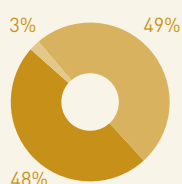
A person's capacity for mental activities closely associated with memory, thought, learning and problem solving.

261* able to remember, think, learn new skills or solve simple problems
 [35%]

412* have difficulty remembering, thinking, learning new skills or solving simple problems
 [56%]

66* bed-bound or uncommunicative, and hence not tested
 [9%]

*Based on services in MWS' 2 nursing homes, and its home for the destitute



Nursing Care Needed

14* Semi-ambulant, and need some physical assistance and supervision in ADL[^]
 [3%]

276* Wheelchair or bed-bound, and need moderate assistance and supervision in ADL[^]
 [49%]

272* Highly dependent, and need total assistance and supervision for every aspect of ADL[^]
 [48%]

*Based on data only from MWS' 2 nursing homes

[^]ADL: Activities of Daily Living include taking a bath, moving around, getting dressed, transferring eg. from chair to bed, toileting, eating

“Here, I feel safe and secure, this is like my home. The nurses are like my friends and sisters. They touch my heart and soul.”

Mdm Teng*, in her 40s,
Resident at MWS Bethany Nursing Home – Choa Chu Kang

*Not her real name

How We Helped:



Medical Care

Given by doctors trained in geriatric and palliative care



Nursing & Rehabilitative Care

Given by nurses and allied health professionals



Daily Living Care

Shelter, meals, safe haven provided for the destitute and sick



Home-based Care

From personal care and housekeeping, caregiver training and support, to medical and nursing services and round-the-clock support for those with life-limiting conditions



Total Welfare

Support for spiritual, relational, social and recreational needs

Programme Highlights:



The award-winning Hope Kee Programme is a rehabilitative programme to reduce “learned helplessness” and assist residents in regaining some level of self-reliance and quality of life.

- Residents can choose from a menu of activities (eg. crafts, karaoke, personal grooming, table-games) or take on micro jobs (eg. take attendance or clean musical instruments)
- They move around on their own, either by wheeling themselves or using walking aids, all under the careful observation of nurses
- Participants are awarded points for participation which can be used to redeem treats at bi-monthly bazaars

MWS Home Care

Established 2015

281

(+7%)

Patients

Including pre-frail patients who desire to stay independent

5,802

(+9%)

Home Visits

Including scheduled visits and emergency house calls

Integrating Home Care and Home Hospice services



MWS Home Care serves home-bound frail seniors with chronic diseases living within our service boundaries. Adopting the person-centred approach, the team engages with each patient and the family closely to understand their total needs that extend beyond medical and nursing care. The primary case manager, often a nurse, works with multi-disciplinary professionals from doctors to therapists and social workers within MWS, as well as community service providers to ensure that patients receive the appropriate services and interventions.

In 2018, MWS integrated the MWS Home Care and MWS Home Hospice services to serve patients in a seamless way. MWS Home Care nurses received training in palliative care to enable them to care for Home Care patients with deteriorating health who need end-of-life care. The team also helped seniors from MWS Senior Activity Centres with medical appointments and medication reminders.

In addition, MWS Home Care and MWS Home Hospice staff supported caregivers of the care recipients. Besides training them on managing their loved ones' medical and nursing issues at home, nursing staff also provided guidance through regular home visits and a 24-hour hotline.

Senior Staff Nurse Kayla Seet reminding home care patient Mr Lai Kway Teng about his medication during a home visit.

Patient Profiles



67 Patients on home personal care programme



175 Patients on home medical care programme



244 Patients on home nursing programme



107 Patients on physiotherapy & occupational therapy

MWS Home Hospice

Established 2007

620

(+3%)

Patients

Received palliative care at home

4,839

(+17%)

Home Visits

Made by a regular team of doctors, nurses and a medical social worker

Going beyond Pain Management in Palliative Care



MWS Home Hospice supports people with advanced diseases who need palliative care to improve their quality of life, and fulfil their wish to spend their final days at home. Our teams of doctors, nurses and medical social workers make regular home visits and provide round-the-clock support.

As part of the integration of MWS Home Hospice and MWS Home Care, nurses have been undergoing competency training in performing cross-specialty work and are also regularly attending professional courses to update themselves on the latest practices of good palliative care.

Our patients bonded with their caregivers and clinical staff over outings organised by MWS. The work continued even after patients passed away. Staff supported the family and caregivers through bereavement follow ups and provision of counselling when necessary. The annual memorial service was organised in October 2018 to provide closure not just for caregivers, but also for our staff.

The Home Hospice team also supports palliative care needs of residents at MWS Nursing Home – Yew Tee. In October 2018, MWS Home Hospice participated in the “Live Well. Leave Well.” campaign by holding an exhibition at the Choa Chu Kang Public Library to educate the public about palliative care and encourage people to have early conversations about end-of-life care issues with their loved ones.

Mdm Ng Yoke Quee, who receives both MWS Home Care and MWS Home Hospice services in the comfort of her own home, sharing a light moment with her son.

MWS Bethany Nursing Home – Choa Chu Kang

Established 2000

336

[+19%]

Residents

Total served throughout the year, including discharged cases

319

[+19%]

Residents

Received gym- or ward-based physical therapy and occupational therapy

Residential Care for the Sick and Destitute



In late 2018, the Home embarked on a major Care Re-Modelling project to create a more home-like and dementia-friendly environment for residents. Redesigned to rehabilitate, re-enable and renormalise, the new facilities and layout will give residents the familiarity of home, greater autonomy as well as dignity.

Additionally, the Home introduced Residents' Engagement Activities as part of the psychosocial care framework. Facilitated by healthcare attendants and nurses, residents were given the choice of engaging in a menu of meaningful activities. For instance, wheelchair-bound residents engaged in activities ranging from morning exercise, movie

screening to colouring and games, while bed-bound residents received music therapy, and enjoyed sit-out-of-bed and sun bathing time. Within a year, 90% of wheelchair-bound residents participated in the activities on a daily basis while all bed-bound residents were engaged in at least one form of activity.

The Home also collaborated with the Agency for Integrated Care together with 2 other nursing homes in Singapore to standardise and streamline the process for oral feeding and improve residents' food consumption. Residents involved in the project were able to eat more, consuming 97% of their meals.

Resident Mr Seow Chor Tin enjoying a Bingo game, one of the many Residents' Engagement Activities at the Home.

Resident Profiles



6 [2%] Semi-ambulant who need some physical assistance and supervision



149 [44%] Wheelchair or bed-bound who need moderate assistance and constant supervision



181 [54%] Bedridden residents who need total assistance and supervision

MWS Nursing Home – Yew Tee

Established 2017

226

[+34%]*

Residents

Total served throughout the year, including discharged cases

*No. of residents served in FY2017/18 corrected from 162 to 169

212

[+59%]

Residents

Received gym- or ward-based physical therapy



Bright and airy with garden terraces on every floor, MWS Nursing Home – Yew Tee embodies the home-away-from-home feel that MWS strives to provide for our residents. Beyond the physical environment, the Home provides person-centred care on many fronts. In July 2018, it introduced an assisted living ward with a home-like setting for ambulant residents. They get to stay in bedrooms with homely bedsheets, curtains and wardrobes, and enjoy both independent and community living such as joining morning group exercises and performing simple household chores. As residents adopt a more active lifestyle, their mobility and ability for self-care improved.

Newly-admitted residents were assessed by a team of physiotherapists and occupational therapists to customise their individualised rehabilitation programme comprising one-on-one

and group therapy sessions. The Home also collaborated with the Agency for Integrated Care’s Quality, Innovation and Productivity Division to improve and standardise nasogastric tube feeding process to minimise the risk of complications.

The Home also provided an array of activities for its residents in partnership with other MWS centres, volunteers and the community. One such activity involved seniors from MWS Charis ACE – Geylang East, one of MWS’ 7 Senior Activity Centres, who organised ‘Happy Hour’ consisting of games, a sing-along and performances for residents.

The care team at the Home also worked with the MWS Home Hospice team to provide after-hours and emergency palliative care support for residents nearing their end of life.

Residents from the Home’s assisted living ward hanging laundry as part of independent and community living.

Resident Profiles



8 [4%] Semi-ambulant who need some physical assistance and supervision



127 [56%] Wheelchair or bed-bound who need moderate assistance and constant supervision



91 [40%] Bedridden residents who need total assistance and supervision



25 Placed on the Dementia programme

MWS Christalite Methodist Home

Established 1997

177 Residents

(-3%)*

The destitute, homeless and abandoned, including discharged cases

*No. of residents served in FY2017/18 corrected from 167 to 183

170 Residents

(+67%)

Received physiotherapy



In yet another positive result of integration, the MWS Allied Health team collaborated with the Home to implement a systematic regime of assessments for all residents in 2018. This led to the customisation of therapy programmes for each resident. These included HUR exercise-rehabilitation, Otago and other supervised exercises. Residents who consistently followed the prescribed programmes saw significant improvements in their BERG Balance Scale scores, a measure of falling risk. Some residents on wheelchairs or rollators progressed to walking aids while one could now walk without assistance.

The Home implemented therapy programmes for residents with dementia or showing early signs of cognitive impairment. The Sunshine Club and Cognitive Stimulation Programmes are designed to improve well-being and delay the decline in cognitive

functioning. Residents who participated in the programmes regularly showed improvements in their Bradford Well-being Profile (BWP) score which indicates how well individuals with dementia are faring psychologically and socially. The participants scored in the range of 21 to 27 points, out of a highest possible score of 28. They were observed to be happier and livelier and interacted more positively with fellow participants and staff.

There were 11 residents on the Day Release Scheme. They were supported in securing and sustaining employment outside the Home and learning self-reliance on their journey towards reintegration into the community.

The Home is a community outreach partnership between MWS and Christ Methodist Church.

Customised therapy programmes for residents include exercises using HUR rehabilitative equipment.

Resident Profiles



55 Participated in the Home Earning Scheme



72 Placed on programmes for dementia or cognitive impairment

Restoring Hope and Dignity

Mr Tay Hai Lee



Mr Tay Hai Lee's health declined after he suffered a stroke and was diagnosed with nose cancer 18 months later. The 65 year-old also has high blood pressure and diabetes. A resident of MWS Nursing Home – Yew Tee since June 2018, he requires help with daily living activities and relies on feeding tubes. His wife became depressed and worried about their finances. "I didn't know what to do and I kept crying. I even thought of ways to end my life."

When Mr Tay first arrived at the Home, he was skinny and pale. Gradually, his wife noticed that he had put on some weight and looked healthier. She also feels assured that the nurses are monitoring her husband's health closely.

Mrs Tay is appreciative of the attentive care shown by the nurses and staff which has changed her outlook on life. Her

worries about costs have subsided as the nursing home fees are lower and more affordable, and she feels more positive.

"I used to frown a lot but now, even my neighbours noticed that I look happier and less troubled. I feel more relaxed now and able to care for my husband wholeheartedly."

During her daily visits, Mrs Tay also helps other residents in the Home and has even donated to MWS to show her appreciation for the support that she and her husband have received.

Mr Tay with his wife who visits him daily at the Home to bring cheer and care for him.

"I used to frown a lot but now, even my neighbours noticed that I look happier and less troubled."



Doing Good Better by

Connecting Isolated Seniors

1,246
[+4%]

Isolated seniors
engaged through
social, health and
wellness activities

Connecting Isolated Seniors

We serve mainly vulnerable seniors from low to middle-income groups. Among the issues faced by our seniors include a deepening sense of loneliness, depression and a low level of self-care and nutrition.

To help them cope with and overcome these issues, we collaborate with volunteers and community partners to offer programmes that integrate health

and wellness activities that also meet psychosocial, emotional and learning needs.

We aim to provide a warm and supportive environment that harnesses our seniors' talents and rich experience, empowers them to live well and healthily, and be connected to the community.

Who We Helped:

1,246
[+4%]*

Isolated Seniors engaged

through social, health and wellness activities

*No. of seniors served in FY2017/18 was adjusted from 1,156 to 1,201 due to changes in definition of service count

15% aged 55-65 years
(20% in FY2017/18)

85% aged over 65 years
(80% in FY2017/18)

236 Seniors received crucial support whilst living alone
[-19%]

80 Occupy rental flats
[+3%]

How We Helped:



Live Healthily

Seniors benefit from convenient daily access to senior gyms and healthy activities to maintain or build physical strength and mobility



Positive Living

Seniors feel empowered for all-round physical, emotional, mental and social well-being



Belong

They enjoy strong social ties and connection to the community, reminiscing about old times, celebrating milestones, and sharing life stories



Contribute

Seniors find purpose in sharing interests, imparting skills and becoming a befriender

Programme Highlights:

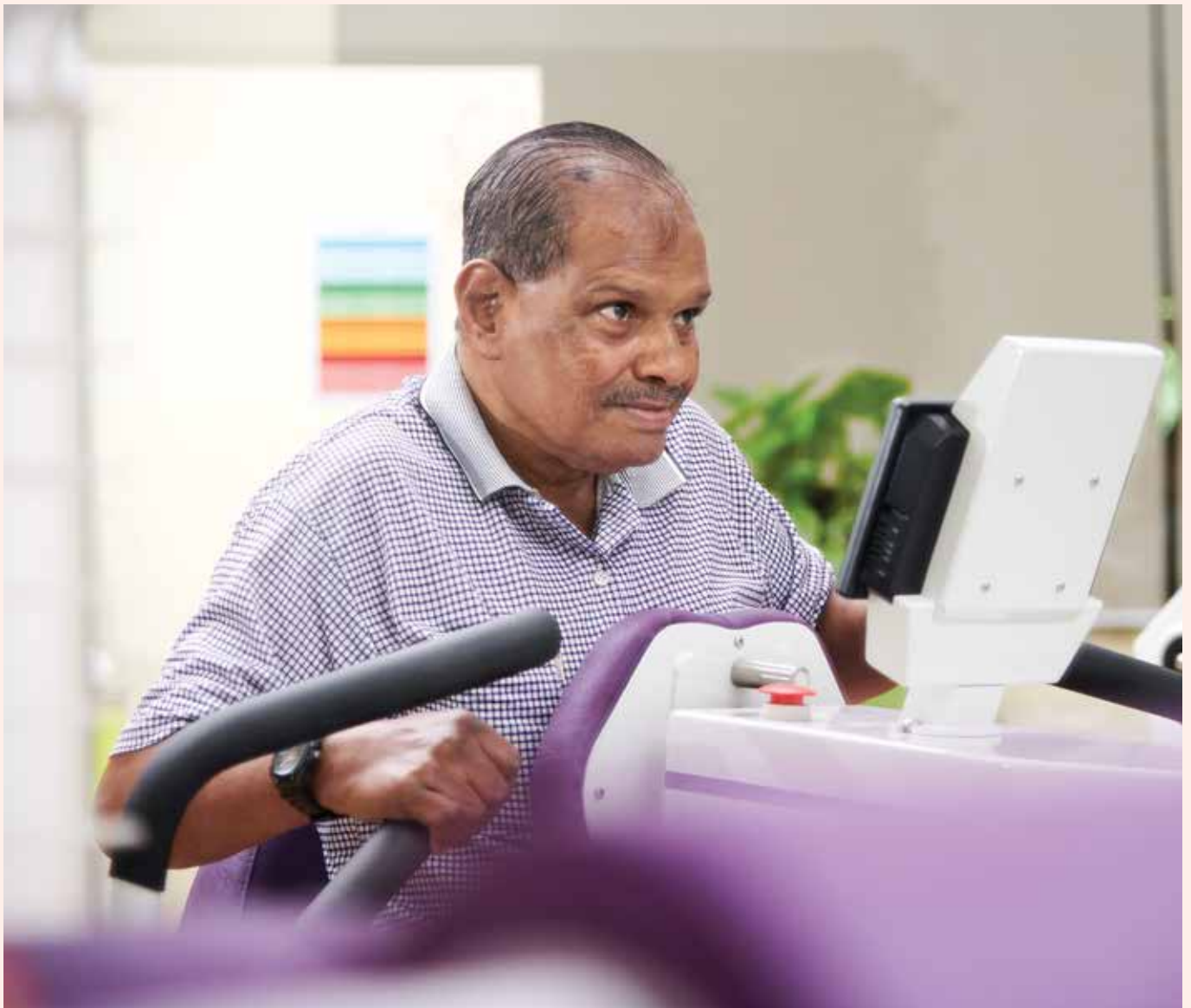


Programmes integrated to meet multiple well-being targets

- Nutrition programmes that nourish the body and foster community dining
- Lively activities like Zumba and group exercises that reinvigorate and rejuvenate, and help seniors build physical strength
- Learning sessions covering interests like music, crafts and gardening to stimulate creativity and build confidence
- Outings and expert sharing that enrich minds and foster social ties
- Regular visits by MWS Home Care team to manage the seniors' medical appointments and provide medication reminders

“I lost strength in my legs after an accident and recovery was difficult. Coming here, I learnt to use the gym equipment and these days, I feel more energetic and my legs are stronger. The Centre is also a good place to make new friends and keep my mind fit. There is no point getting old and being alone at home.”

**Mr Chandra, 67 years old,
Senior at MWS Senior Activity Centre – Teck Ghee Vista**



MWS Charis ACE – Geylang East

Established 2014

259 Seniors Engaged
(+17%)

38 Members Who Live Alone
(+12%)



Mr Hsu Sai Chwee practising Chinese calligraphy, a hobby he picked up after attending a class organised by the Centre.

The Centre organised more intergenerational activities and health talks in 2018. In addition to a variety of bonding activities between seniors and children, regular health talks on fall prevention, dementia awareness, and osteoporosis were held. Social events that promoted interaction and relationships were also highlights for seniors.

One such event was the Parents' Day Celebration which featured sharing by seniors about their parents and childhood memories. Members also served the community through the Centre's outreach and befriending programmes.

The Centre is a community outreach partnership between MWS and Charis Methodist Church.

MWS Wesley Senior Activity Centre – Jalan Berseh

Established 2010

175 Seniors Engaged
(+4%)

20 Members Who Live Alone
Same number as previous financial year

The Centre launched Talking Clubs for like-minded seniors to come together and learn from one another.

Members shared knowledge and skills on topics ranging from how to wear a *sari* to Lunar New Year traditions. Health and wellness were promoted through a new year-long "Down With Diabetes" programme focusing on exercise, health tips, and cooking healthier meals.

The popular Nutrition Programme consisting of weekly "Eggs Day" and monthly "Soup Day" continued for the 4th year. This programme not only promoted healthier eating but provided enjoyable communal dining for seniors who would be otherwise eating alone.

The Centre is a community outreach partnership between MWS and Wesley Methodist Church.



Seniors sharing a nutritious meal and bonding with one another at the Centre's monthly "Soup Day".

MWS Senior Activity Centre – Fernvale Rivergrove

Established 2016



180
[+32%]

Seniors Engaged

The Centre introduced new programmes to enhance social ties and learning. In the monthly “Share a Recipe and Hands-on Learning” programme, seniors shared traditional food recipes and prepared the dishes together. Picnic at the Park

Members preparing *png kueh* together during a “Share a Recipe and Hands-on Learning” session.

37
[-64%]

Members Who Live Alone

followed by Zumba exercise was another well-received new initiative.

The Centre is a community outreach partnership between MWS and Sengkang Methodist Church.

MWS Senior Activity Centre – Golden Lily @ Pasir Ris

Established 2017

The Centre launched a new exercise programme to strengthen leg muscles of seniors who are wheelchair-bound or have mobility problems. Various educational talks and workshops were organised and well-received.

112
[-4%]*

Seniors Engaged

*No. of seniors served in FY2017/18 corrected from 104 to 117

A Ukulele interest group was also set up for members to learn the instrument and bond through jamming together.

The Centre is a community outreach partnership between MWS and Pentecost Methodist Church.

Twice-weekly Legs Exercise helps seniors to strengthen their leg muscles.

21
[+5%]

Members Who Live Alone



MWS Senior Activity Centre – GreenTops @ Sims Place

Established 2016

Focused on learning, the Centre regularly held talks and workshops on topics ranging from brain stimulation to holistic wellness which attracted more participants this year.

To keep seniors healthy, it organised daily exercises, a gym programme supported by the MWS Allied Health team, and

153
[-15%]*

Seniors Engaged

*No. of seniors served in FY2017/18 corrected from 170 to 181

health assessments. Programmes like monthly community lunches, cooking demonstrations and sing-along sessions were organised to strengthen the social support network.

The Centre is a community outreach partnership between MWS and Geylang Chinese Methodist Church.

48
[+41%]

Members Who Live Alone



Participants having a light-hearted moment at a talk titled “Humorous Life”.

MWS Senior Activity Centre – Kebun Baru

Established 2017

168
(+6%)

Seniors Engaged

17

Members Who Live Alone

Same number as previous financial year



Mr Richard Chin receives a card from a pre-schooler during one of the Centre’s activities to promote intergenerational bonding.

Members were trained as volunteers under the Community Befriending Programme in collaboration with the Ministry of Health’s “I Feel Young SG” initiative. The senior volunteers reached out to 57 potentially isolated seniors in the neighbourhood. The seniors also spent time outdoors going on monthly outings to places of interest, educational tours and picnics. The Centre’s *kampong* spirit was kept high through monthly birthday parties and festive celebrations.

The Centre is a community outreach partnership between MWS and Ang Mo Kio Chinese Methodist Church.

MWS Senior Activity Centre – Teck Ghee Vista

Established 2016

199
(-8%)*

Seniors Engaged

*No. of seniors served in FY2017/18 corrected from 196 to 217

55
(-14%)

Members Who Live Alone



Mdm Helen Siew enjoying Rummikub, a mental stimulation game, with her friends at the Centre.

The Centre ran exercises that improve balance, flexibility, and heart health through Step It Up, a community health programme with Tan Tock Seng Hospital, and Zumba Gold, a low-intensity dance exercise in collaboration with the Health Promotion Board. Seniors also benefitted from convenient daily access to the senior-friendly gym that provides essential exercise equipment for strengthening muscles. Mental stimulation games like Rummikub and Bingo not only improved memory but were widely enjoyed by the seniors.

The Centre is a community outreach partnership between MWS and Ang Mo Kio Methodist Church.

Going Beyond Activities and Programmes

Mr Lim Boo Seng



Mr Lim Boo Seng is 74 years-old and lives alone in a two-room rental flat. He used to work as a dish collector at a food court before his health deteriorated in 2018 and had to stop work. Recalling staff of MWS Wesley Senior Activity Centre – Jalan Berseh who had connected with him during home visits, he approached them for help.

The Centre subsequently arranged for him to receive meals-on-wheels and transportation to his medical appointments. He is now a regular member of the Centre and enjoys a warm relationship with the staff who are on top of his medical needs and financial issues. They also encourage him to participate in the nutrition programme and activities at the Centre to improve his health and well-being.

When staff noticed the high taxi fares that he had to pay to visit clinics for his appointments, they helped him to apply for taxi vouchers from the Central Singapore Community Development Council. Mr Lim also appreciated that staff would help him call for taxis and wait alongside with him. “I feel comforted each time I come down to seek help. The staff have been very forthcoming and they show concern for my well-being.”

Even though Mr Lim has become frailer and was hospitalised several times, one of the first things he would do was to visit the Centre when he got home.

The Centre’s Assistant Supervisor Willy Ho helps Mr Lim with his financial issues and gets updates on his medical condition.

“I feel comforted each time I come down to seek help. The staff have been very forthcoming and they show concern for my well-being.”



Doing Good Better by

Providing All Round Solutions for Families

8,968 Families & individuals
being strengthened
to work through
complex challenges
(+14%)

Providing All Round Solutions for Families

We serve families who face complex and multiple issues that range from intergenerational poverty, low education, domestic violence, illness, incarceration and job insecurity.

Our approach helps them get to the root of deep-seated issues and empowers them to achieve self-reliance through an integrated range of interventions.

This may involve therapy and counselling, groupwork, debt clearance and asset-building, befriending, parenting guidance, financial literacy education and referrals.

We collaborate with various community partners including churches, public agencies and other social service organisations.

Who We Helped:

8,968 Families & individuals being strengthened
 (+14%)
 to work through complex challenges

Monthly Household Income of Families served



Top Presenting Issues

Financial Issues	29%
Family Violence	16%
Emotional/ Mental Health	13%
Accommodation/ Shelter	6%
Parenting Issues	6%

Benchmark of \$2,500 is based on eligibility for ST Pocket Money Fund at per capita gross monthly household income of not more than \$625. Assumption: average household size is 4 persons

How We Helped:



Support
 Professional casework and counselling



Empower
 Through essential knowledge and coping skills



Rebuild
 Positive and healthy relationships

Innovation Highlights:



Development of the MWS Child Welfare Practice Model

The Child Welfare Practice Model is a proprietary assessment model for guiding social service practitioners who work with families with child welfare concerns.

The model was developed in-house over 2 years through literature reviews and qualitative interviews with practitioners in response to a rise in reported child maltreatment cases in Singapore. The focus was on keeping these children safe with their natural families.

The model defines the agency's position, helps workers reflect on their use of self in child welfare work, identifies different assessment frameworks for case assessment and provides suggestions on possible therapeutic

interventions when stability and safety have been established.

- Initial outcome: Social workers have greater clarity in assessing child welfare-related cases and are intervening more effectively for the children's safety and well-being.
- The model was presented at the 3rd International Childhood Trauma Conference in Melbourne, Australia in 2018.
- The paper on the model has since been published in the journal, Children Australia.

“In my work, I meet families with many challenges such as financial struggles, family violence and parenting issues. Despite their difficult situations, they demonstrate resilience and a willingness to work with us to overcome their issues. It is definitely a privilege to see my clients gain confidence, recognise their strengths and put effort into maintaining strong family relationships.”

Benny Thiam, Social Worker,
MWS Family Service Centre – Yishun

Impact:

8,968
[+14%]

Families & individuals being strengthened

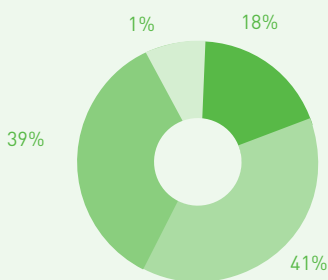
through casework, information & referrals, outreach and financial help

125
[-20%]

Low-income families empowered

with financial assistance & asset-building resources

Types of Assistance Offered:



1,636
[18%]

Counselling & Casework

Includes a detailed assessment of the client's situation and a holistic case plan with specific intervention goals targeted to address the risks and concerns identified.



3,511
[39%]

Information & Referral

Providing clients the required information or redirecting them to other agencies (eg. employment link-up) for other necessary assistance.



3,696
[41%]

Community Outreach Programmes

Engaging families through activities organised to raise awareness about various social issues and the community resources available.



125
[1%]

Holistic Financial Intervention

A holistic and systematic approach to empower beneficiaries to clear debt through a monthly debt clearance and savings matching scheme.



Status of Client's Well-being at point of Case Closure:

92%

experienced Low Safety Risk and Complexity of Needs at point of case closure

84%

achieved Half or More of Goals

Goals are targets that are specific to the client's situation, set in collaboration between social work practitioners and client's families.

Examples of goals: Increased safety for family, financial stability, enhanced employability and caregiver functioning.

84%

showed improvement in Half or More of the Well-being Milestones*

Examples of milestones:

- Improved ability to make concrete and achievable plans
- Improved financial situation
- Improved ability to appraise and cope more positively
- Established or strengthened social support networks such as family members, friends and/or significant others
- Tapped on strengths and resources
- Took action to improve their situations

*Milestones are indicators of overall well-being

MWS Covenant Family Service Centre – Hougang

Established 1987

1,480 Families & Individuals Served
[-11%]

550 Clients
[-2%]
Counselling & casework – families & individuals

678 Clients
[+1%]
Information & referral

252 Clients
[-42%]
Community outreach programmes

One key achievement was the development of the MWS Child Welfare Practice Model to guide social workers in cases with child welfare concerns. A training session was organised for

the social workers from all MWS Family Service Centres. Additionally, the MWS team presented the practice model at the 3rd International Childhood Trauma Conference in Australia in 2018.

MWS Family Service Centre – Tampines

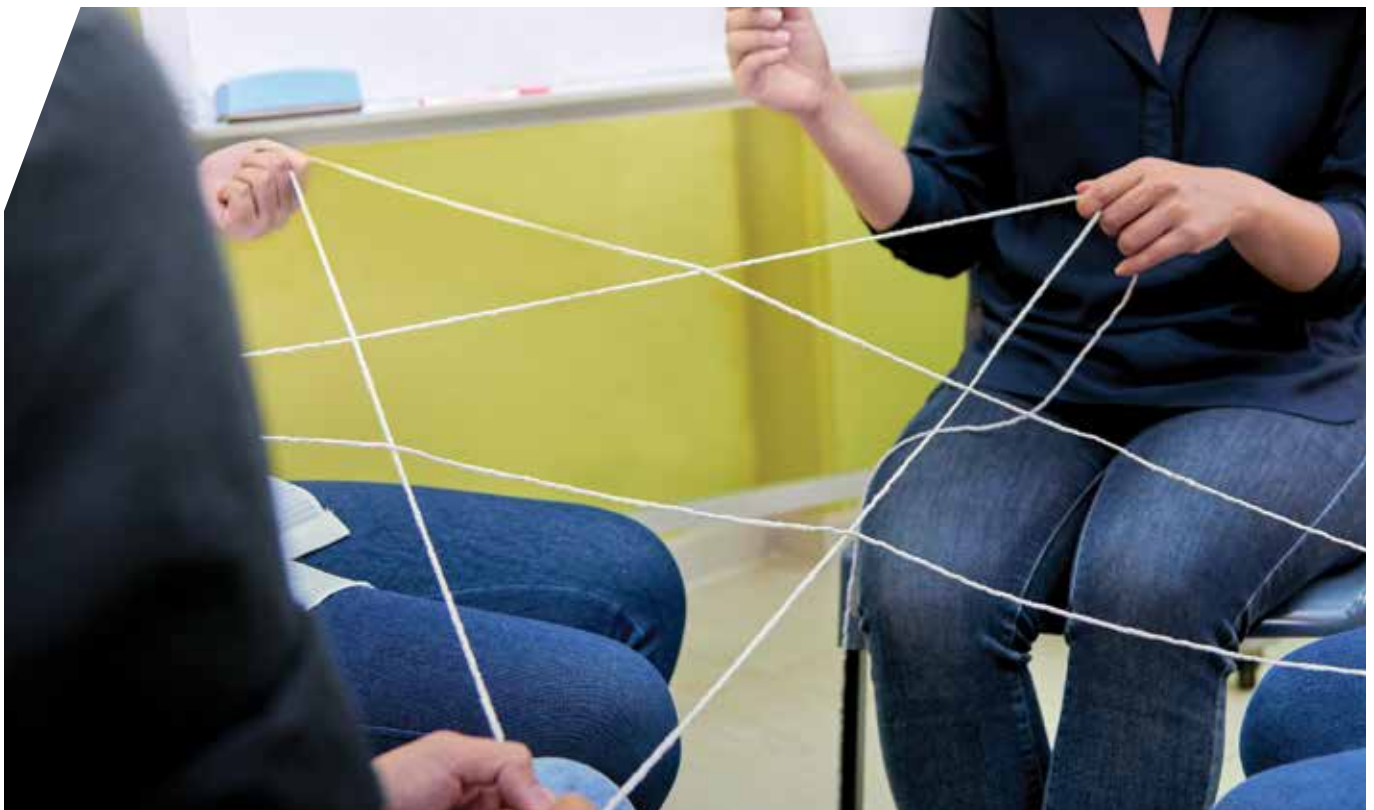
Established 1991

3,007 Families & Individuals Served
[+5%]

587 Clients
[+16%]
Counselling & casework – families & individuals

1,800 Clients
[+2%]
Information & referral

620 Clients
[+3%]
Community outreach programmes



The Centre reaches out to the Tampines North and East districts. The Centre ran Groupwork on Enhancing Resilience for clients facing relationship stressors. A

collaboration with Temasek Polytechnic to nurture closer mother and child relationships through a baking project was also implemented.

Groupwork on Enhancing Resilience for participants to learn practical coping skills and develop a support network.

MWS Family Service Centre – Yishun

Established 2000

2,001 Families & Individuals Served
[-3%]

468 Clients
[+20%]
Counselling & casework – families & individuals

1,033 Clients
[+19%]
Information & referral

500 Clients
[-38%]
Community outreach programmes



The Centre implemented a series of initiatives to foster community spirit and neighbourliness. A “Food Box” was installed outside the Centre to encourage Yishun residents to donate food to neighbours in need. Additionally, a “Give and Take Board” was put up for residents to post requests.

The Centre also organised a community party, in which residents, community partners, volunteers, and the grassroots organisation came together for a day of fun.

The Centre’s “Food Box” initiative promotes sharing and a spirit of caring among the community.

MWS Community Services – Punggol

Established 2011

2,355 Families & Individuals Served
[+116%]

2,324 Clients
[+119%]
Community outreach programmes

31 Clients
[+24%]
Counselling & casework – families & individuals

The Centre collaborated with Sengkang Public Library and 3 MWS Senior Activity Centres on 2 workshops.

The Centre also conducted narrative therapy-based groupwork for children who have experienced family violence, in conjunction with MWS Family Service Centre - Yishun’s Recipe for Life

groupwork for their mothers. The aim was to allow both mothers and children to witness each other’s development and progress.

MWS Family Development Programme

Established 2016

125 Families

[-20%]

Financial hardship reduced

125 Families

[-17%]

On debt clearance and savings matching

107 Families

[-21%]

Received monthly cash assistance



The Family Development Programme (FDP) is an asset-building intervention scheme targeted to help low-income families in the bottom 10th household income percentile in Singapore.

It is designed to build net worth, buffer for crises and create opportunities for social inclusion through debt reduction and savings matching schemes, needs-based cash assistance, school-going support, and milk supplements as well as financial management education.

The programme is administered in partnership with other charities and Methodist churches.

The programme empowers families to clear debt or save through a monthly debt reduction and savings matching scheme.



161 (-3%) Children benefitted from support for education expenses



\$2,132 (-21%) Average savings in 1 year by each participating family



24 (-14%) Families moved from Debt Clearance to Savings mode



\$848 (+18%) Average debt cleared in 1 year by each participating family



26 Families on 3rd year renewal (on assistance for 3 consecutive years since FDP started)



68 Families on 2nd or 3rd year of assistance

Persevering with Hope and Strength

Mr Tan Wei Meng*



Mr Tan Wei Meng*, 69, was in a loving marriage with his wife of 20 years, and had a stepson he loved as his own. Unfortunately, the passing of his wife in July 2018 changed everything. As Mrs Tan had nominated Mr Tan as her sole beneficiary under the Dependents' Protection Scheme (DPS), his stepson asked to have a fair share of the proceeds under the Intestate Succession Act. When Mr Tan refused, he was locked out of the flat in January 2019.

With nowhere to go, Mr Tan took to sleeping in the delivery van that he uses for work as a courier. The uncondusive living conditions and sleeping problems affected his work.

Mr Tan first came to MWS Covenant Family Service Centre – Hougang in December 2018 after being referred by a

social service organisation for his housing issue. Since then, social worker Chew Hock Beng has been overseeing Mr Tan's case. Knowing he could count on Hock Beng's support, Mr Tan was able to think through more clearly in handling difficult decisions.

Subsequently, he gave his stepson a share of the DPS proceeds. Resolving this issue enabled him to focus on securing a home for himself. With Hock Beng liaising with HDB and appealing on his behalf, Mr Tan is now in a better frame of mind at work.

"Hock Beng has been more than a social worker to me," said Mr Tan, "Over the last few months, he has become a friend, and I know that no matter what the problem is, I can trust him to do the best he can to solve my issues."

Mr Tan currently sleeps in his delivery van and is working with his social worker to secure a home.

Hock Beng said, "Mr Tan is in a very complex and debilitating situation, but he is determined to overcome his circumstances, and is resourceful in making full use of the assets he has. Although he feels depressed at times, he never gave up and this perseverance allowed him to carry on working with me to resolve his challenges. I am happy for each small step he takes towards realising his goals."

*Not his real name



Doing Good Better by

Journeying with Every Girl to Rebuild a New Life

16*
[-6%]

**At-risk girls' lives
being rebuilt**

*Including court mandated cases, referrals from government agencies, and girls taken in on compassionate grounds

Journeying with Every Girl to Rebuild a New Life

The Residence serves female teenagers and young adults aged between 15 and 21 years old who have either violated the law or come from troubled backgrounds. The girls are supported through a trauma-informed holistic rehabilitative programme and 24/7 care within a safe and nurturing environment.

Collaborating with volunteers, the community and educational partners, we provide continuous education and supervised employment; equip them

with various therapy and life skills; and facilitate reconciliation with their estranged families.

An individual care plan is created for each girl. It covers the impact of various domains of her life and is used as a framework for progress review and post-care work.

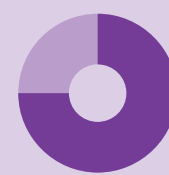
Ultimately, we strive for the girls' healing and restoration of fractured family relationships, and their reintegration into the community.

Who We Helped:

16
[-6%]*

Young lives being rebuilt

*No. of youths served in FY2017/18 was adjusted from 11 to 17 due to changes in the definition of service count



75%

of the girls have had 1 to 3 adverse experiences by the time they entered MWS Girls' Residence, while 25% had 4 to 7.

Most Common Adverse Experiences



Abuse
(including physical, psychological, sexual abuse)



Violence in Dating Relationships



Violence towards Mothers

How We Helped:

Adverse Childhood Experiences (ACE) refer to traumatic events that can have negative, lasting effects on a person's health and well-being.

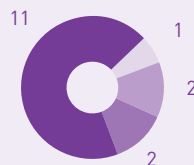
There are 10 broad ACEs that are linked to health and well-being, and categorised as abuse, neglect or household dysfunction.

The higher the number of adverse experiences, the greater the impact on the individual's behaviour, health and well-being.

Recognising & Tackling ACE

Our staff have been equipped with knowledge and skills to view and understand behaviour through the lens of trauma. Processes and practices are constantly being adapted to create a care environment that is empathetic to the youths' experiences and needs, and to encourage sustainable transformation.

Impact:



Status upon Discharge

- 11 Returned to school
- 1 Found employment
- 2 Schooling and working part-time
- 2 Not engaged

Programme Highlights:



Interventions are structured around the Social & Emotional Learning (SEL) framework and cover:

- Therapy including circle time, sports and emotional regulation drills, Pilates and reflections
- Motivation and affirmation through regular sharing by inspirational speakers
- Social development the girls learn about Love Languages*, dating violence and legal rights

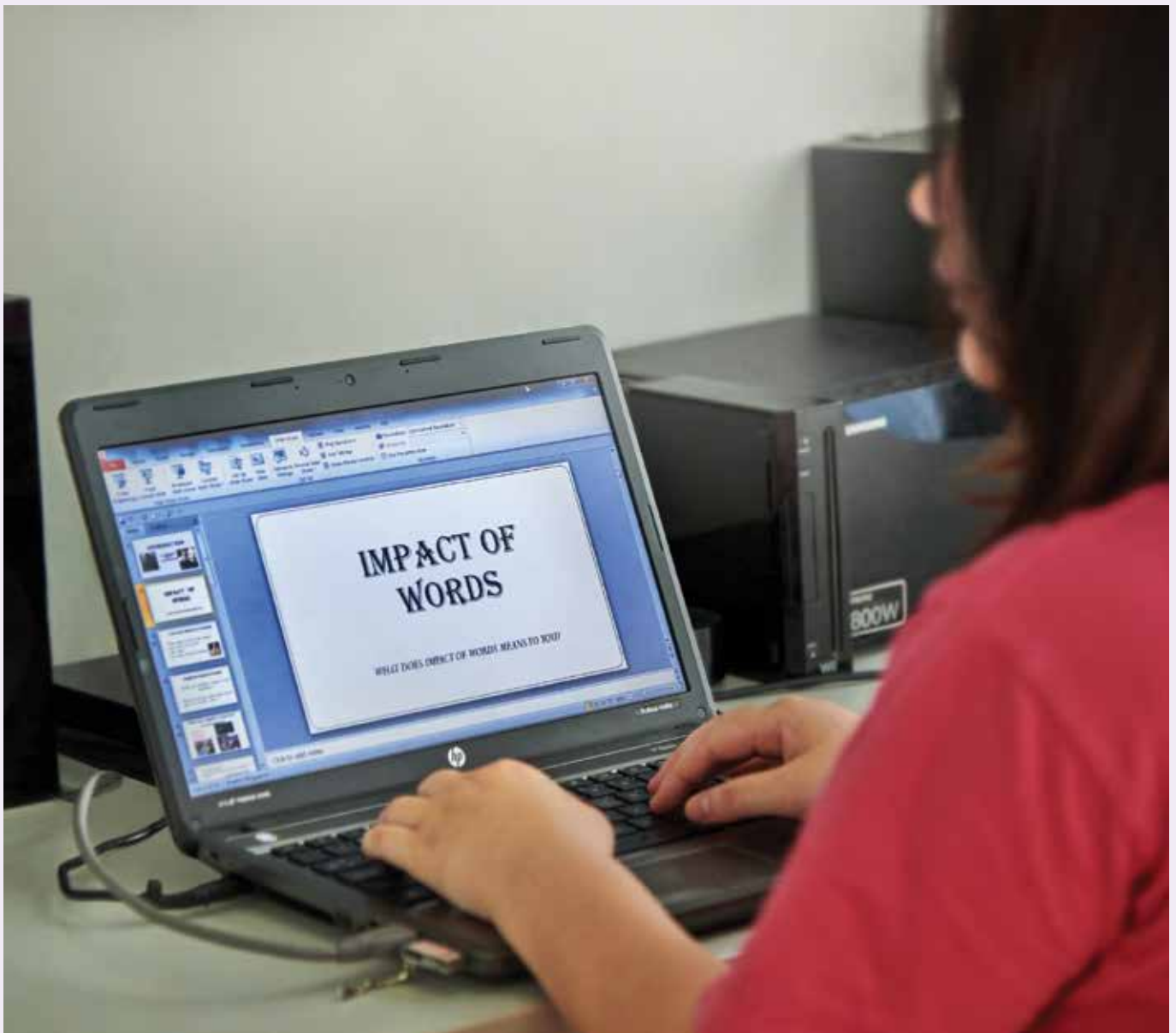
- Education workshops on career options, interest activities, personality profiling, positive habits and more are conducted
- Recreation the girls bond over games and participated in overseas humanitarian projects

*Based on Gary Chapman's 5 Love Languages

“I’ve never known what family means but here, the girls care for one another like we’re sisters and the staff always encourage us to believe in ourselves. I’m thankful and I hope I will make a better life for myself someday.”

Yen*, 17 years old,
Youth at MWS Girls’ Residence

*Not her real name



MWS Girls' Residence

Established 2011

16* Residents

(-6%)[^]

*Including those referred by the courts and government agencies, and taken in on compassionate grounds

[^]No. of residents served in FY2017/18 corrected from 11 to 17

85% Received Therapy

Taking First Steps towards Healing and Reconciliation



One of the few community-based youth rehabilitation facilities in Singapore, MWS Girls' Residence provides a haven for troubled and at-risk girls aged between 15 and 21 years old. The girls are either sent by the court to serve their probation, or admitted voluntarily for their protection and care. Many are abandoned or estranged from their families.

The Residence offers holistic rehabilitation in a safe, nurturing but structured environment. Supported through intensive therapy, group and one-on-one counselling, and mindfulness workshops, the girls learn to manage their emotions, cope with trauma-related issues, and reconcile with their families. When it is not possible for them to return to their families, the girls work towards independent living upon completion of their stay.

Reintegrating the girls back into the community is another key focus. The girls are encouraged and enabled to go back to school to finish their academic education or pursue vocational training. They are also provided with opportunities to gain work experience and skills such as coffee brewing and hairstyling.

Last year, the girls volunteered and built houses for the poor in Batam and in turn, gained life skills such as empathy, patience, endurance and teamwork.

MWS Girls' Residence is a partnership between MWS and General Conference – Women's Society of Christian Service.

The girls participated in a Mindfulness Workshop which equipped them with techniques to manage their emotions and stress.



Therapy
Individual care plan with targeted interventions



Reconciliation
Family engagement, bonding and counselling



Reintegration
Mentorship, education and employment support

Finally Reaching for Her Goals

Natasha*



A bubbly 17 year-old with a passion for poetry and music, Natasha* is pursuing nursing as she loves to help others. Things were however very different 2 years ago in 2017 when she had strong doubts that she would ever reach her goal.

Natasha was then referred to MWS Girls' Residence because of escalating violence at home. She had stopped attending school for a year as there was little parental supervision. Initially, Natasha was continually distressed over her parents' marital issues, her mother's safety, and missing her parents.

The turning point came after 6 months at the Residence, when Natasha confided to staff, including social worker Mirabel, about the complex emotions that were troubling her. "It took a long time for me

to adapt. But Mirabel's patience with me and her understanding helped me to open up."

Natasha started attending therapy sessions and made brave steps to cope with the painful events in her life which she found extremely difficult to talk about. The staff created a safe place for her to explore her inner thoughts, memories and feelings about the trauma through expressive therapies using clay and art. She also wrote poems about her past experiences. Through the sessions, she learnt to articulate her thoughts and experienced fewer emotional ups and downs. She also returned to her former secondary school to continue her studies.

Today, Natasha has fulfilled her goals of obtaining her 'N' level certificate and enrolling into the nursing course at ITE.

Writing about her thoughts and past experiences helped Natasha cope with the painful events in her life.

Reflecting on her journey, she said, "I didn't think I could reach my goals this quickly. Getting into the nursing course is a miracle! I'm proud of what I've achieved and so is my family."

"I didn't think I could reach my goals this quickly. Getting into the nursing course is a miracle!"

*Not her real name



Doing Good Better by

Letting Our Children Feel Free to Soar

68
[-6%]

Disadvantaged
children served

Letting Our Children Feel Free to Soar

We provide very affordable childcare and preschool education for disadvantaged children from low-income families.

Many of these children may have behavioural issues due to poor discipline and social skills or are lagging in cognitive abilities and literacy.

To help the children catch up, they are immersed in programmes that offer fun and experiential learning, individualised coaching, a comprehensive curriculum that covers academic subjects, social and life skills, and put on a buddy system. In addition, the children have access to extensive enrichment activities offered in collaboration with corporate and community partners.

Who We Helped:

68
(-6%)*

Preschoolers Nurtured

*No. of children served in FY2017/18 was adjusted from 57 to 72 due to changes in the definition of service count

How We Helped:



Childcare

Full-day childcare services for low-income families and Jalan Besar residents



Personalised Learning

Specialised coaching in literacy, numeracy & creative development



Character

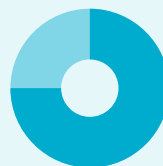
A values-based education for all-round development



7 Specialised Classrooms

Designed for experiential learning

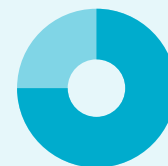
Impact:



75%

(+1%)

Graduating students who are competent readers or made good progress in reading



75%

(-12%)

Mastered numeracy skills to begin Primary 1

Programme Highlights:



Discover the world through

- Exploring their neighbourhood and visiting places of interest
- Experiential learning through outdoor lessons
- Exposure to different environmental, social and cultural contexts
- Acquiring essential skills and understanding of the world around them

“Seeing how the young children progress in developing English reading and speaking skills has been very satisfying.”

Tan Chiu Ai, 61 years old,
Volunteer at MWS D'Joy Children's Centre



MWS D'Joy Children's Centre

Established 2000

68

(-6%)*

Preschoolers Nurtured

*No. of children served in FY2017/18 corrected from 57 to 72

7

Specialised Classroom

Designed for experiential learning

Working with Each Child's Learning Style



A full-day preschool and childcare centre, MWS D'Joy offers an all-rounded curriculum for children from 2 to 6 years of age from low-income families. With a focus on experiential learning, it provides holistic development in academia, artistic creativity and appreciation, character building, music and movement, gross motor skills, and more.

Due to the lack of intellectual and creative stimulation at home, the children are behind in literacy, numeracy and social skills. MWS D'Joy places strong emphasis on differentiated learning to cater to each child's learning needs. Lesson plans are tailored to various group sizes and integrate different styles of learning, including traditional classroom learning; experiential play and dramatisation and personalised coaching for weaker students. Kids are paired with buddies

to pick up life skills and good habits. To strengthen language and literacy skills, teachers conduct phonics reading programmes and "Book Stretchers", a new storytelling approach in which teachers tell and map the stories to other learning areas. The Centre believes in close parent-teacher collaboration and creates a comprehensive portfolio of each child for regular reviews with parents.

The Centre has specialised rooms for learning languages with quiet corners for distraction-free work; music rooms for gross motor skills and music activities; and an aesthetics & creative arts room. It works with volunteers to organise learning excursions to widen the children's knowledge and interests.

MWS D'Joy Children's Centre is a community outreach partnership between MWS and Hingwa Methodist Church.

The Centre focuses on personalised and experiential learning including classes to help the children cultivate music appreciation and develop gross motor skills.

Giving her the Joy of Learning

Nur Dafina Arissa
Bte Azman



Six-year-old Nur Dafina Arissa Bte Azman is a happy and cheerful child who loves to sing and dance. The youngest of 4 children, she has been attending MWS D'Joy Children's Centre since 2015.

When she first joined MWS D'Joy, Dafina lacked confidence in reading. Her reading and writing abilities have since improved markedly through the newly-introduced "Book Stretchers" programme. Her understanding of the language, spelling and vocabulary have also improved after intensive coaching during weekly reading sessions which gave her the confidence to express herself better.

Well-mannered and kind, Dafina shows remarkable empathy and concern for fellow pre-schoolers. She does not hesitate to help the younger ones.

The family used to live one block away from the Centre. Dafina, her older brother and sister also attended MWS D'Joy on the recommendation of a social worker.

Although they have moved to the northern part of Singapore a year ago, the parents continued to send Dafina to the Centre as they were happy with the teachers and the educational progress that their daughter has made.

Dafina's father, Mr Azman Bin Raffie said, "I feel secure knowing that my daughter is in good hands and a safe environment where she can learn, and I can go to work without worrying. I saw improvements in all of my children who have attended MWS D'Joy. They love going to the Centre."

With intensive coaching from the teachers, Dafina developed confidence in reading.

"I feel secure knowing that my daughter is in good hands and a safe environment where she can learn."

Finding Meaning in Bringing Joy

773 Individuals
Volunteered with MWS
281 Groups
Volunteered with MWS



Mr Harry Soo and Ms Lilian Chang, were among the first volunteers at MWS Nursing Home – Yew Tee when it opened in 2017. Each month, they faithfully give 2 hours of their time to organise birthday celebrations and make them memorable for the residents.

Mr and Mrs Soo enjoy mingling with the residents during the celebrations, taking part in the activities, and chatting with them. Besides sponsoring the birthday cakes, Mr Soo reaches out to talented individuals and school groups to put up performances for the residents. So far, the residents have been treated to Cantonese opera, Chinese orchestra music, Chinese dance, and many more.

The Soos said, “When we see them smiling, it gives us joy. We get the residents to open up, just like old friends, and it is the greatest reward we can get. Apart from contributing back to society, it gives more meaning to our lives when we bring God’s joy to them.”

One celebration that stood out featured humanoid robots from Singapore Polytechnic. When the robots started to lead the residents in doing simple exercises, the residents broke into smiles and joined in enthusiastically. Mrs Soo recounted, “One particular resident was very introverted but she kept touching and playing with the robot. It helped her to open up in a non-threatening way.”

Mr Soo and his wife bring joy to residents at the Home during monthly birthday celebrations.

Mr and Mrs Soo have also become champions of volunteerism. They have been encouraging fellow members from Grace Methodist Church to come on board and now have a team of 16 volunteers. With their support, the programme has expanded to accommodate the growing number of residents.

Empowering Youth Expression through Art+Technology



While technology can at times be perceived as being cold and impersonal, Ricoh Singapore debunked this with its Art4Home project.

Art4Home leverages on Ricoh's new Multi-functional Printer (MFP) technology that promotes creative exploration and expression. Ricoh Singapore chose to work with MWS Girls' Residence because youth and creativity resonate with Ricoh's corporate philosophy of innovation and empowerment.

The girls were first invited to create their own individual drawings. The process of developing ideas for their drawings was deeply emotional and cathartic as some girls reflected on difficult memories while others reconnected with their feelings and aspirations. The result was a collection of art pieces that gave glimpses into the inner-world of each girl.

The art pieces were then scanned by the MFP onto an interactive white board where the girls could digitally embellish their handmade art with additional graphics and effects.

One of the girls who participated in the project, Sally, shared her experience, "It was so fun using that interactive whiteboard where I could add different effects on to my artwork. It made my drawing come alive!"

Large prints of the art pieces were subsequently showcased in exhibitions at 3 libraries around the island, as well as on the Art4Home online gallery from February to March 2019. Part of the proceeds from the sale of the artworks were donated to MWS Girls' Residence.

"It was very satisfying seeing the girls' faces light up as they experimented with our technology for their art.

Ricoh Singapore volunteers worked with youths from MWS Girls' Residence on art pieces which were exhibited at public libraries.

The experience has reinforced my belief in the need for corporations to be actively involved in meeting the needs of the vulnerable in society," said Felicia Kang, manager and staff volunteer for the Ricoh Singapore Art4Home project.

To learn more about the Art4Home project



Key Management

1. Coreen Chua

Director - Human Resources
Joined: 12 May 2014

2. Yap Lee Lee

Director - Communications & Engagement
Joined: 3 Feb 2014

3. Dawn Wong

Head - MWS Covenant Family
Service Centre - Hougang
Joined: 3 Dec 2012

4. Junie Foo

Group Executive Director
Joined: 18 June 2018

5. Diana Ooi

Head - MWS Bethany Nursing Home
- Choa Chu Kang
Joined: 1 Jan 2016

6. Cindy Tay

Director - Professional Standards
Joined: 16 Jan 2012

7. Fong Mee Sim

Group Director - Finance,
Administration & Procurement
Joined: 9 July 2007

8. Julie Tan

Principal - MWS D'Joy Children's Centre
Joined: 1 Aug 2013

9. Richard Koh

Head - MWS Nursing Home - Yew Tee
Joined: 1 Jan 2017

10. Audrey Rajalingam

Head - MWS Girls' Residence
Joined: 1 Apr 2010

11. Goh Eng Kwang

Director - MWS Christalite Methodist Home
Joined: 1 July 2013

12. Annie Ong

Manager - MWS Charis ACE - Geylang East
Joined: 3 July 2017

13. Rev Dr Norman Wong

Chaplain
Joined: 2 Jan 2014

14. Jane Tew

Head - Facilities Management
Joined: 3 Oct 2016

15. Dr Jamie Phang

Cluster Director - Community
Eldercare Services
Joined: 14 Sep 2015

16. Juliet Lum

Senior Manager - MWS Senior Activity Centres
Joined: 3 Feb 2017
Resigned: 28 May 2019

17. Dr Andy Lee

Head - MWS Home Care & Home Hospice
Joined: 1 Jan 2017

18. Joachim Lee

Director - MWS Family Service
Centre - Tampines
Joined: 9 May 2005

19. Kwok Sian Yee

Supervisor - MWS Wesley Senior
Activity Centre - Jalan Berseh
Joined: 13 Sep 2010

20. Charity Chu

Head - Allied Health
Joined: 3 Apr 2017

21. Connie Ng

Director - MWS Family Service
Centre - Yishun
Joined: 16 Sep 1998

22. Ho Kah-Choy

Director - Information Technology
Joined: 11 Mar 2019

23. Alvin Goh

Cluster Director - Family Services
Joined: 12 Mar 2007

24. Jenny Bong

Cluster Director - Residential Services
Joined: 2 June 2008

Left to Right: 1, 2, 3



Left to Right: 8, 9, 10



Left to Right: 16, 17



4



Left to Right: 5, 6, 7



Left to Right: 13, 14, 15



Left to Right: 11, 12



Left to Right: 21, 22



Left to Right: 23, 24



Left to Right: 18, 19, 20



Driving Change

Q. What do you think is the most pressing but overlooked need in the sector served by your cluster?

A. **Jenny Bong (Cluster Director, Residential Services):** One of the most pressing areas is caring for residents with dementia. An estimated one in 10 people aged 60 and above has dementia. By 2030, those with dementia in Singapore are expected to more than double to 103,000. Even some of the residents in our nursing homes are showing signs of moderate dementia.

Dr Jamie Phang (Cluster Director, Community Eldercare Services): One of the most pressing needs is access to well-coordinated health and social care, especially for the elderly with socially complex issues. This is compounded by low levels of health literacy, as it restricts the ability for an individual to effect good self-directed care.

We hope to counter this by coordinating health and social services within MWS, reinforcing collaborative links with the regional health system and other community service partners, and raising the community's health literacy through volunteer initiatives.

Alvin Goh (Cluster Director, Family Services): The social health sector has not fully recognised the role of trauma in many of the issues families today face – issues like unemployment, addictions, criminal behaviour, medical problems, mental illness, marital conflict, child abuse/neglect, children having difficulties in schools and so on.

“From a more macro perspective, this will also be a way MWS can continue to contribute to ongoing conversations about what makes social services safe, and to shape policies on services for vulnerable persons.”

Q. How does MWS plan to address these needs that you have identified?

A. **Dr Jamie Phang:** We will restructure staff training and direct staff efforts towards building communities of care, ensure teams have the right skillsets, and are supported by internal administrative processes to case manage effectively. We will also leverage on the community's strengths to foster an environment where seniors can age actively, contributing to the building of a caring community which will support seniors until the end of life. Given MWS' holistic approach to addressing each person's needs, I expect to work closely with our Residential Services cluster so that our seniors can gain from a seamless network of services.

Jenny Bong: To address the growing need for dementia care, we have been drawing on industry standards and best practices, and developing our own training programme so we can tailor it to suit our patients' needs. And we want all our staff, not just frontline ones, to understand what the world of persons with dementia is like, so that we can better serve them more effectively. MWS' ability to also provide home-based care will ensure our dementia patients can be cared for in the way they need.

Alvin Goh: We have to elevate our social service professionals' core foundational skills and simultaneously inject the trauma-informed care framework into work processes, professional thinking, training and supervision. I believe this will help us better serve our clients in an emotionally and physically safe and trusted environment. From a more macro perspective, this will also be a way MWS can continue to contribute to ongoing conversations about what makes social services safe, and to shape policies on services for vulnerable persons.

Q. Given how quickly the sector and MWS are growing, how do you plan on enhancing professional standards in MWS in the next 2-3 years to support this?

A. **Cindy Tay (Director, Professional Standards):** One of my goals will be for MWS to adopt the National Competency Frameworks for Professionals for all our social workers, social service practitioners and nurses. I enjoy collaborating with like-minded colleagues to find innovative and relevant solutions to the issues that clients face. Most, if not all, of our staff have entered the social service and healthcare sector with a heart to serve those in need. So I hope to promote a culture of learning at MWS through clear professional development pathways, and to challenge our staff to give our best to those in need, taking pride in delivering high quality services and outcomes to the ones that we serve.

Working Committees

Audit

Chairperson Mr Tan Chian Khong
Members Mr Chan Kum Kit
Mr Ronnie Gan Seow Khaw
Mr David Wong Cheong Fook
Ms Latha Mathew
(With Effect From 14.07.2018)

Chaplaincy

Chairperson Rev Vincent Goh
Members Rev Anil Samuel
Rev Lek Yong Teck
Rev Joel Yong

Communications & Engagement

Chairperson Mr George Loh Chee Ping
Members Mr David Ong Tzi Hun
Prof Ho Teck Hua
(Stepped Down On 27.11.2018)

Finance

Chairperson Mrs Fong Loo Fern
Members Mr Terence Phung Tuck Chee
(Stepped Down On 10.09.2018)
Mr Terence Wee Jin Zoo
Mr David Wong Cheong Fook
Mr Yow Chi Mun
Mr Robin Cheong Chak Khiong
(With Effect From 22.09.2018)

Human Resource

Chairperson Mrs Loh Chay Leng
Members Mr Aubeck Kam Tse Tsuen
Mr Lim Tat
Mrs Elaine Chua Lye Yin San

Investment

Chairperson Mr Yow Chi Mun
Members Mr David Wong Cheong Fook
Mr Tung Siew Hoong
Mr Clifford Lee Hock Tan
Mrs Fong Loo Fern

Information Technology

Chairperson Dr Lee Wee Leong
Members Mr Lam Wei Choong
Mr Terence Wee Jin Zoo

Nominations With Effect From 12.01.2019

Chairperson Rev Dr Daniel Koh Kah Soon
Members Mr Albert Lim Song Khiang
Mr David Wong Cheong Fook
Mrs Fong Loo Fern
Rev Jasper Sim Shenq Chyi
Mr Chan Fook Kay
Mr Edmund E
Rev Derrick Lau

Centre Governance Committees

MWS Bethany Nursing Home – Choa Chu Kang

Chairperson	Mr David Wong Cheong Fook
Members	Mr Chan Kum Kit Mr Andrew Lee Ms Mak Wei Munn Dr Esther Tan Dr Dex Khor Teik Heng Mr Lam Wei Choong Dr Lydia Au Shu Yi Dr Tan Hai Chuang (With Effect From 11.11.2018) Mr Charles Loh Chee Khiong Mrs Audrey Lee (Stepped Down On 30.11.2018)

MWS Charis ACE – Geylang East

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 Jasper Sim Shenq Chyi
B.O.G	Dr Lee Wee Leong
Representative	

MWS 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	Col (Retd) Raymond Tan Kwang Meng Mr Stanley Lee Hong Kiat Dr Peter Ng Teck Hwee Ms Anne Phan Tjoei San Mr Teh Chong Mien (With Effect From 09.03.2019) Mr Freddy Wan Wee Jiun (Stepped Down On 17.05.2018)
Ex-Officio	Rev Vincent Goh
B.O.G	Mr Ronnie Gan Seow Khaw
Representative	

MWS Community Services – Punggol

Partner Church: Changi Methodist Church	
Chairperson	Mr Freddie Chew
Vice-Chairperson	Mr Philip Ong Hui Leong (Stepped Down On 03.05.2018)
Members	Mr Dennis Chua Teck Meng Mr Alvin Ng Tien Hock
Ex-Officio	Rev Simon Cheo
B.O.G	Mr Eugene Toh Ming Hong
Representative	

MWS Covenant Family Service Centre – Hougang

Partner Church: Paya Lebar Methodist Church	
Chairperson	Ms Anna Chan Hock Cheng
Vice-Chairperson	Mr Keong Choon Jin
Treasurer	Mr Herbert Ng Choon Ling
Members	Mr Choi Chik Cheong Mr Richard Yeo Lee Hock Mrs Magdalene Low Siah Ing Mr Chan Kah Guan
Ex-Officio	Pastor Alex Chew (With Effect From 01.10.2018)
B.O.G	Mr Ronnie Gan Seow Khaw
Representative	

MWS D'Joy Children's Centre

Partner Church: Hinghwa Methodist Church	
Chairperson	Mr Soon Kay Hock
Vice-Chairperson	Mr Yap Chee Heng
Members	Mrs Maggie Khoo Mrs Mary Seah Dr Lynn Chua Ting Ling Rev Chin Yan Chong Mr Daniel Wong
Ex-Officio	Dr Lee Wee Leong
B.O.G	Dr Lee Wee Leong
Representative	

MWS Family Service Centre – Tampines

Partner Church: Pentecost Methodist Church	
Chairperson	Mr Raymond Khoo
Treasurer	Ms Sandra Lee Siew Eng
Members	Dr Tan Kee Wang Mdm Tay Chor Lin Mr Leong Hoe Yin Mdm Irene Chue Ying Song Mr Adrian Phuah Wai Ann (With Effect From 14.04.2018)

MWS Family Service Centre – Yishun

Chairperson	Mr Albert Lim Song Khiang
Secretary	Mrs Teresa Kuek
Members	Mrs Linda Haverkamp - Heng Phek Lang Ms Elaine Ng Lay Yian Ms Kee Ee Wah

MWS Girls' Residence

Partner Agency: General Conference – Women's Society of Christian Service	
Chairperson	Mrs Lydia Sng
Vice-Chairperson	Ms Flora Chew Siew Keow
Members	Mrs Pauline Tam (Wee Chai Kee) Ms Kohila Govindaraju Ms Connie Lim Hee Cheng (With Effect From 22.09.2018) Ms Lily Chia Lay Lay (With Effect From 12.01.2019) Ms Emily Tan Leh Kuang (Stepped Down On 10.12.2018) Mrs Fum-Ko Joon Chin (Stepped Down On 10.12.2018)
B.O.G	Mr Yow Chi Mun
Representative	

MWS Home Care

Chairperson	Dr David Foo Chee Guan
Members	Dr Khor Tong Hong Mrs Tan Ee Leng Ms Kwok Wan Yee Dr Winnie Wun Dr Lydia Seong Peck Suet (With Effect From 22.09.2018)
B.O.G Representative	Rev Dr Daniel Koh Kah Soon

MWS Home Hospice

Chairperson	Mr Lam Wei Choong
Members	Mr Chan Wing Leong Dr Agnes Ng Dr Ting Wen Chang Mr David Row Ms Lai Bew Meng Mrs Tan Ee Leng Dr Genedine Lim

MWS Nursing Home – Yew Tee

Chairperson	Mr Charles Loh Chee Kiong (Stepped Down On 10.08.2018) Dr Tan Hai Chuang (With Effect From 22.09.2018 Member - Stepped Down On 22.09.2018)
Members	Dr Jim Lim Kim Hwa Mrs Audrey Lee Mr Lam Wei Choong Mr Teo Khoon Seng Ms Sandra Phung Minsi Mr David Wong Cheong Fook Dr Dex Khor Teik Heng
Ex-Officio	Mr Yeo Puay Hin (With Effect From 14.07.2018) Mr Lam Kok Keong (With Effect From 14.07.2018)

MWS Wesley Senior Activity Centre – Jalan Berseh

Partner Church: Wesley Methodist Church

Chairperson	Mr Leow Kim Liat
Vice-Chairperson	Mr Daniel Chan
Members	Ms Shirley Koo Mr Liew Yuen Loong Ms Bernetta Tan Sue Taimie Mr Woo Sui Kee Mr Alvin Chua Nai Bin (With Effect From 22.09.2018)
Ex-Officio	Rev Stanley Chua Huang Seng
B.O.G Representative	Mr Yow Chi Mun
Advisor	Ms Denise Phua Lay Peng

MWS Senior Activity Centres

Chairperson	Mr Albert Lim Song Kiang
Members	Mr Ngien Hoon Ping

MWS Senior Activity Centre – Fernvale Rivergrove

Partner Church: Sengkang Methodist Church

Vice-Chairperson	Mr Loh Kum Fei
Members	Mr Raymond Wong Chin Sai Mrs Moo Swee Ngoh (Stepped Down On 01.03.2019)
Ex-Officio	Rev Dr Niam Kai Huey

MWS Senior Activity Centre – Teck Ghee Vista

Partner Church: Ang Mo Kio Methodist Church

Vice-Chairperson	Mr Goh Geck Teck
Members	Mr Tan Tong Guan Mr Patrick Ling Choo Hau
Ex-Officio	Rev Melvin Huang

MWS Senior Activity Centre – GreenTops@Sims Place

Partner Church: Geylang Chinese Methodist Church

Members	Ms Teo Suet Ehr Mr Desmond Tan Mr Lim Khian
Ex-Officio	Rev Paul Thian Moon Hee Mr E Cherng Ming

MWS Senior Activity Centre – Golden Lily@Pasir Ris

Partner Church: Pentecost Methodist Church

Members	Mr Ong Peng Kiat Mdm Lum Yeok Yin (Mrs Florence Ho) (With Effect From 09.03.2019) Mrs Patricia Khoo (Stepped Down On 01.03.2019) Ms Lim Lee Choo Audrey (Stepped Down On 01.03.2019)
----------------	--

MWS Senior Activity Centre – Kebun Baru

Partner Church: Ang Mo Kio Chinese Methodist Church

Members	Mr Torrey Phua Tzyh Seng Mr Law Chor Boon Mr Patrick Soo Piang Leong
Ex-Officio	Mr George Loh Rev Helen Hoe Chiew Ngien

MWS Centres & Programmes

MWS CORPORATE SERVICES

CS **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 **MWS D'Joy Children's Centre**
 1 Maude Road #03-30
 Singapore 200001
 Tel: 6294 9960
 Fax: 6294 9597
 Email: MWSdjcc@mws.sg

AT-RISK YOUTH

2 **MWS Girls' Residence**
 1 St. George's Lane
 Singapore 328047
 Tel: 6391 0567
 Fax: 6296 0942
 Email: MWSgr@mws.sg



Legend

- MWS Corporate Services
- Disadvantaged Children
- At-risk Youth
- Families in Distress
- Socially Isolated
- Chronically Ill, Frail & Destitute

**FAMILIES
IN DISTRESS**

3 MWS Covenant Family Service Centre – Hougang

Blk 613 Hougang Ave 8 #01-432
Singapore 530613
Tel: 6282 8558
Fax: 6283 6361
Email: MWScfsc@mws.sg

4 MWS Covenant Family Service Centre – Buangkok

Blk 997B Buangkok Crescent #01-853
Singapore 532997
Tel: 6282 8558
Fax: 6283 6361
Email: MWScfsc@mws.sg

5 MWS Family Service Centre – Tampines

Blk 470 Tampines St 44 #01-194
Singapore 520470
Tel: 6787 2001
Fax: 6787 4459
Email: MWSfsc@mws.sg

6 MWS Family Service Centre – Yishun

Blk 855 Yishun Ring Road #01-3539
Singapore 760855
Tel: 6756 4995
Fax: 6752 4709
Email: MWSfscy@mws.sg

7 MWS Community Services – Punggol

Sengkang Central Post Office
P.O. Box 865
Singapore 915408
Email: MWSscsp@mws.sg

8 MWS Family Development Programme

[Administered by
MWS Corporate Services]
Tel: 6478 4700
Email: MWSfdp@mws.sg

**SOCIALLY-
ISOLATED**

9 MWS Charis ACE – Geylang East

Blk 125 Geylang East Ave 1 #01-05
Singapore 381125
Tel: 6842 0497
Fax: 6842 0495
Email: MWSsace@mws.sg

10 MWS Wesley Senior Activity Centre – Jalan Berseh

Blk 25 Jalan Berseh #01-142
Singapore 200025
Tel: 6298 0195
Fax: 6298 0245
Email: MWSwsac@mws.sg

11 MWS Senior Activity Centre – Fernvale Rivergrove

Blk 473A Fernvale Street #01-17
Singapore 791473
Tel: 6481 7395
Fax: 6634 1422
Email: MWSsacfr@mws.sg

12 MWS Senior Activity Centre – Golden Lily@Pasir Ris

Blk 212A Pasir Ris Street 21
#01-616
Singapore 511212
Tel: 6214 0119
Email: MWSsacpr@mws.sg

13 MWS Senior Activity Centre – GreenTops@Sims Place

Blk 63 Sims Place #01-227
Singapore 380063
Tel: 6747 1786
Fax: 6747 1803
Email: MWSsacsp@mws.sg

14 MWS Senior Activity Centre – Kebun Baru

Blk 180 Ang Mo Kio
Ave 5 #01-2980
Singapore 560180
Tel: 6238 4136
Email: MWSsackb@mws.sg

15 MWS Senior Activity Centre – Teck Ghee Vista

Blk 307D Ang Mo Kio Ave 1 #01-01
Singapore 564307
Tel: 6684 0341
Fax: 6262 5125
Email: MWSsactg@mws.sg

**CHRONICALLY ILL, FRAIL
& DESTITUTE**

16 MWS Bethany Nursing Home – Choa Chu Kang

9 Choa Chu Kang Ave 4
Singapore 689815
Tel: 6314 1580
Fax: 6314 1576
Email: MWSbnh@mws.sg

17 MWS Nursing Home – Yew Tee

51 Choa Chu Kang North 6
Singapore 689581
Tel: 6568 9200
Fax: 6568 9250
Email: MWSnhyt@mws.sg

18 MWS Christalite Methodist Home

51 Marsiling Drive
Singapore 739297
Tel: 6368 5179
Fax: 6368 7127
Email: MWScmh@mws.sg

19 MWS Home Care

2 Kallang Avenue CT Hub #08-14
Singapore 339407
Tel: 6435 0273
Fax: 6435 0274
Email: MWShc@mws.sg

20 MWS Home Hospice

2 Kallang Avenue CT Hub #08-14
Singapore 339407
Tel: 6435 0270
Fax: 6435 0274
Email: MWShh@mws.sg

Fundraising Highlights

With the compassionate and generous support of our donors, sponsors and supporters, MWS achieved our FY2018/19 fundraising targets through a series of events.

MWS Fellowship on the Greens 2018

11 July 2018 | Orchid Country Club

\$381,430 Raised

16% Efficiency Ratio



Golfers having a fun time at the 30th anniversary of Fellowship on the Greens.

MWS Fellowship on the Greens Charity Golf Tournament marked its 30th Anniversary in 2018. Convened by Trinity Methodist Church, the fitting theme of “30 Years and Driving On” lauded the past and looked forward to the future. The event was led by the Organising Committee Chairperson, Mr Dexter Chia.

262 golfers, one of the highest number of participants recorded, teed off. The winner was Wesley Methodist Church who went home with the Dr Tay Eng Soon Challenge Cup (men’s team champion), while Barker Road Methodist Church’s women’s team snared the Rosalyn Tay Challenge Cup (women’s team champion).

MWS Hong Bao Donation Drive 2019

February 2019

\$115,307 Raised

3% Efficiency Ratio



The hongbao design features the phoenix rising triumphantly to new life and symbolises the renewing of hope, grace, strength, warmth and care.

Children and youths from 13 schools and kindergartens were encouraged to share a portion of their hongbao money with the less fortunate.

The Giving Methodist 2019

6 March to 13 April 2019

\$255,626 Raised

17% Efficiency Ratio



Held for the 2nd year, The Giving Methodist aims to galvanise all Methodists to perform acts of love in benefit of the poor, in-need, distressed and elderly sick during the season of Lent.

It is spearheaded by The Methodist Church in Singapore (MCS), and supported by MWS, the Social Concerns Arm of the Methodist Church. There are 3 key components to the campaign: Give Time by joining volunteering activities run by MWS and the Methodist churches; Give A Donation to impact lives; and Give Voice

by spreading awareness of the initiative through social media.

This year, it inspired over 3,000 acts of giving time, donations and voice to the poor and disadvantaged. In total, 38 churches participated in the campaign. Some 1,000 volunteers gave their time to bless the community through more than 200 activities including food distributions, outreach activities, Easter celebrations, and many more. Churches also helped to spread awareness about the campaign through social media.

Volunteers from Wesley Methodist Church conducting art jamming for children during a community blessing event at Jalan Berseh.

Financial Highlights

Fundraising Efficiency Ratio

	FY 2018/19 \$	FY 2017/18 \$
Donations	3,744,544	2,508,664
Fundraising Income	6,563,927	6,025,196
Sponsorships	76,624	118,802
Total Donations and Sponsorships	10,385,095	8,652,662
Direct Fundraising Expenses	254,751	296,530
Indirect/Allocated Costs	287,856	261,730
Sponsorships	76,624	118,802
Total Fundraising Expenditure	619,231	677,062
Donations Channelled to Programmes/Centres	9,765,864	7,975,600
Fundraising Efficiency Ratio before Sponsorship	5%	7%
Fundraising Efficiency Ratio with Sponsorship	6%	8%

Make an Impact Today!

\$10

Sponsor outings for isolated seniors to engage them to stay active

Seniors who are empty-nesters or retirees tend to have limited social contact, and prolonged social isolation may lead to early onset of illness and psycho-emotional issues. Outings help to meet their social and recreational needs and support them to age in place in their community.

\$100

Contribute towards debt clearance and savings matching for a low-income family for 2 weeks

The MWS Family Development Programme aims to improve social mobility of low-income families through holistic integrated intervention, which includes teaching of financial management skills, debt clearance, and asset-building.

\$250

Contribute to stimulating workshops that impart new skills and knowledge to seniors

Keeping seniors' minds active and sharp through continuous learning is one of the key components of the holistic programmes offered at our Senior Activity Centres. Workshops on topics ranging from music, dance, technology, crafts and so on enable seniors to pick up new skills and keep their minds alert.

\$400

Provide financial assistance for 2 low-income families for a month

To help low-income families in financial distress, we provide needs-based cash assistance for monthly school supplies, milk supplements, and to cover some of the daily living expenses.

\$500

Contribute to 1 low-income resident's stay at a nursing home

Most of the residents at our nursing homes come from low-income backgrounds, and some struggle to afford the minimum payment. Donations are critical to give them the long-term care that they cannot afford.



For online donations, please visit give.mws.sg or use the PayNow feature in your mobile banking app to scan this QR code and donate directly. To receive tax exemption, please state your NRIC no. upon payment.



DONATION FORM

Reference Number

All information is required unless otherwise stated. Please mail the completed form to METHODIST WELFARE SERVICES at 70 Barker Road, #05-01 Singapore 309936. * Please delete where applicable.

DONOR DETAILS

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.

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: _____ (Home) _____ (Office) _____ (Mobile)

Mailing Address: _____

Postal Code: _____

Email: _____

Occupation: _____ Company: _____

Place of Worship (if any): _____

DONATION AMOUNT

\$1 A Day

- Monthly (\$30)
 One-time (\$365)

Other Amounts:

- Monthly _____
 One-time _____

IMPORTANT: PLEASE DO NOT SEND CASH.

DONATION METHOD

IMPORTANT: Please do not mail cash.

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

For MWS' Completion

Bank Branch MWS Account No.

7171 033 0330165692

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

I/We* hereby hereby instruct you to process BO's instructions to debit my/our* account. 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.

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: _____

NOTE:

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: Administering your donations to MWS (including without limitation, disclosing to IRAS for tax deduction purpose); Communications pertaining to your donations; and 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.

**Thank you for
your contribution
to Methodist
Welfare Services!**



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

Contents

Corporate Governance Report FY2018/19

A.	Board & Executive Management	76
	MWS Board of Governance	76
	Board of Governance	76
	Roles and Responsibilities	78
	Board of Governance Policies	78
	Centre Governance and Working Committees	79
	Centre Governance Committees	79
	Working Committees	79
	Working Committees' Meeting Attendance	81
	Key Management Executives	81
B.	Human Resource Management	82
	Talent Acquisition and Retention	82
	Structured Career and Competency Development	82
	Staff Performance Review and Appraisal	82
	Annual Remuneration of 3 Highest Paid Staff	82
C.	Conflict of Interest Management	83
	Conflict of Interest Policy	83
	Whistle Blowing Policy	83
D.	Financial Management and Internal Control	83
	Internal Control Systems	83
	Budget Planning and Financial Information	84
	Reviews of Processes	84
	Board Opinion of Internal Controls	84
	Enhanced Framework for Risk Management	84
	Financial Policies	84
	Reserves and Restricted Funds Policy	84
	Policy Governing Loans	84
	Policy Governing Donations	84
	Investment Policy	85
E.	Conduct of Fundraising Activities	85
F.	Code of Governance Evaluation Checklist (FY2018/19)	86

A. Board & Executive Management

MWS Board of Governance

The MWS Board of Governance (Board) is made up of 22 members comprising 11 elected board members and 11 co-opted members. The Secretary of the Trustees of The Methodist Church of 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 2 years. All Board members are not paid any remuneration

or director's fees. There is a maximum term limit of 4 consecutive years for the Treasurer position.

The Board meets at least 10 times yearly 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 16.09.2017	12.09.2009	Methodist Pastor, Trinity Annual Conference	10 of 11
Mr Eugene Toh Ming Hong	Vice-Chairperson from 16.09.2017	17.09.2011	Director (Pro-Enterprise), Ministry of Trade & Industry	10 of 11
Mr Albert Lim Song Khiang	Honorary Secretary from 16.09.2017	19.07.1997	Director, El-Shaddai Resources Pte Ltd	6 of 11
Dr Tan Hai Chuang	Assistant Honorary Secretary from 22.09.2018	16.09.2017	Managing Director, Bright Spring Management Ltd	9 of 11
Mrs Fong Loo Fern	Honorary Treasurer from 16.09.2017	08.09.2007	Managing Director, CYC Company Pte Ltd	7 of 11
Mr Robin Cheong Chak Khiong	Assistant Honorary Treasurer from 22.09.2018	30.07.2005	Retired Accountant	5 of 6
Mr Terence Wee Jin Zoo	Assistant Honorary Treasurer from 16.09.2017	26.09.2015	Senior Director, Professional Services, SAS Institute Pte Ltd	7 of 11
Mrs Loh Chay Leng	Board Member from 16.09.2017	08.09.2007	Associate Lecturer, Republic Polytechnic	9 of 11
Mr Yow Chi Mun	Board Member from 16.09.2017	26.09.2015	Portfolio Manager, Precept Investments Pte Ltd	9 of 11

Corporate Governance

Dr Lee Wee Leong	Board Member from 16.09.2017	17.09.2011	Associate Professor & Director of Educational Technology & Production, Singapore University of Social Sciences	5 of 11
Mr Tan Chian Khong	Board Member from 16.09.2017	26.09.2015	Independent Director	7 of 11
Ms Christine Pushpam Tambyah	Co-opted Board Member from 16.09.2017	27.09.2014	Deputy Director, Ministry of Education	0 of 11
Mr Wendell Wong Hin Pkin	Co-opted Board Member from 16.09.2017	01.10.2010	Director, Drew & Napier LLC	6 of 11
Mr Ronnie Gan Seow Khaw	Co-opted Board Member from 16.09.2017	10.03.2012	Manager, Strategy and Business Excellence, Siemens Pte Ltd	7 of 11
Mr George Loh Chee Ping	Co-opted Board Member from 16.09.2017	26.09.2015	Director (Programmes), National Research Foundation	3 of 11
Mr Lam Wei Choong	Co-opted Board Member from 16.09.2017	08.09.2007	Managing Principal, Veros Consulting	8 of 11
Mr Raymond Khoo Peng Ann	Co-opted Board Member from 16.09.2017	16.09.2017	Retiree	11 of 11
Mr Samuel Tay	Co-opted Board Member from 16.09.2017	01.01.2017	Senior Sales Engineer, Lintec Singapore Pte Ltd	9 of 11
Mr Wilson Sampath	Co-opted Board Member from 16.09.2017	01.01.2017	Senior Account Manager, Visa Inc	8 of 11
Dr Teo Li Bee	Co-opted Board Member from 16.09.2017	01.01.2017	Company Director, RCS Teo Pte Ltd	2 of 11
Ex-Officio Mr Kim Seah Teck Kim	The Secretary of The Trustees of The Methodist Church in Singapore (MCS)	01.04.2016	Consultant, Incisive Law LLC	5 of 11
By Invitation Mr Darius Chua Tan Peak	MCS Representative	19.10.2015	Director, Finance, Administration & Programmes, The Methodist Church in Singapore (MCS)	5 of 11

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.

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

Induction/Training Policy

New members are inducted to the Board through an orientation programme, centre visits and guidance from the Chairman 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, 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.

Centre Governance and Working Committees

The Board is further complemented by:

- 14 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

1. 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 2 times a year.

2. 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 4 times a year. The MWS Honorary Treasurer is the Chairman of the Finance Committee.

3. 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 4 times a year.

4. 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 Human Resource strategies and plans
- Review of Human Resource policies as and when required

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

5. 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, software to ensure compliance with law and regulations
- Establishing appropriate policies on IT systems, use of software

The Information Technology Committee meets at least 2 times a year.

6. 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 on the development of plans and strategies such as publicity, media publications, engagement activities, 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 2 times a year.

7. 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.

8. 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
- Ensure 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.

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	2	8	8	100%
Finance	5	4	20	17	85%
Investment	5	4	20	14	70%
Human Resource	4	2	8	6	75%
Information Technology	3	2	6	6	100%
Communications & Engagement	3	2	6	3	50%
Chaplaincy	4	4	16	12	75%

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.

²Formula = Actual score/maximum score * 100%

Key Management Executives

Ms Junie Foo, MWS Group Executive Director

Appointed on 18 June 2018, Ms Foo was formerly Head, Global Corporates, Singapore; Global Subsidiary Banking, Corporate Banking Asia Oceania, Mitsubishi-UFJ Group.

Ms Fong Mee Sim, Group Director - Finance, Administration & Procurement

Appointed on 9 July 2007, Ms Fong formerly worked as Finance Manager for the Singapore Indoor Stadium and in audit firms in UK.

B. Human Resource Management

Talent Acquisition and Retention

Finding the right talent and retaining good ones continue to be key priorities for MWS. Over the past year, it has been observed that job seekers are recognising the immense potential in the growing social services and healthcare sector, and that comes with it multiple job opportunities and career paths.

To support the organisation’s goal in talent attraction and retention, MWS has been reviewing job grades, compensation scales and benefits to ensure they are benchmarked against industry standards. The organisation believes an equitable reward system supports the commitment to fair employment practices and will be critical to ensuring MWS remains an attractive employer.

Structured Career and Competency Development

A career and competency development framework will be created for all the different roles and job titles across MWS which include the clusters of Family Services, Community Eldercare Services and Residential Services; and Corporate Services.

This involves identifying the core competencies and knowledge needed by staff of each job grade to successfully carry out their assigned duties and be prepared for changes in the social services and healthcare sector. All staff have the opportunity to advance their skills and knowledge in their respective fields. Those with high potential are also offered scholarships to support them in fulfilling their career goals.

With this career and competency development framework, employees will see more structure and transparency in their career progression and development.

Staff Performance Review and Appraisal

The organisation has in place a performance review and appraisal system that is pegged to staff’s career and competency development plan. This alignment ensures staff are continually assessed on parameters that support MWS’ mission whilst experiencing career and personal growth.

The Human Resource framework which comprises the five elements of planning, monitoring, developing, assessing and rewarding, is expected to be completed in two years due to the complex nature of work, and the vast number of roles and job titles involved.

Annual Remuneration of 3 Highest Paid Staff

Salary Bands (in bands of 100,000)	Number
\$200,001 - \$300,000	3

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

- MWS Chairperson or an EXCO member
- Human Resource Committee Chairperson
- Group Executive Director

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.

³ Supply or provision of goods or services.

Whistle Blowing 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.

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 cover fundraising activities, as well as Human Resource Management policies, 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 (IA). 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.

Enhanced Framework for Risk Management

MWS is in the process of reviewing overall risk management and setting up a Risk Management Policy incorporating compliance, operational, reputation and strategic risks. The framework will formalise risk management activities across MWS. The process will highlight risks performed at three levels, namely, Strategic (Board and Committees), Function (Group Executive Director and Corporate Services Management Team), and Transactional (centres and departments).

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.

Policy Governing Loans made to Related and External Parties

MWS does not offer loans to any related and external party.

Policy Governing Donations made to External Parties

The policy pertains to the provision of assistance in any relief work including relief of poverty, alleviation of ignorance of the disadvantaged and distressed in the community and support for any local charity or/and any local institution, society or club, whose purposes align with MWS.

All requests must be assessed by the Group Executive Director and approved by the Board of Governance. The maximum quantum for each request shall not exceed \$120,000 per year.

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, cash and bank deposits.

E. Conduct of Fundraising Activities

Fundraising Activities	Receipts (Rounded off)	Purpose	Efficiency Ratio*
MWS Fellowship on the Greens 2018 (11 July 2018)	\$381,430	Channelled to MWS centres and programmes	16%
MWS Hong Bao Donation Drive (February 2019)	\$115,307	Channelled to MWS centres and programmes	3%
The Giving Methodist 2019 (6 March to 13 April 2019)	\$255,626 [^]	Channelled to MWS centres and programmes	17%

*Computation of Fundraising Efficiency Ratio stipulated by Charity Council:

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

[^]Receipts for FY2018/19 ending 31.03.2019.

The campaign was held from 06.03.2019 to 13.04.2019.

F. Code of Governance Evaluation Checklist (FY2018/19)

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?		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	

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	

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? (Skip questions 24 and 25 if "No")		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? (Skip questions 27 and 28 if "No")		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	

Thank You

for supporting us in
empowering our beneficiaries
and enriching their lives.



“Whoever brings blessing will be enriched, and one who waters will himself be watered. “

Proverbs 11:25 (ESV)



84-year-old Mdm Cheng Chee, a resident of MWS Bethany Nursing Home – Choa Chu Kang, enjoying her favourite game of Bingo with fellow residents.



70 Barker Road #05-01
Singapore 309936
Tel: 6478 4700
Fax: 6478 4701
Email: admin@mws.sg
Website: www.mws.sg

