

SOCIETY OF SHENG HONG WELFARE SERVICES
ANNUAL REPORT FY19-20



New **Challenge** *New* **Opportunities**



A very engaging story-telling session with President Halimah Yacob with students from our Student Care Centre.



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ABOUT SOCIETY OF SHENG HONG WELFARE SERVICES

Society of Sheng Hong Welfare Services (SSHWS) was inaugurated as the welfare arm of *Lorong Koo Chye Sheng Hong Temple Association* in 2000, with the overarching objective of carrying out good work and welfare activities that relieve hardship and benefit society.

SSHWS was registered as a Society (April 2000), gazetted as a Charity (May 2000), accorded status of Institution of Public Character (IPC) since November 2000 and became a full member of National Council of Social Service in November 2001.

Mission

To provide assistance, welfare & relief, financial or otherwise, to all people, without discrimination as to race, language, creed or religion, so as to promote education, foster friendship & community cohesion.

Our Vision

Becoming a leading Taoist operated charity

Our Core Values

As the nurturing quality of water cited from Dao De Jing, Chapter 8, we strive to conduct ourselves and our services with:

Empathy

Compassion

Integrity

Excellence

Relevance

上善若水。心善渊、与善仁、言善信、事善能。动善时。
(取自道德经第八章)



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DBS Bank Ltd
Maybank Singapore Limited
Hong Leong Finance
Auditors : Chew Whye Lee PAC
Public Accountants and Chartered Accountants, Singapore

PRESIDENT'S MESSAGE

“ Dealing with a crisis of such magnitude, we need to stay focused, united and coordinated at every level. ”



Nobody had anticipated that 2020 would bring us tremendous challenges and threats ahead. The sudden onset of Covid-19 with its rapid spreading locally and globally has turned our lives upside down. The anxiety and worries over our lives and livelihood have never been as real as now. This new invisible but powerful virus has become a threat to everyone.

Meanwhile, a crisis like this will also bring out the best in us. The Government quickly rolled out many forms of financial support to help Singaporeans to cope with the loss of income and jobs. There are also numerous NGOs and private organisations offering support for Singaporeans during this trying time. Many of our clients have benefited from such timely assistance as financial assistance, food ration, meals delivery, and provision of personal protection equipment such as facial masks and hand sanitizers. We are gratefully indebted to many healthcare workers who have faced the risk of being infected while they took care of our safety.

I am very proud of our social workers who have gone the extra mile to stay in touch with our clients to provide them with emotional and tangible support; our childcare and student care teachers who have supported the children to continue learning from home; and our allied eldercare workers who have engaged the seniors remotely with interesting activities and exercises.

Covid-19 has brought us into a trying time to test our resilience and tenacity. The global pandemic has caused havoc to our lives. Not only our clients, we also would feel anxious and worried as we are all affected by the pandemic in one way or another. We will need to work even closer together to find solutions in coping with the new normal in the coming years. Dealing with a crisis of such magnitude, we need to stay focused, united and coordinated at every level.

Ling Kin Huat, BBM
President, Society of Sheng Hong Welfare Services

EXECUTIVE DIRECTOR'S MESSAGE



The sudden onset of Covid-19 towards end of 2019 had tremendous impact over our services... we need to look for new ways to deliver our services while we maintain the personal safety of our staff and volunteers.



FY19-20 started off well with the steady development in various services, including the launching of our 5th Centre – Active Ageing Hub@Sennett.

Our family service centre saw an increase of 42.7% of new cases, with a 10% growth in its Information & referral service, and a 28% growth in its casework & counselling beneficiaries. More than 85% of our clients have had their conditions improved at the closures of intervention. More families under HOPE Mentoring Scheme have gained financial stability, with 23 families successfully graduated from the scheme.

Our student care centre continued with healthy enrolment, thanks to the dedicated staff team who has worked tirelessly to enhance the quality of care and enrichment programs. We were grateful for the strong trust from parents and the growing partnership with community stakeholders and volunteers who have made tremendous contributions in developing our children holistically.

The publication of 'Footprints of Life' by Life Point serves as a highlight of the year when a group of seniors wrote their memoirs on their childhood after completing an auto-biography class. The book launch event was most memorable as it was planned and organised by the seniors themselves. The event has demonstrated the high capability and rich potentials of our seniors.

We were also grateful that many have contributed financially to make the publication and its launch a success.

The sudden onset of Covid-19 towards end of 2019 had tremendous impact over our services. The stringent requirement of social distancing has brought many of our talks, group activities & outreaching projects to a standstill, especially for services targeting at seniors. As compared to last year, Life Point has suffered a decrease of 19% of beneficiaries for its education talks, a 10% drop of seniors putting their wishes into actions with LPA or AMD certification, and a drastic 45% drop of participation in group activities as seniors were deemed to be vulnerable and discouraged from joining group activities.

Similar impact was found in other services targeting at seniors. JOM@237, a community outreach program for seniors, came to a halt as it was no longer feasible to have group exercises and health talks. Programs and activities planned for Active Ageing Hub were disrupted.

As we do not see an end to this pandemic in the near future, we need to look for new ways to deliver our services while we maintain the personal safety of our staff and volunteers.

Sara Tan
Executive Director

ADVISORS & MANAGEMENT COMMITTEE

Honorary Advisors

Mr Desmond Choo Pey Ching
Mayor of North East District & MP for
Tampines GRC

Mr Alex Yeo Sheng Chye
Advisor to Aljunied GRC GROs (Paya Lebar)

Mr Lee Hong Chuang *BBM*
Advisor to Hougang SMC GROs

Mr Teo Ser Luck
Former MP for Pasir Ris-Punggol GRC

Mr Zainul Abidin Bin Mohamed Rasheed
Non-resident Ambassador to Kuwait,
Ministry of Foreign Affairs

Mr K Muralidharan Pillai
MP for Bukit Batok SMC

Internal Advisors

Mr Alex Lee Ka But *JP, BBM*

Mr Tan Tee Sea *BBM*

Internal Auditor

Mr Lim Tiam Teng *PBM*
(till 31/8/2019)

Mr Long Say Keng, Adrian
(till 31/8/2019)

Mr Davy Teng Swee Lim
(From 1/9/2019)

Mr Siew Kian Nam
(From 1/9/2019)

Management Committee

President	Mr Ling Kin Huat <i>BBM</i> (Attendance: 100%)
1st Vice-President	Mr Lim Chwee Kim <i>BBM</i> (Attendance: 0%)
Vice-President	Mr Ong Kuan <i>BBM</i> (Attendance: 75%)
Vice-President	Mr Soon Cheok Kah (Attendance: 50%)
Secretary	Mr Tan Thiam Lye <i>BBM (L)</i> (Attendance: 50%)
Assistant Secretary	Mr Tan Eng Wat (Attendance: 75%)
Treasurer	Ms Goh Geok Choo, Adeline (Attendance: 100%)
Assistant Treasurer	Ms Ong Aii Ley (Attendance: 100%)
Ordinary Member	Mr Sim Wai Chin <i>BBM (L)</i> (Attendance: 50%)
	Mr Lim Chin Poh (Attendance: 25%)
	Mr Lim Tiam Teng, <i>PBM</i> (Attendance: 100%)
	Mr Soong Kok Chee (Attendance: 50%)
	Ms Jennifer Chew Geok Hoon, <i>PBM</i> (Attendance: 100%)
	Mr Long Say Keng, Adrian (Attendance: 50%)
	Mr Davy Teng Swee Lim (Attendance: 100%) (till 31/8/2019)

GOVERNANCE

Society of Sheng Hong Welfare Services (SSHWS) is governed by a Management Committee whose members are elected according to the governing instrument, the Constitution. SSHWS was established with clear vision and mission objectives, which align with the governing document, the Constitution, which was last revised in October 2005.

ROLE OF MANAGEMENT COMMITTEE AS A GOVERNING BOARD

The Management Committee provides strategic direction and oversight of all programmes and services under SSHWS. It steers the charity towards fulfilling its vision and mission through good governance.

As part of its role, the following matters require the Management's approval:

- Approve budget for the financial year and monitor expenditure against budget
- Review and approve quarterly financial statements
- Regularly monitor the progress of SSHWS's programmes

TERM LIMIT OF MANAGEMENT COMMITTEE

All office-bearers, except the Treasurer and Assistant Treasurer, may be re-elected to the same or related post for a consecutive term of service. The term of office of the Committee is two years. Some of the governing board members have been serving on the board for more than 10 consecutive years due to their dedication and commitment towards the cause of SSHWS.

Any member of the Committee absenting himself from three meetings consecutively without satisfactory explanations shall be deemed to have withdrawn from the Committee and a successor may be co-opted by the Committee to serve until the next Annual General Meeting.

DISCLOSURE OF REMUNERATION & BENEFITS RECEIVED BY MANAGEMENT COMMITTEE MEMBERS

All Committee Members of SSHWS serve on a voluntary basis and receive no remuneration in any form in the financial year.

There is also no paid staff who is a close member of the family of the Executive Head or a governing board member.

CONFLICT OF INTEREST

The members of the Management Committee strive to act in the best interest of SSHWS. There are clear policies and procedures to declare, prevent and address conflict of interest. All key staff and committee members are required to declare potential conflict of interest and abstain from decision making when such situations of conflict arise.

RESOURCE MANAGEMENT

SSHWS has set in place documented human resource policies and procedures to manage and reward its employees.

SSHWS has established adequate internal control policy and procedures, including financial, operational and compliance controls, to ensure accountable and legitimate deployment and management of its resources.

RESERVE POLICY

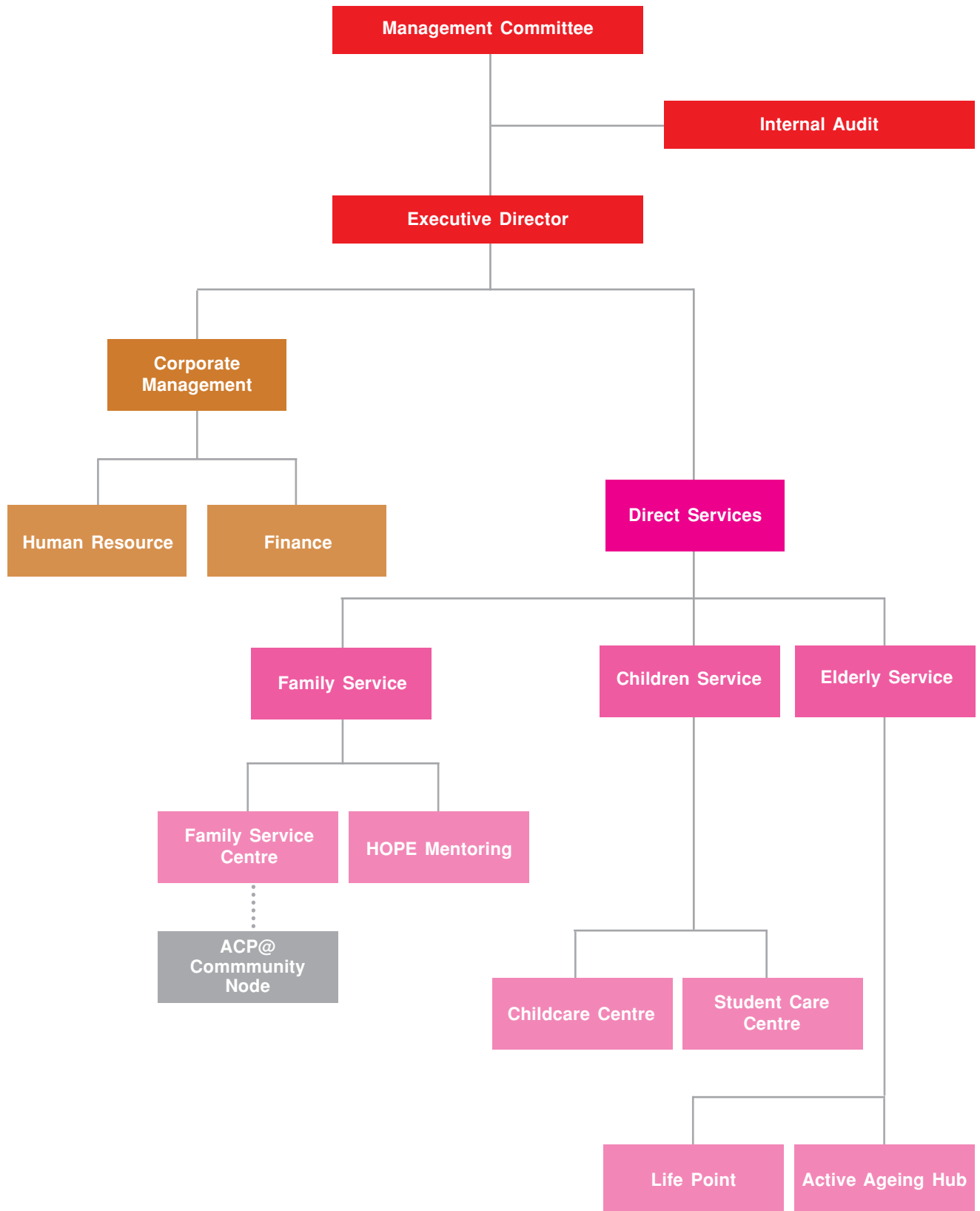
To ensure long term financial sustainability and the provision of our core activities, SSHWS has adopted the recommendations from the National Council of Social Service (NCSS) to retain reserves of not more than five years of its total operating expenditure. SSHWS anticipates that all its Centres and programmes will run at a deficit. From time to time, the Management Committee of SSHWS will seek funding support from its principal sponsor, the Lorong Koo Chye Sheng Hong Temple Association (LKCSHTA) and its affiliates to have enough cash flow to sustain its operations for at least three to six months.

PUBLIC COMMUNICATION

SSHWS maintains its integrity and transparency of serving for public trust and community good. SSHWS provides both financial and non-financial information on regular basis to the public about its mission, structure, programmes, activities, performance and finances through its publicity materials, letters to stakeholders, annual reports, Charity Portal, its corporate website and other online platforms, such as Facebook & Instagram.

ORGANISATION CHART

Organisation Chart



SHENG HONG SERVICES

Hougang Sheng Hong Family Service Centre

Provides help and support to individuals and families in need, and help them to cope with their personal, social and emotional challenges in their lives.

Address : Blk 237 Hougang St 21, #01-406, Singapore 530237
Telephone : +65 6289 5022
Fax : +65 6289 8242
Email : fsc@shenghong.org.sg
Opening Hours : Mondays to Fridays: 9am – 6pm • Saturdays: 9am – 1pm
Extended Opening Hours : Tuesdays & Thursdays: 9am – 9pm

Hougang Sheng Hong Student Care Centre

Provides quality care and enrichment services to support working parents looking after and supervising their primary school-going children during after-school hours.

Address : Blk 238 Hougang Ave1, #01-292, Singapore 530238
Telephone : +65 6285 2726
Fax : +65 6285 0461
Email : scc@shenghong.org.sg
Opening Hours : Mondays to Fridays: 12.30pm – 7.30pm • Saturdays: 7am- 2pm
Extended Opening Hours during School Holidays and School Closure Days
: Mondays to Fridays: 7am to 7pm • Saturdays: 7am to 2pm

Macpherson Sheng Hong Childcare Centre

Provides child-centric, play-based & experiential learning approach so that each child can be developed holistically & fully in a fun, caring and secure environment.

Address : 175 MacPherson Road, Singapore 348537
Telephone : +65 6858 5862
Fax : +65 6858 2809
Email : childcare@shenghong.org.sg
Opening Hours : Mondays to Fridays: 7am to 7pm • Saturdays: 7am to 2pm

LIFE POINT

Informs seniors of benefits in early planning for end-of-life matters, empowers seniors in making critical decisions related to their personal welfare, health & financial matters before & after death and supports seniors in living out meaning of life through learning, sharing, participation and making contribution in variety of platform.

Address : 133 New Bridge Road, #04-08, Chinatown Point, Singapore 059413
Telephone : +65 6538 9877
Fax : +65 6538 9878
Email : lifepoint@shenghong.org.sg
Opening Hours : Mondays to Fridays: 9am to 6pm • Saturdays: 9am to 1pm

Sheng Hong Active Ageing Hub @ Sennett

An integrated centre that provides day care and rehabilitation services for seniors who are frail and / or demented, and an array of physical, social & educational activities for active and well seniors in the community.

Address : 175 MacPherson Road, Singapore 348537 (via Jalan Wangi)
Telephone : +65 6239 0933
Fax : +65 6239 0939
Email : aah@shenghong.org.sg
Opening Hours : Mondays to Fridays: 7am to 7pm • Saturdays: 7am to 1pm

HOPE Mentoring Service

Helps young low-income families extricate themselves from the poverty trap through periodic triaging and reviewing of needs and action plans; to motivate and support these families to achieve financial independence, stability and better quality of life in the long-term.

Address : Blk 237 Hougang St 21, #01-406, Singapore 530237
Telephone : +65 6289 5022
Fax : +65 6289 8242
Email : fsc@shenghong.org.sg
Opening Hours : Mondays to Fridays: 9am – 6pm • Saturdays: 9am- 1pm
Extended Opening Hours : Tuesdays & Thursdays: 9am – 9pm

Advance Care Planning (ACP) @ Community Node

Promotes ACP awareness and to facilitate planning for future health & personal care needs among adults and seniors in the community, together with their loved ones.

Address 1 : Block 237 Hougang St 21, #01-406, Singapore 530237
Address 2 : 133 New Bridge Road, #04-08, Chinatown Point, Singapore 059413
Telephone : +65 62895022 (Hougang) or +65 65389877 (Chinatown)
Fax : +65 6289 8242 (Hougang) or +65 6538 9878 (Chinatown)
Email : fsc@shenghong.org.sg or lifepoint@shenghong.org.sg
Opening Hours : Mondays to Fridays: 9am – 6pm • Saturdays: 9am – 1pm

“ Know what your customers want most and what your company does best.
Focus on where those two meet. ”

~ Kevin Stirtz



HOUGANG SHENG HONG FAMILY SERVICE CENTRE

Meeting **Life Challenges** & Building **Social Assets**

Hougang Sheng Hong Family Service Centre continues to serve individuals and families in needs, and the local community through its spectrum of services, including Information and Referral, Casework and Counselling, Group work and Community outreach programs. Through different intervention, we hope to not only meeting immediate challenges and resolving crisis, but also empower individuals and families to develop capacity to better deal with anticipatory needs in the future.

Information & Referral

In FY19/20, we handled 315 enquires, out of which 176 (55.8%) were self-referred and 177 (56.1%) approached us by walking-in. It showed that those who were in needs generally know where to look for help and was also taking initiative in seeking help.

Out of 315 enquires, 172 (54.6%) of them required further intake action to triage their needs, and out of which, 147 of these intakes required longer term casework and counselling service.

Casework & Counselling

In FY19/20, we handled a total of 434 cases, an increase of 35 cases (8.7%) more as compared to last financial year. Of the total caseload, 287 were cases brought down from last financial year and 147 were new cases. There were 44 (42.7%) new cases more as compared to last financial year. Our team of social workers has conducted 2,606 casework & counselling sessions with our clients.

Among the total 434 cases, 107 (24.7%) cases were self-referred, whereas the rest are referred by other community stakeholders such as schools, police, hospitals, family courts, MSF, Member of Parliament, grassroots and other social service agencies.

The top three most prevailing issues presented are financial difficulties (25.8%), domestic violence (14.3%) and emotional or mental health challenges (12.2%).

There were 169 cases closed in FY 2019/2020, out of which, 145 (85.8%) cases achieved at least 50% of case goals and 151 (89.4%) showed reduction in needs and risks at case closure.

The rise of cases with high complexity and multiple issues requires combined efforts of casework management as well as long term counseling support. Multi-disciplinary collaboration became more and more necessary. We were thankful to the many partners that we actively worked with in overcoming structural or system barriers, such as One-Stop@Paya Lebar, Social Service Office (SSO), Tan Tock Seng Hospital and Institute of Mental Health. SSNet platform has also made sharing of information on client's situation more convenient and accessible.

We have strengthened our internal supervision structure to provide regular support, supervision and guidance to our team of social workers. The monthly group supervision provided by our external clinical consultant has provided additional platform to enhance the clinical competency of our social workers.



Group & Community Work

In FY19/20, our Group & Community Work focused on working with children and elderly in the community.

“Keeping Cool” – Anger Management Group for Children

With aims to enhance emotional resilience among children, a psychoeducational group was conducted in July 2019. 12 children of ages from 7 to 12 were recruited from the Student Care Centre and 5 weekly sessions were conducted. The group process has enhanced the children's awareness on different forms of emotion, including anger. They learnt healthy coping skills in handling emotions and appropriate anger management skills. They have shown significant improvements in regulating their negative emotions. The staff from the Student Care Centre feedback that they have reduced in outburst of temper tantrum. We plan to repeat another run of similar group work next year as we see the benefits of it.

KidsREAD – a Community Project for young children

We continued to conduct KidsREAD project, with support from National Library Board, to support children from low income and non-English speaking background to develop interest and confidence in use of English through regular story reading. Through this project, we have provided an avenue for children from different ethnicity to interact and a platform for volunteers to participate in the community. In FY19-20, we served a total of 46 children of age from 4 to 8 years old. Some of them were children of families under our care whereas some came from the community. 34 weekly sessions were conducted by a group of dedicated volunteers who carried out story reading sessions as well as interactive arts and crafts activities. With the support from volunteer groups from schools and corporate, we conducted 8 outings with these children during school holidays. We were encouraged to see these children have grown in their interest in reading and became more comfortable in expressing themselves in English. It was encouraging to hear from our volunteers about their positive experiences on teaching the children. They found it meaningful to see the improvement in the children literacy and social behavior.

Mobile Toy Library – a Community Project for children in rental blocks

Making use of toys, games & activities, we outreached to the latchkey children who were residing at the rental blocks in the vicinity, with the longer term objective of socializing them for pro-social behaviors and healthy values. We have successfully reached 29 children in FY19-20, with a slow pick-up in the beginning and gradually the group grew to a regular attendance of 12-15 children per session. We conducted 13 sessions and one outing with the group of children.

HOUGANG SHENG HONG FAMILY SERVICE CENTRE

Mobile Toy Library has created a safe space for the children residing in rental block to play and socialize, under the facilitation by the social work team, without worries of being bullied or harmed. At least 5 children indicated that they look forward to the weekly session. Through regular interactions with them, we have identified areas of concern such as impulse spending habits and maladaptive social behaviors such as in-fighting with each other and frequent quarreling in an attempt to resolve conflicts. We plan to use group work approach in the following year to educate these children how they could better understand and regulate their emotion.

We thank the North East CDC for providing additional funds in procuring toys and game materials for this special project.

JOM@237 – a Community Project to reach out to Seniors

Project JOM@237 was created as a platform to reach out to seniors of age 50 and above in the community. The project aims to promote healthy living and active ageing among seniors, so as to prolong their healthy years as much as possible. Through weekly interaction, we hope to provide opportunity for seniors to make friends so as to prevent social isolation. We also wish to keep seniors informed of knowledge and skills that will empower them to age well and live well. In partnership with Health Promotion Board, we conducted weekly group exercises of Zumba, followed by health talks or healthy cooking demonstration. Other topics relevant for seniors' wellness, ageing planning including end-of-life planning were introduced.

Many participants commented that, after joining JOM@237, they valued their health better and felt that they were more in control of managing their health. We have also started to introduce the sensitive topic of end-of-life preparation as part of ageing planning, conducting talks on Lasting Power of Attorney, Advance Care Planning etc. It is an uncomfortable topic for many seniors but it is an emerging needs. We will continue to run this outreach program to promote active lifestyle and healthy living among seniors, as well as to have more consistent efforts in promoting end-of-life planning in the community.



'HAPPY ME!' CNY Carnival 2020 in promoting Mental Wellness in the Community

In January 2020, with the support of multiple community partners, we organized a community education event - 'Happy Me!' which coincides with celebrating the Lunar New Year. The carnival event included an array of activities such as stage entertainment programs put up by our beneficiaries; a special skit that captured the audience attention of common stresses faced by ordinary people and proposed healthy ways in coping with challenges in life. The discussion on mental wellness was normalized through lighthearted activities. Our invited mental health providers put up information booths to share their services and information in maintaining good mental health and happiness. The fun-filled event attracted over 600 participants. We were honored to have Mr. Alex Yeo Sheng Chye, the local Grassroot Advisor to be our Guest of Honor for our event and received support from North East Community Development Council (NECDC).

Conclusion

We were thankful for the strong partnership with our local and regional stakeholders such as One Stop@Paya Lebar, Social Service Office (SSO)@Hougang, Tan Tock Seng Hospital, Paya Lebar grassroots organisations, North East CDC, and many other social service agencies. Through various networking sessions and inter-agencies case conferences, we identify emerging needs and develop joint solutions to meet common concern. With our continuous partnership and joint efforts, we will be able to meet the needs of those who are in need and to serve our community better in the coming years.

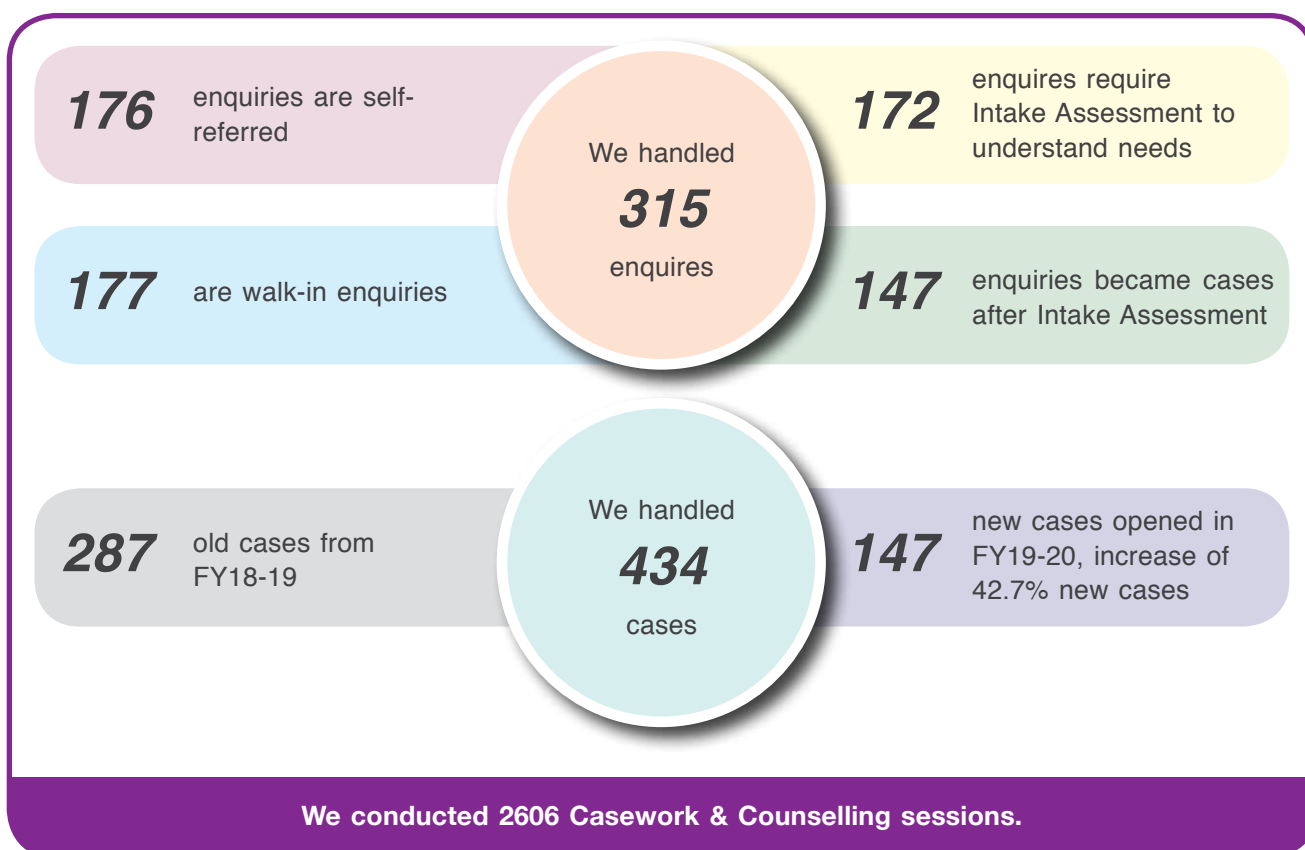
“ The most important thing in the world is family and love. ”

~ John Wooden

HOUGANG SHENG HONG FAMILY SERVICE CENTRE

Achievement in FY19-20	Number of Sessions	Number of Direct Beneficiaries
Information & Referral	315	315
Casework & Counselling	2606	434
“Keeping Cool” – Anger Management for children	5	12
KidsREAD	34	46
Mobile Toy Library	13	29
JOM@237	33	65
“Life Review” Workshop for Seniors	17	19
“Happy Me” - CNY Carnival 2020	1	608
Total	3024	1528

In FY19-20, Hougang Sheng Hong Family Service Centre has achieved the followings:

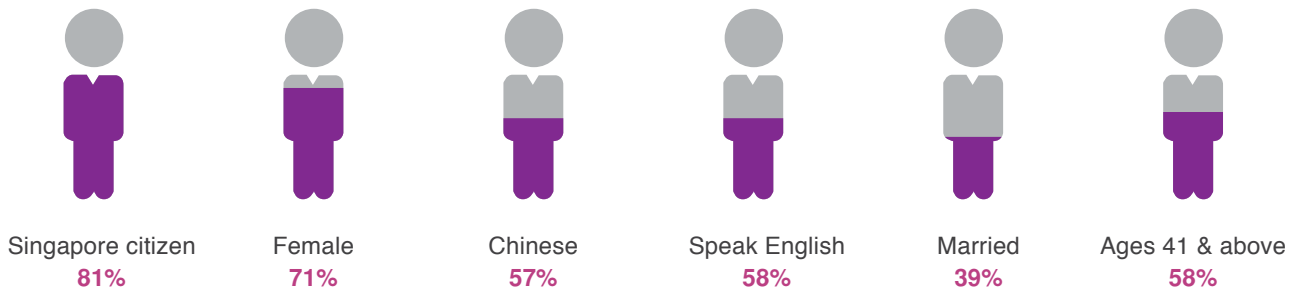


HOUGANG SHENG HONG FAMILY SERVICE CENTRE

Three highest needs among cases



Client Profile



We have reached out to total of **87** children through 52 sessions of group & community activities.



We have reached at least **84** seniors through 50 sessions of exercise & talks & workshops.



We have reached out to **608** pax to raise awareness of mental wellness.



We have networked with at least **12** community partners in promoting mental health.



HOUGANG SHENG HONG STUDENT CARE CENTRE

Collaborative Efforts

In Developing a **Child**



It takes a village to raise a child. Besides the efforts put up by the team of dedicated staff in the Student Care Centre, it was the close partnership we develop with the parents as well as the strong support from community stakeholders, especially the commitment of our volunteers, which have contributed to the positive improvement and holistic development of many children under our care.

Going Beyond Academics

Our Deputy Prime Minister, Mr Heng Swee Keat has once said, 'Our education system must nurture Singapore citizens of good character, so that everyone has the moral resolve to withstand an uncertain future, and a strong sense of responsibility to contribute to the success of Singapore and the well-being of fellow Singaporeans.'

“ Watch your thoughts; they become words. Watch your words; they become actions. Watch your actions; they become habits. Watch your habits; they become character. Watch your character; it becomes your destiny. ”

~ Unknown



Developing good character is of paramount importance in developing a child to become useful member in society. Moral development and character building are most crucial in the formative years of a child. Hence, besides supporting a child's academic development, we made character building as the core of our enrichment programs. Every month, we would teach a core value so that children understood the meaning of it. Our staff would use different ways to impart the understanding of such important core values as Compassion, Respect, Forgiveness and Honesty, through stories, games, movies, sharing and discussion. Through dramatization and active participation, the children learnt to understand the meaning of each core value. They also learnt how to apply such core values in their daily lives.

Besides using dramatization to teach values, we also use dramatized storytelling to motivate a child's learning and to develop a child's self-confidence. Our weekly dramatization session with the upper primary group has proved to be very effective in enhancing the children's language skills and their interest in reading. Dramatized storytelling also inspired their imagination. It has also provided a good training opportunity for the children to learn how to speak in front of others. Their self-confidence was built and communication skills were enhanced. All the children looked forward to such fun-filled learning opportunity.

Parents as Active Partners

Parents are the most important person in a child's life. We believe that whatever the child learnt in the Centre, if being reinforced at home, parents' support would be most critical. If character education were to continue at home, such values would become more meaningful to the child. Therefore, as we made building strong character and positive values as our core program, we actively roped parents in the process so that parents would reinforce similar message at home. We were very encouraged to receive the support from our parents, who actively supported our efforts in FY19-20, by returning the monthly value checklist to us without fail.

Besides the periodic "Parents-Teachers-Meeting", our staff kept regular contact with parents by providing feedback on their children's development. When we have identified challenges encountered by a child, we would discuss and formulate plans together with parents to see how we could bring about positive improvement in a child. We were glad that many parents were very appreciative of our efforts in showing care and concern towards the children.

As parent involvement would motivate a child's interest in learning and enhance the child's self-esteem, we intentionally invited parents to participate together with their children in such activities as holiday excursions as well as the year-end party. Such occasions have provided an ideal platform to enhance parent-child bonding as they shared quality time together. Parents were treated with a special occasion to witness the many talents showcased by their children during the year-end party. One of the parents, during the party, has given a moving testimony to share her appreciation and gratitude towards the Student Care team in helping to raise her three lovely children. It was a great recognition of the team's efforts.

HOUGANG SHENG HONG STUDENT CARE CENTRE

Invaluable Volunteer Support

We at Hougang Sheng Hong Student Care Centre were so grateful to have volunteers lending their time and energy in assisting us throughout our weekly programs. They were indeed very valuable partners in our service.

In partnership with volunteers from C3, our 'Grow' program has been a huge success in FY19-20. Thirteen lower primary school children, who were weak in reading, have greatly benefited from the program. At the conclusion of the year, they have shown improvement in their ability in recognizing words and speed in reading. They also built on their vocabularies and enhanced their comprehension capacity.

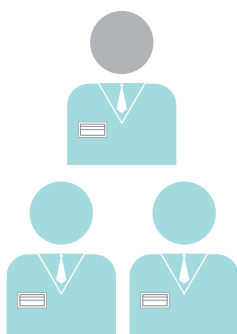
Meanwhile, volunteers from Heartware Network assisted us in running the weekly remedial sessions with ten upper primary school children. Both parents and children were very appreciative of this additional help rendered at no cost. Because of the volunteers, individual attention could be provided to support the children's learning and coping with the demands in schoolwork.

Since February 2020, the support given by student volunteers from Anderson Serangoon Junior College has been invaluable. They conducted weekly storytelling sessions with a group of children who are beginning readers, so as to strengthen their interest as well as confidence in reading. We were glad that many children have demonstrated improvement in reading, which is a fundamental skill in learning.



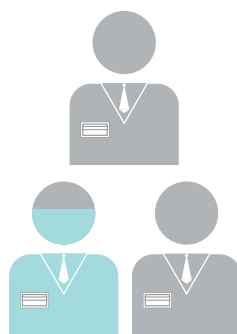
We appreciate students from ACJC, James Cook University and also Swiss Cottage Secondary School who volunteered to help us out in our field trips to Ramble Forest, Clusia Clove and Splash & Surf respectively.

We were happy to achieve healthy enrolment in FY19-20. Moving forward, we will continue our focus in building strong character in our children, in addition in supporting our children to improve in reading and learning. With the support from parents and volunteers, we would continue to strive to develop our children to the best that they can be.



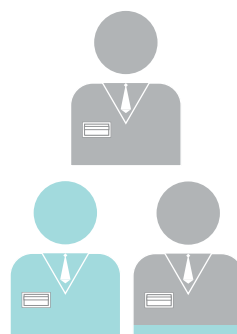
Total number of students served

130



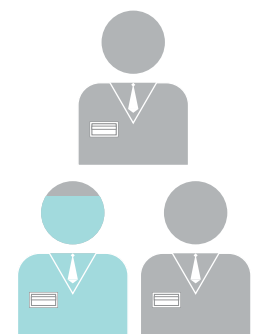
Total number of new students

42



Total number of student left

57



Percentage of Students receiving SCFA

46%



MACPHERSON SHENG HONG CHILDCARE CENTRE

Education Is a Journey, Not a Destination



“ Education is the kindling of a flame,
not the filling of a vessel. ”

~ Maya Angelou

In FY19-20, we continue to roll out our teaching program based on our philosophy that the best education to give to a child is to prepare a child for life and not for a moment. That guides us in our teaching focus and strategy. The best learning will take place when a child enjoys the process. Therefore, we strive to provide a safe and stimulating environment for the child to explore and hence learn.

MACPHERSON SHENG HONG CHILDCARE CENTRE

“For a small child there is no division between playing and learning; between the things he or she does ‘just for fun’ and things that are ‘educational.’ The child learns while living and any part of living that is enjoyable is also play.”
~ Penelope Leach



Enhancement of Curriculum

Our curriculum aligned with the goals and objectives set out by the framework of Nurturing Early Learners (NELS) & SPARKS. In FY19-20, we have further enhanced our Chinese curriculum by encouraging our children to express themselves in Chinese, whether through story-telling sessions, or discussing ideas through Project approach. Through different forms of activities, such as tea appreciation, calligraphy and dumpling making, the children were taught to appreciate Chinese tradition and culture.

Besides learning language and culture, our curriculum has had a strong focus on character building. Through games and activities, our children were taught to practice good manners, such as learning to say ‘please’, ‘thank you’ and ‘sorry’. The children also learnt good character qualities and traits through many stories they heard during classes.

Making use of different learning corners, our children learnt to work independently or in small groups, whether for learning numeracy, language, communication or relational skills. For the kindergarten classes, the children were involved in designing their learning centres according to the project they were working on. The innovative display of children’s work inside and outside the classrooms has given the children a sense of achievement and satisfaction. It also allowed the children to share their learning with parents or visitors who came to our school premises.

Learning from the Environment

We created opportunity for our children to form greater awareness towards the environment with diversity of cultures and its richness. We celebrated different cultural festivals, such as Deepavali, Hari Raya and Chinese New Year. Through dramatization, games, food tasting, discussions and storytelling, our children gained preliminary understanding of a variety of culture in Singapore. They visited different heritage sites, such as Little India and Chinatown, to deepen their understanding on cultural differences.

Often times, children learnt the most from real life experience when they involved with real people in the community. We organised inter-generation activities, such as singing and dancing, whereby our children have had opportunity to mingle with the elderly from the Active Ageing Hub@Sennett. In early 2020, a group of our children participated in the public event, “Happy Me” hosted by Hougang Sheng Hong Family Service Centre by putting up a lively performance. By bringing our children closer to the community, our children learnt to develop awareness of people beyond the school and home. It has helped to develop their empathy, social skills and self-confidence.

Communication & Partnership with Parents

Effective communication is essential for building strong school-family partnerships. To further enhance our communication with parents, we have streamlined our communication with parents via the Diibear & Diilight apps and Taidii website. Parents readily received constant updates with news, events, newsletters and other important messages. Regular updates were also uploaded onto our childcare website whereby parents and the public could know the latest happenings on our school.



MACPHERSON SHENG HONG CHILDCARE CENTRE

Besides, we have created many opportunities for parents' participation, such as Parent-teacher conferences, "Bond with your Child Day", festive celebration and K2 overnight camp. We have hosted the first Parents' Day on 23 May 2019 whereby the children would prefer a meal for their parents. With the guidance of the teachers, the children managed to whip up a dish according to their parents' choice. It was such a heartwarming moment. During the Sports Day on 23 August 2019, both parents and child teamed up together to participate in a variety of physical activities. It was a wonderful bonding time for the parents with their children. All these events were also excellent platforms whereby parent-teacher relationships were established and strengthened.

Moving Forward

We are thankful to have a team of caring and dedicated teachers who desire to give the best education and care to each child. We also encouraged a culture of sharing among teachers. They held regular peer-sharing sessions to share their ideas in designing lesson plans and teaching resources, and good practice in classroom management. Moving forward, we will continue to work hard to enhance the quality of teaching which will have a direct impact on each child's development. We also plan to use social media to promote our school's culture of learning and to engage parents and the community actively.



“The more risks you allow your children to make, the better they learn to look after themselves.”
~ Roald Dahl



Total number of children served
141



Total number of new enrolment
32



Total number of children who left
49



Total number of children on additional subsidy
64



LIFE POINT

Empowering Seniors for Life Decisions

In FY19, Life Point continued in its efforts in educating seniors to understand the various legal instruments related to good planning for end-of-life matters. We developed new service in providing information and support for those who wish to act as Deputy for their loved ones who have lost mental capacity. While we continue to advocate early planning for end-of-life matters, we encourage our seniors to live the best of their lives by staying active and by making contribution through volunteering as well as leaving behind meaningful legacy. A special legacy project was completed in January 2020.

New service on Deputyship

In FY19-20, Life Point started a new service “Information and Support in Deputy Application for Next-of-Kin of seniors” (ISDA-NOK) to assist anyone who needs to become the proxy decision maker for their elderly family members who have lost mental capacity. Our population is fast ageing and the incidence of people losing mental capacity is rising. However, many people are unaware and unfamiliar with the application process which could be costly as well as onerous. In partnership with legal professionals, we have organised eight talks and outreached to 68 participants to raise people’s knowledge and understanding on Deputyship.

LIFE POINT

We have followed up with 8 cases that needed our assistance in the application. More need to be done in the coming year so that more people would learn about Deputyship. We plan to outreach to other eldercare providers, such as nursing homes, so that more people could benefit from this new service.

To further develop the service in Deputyship, a small team of trained social worker have been certified to act as Professional Donee & Deputy for those who could not find a suitable person to act as their proxy decision maker to look after their personal welfare, and property and financial affairs when they become incapacitated.

EOL Public Education

We have successfully held 108 educational talks and attended by a total of 2332 participants. Among all the topics, the talks on Lasting Power of Attorney (LPA) were most well-attended. It demonstrated a high awareness on LPA. Out of the 822 feedback forms received from LPA awareness talks, 89% have indicated their readiness to make informed decisions on death related matters. We noted an increase in openness to discuss on death preparation which used to be treated as a taboo by many. In FY19, we have facilitated a total of 1023 seniors to take action by putting in place the various planning instruments.



Achievement in FY19-20 Public Education	No. of sessions	No. of participants	No. of follow-up actions
Lasting Power of Attorney	33	1131	633
Will Making	32	562	170
Advance Care Plan & Advance Medical Directive	27	437	131 (ACP) 89(AMD)
Entering the 4th Age Course	3	46	NA
Grief and Bereavement	1	11	6
Deputyship	8	68	8
HOTA & Body Donation	2	23	NA
Pre-plan funeral	2	54	NA
Total	108	2332	1037

“ The fear of death follows from the fear of life.
A man who lives fully is prepared to die at any time. ”

~ Mark Twain

Achievement in FY19-20	No. of run	No. of participants completed workshop	Outcome Impact
Life Review	12	101	92% of seniors indicated an improvement in psychological well-being. 81% of seniors indicated greater acceptance and appreciation of the past.
Towards a Good Death Workshop	15	128	92% of seniors gained skills in communicating with family and friends on death related matters. 75% of seniors were more open towards death related matters.
Applied Drama Workshop: Advance Care Planning	1	8	Participants gained more understanding on Advance Care Planning. They became more aware of their current life circumstances and hence having more insight in anticipating their future. Through the activities, they learnt the importance of clarifying one's values and also learnt methods of effective communication.
Total	28	237	

Group work & Workshops

In collaboration with North East Community Development Council, we brought the Wonderful Life Programme to seniors who resided in North East district, including those who were served by Senior Activity Centre, Resident Committees, Community Centres, CDAC and Lion Befrienders. In total, we completed 12 runs of "Life Review" Workshop for 101 seniors and 15 runs of "Towards a Good Death" Workshop for 128 seniors under Wonderful Life Programme.

A new workshop "Applied Drama Workshop: Advance Care Planning (ACP)" consisted of 4 sessions was introduced in December 2019 to create better awareness on ACP. Through interactive activities with drama elements, participants gained new insights with regards to their personal values, their current life circumstances and future anticipation. They gained a better understanding on the value of Advance Care Planning.

	Items	No. of Sessions	Total No. of Attendance
Members' Activities	Birthday celebration	11	304
	Chat room	9	226
	Health talks	4	111
	Reading Club	8	136
	Outings (Social & recreational)	2	33
Open Activities	Eye Care & Eye Screening	1	111
	NSA - Joint Protection for Life (2 runs)	12	39
	NSA - Silver Years Workshop	6	17
	NSA - Autobiography Course	4	13
	NSA - Hanyu Pinyin – Elementary	10	14
	NSA - Hanyu Pinyin – Intermediate	10	14
	Digital Workplace (partnered with SUSS)	2	11
	Total	79	1029

LIFE POINT

Achievement in FY19-20	Contribution made
Number of volunteers	37 seniors
Total Number of volunteering sessions	115 sessions
Total Number of volunteering hours	1074.5 hours

Adding Life to Years

Life Point maintained its membership at 521 by end of FY19 with 207 active members. We organise courses & activities to promote healthy living and psychosocial well-beings for both members and public. We recorded 1029 attendances from 79 sessions of activities we organised. On 16 June 2019, we partner with Lions Savesight Centre, SG Serve & SNEC to do eye screening for 111 seniors. Our activities were suspended from February 2020 onwards in response to the Government's calls for social distancing as a measure to contain the spread of Covid-19 pandemic.

To lead a meaningful and purposeful life is beneficial to health. Therefore, we have provided different platforms whereby seniors could play an active role in sharing their knowledge, skills and experience, such as leading interest groups and organising birthday celebration for other seniors. Some helped others in preparing LPA application forms and AMD signing. Some acted as Care Ambassadors to engage inactive and homebound seniors via regular phone calls. Some assisted in our outreach activities. We were thankful for all these senior volunteers who have contributed in one way or another in FY19-20.



Special Legacy Project – Footprints of Life

After completing a course on autobiography, a group of 14 seniors decided to pen down their childhood stories under the great encouragement of the course trainer, Mr Yeo Thiang Swee. The compilation of their stories was published - Footprints of Life, the first printed production of Life Point. The book was launched on 18 January 2020 with a heart-warming event whereby the authors shared their journey of writing their stories with an audience of over 200 people, including their family members and friends. The story-writing project has rekindled their love of writing. Many were reconnected with their childhood dreams and nuisance. The event has brought laughter and tears through personal interview, dialogue session between the senior author and his grandchild, and performances put up by the seniors. Both the authors and the audience went away with a deep sense of gratitude and appreciation of what life has given them.

Overall Achievement in FY19-20	Number of Beneficiaries
Public Education Talks	2332
Follow up actions with LPA, AMD certification, ACP documentations, Will-making*	1023
Deputyship Application Assistance*	8
Workshops	237
Other courses, programs & activities	1029
Volunteer Participation	37
Bereavement Counselling Support	6
Special legacy project – Footprints of Life	14
Total	3655
(* Subset of talks beneficiaries, not counted in total number)	



SHENG HONG ACTIVE AGEING HUB @SENNETT

Serving The Old from the Heart

Sheng Hong Active Ageing Hub @ Sennett (SHAAH) is the first standalone purpose-built senior centre in central region, catering for both active seniors as well as seniors with frailty and with dementia.

Situated next to Sheng Hong's Childcare Centre and with a total area of more than 1000 square metres, the Hub is a haven for inter-generational activities between the young children and the elderly. SHAAH also promotes active ageing through an array of physical, social and educational activities and also aim to engage the community in early planning on end of life matters.

In developing the spectrum of care services, SHAAH worked closely with other community partners, including other eldercare providers, Agency of Integrated Care (AIC) and grassroots organisation. We were grateful for the strong support given by our partners, in sharing their rich experience and resources.

The centre started its operation on 23rd September 2019 having the first client admitted on 7th October 2019. SHAAH team have been serving clients with care needs including those who require dementia care and rehabilitation services, such as physiotherapy and occupational therapy.

SHENG HONG ACTIVE AGEING HUB @SENNETT

SHAAH held a soft launch on 8th and 9th November 2019 with the strong support of the grassroots and residents of Sennett Estate and Potong Pasir. Our Centre and our services were also featured on the Chinese newspaper, Lianhe Zao Bao, on 18 November 2019.

Day Care & Rehab services

From Oct 2019 to 31 March 2020, we served a total of 20 clients for Day Care & Rehab services with 3 clients discharged during the same period. We have conducted a total of 353 service sessions during this period, with a gradual increase in utilisation rate. By 31 March 2020, the centre continues to serve a total of 17 clients for Day Care and Rehab services.

During the same period, the Centre has 21 cases referred but subsequently withdrew. 14 of them declined service after being referred and 7 of them required services beyond our capacity, e.g. higher personal care or medical needs.

Out of the 20 clients, 45% falls in highest income group with Monthly Per Capita Household Income (MPCHI) above \$2601 and 40% of the cohorts belong to the lowest income group with MPCHI of \$700 and below. As the Centre locates within Sennett Estate, half of the cohort stays in private property and the other half are HDB dwellers. 90% of our clients are of age above 70 years old and 55% are female clients. Almost all our clients are Chinese with only 1 Malay client served during the period ending 31 March 2020.

The sudden onset of Covid-19 pandemic has disrupted our service since February 2020 as we were required to comply with the Circuit Breaker measures.



Achievement for FY19-20	Number of Clients served
Maintenance Day Care service	5
Dementia Day Care service	6
Community Rehabilitation service	9
Total	20

Active Ageing Services

We work closely with the grassroots organisation in reaching out to the seniors residing in Sennett Estate. Through door-to-door visits, distribution of flyers and display of banners, we reached out to the residents to understand their interest and needs.

By end of March 2020, we have registered 50 members, out of which 40% have joined together with their spouse, 68% of our members are of age from 60 to 79 years old, 86% of the membership stays in the private housing estate in the vicinity. All members are Chinese except one Indonesian. We have also registered total of 9 volunteers to engage into different areas of voluntary work such as decoration, outreach programs and handyman work.

To promote active ageing and healthy living, we collaborated with Health Promotional Board (HBD) and launched the Zumba Gold workout weekly sessions since December 2019. We invited the children from the neighbouring childcare centre to join in the workout session. It was real fun to have such inter-generation activities! Unfortunately, the sudden onset of COVID-19 brought the activity to a halt.

Besides exercise, we also organised many other activities to promote bonding among members, such as singing, Chinese painting, calligraphy and dumpling making sessions. With the onset of COVID-19, our plan in launching many activities, including health talks and interest groups, was unfortunately disrupted.

Moving forward, we have to explore different ways, including online platform, to engage seniors and continue our efforts in promoting active ageing and healthy living.

Achievement for FY19-20	Number of Clients served
Registered members	50
Zumba Gold	37
Vocal Cord Training workshop	32
Chinese Painting workshop	12
Clay Art workshop	13
Eco art workshop	26
Breathing workshop	10
Culinary bread making	32
Culinary Turkey and Salad	28
Gyoza Dumpling	13
Total	253



HOPE MENTORING SCHEME

Nurturing HOPE and Sustaining Growth

With the long term objective of empowering young low income families to breakthrough poverty cycle and to have greater capacity to move up the social ladder, HOPE mentoring scheme monitors progress of HOPE scheme participants on an annual basis. According to the identified needs and circumstances, relevant information and support would be provided to support these families to achieve higher household income and more stable family circumstances.

Based on the latest triage assessment of each family, HOPE mentor would provide advice, guidance, information and emotional support to the mentees. For those who have had difficulty to get employment in their familiar fields, HOPE mentors would counsel and motivate them to adopt an open mind in job search and be more willing to try different job.

For those who have been out of the workforce for some time, Mentors would guide them through different training courses and share with them the available training grants such as SkillFuture credits to get themselves trained and be more employable. Mentors would link some mentees to suitable vocational training and employment services such as WSG, e2i, Daughters of Tomorrow (DOT) etc to enhance their employment opportunities. Practical support such as budgeting skills and debt management skills were imparted through mentoring sessions. Mentors would also connect these families with childcare or student care services to settle their child care arrangement or refer them for more intensive family counselling for those who have deeper relationship or family issues.

HOPE MENTORING SCHEME



In FY19-20, our HOPE mentors have conducted 355 mentoring sessions for 357 HOPE beneficiaries, a 13.7% increase from last year's 314 cases. There were 23 beneficiaries who managed to maintain their financial, employment and relationship stability over a sustained period of time. They have successfully graduated from HOPE scheme in this financial year.

Achieving long term financial stability requires perseverance and tremendous hard work from these families. Transiting from a single income family to a dual income family or from a homemaker to a full time employee, could take a long process. It requires a lot of adjustment and adaptation, not only from an individual but also from all the family members. It was very encouraging to witness a significant number of HOPE families managed to enhance their employability and have sustained higher household income. They have become more confident and were able to stand on their own to care for their families.

On the other hand, many families continue to face constraints, such as lack of relevant qualification or proficiency in English, which limits their chances to obtain a higher pay job. They are mainly employed in such lower pay jobs as cleaner, security guards, or working in retails or F&B industry. Some were also working as freelanced food deliverer, GRAB driver or other temporary job. They remained financially vulnerable. Their income could be easily affected by sudden downturn of events, such as the latest Covid-19 pandemic that literally wiped off many jobs. And the loss of job and income would easily trigger more stress and anxiety for these families, and increase their vulnerability.

To support HOPE families through the trying period of Covid-19, the HOPE mentors have supported these families by linking them with relevant assistance schemes and community resources. Meanwhile, the mentors also used this crisis as an opportunity to motivate their mentees to prepare for change, to be more open to go for retraining and upskilling programs, so as to increase their chances in obtaining more stable employment in future.

Achievement in FY19-20	No. of sessions	Number of Beneficiaries Served	Number of Families Graduated
HOPE Mentoring	357	357 Families	23
HOPE Family Bonding Activity	2	20 Families	-



ACP COMMUNITY NODE

Early Planning for the Peace of Mind

Since late 2018, Sheng Hong was appointed by Agency of Integrated Care (AIC) as one of the five ACP Community Nodes with the mission of promoting public awareness on Advance Care Planning (ACP) and facilitating ACP conversation in the community.

By end of FY19-20, we have conducted an accumulated total of 345 ACP conversations, reaching 77% of the intended target of 450 ACPs. There were 185 (54%) ACPs completed whereas the rest were partially completed. The main challenges were either because of no suitable Nominated Healthcare Spokesperson (NHS) or NHS was not available.

Since the start of ACP Community Node service till end of FY19, we have conducted a total of 36 ACP awareness events, such as road shows and talks, with 31 events held in FY19. We continued our efforts in outreaching through collaboration with other community partners, such as NECDC, CDAC and social service agencies (SSAs).

In FY19, the main awareness event was the public event - 'Live Well, Leave Well' held on 11 & 12 May 2019. The event was jointly organized with Life Point and Montfort Care, in support of the inaugural National Advance Care Plan (ACP) Week.



“Alone we can do so little,
together we can do so much.”
~ Helen Keller

The two days public event at Chinatown Point drew a participation of over 600 participants. Through songs, skits & games, the message of advance planning was brought across in a light-hearted manner. We have also included an Inter-faith dialogue session with a panel of representatives from five main religions to share their perspectives on death and dying, as well as a series of awareness talks to inform the public on the various options in planning ahead for end-of-life matters. The event has helped to raise the interest to talk about planning ahead for a good death, including one’s healthcare preference during critical situations in the future.

By end of FY19, we have a total of 22 trained ACP facilitators. We were very encouraged by the 100% satisfaction rate as feedback by the beneficiaries on our ACP facilitation, a very positive recognition for the quality of our ACP facilitation. More people have approached us voluntarily for ACP conversation via their friend’s recommendation. That was another positive indicator for increased public interest in ACP as well as good recognition for our service.

We have also handled 471 enquiries on ACP, showing a slow but gradual increase of interest in ACP.

Challenge under COVID-19

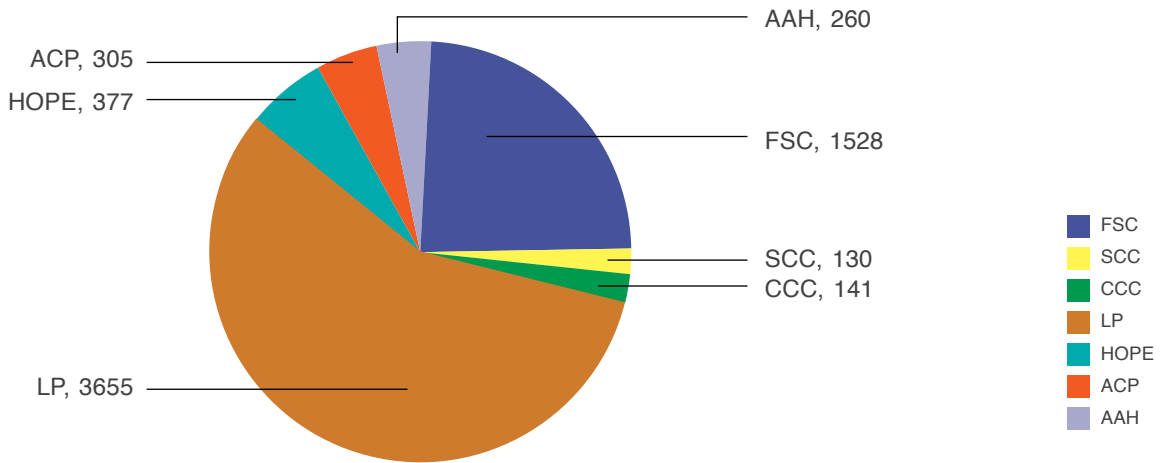
The sudden onset of Covid-19 pandemic and the subsequent containment measures such as social distancing and suspension of direct service have caused much disruption to our planned programs. Many awareness talks were called off in the first three months of 2020. It was also impossible for ACP facilitators to conduct face-to-face conversation with clients. We have explored alternative means to continue the conversation, such as video and tele-conferencing with clients and NHSs. However, many seniors were not comfortable in using technology. It was hard to build rapport & trust without physical contact, and trust & rapport were essential foundation in discussing such a delicate subject as ACP.

The pandemic has also caused us to extend our publicity efforts beyond the conventional channels, such as website, newsletter, flyers, media such as radio and newspaper. We extended our publicity through online platform and social media such as Face book, WhatsApp. We also explored holding webinar and online talks. In the coming year, we would need to continue to think out of the box to counteract the impact of Covid-19 and continue to bring the message of ACP to the community.

Achievement in FY19-20	No. of sessions	Number of Beneficiaries
ACP Conducted	478	305
ACP Completed	346	173
ACP enquiries handled	471	471
ACP awareness events	31	1073
Percentage of clients satisfaction	NA	100%

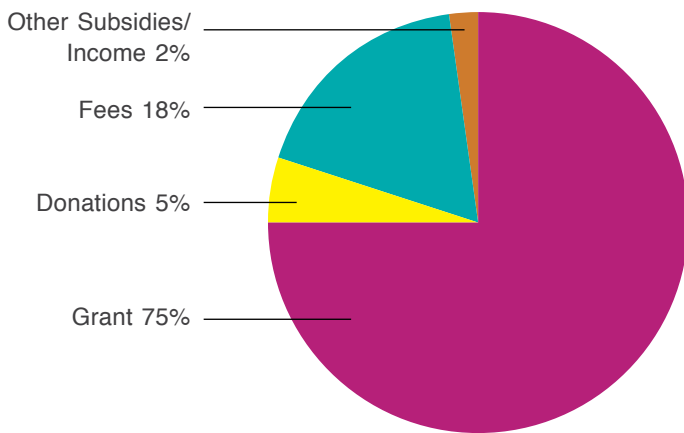
SUMMARY OF BENEFICIARIES

Total Number of Beneficiaries in FY19-20 = 6136



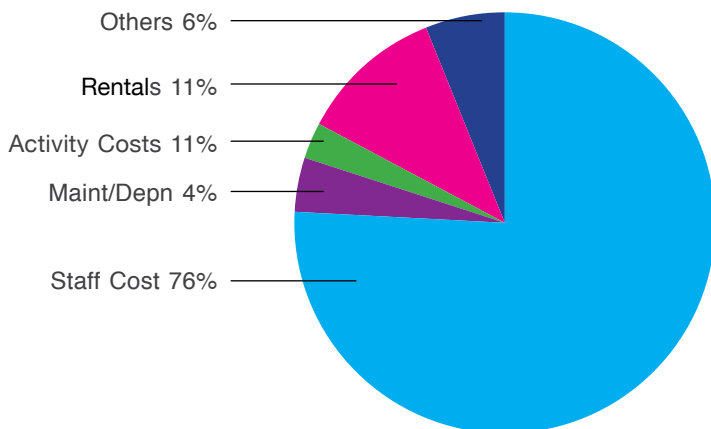
SUMMARY ON FINANCIAL PERFORMANCE

Total Income: \$6,940,187



Income	S\$	%
Grants	5,181,776.62	75%
Donations	372,922.10	5%
Fees	1,245,631.44	18%
Other Subsidies/Income	139,857.20	2%
Total Income	6,940,187.36	100%

Total Expenditure: \$4,967,713



EXPENDITURE	S\$	%
Staff Cost	3,766,108.23	76%
Maint/Depn	201,240.34	4%
Activity Costs	152,564.11	3%
Rental	570,177.59	11%
Others	277,622.48	6%
Total Expenditure	4,967,712.75	100%



THE YEAR AHEAD

Life Point will be expanding its services by developing another service point at Active Ageing Hub to benefit the seniors staying in Sennett Estate and its vicinity. It will also develop Assisted Deputyship Application Program (ADAP) targeting at parents with children and adults with special needs. It will work closely with the Family Service team to promote community awareness on Advance Care Planning (ACP) and facilitate more seniors to have ACP conversations with their loved ones.

As a new service centre, Active Ageing Hub will work towards establishing a clear structure, well-defined processes & client-centric programs so as to ensure service quality and to benefit more clients. The team will work closely with Life Point in replicating End-of-life (EOL) education programs and in providing one-stop service to empower seniors to make concrete plans in EOL matters.

Covid-19 has pushed us to rethink how we could leverage on technology in delivering our services and continuing our people business. We need to go on the wagon of digitization more aggressively. A few years back we started the journey of digitization by adopting the SSNet system in managing FSC casework. However, there is a lot to be done if we wish to achieve full digitization, from HR to financial management.

We need to build up the necessary hardware to allow staff to be able to work from home. We need to manage our data and information more efficiently. Through digitization, we could standardise operation processes, enhance client's experience, increase efficiency and enable scalability. Digitization helps to improve operations.

Crisis offers new opportunities. The pandemic has offered us the urgent opportunities to realise the benefits of digitization. Moving ahead, we may need to explore how we could go digital as we enter the new normal. We may no longer be able to run our business the usual way in the future. New needs surface and new solutions are required. We need to rethink the organisation's value proposition and probably each service's value proposition, not just its operations. We need to re-assess how digital technologies and information can enhance our organisation's existing assets and capabilities to create new value for our clients. We need to be able to articulate a new vision for the organisation and our work. It is a critical time how we could take advantage of the new opportunity to redefine our mission and our value. If we are successful, we will be able to deliver enhanced services and client engagement and remain relevant with the changing times. The journey can be exciting, thrilling but a bit unnerving.

LIST OF STAFF NAMES (1 APR 2019 TO 31 MAR 2020)

Corporate & Family Service		
Executive Director	Sara Tan - Woo Lai Kwan	
Operation Manager	Ngai Yin Ming	
Human Resource Manager	Choong Chee Seng	
Accounts Asst	Lau Mary	From 15 Jan 2020
Admin Assistant	Tan Soon Tee	Till 31 Jan 2020
Admin Assistant	Ching Ah Wah	
Asst Director	Ang Hon Pin, Noel	Till 31 Dec 2019
Principal Social Worker	Lau Tak Ching, Patrick	From 3 Jun 2019
Assistant Senior Social Worker	Ng Shiuh Shuen	Till 30 May 2019
Assistant Senior Social Worker	Nagoor Mohideen Fatimah d/o Abdul Gani	Till 2 Mar 2020
Assistant Senior Social Worker	Lim Yong Huat, Kenneth	
Assistant Senior Social Worker	Pang Yan Chyun	
Assistant Senior Social Worker	Yong Shu Kuan	
Social Worker	Aw Chin Bee	
Social Worker	Chan Yan Jun, Dan	
Social Worker	Chuah Xing Jun	From 22 Jul 2019
Social Worker	Esther Malar d/o P Sammuvel	
Social Worker	Lim Le Sheng, John	From 7 Oct 2019
Social Worker	Mark Yu En, Grace	From 7 Nov 2019
Social Worker	Ng Hock Beng, Dennis	Promoted from 1 Jul 2019
Social Worker	Tan Teck Hui	
Counselor	Chow Yin Ying	
Counselor	Fathima Shafeeka Mohamed Faris	Till 16 Aug 2019
Counselor	Siti Fazillahwati Bte Mohd Yusoff	
Counselor	Wong Mei Hua	Till 12 Oct 2019
Social Work Associate	Lim Jia Xin	Till 29 Jul 2019
Social Work Associate	Muhammad Fatihah bin Mohamad Seh	
Social Work Associate	Tay Tim Hong	Till 20 Feb 2019
Social Work Associate	Toh Hoe Huat Bobby	Till 2 Apr 2019
Cleaner (FSC)	Lim Swee Kee	
Student Care Service		
Supervisor	Choo Fei Ling Evelyn	
Caregiver	Chashma Taufiq	
Caregiver	Don Seng Kuan Ming	From 17 Jun 2019
Caregiver	John Koh Wei Cheng	Till 7 Oct 2019
Caregiver	Lim Siew Cheng	Till 14 Jun 2019
Caregiver	Ong Gek Choo	
Caregiver (Temp)	Yeo Leng Leng	Till 30 Sep 2019
Caregiver (Temp)	Soh Wei Ern	From 10 Feb 2020
Caregiver	Zuo Hai Jun	Till 31 Dec 2019
Cook (SCC)	Ong Yam Neo	
Cleaner (SCC)	Goh Back Ching	
Student Care Service		
Principal	Tan Li Keng Wendy	
Accounts Executive	Tan Siew Wai	
Admin Assistant	Ann Jee Too	
Senior Teacher	Charlene Mariano Mistas	
Senior Teacher	Kwek Sai Keow	Till 4 Jun 2019
Senior Teacher	Lin Li Ping	
Senior Teacher	T Revathhy Rachael	From 6 Jun 2019
Senior Teacher	Zhang Aihua	
Assistant Senior Teacher	Alvarez Ma Stella Gabutan	Till 24 May 2019
Childcare Teacher	Cao Dingfei	
Childcare Teacher	Chen Bilian	
Childcare Teacher	Lai Siew Teng	Promoted from 1 Jan 2020
Childcare Teacher	Turla Maria Cristina Reyes	

Childcare Teacher	Yang Peiyi	From 16 Mar 2020
Chinese Teacher	Zhang Wen Ping	
Chinese Teacher	Zhu Meizhen	
English Teacher	Capiral Mary Rose Rivera	
English Teacher	Grace Caliba Buagas	
English Teacher	Nay Chi Win	Till 27 Mar 2020
English Teacher	Ramachandran Kavitha	Till 24 Apr 2019
Senior Asst Teacher	Huang Xue Ping	
Bus Attendant cum Childcare Assistant	Lim Puay Hiong	
Childcare Assistant	Cheong Foo Yon	Till 3 Oct 2019
Childcare Assistant	Lee Ang Keok	Till 30 Sep 2019
Childcare Assistant	Ng Poh Choo	From 7 Oct 2019
Childcare Assistant	Zaliha bte Ibrahim	Till 30 Sep 2019
Cook (CCC)	Didi Tjua	
Cook (CCC)	Yong Siew Kee	
Bus Attendant cum Cleaner	Yong Siew Kwee	
Bus Attendant	Wong Swee Geck	
Bus Attendant	Yeow Lai Cheng	
Cleaner (CCC)	Peh Jock Ooh	
Cleaner (CCC)	Tan Bee Nan	
Bus Attendant cum Cleaner	Yong Siew Kwee	
Bus Attendant	Wong Swee Geck	
Bus Attendant	Yeow Lai Cheng	
Cleaner (CCC)	Peh Jock Ooh	
Cleaner (CCC)	Tan Bee Nan	
Childcare Assistant	Ng Yen Hwa	
Childcare Assistant	Lee Ang Keok	
Childcare Assistant	Lim Joke Chin	Till 11 Aug 2017
Bus Attendant cum Childcare Assistant	Lim Puay Hiong	
Cook (CCC)	Yong Siew Kee	
Cook (CCC)	Didi Tjua	
Bus Attendant	Wong Swee Geck (Part-time)	
Bus Attendant	Yeow Lai Cheng (Part-time)	
Bus Attendant cum Cleaner	Yong Siew Kwee	
Cleaner (CCC)	Peh Jock Ooh	
Cleaner (CCC)	Tan Bee Nan	



Life Point

Manager	Liau Yi Fang	
Assistant Senior Social Worker	Choo Kin Cheong	Till 17 Oct 2019
Asst Snr Counsellor	Eng Hiap Chai Asher	From 25 Mar 2020
Social Worker	Lok Huey Chuen	
Social Worker	Low Lin Hui Daphne	From 14 Oct 2019
Social Worker	Peter Mao	
Social Worker	Tan Suat Hui	
Program Coordinator	Kok Soon Heng	
Admin Assistant	Lim Jit Haur	

Active Ageing Hub

Centre Manager	Lee Soo How	From 30 Mar 2020
Centre Manager	Mohd Ezat bin Mohd Noor	Till 31 Mar 2020
Admin Assistant	Kang Chu Ai Grace	From 1 Aug 2019
Program Coordinator	Li Xin Rou	From 17 Jun 2019
Program Coordinator (Part-time)	Ng Lai Yoong	From 2 Dec 2019
Therapy Aide	Bhavaani d/o Radakrishna	From 2 Dec 2019
Therapy Aide (Trainee)	Caroline Chia Xing Juan	Till 31 Oct 2019
Therapy Aide	Nadiyya Binti Abdul Rahim	From 2 Dec 2019
Health Care Assistant	Chew Guan Teck	Till 3 Dec 2019
Health Care Assistant	Goh Jeanie	From 11 Nov 2019
Health Care Assistant	Wong Meng Lin	From 13 Jan 2020
Driver	Neo Sua Joo	From 1 Oct 2019
Cleaner	Leong Fook Sun	From 2 Dec 2019

LIST OF INTERNS

“ Internships are very important part of our education program, first and foremost. In setting up professional internships, not only will we be able to offer students a chance to work with industry professionals, but the students also will be able to take the theory they learn in the classroom and put it into practice here, in whichever activity they’re focused. ” ~ Craig Miller

<i>Name of Interns</i>	<i>School / Program</i>	<i>Period of Internship</i>
Toh Pei Ling	Nayang Polytechnic	Feb 19 – Apr 19
Tham Shi Yau	Nayang Polytechnic	Feb 19 – Apr 19
Ang Hsi Ning	National University of Singapore	May – Jul 2019
Lim Jing Kai	National University of Singapore	May – Jul 2019
Howard Chow	City University of Hong Kong	Jun 19 - Jul 19
Tammy Wong	City University of Hong Kong	Jun 19 - Jul 19
Wong Jing Rong	Singapore Polytechnic	Oct 19 - Feb 20
Chan Mei Jing	Singapore Polytechnic	Oct 19 - Feb 20
Mayfanny Dwiputri Onggo	Singapore Polytechnic	Oct 19 - Jan 20
Toh Xiu Qing	Singapore Polytechnic	Oct 19 - Jan 20
Chow Ka-Yi	Singapore Polytechnic	Oct 19 - Feb 20
Soh Wei Ern	Singapore Polytechnic	Oct 19 - Feb 20
Pan Ya Ting	Singapore Polytechnic	Nov 19 – Feb 20
Pujah Ragupalan	Singapore Polytechnic	Nov 19 – Feb 20
Caleb	Nanyang Polytechnic	Nov 19 – Feb 20
Bobby Toh	Singapore University of Social Sciences	Jan 20- Apr 20
Chow Yin Ying	Singapore University of Social Sciences	Jan 20- Apr 20

LIST OF VOLUNTEERS

“ Volunteers are love in motion! ” ~ Author unknown

ABDUL BAASITH B ABDUL NASIR	KZEN KEK SIONG NI	NG ZHI YONG KERVIN
ANASTASIA FOO	LAI YEE WAH EVA	NGUYEN HUU MINH TUNG
ANG BON KEE	LEE POO YONG JENNIJ	NOMMENSEN RAMOTI SIMANJUN-TAK
AUDRIS POON LI YI	LEE WEI JUN NICHOLAS	NUR SYAKILAH BTE MAZLAN
AW KAI RUI	LI ZHENJIA	ONG YOW LENG PAUL
CHEE LEE AN, LOUIS	LIN MING DIH	PHUAR BOON HOCK
CHEW CHAI KHIM	LOOI ZHI QING	QUAH GEOK LENG SALLY
CHIA TAI HOON	LOW CHONG HO ANNIE	SIOK PEEK SIAN OLIVE
CHING ERNEST ANTONIO	JOELLE LIM	TAN BEE BENG
CHLOE CHEW XING EN	KHAN SOW MENG PATRICIA	TAN KOI YONG
CHONG LEE LIAN	LAU ZHAN YOU	TAN LAY YAN
ELSIA TEO YU NING	LIM YAN MIN NAOMI	TAN PHECK KEOW ESTHER
ER SOK HUANG	MOHAMMAD ARVIN HIDAYAT B R	TAN SOO NOY
FELICIA LIM RUI EN	MUHAMMAD AQIL B MOHAMED DAUD	TAN YU JING
GOH KEE GOAN KATHERINE	MUHAMMAD NIQ RAIYAN B HUSNI	TEO AI CHOO
HOW WEI LIN	MUHAMMAD SHAHRULNIZAM B RIDUAN	TEO YEE LEE
JEE GUAY BENG REBECCA	MUHAMMAD SYARIFUDDIN B NORAZMI	TONG DUI TSAN VENESSA
KANG PEI LING	MUHAMMAD ZHARFAN HARITH BIN MOHD YUSOFF	WANG IT PENG
KOH MUI CHING	NEO YING JIE	WEE KAY GUAN
KOH WEE LIAM	NG BOCK HOCK	WONG CHIN YUE APRIL
KONG LAI TONG@LOW YING LING	NG HAO ZHE BRIAN	WONG YOKE LIN
KOO WUN KUON	NG HAY KHEONG	WONG YOKE SIM PEGGY
KRISTABELLE NG XIN YAN		YAK YUEN SAN
KUM HAO LIN		YANG KAIQI
KWEK RUI HUA		YEO THIANG SWEE

LIST OF PARTNERS

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for all the support that you gave us in every way possible.
Thank you so much for trusting us with your partnership.*



INDIVIDUALS

Dr Jonathan Yeo
Dr Oh Cher Ming
Mr Chong Yue-En
Mr Patrick Tan
Ms Pauline Tan Kwee Sain
Mr Tan Shen Kiat
Ms Yeo Poh Tian, Beatrice

PUBLIC, PRIVATE & PEOPLE SECTOR

ActiveSG Hougang Sports Center
Agency for Integrative Care (AIC)
Anglo-Chinese Junior College
Anderson Serangoon Junior College
Artswok Collaborative
Bethesda Care Centre
Calvary Care Community
Clarity Singapore
Community Chest (Singapore)
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Institute of Mental Health
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KLC International Institute
Lions Savesight Centre
Lutheran Community Care Services
Macdonald Singapore
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National Council of Social Service (NCSS)
National Library Board
National University of Singapore
Nestle Singapore Pte Ltd
NHB Heritage Cares
North East Community Development Council
NUS Students Community Service
One-Stop @ Paya Lebar
P. Tan & Company
Paya Lebar Grassroots Organisation
Paya Lebar Methodist Girls School
People's Association
PUB Singapore
Raffles Girls School
Sennett Estate Grassroots Organisation
Silver Ribbon (Singapore)
Singapore Association for Mental Health
Singapore Cancer Society
Singapore Casket
Singapore University of Social Sciences
SSO @ Hougang
Swiss Cottage Secondary School
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*We are forever grateful
for your thoughtful & generous giving.*



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Annie Lim
Annie Low
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Betty Lo
BT
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Chan Wan Mui
Charlotte Beck
Cheak Meau Lee
Chen Limin
Chia Hung Khye
Chia Kok Yee
Chiang Chok Kuan
Chiew Chin Yee
Chin Vui Yee
Chong Chee Meng
Chong Hui Hwa Lena
Chong Mai Kai
Chong Pik Wan
Chooi Poh Chan
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Chua Yen Leng Elizabeth
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“When we give cheerfully and accept gratefully, everyone is blessed.” ~ Maya Angelou