

CATHOLIC WELFARE SERVICES



Years of

# Serving Communities Transforming Lives

ANNUAL REPORT  
FY2023/24



65<sup>TH</sup>  
ANNIVERSARY

SERVING COMMUNITIES,  
TRANSFORMING LIVES

# Contents

02 About Us

04 Patron's Message

05 Chairman's Message

04 Our First 65 Years

10 Our Leadership

13 Organisational Structure

14 Committees

16 CWS Management Team

18 Programme Overview

20 Our Programmes

44 Our Volunteers

48 Our Residents and Clients

50 Our Staff

52 The Next 65 Years

54 Organisational Information

55 Governance

62 Financial Highlights

63 Statement of Financial Position

64 Statement of Comprehensive Income

68 Acknowledgements

# About Us

Catholic Welfare Services, Singapore (CWS) is a non-profit social service agency founded in 1959 with the aim of uplifting the lives of the less fortunate in the community. Following in the spirit of the Good Shepherd – to lead people towards love and fulfilment – and the spirit of the Good Samaritan – to help those who have fallen along the way – CWS provides various social service programmes and services to support a diverse range of beneficiaries.

## Our Mission

*Catholic Welfare Services is dedicated to the preciousness and dignity of life. We journey with people-in-need to live life to the fullest.*

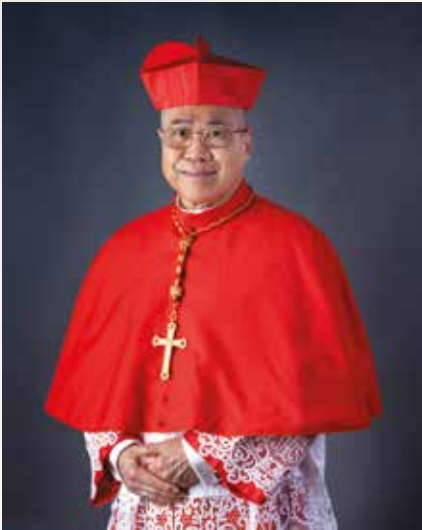


## Our Aims and Objectives

- To enhance and uphold the dignity of the human person at all times.
- To initiate, assist and organise forms of relief and social service to alleviate poverty and distress among the people of Singapore irrespective of their race or religion.
- To provide high-quality direct programmes and services to those in need, including:
  - † **The Sick and the Aged-sick**
  - † **Youth**
  - † **Elderly**
  - † **Families**
  - † **Ex-prisoners**
  - † **Children; and**
  - † **Any other needy persons in Singapore**
- To liaise with other Catholic, social, welfare and community organisations and Singapore government organisations in order to provide the best possible care to the marginalised.
- To initiate programmes that will create employment and generate income that will contribute towards the self-sufficiency of the needy.



# Patron's Message



*"Truly I tell you, whatever you did for one of the least of these brothers and sisters of mine, you did for me."*

Matthew 25:40

Catholic Welfare Services was founded in 1959 to serve the needs of the vulnerable and marginalised, to provide them with aid in their time of need. Since your inception, you have carried on with your mission of 'journeying with those in need to live life to the fullest,' whilst honouring and respecting the dignity of those under your care. Through your varied programmes and services, you have served as a valued Action Arm of the Catholic Church, rendering direct aid to the community in need while reflecting the ethos of the Catholic Social Mission.

This year marks Catholic Welfare Services' 65th anniversary, with the theme of '65 Years of Serving Communities, Transforming Lives.' I believe this aptly describes the decades of service you have given to those in need, and the transformative work that you have carried out since your founding. I congratulate Catholic Welfare Services on achieving this significant milestone, and extend my appreciation for your ongoing commitment to supporting the Catholic Social Mission in Singapore.

As we reflect on this occasion, I am reminded of the words in Matthew 25:40: "Truly I tell you, whatever you did for one of the least of these brothers and sisters of mine, you did for me." This passage perfectly encapsulates the heart of CWS' mission, and the spirit of selfless service that has guided you through the past 65 years. I have full faith that it is this same spirit that will continue to lead you into the future.

Let us give thanks for the unwavering support of all those who have journeyed with CWS over the years, and may we all look forward with hope and a renewed sense of purpose as you continue your mission of service.

*+ William Cardinal Goh*

**His Eminence,  
William Cardinal Goh,**  
Archbishop of Singapore  
Patron of Catholic Welfare Services,  
Singapore

# Chairman's Message



*"Let us not grow weary in doing good, for in due season we will reap, if we do not give up."*

– Galatians 6:9

Dear Brothers and Sisters in Christ,

It is my honour as Chairman of Catholic Welfare Services to pen this message for our Annual Report and to celebrate with you this significant milestone for our organisation.

This year marks Catholic Welfare Services' 65th anniversary, a momentous occasion that commemorates six and a half decades of unwavering service to our community. From our humble beginnings, we have expanded our services to meet the evolving needs of those we serve. This growth has been made possible by the unwavering support of our many volunteers, partners, donors, and staff, who have journeyed alongside us, helping us make a meaningful difference in the lives of those we touch.

To honour this journey, we have chosen the theme for our anniversary: '65 Years of Serving Communities and Transforming Lives.' On 19 April 2024, we commemorated this milestone with a special 65th Anniversary Thanksgiving Mass at the Cathedral of the Good Shepherd. It was an evening of joy and reflection, where we reconnected with friends old and new, reminisced about our shared history, and recommitted ourselves to our mission of service. The Mass, celebrated by our Patron, His Eminence Cardinal William Goh, was a powerful reminder of our roots as part of the larger Catholic Social Mission.

Over the past year, CWS has continued to pursue its strategic goal of 'Serving More and Serving Better.' Our Nursing Homes sought out new ways of engaging and empowering our residents, to transform them from just being recipients of care to being active participants in their own care journeys. One such initiative was the "You Can Do Magic" programme that brought together residents from all three Homes to learn how to perform various magic tricks. The programme culminated in a vibrant performance at St Joseph's Home, where residents demonstrated their new skills to their families and friends, and proved that there are no limits to what our residents can accomplish if given the opportunity.

We also continued to expand and build on our Social Assistance Programmes, signing MOUs with both the Industrial and Services Co-Operative Society (ISCOS) and the Yellow Ribbon Fund for our Emmanuel Second Chance Education (ESCE) Programme. These new partnerships significantly expand ESCE's reach, enabling us to extend our support to a larger number of persons in need. We also started a new route for

our Night Missions programme, aimed at supporting rough sleepers in the Yishun community. We also continued with previous years' efforts of building up stronger partnerships with our local parishes, this time reaching out and connecting with the parishioners of the Church of Our Lady Star of the Sea (OLSS) in Yishun.

As we look to the future, CWS has a number of projects underway. One key initiative is the Saint Theresa's Home Re-Development project, which aims to establish a modern, integrated residential facility to provide seniors with a comprehensive continuum of care and a purposeful living environment in their golden years. We are also embarking on comprehensive expansion and enhancement projects for both the Hearts@Work programme and St Vincent Home, to serve more individuals and provide them with better amenities and services.

Reflecting on our journey of service, I am reminded of the words from Galatians 6:9: "Let us not grow weary in doing good, for in due season we will reap, if we do not give up." This verse beautifully encapsulates our commitment and the many steps we have taken over the years to serve others. It also encourages us to continue striving toward greater heights in our mission.

I am grateful for my fellow Board and Committee members, whose passion and commitment ensure that CWS remains steadfast in its mission to serve those most in need. As always, I extend our deepest appreciation to our Patron, His Eminence Cardinal William Goh, for his invaluable guidance. Most importantly, I am thankful for God's love and blessings in all our endeavours.

Thank you for your continued support and commitment to Catholic Welfare Services. Together, let us continue this journey of faith and service.

God's Peace and Grace,

**Dr Michael Thio**  
Chairman  
Catholic Welfare Services

# Our First 65 Years

## 1959

CWS holds its inaugural meeting on 20 April 1959.



## 1960

CWS runs the first ever "Charities Week" collections among members to expand its activities and services.

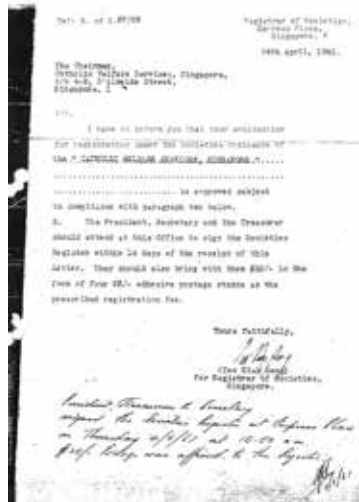


Launch of the CWS Bread – Line, to distribute bread and milk drinks to the needy and destitute in the areas surrounding the CWS headquarters.



## 1961

CWS is registered as a society with the Registrar of Societies on 4 May 1961.



**CWS appoints its first Chairman:  
Dr Ee Peng Liang (1961 – 1994)**



CWS responds to the Bukit Ho Swee fire, being the first organisation to support the community by distributing food and supplies.



## 1963

CWS continues to lead programmes and initiatives aimed at food relief, such as forming the Workers' Corp to distribute food to the patients of the Kwong Wai Siu Free Hospital.



CWS launches the Study Scholarship Fund, to grant scholarships to well-performing students facing financial difficulties. This programme serves as a precursor to the current-day CWS Bursary Programme.



## 1964 – 1977

CWS launches various centres and facilities to support the evolving needs of the community, such as the Maranatha Centre in Queenstown, the CWS Social and Welfare Centre in Jalan Kayu and Tuas Village, and the CWS Vocational Training Centre for Girls.



## 1978

In response to the growing need for eldercare, CWS launches St Joseph's Home, its first Nursing Home, with the support of Canossian Sisters. In 1985, the Home established a dedicated hospice care wing, making it one of the pioneering institutions for the hospice and palliative care in Singapore.



## 1979

In collaboration with the Society of St Vincent de Paul, CWS sets up St Vincent Home, a community home for ambulant elderly in need of a place to stay.



## 1992

The Poverello Teen Centre (PTC) is launched, a community project organised by CWS and managed by the Franciscan Missionaries of Mary, aimed at providing support for at-risk youths.



**CWS appoints its second Chairman: Br Emmanuel (1994 – 2013)**



## 2001

CWS takes over management of Villa Francis Home for the Aged, formerly managed by the Franciscan Missionaries of the Divine Motherhood.



## 2003

CWS takes over management of St Theresa's Home, a nursing home established in 1935 by the Little Sisters of the Poor.



## 2009

CWS celebrates its 50<sup>th</sup> anniversary, with the tagline '50 Years of Caring.'



CWS launches the Hearts@Work programme, a Sheltered Workshop for persons with intellectual challenges, providing trainees with vocational training and social skill development in a nurturing environment.



## 2010

The Poverello Teen Centre is relaunched as the CWS-BT YouthReach Programme in July 2010, an outreach programme developed in partnership with Boys' Town. The programme aims to support vulnerable youth in the community.



**CWS appoints its third Chairman: Mr Thomas Tan (2013 – 2019)**



## 2014

The CWS Night Mission is initiated on 30 May 2014, with volunteers going on weekly walks to reach out to rough sleepers in the community and provide them with assistance however possible.



## 2015

Villa Francis Home relocates from original location in Mandai, and officially opens its new facility in Yishun on 16 May 2015.



Agape Village officially opens on 21 November 2015, with CWS serving as lead case manager for the other in-house affiliates of Caritas Singapore.



## 2018

St Joseph's Home celebrates its 40<sup>th</sup> anniversary with the official opening of its newly redeveloped Nursing Home on 19 March 2018 – the Feast Day of St. Joseph. Gracing the event as Guest-of-Honour is Most Reverend Archbishop William Goh, and Special Guest Dr Amy Khor, Senior Minister of State for Health.



CWS launches the Safe, Sound Sleeping Place (S3P) initiative, partnering with Church of Christ the King, to use their facilities as a night shelter for rough sleepers in the community.



# 2019

CWS celebrates its 60<sup>th</sup> anniversary on 30 June 2019 with a Food and Fun Fair event at St Theresa’s Home. His Grace Archbishop William Goh celebrates Holy Mass at the Chapel, and the Guest-of-Honour for the event is Madam Halimah Yacob, President of the Republic of Singapore.



**CWS appoints its fourth Chairman: Dr Michael Thio (2019 – present)**



# 2020

CWS launches the Emmanuel Second Chance Education (“ESCE”) Programme, an educational support initiative for adults who have missed out on natural opportunities for higher education, aimed at providing them with a second chance at building a better future.



# 2021

CWS launches the Bethlehem Shelter in Ang Mo Kio, the first of its dedicated shelters for rough sleepers. CWS also launches a shelter facility in collaboration with MSF at their SLF building. Both shelters serve as an essential bridge for rough sleepers on their journey towards securing permanent housing solutions.



# 2022

CWS launches the Gift of Joy Shelter in collaboration with Willing Hearts, located at the compound in Telok Kurau. Together with Bethlehem Shelter, the Gift of Joy Shelter allows CWS to support a larger number of rough sleepers in need,



# 2024

CWS commemorates its 65<sup>th</sup> anniversary, celebrating 65 years of Serving Communities and Transforming Lives.



The Next 65 Years

# Our Leadership

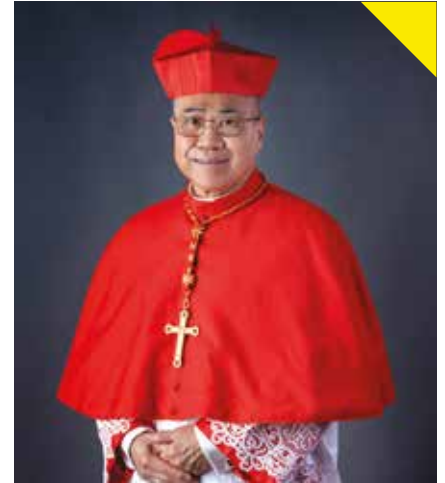
## The CWS Board of Governors

Catholic Welfare Services is led by its Board of Governors, which comprises business professionals and community leaders who have come forward to volunteer their services and provide strategic guidance and leadership for the organisation. The Board is of an appropriate size and ensures a good mix of experience, knowledge, and expertise across key areas such as public relations, fundraising, finance, and organisational excellence. To build a steady pipeline of Board talent, CWS also brings in potential candidates to serve in our various Committees, which helps the Board identify and develop specific candidates for Board positions or to serve in other key strategic positions within CWS.

The composition, powers and functions of the Board are governed by the CWS Constitution. Board Members are elected and serve for a term of 2 years, and are not paid any remuneration or director's fees. Board Members may hold the positions of Chairman, Vice Chairman, or Hon. Secretary for a maximum of 3 consecutive two-year terms (6 years in total), and may serve as Hon. Treasurer or Asst. Hon. Treasurer for a maximum of 2 consecutive two-year terms (4 years in total).

## Our Patron

**His Eminence,  
William Cardinal Goh,**  
Archbishop of Singapore



### Dr Michael Thio

Chairman



Dr Michael Thio has served in senior management positions of international multi-national corporations for about 30 years and as a consultant for 16 years in the Southeast Asia region. He has been involved in charitable, social and community services for over 56 years, of which 27 years include overseas charities. He has also served in a Vatican Advisory Council.

### Mr Eugene Tan

Vice Chairman



Mr Eugene Tan is a law academic at a local university. As most of his professional career has been in university education, he seeks to transfer his specialisation in the design of constitutional checks and balances and in organisational ethics to the various organisations he volunteers with. He also served as a Nominated Member of Parliament between 2012 and 2014.

### Ms Elaine Lim

Honorary Secretary



Ms Elaine Lim is a Chartered Accountant of Singapore, and an ASEAN CPA. She started her career as an auditor in a Big 4 accounting firm and has over 20 years of experience in accounting. She is actively involved in her parish, being a core team member of the RCIA and a Lector in the Church of Our Lady Queen of Peace. She and her husband are also involved in Worldwide Marriage Encounter as Service Team leaders.

### Ms Florence Tan

Honorary Treasurer



Ms Florence Tan is from the Public Accountants industry with over 30 years of experience in local and international tax consulting. She has been an active volunteer in various social services agencies for more than 20 years, assisting financially disadvantaged and marginalised families. She served as General Secretary and then as National President of the Society of St Vincent de Paul (National Council of Singapore) from May 2012 to May 2022, and has been a director of SSVP Ltd since February 2019.



## Mr Ng Jui Kheng

Asst. Honorary Treasurer

Mr Ng Jui Kheng is formerly from the investment and private banking industry, with over 38 years of experience in finance.

## Mr Michael Sim

Member

Mr Michael Sim has over 24 years of experience as a senior partner in Ernst & Young and has held various leadership roles in the firm's Audit and Risk Advisory Practices in the Singapore and Asia-Pacific region. Prior to that, he was the General Manager of a major stock broking firm. He is a Fellow of the Institute of Chartered Accountants of Singapore, the Chartered Association of Certified Accountants of United Kingdom and CPA Australia and is a Certified Fraud Examiner of the Association of Certified Fraud Examiners, USA. He was a Board Member of Jurong Town Corporation and sits on the Boards of several charity organisations and corporations.



## Ms Lynette Chew

Member

Ms Lynette Chew is the Chair of the CWS Nursing Homes Management Committee and is an Advocate & Solicitor with over 27 years of experience. Her practice focuses on the construction, infrastructure and energy sector. She has been a volunteer in Catholic Welfare Services since 2017 and in Law Society's pro bono services.



## Mr Samuel Ng

Member

Mr Samuel Ng has over 20 years of experience in the social work sector. He has pioneered a number of prominent social work projects over the years, including the Marine Parade Family Service Centre, and YAH!, Singapore's first community college for seniors. He is also the CEO of Montfort Care, a social service agency providing support for youth, families and seniors in the community.



## Mr Thomas Tan

Member

Mr Thomas Tan was formerly an Air Traffic Control Officer from the RSAF and now operates his own company in specialist fire alarm and protection. He has been involved in the community for nearly 20 years - in the Family Service Centre, as Chairman of Comcare in Serangoon, and as the first Chairman of YouthReach. He served as President of the Rotary Club of Changi and is now an Advisor of the Foundation of Rotary Clubs, Singapore, and has also served 4 terms as President of the Serangoon Gardens Country Club and is now a Trustee of the Club.



## Sr Marilyn Lim

Member

Sr Marilyn Lim is the Spiritual Director of Lifesprings Canossian Spirituality Centre. She previously served as General Councillor then as Provincial Leader in Rome from 2002 to 2011 and was Supervisor of Canossaville Children and Community Services and the Canossian School from 2012-2018. She initiated the Circle of Care, an integrated service of professional therapists and social worker who serve special needs children within the Canossian Village, especially the hearing impaired.



## Dr Christopher Leong

Member

Dr Christopher Leong has been practising in the development and construction industry for the last 44 years. He currently leads a newly formed project management practice while continuing as Adjunct Assoc. Prof. to teach on the MSc (PM) program at NUS. He was also a Council Member of the Society of Project Managers (1995 - 2023).



Office Held	Current Appointment(s) on Committees	Occupation	Board Meeting Attendance (FY2023/24)
<b>Dr Thio Yauw Beng Michael</b>			
Member (2006 – present) Hon. Treasurer (2006 – 2009, 2011 – 2015) Hon. Secretary (2017 – 2019) Chairman (2019 – present)	<b>Chair:</b> • Nomination & Succession Planning Committee	Consultant	6 out of 6
<b>Mr Tan Kheng Boon Eugene</b>			
Member (2008 – present) Vice Chairman (2019 – present)	<b>Member:</b> • Audit & Risk Committee • Nomination and Succession Planning Committee	Academic	6 out of 6
<b>Ms Lim Wei Ling Elaine</b>			
Member (2015 – present) Asst. Hon. Treasurer (2015 – 2017) Hon. Treasurer (2017 – 2021) Honorary Secretary (2021 – present)	<b>Chair:</b> • St Vincent Home Management Committee <b>Member:</b> • Finance & Investment Committee	Chartered Accountant	6 out of 6
<b>Ms Tan Mon Ching Florence</b>			
Member (2017 – present) Honorary Treasurer (2021 – present)	<b>Chair:</b> • Human Resource Committee <b>Member:</b> • Finance & Investment Committee	Consultant	6 out of 6
<b>Mr Ng Jui Kheng</b>			
Member (2019 – present) Asst. Hon. Treasurer (2021 – present)	<b>Chair:</b> • Finance & Investment Committee <b>Member:</b> • Nomination & Succession Planning Committee	Retiree	6 out of 6
<b>Mr Tan Aik Hong Thomas</b>			
Member (2008 – present) Asst. Hon. Treasurer (2008 – 2009, 2011 – 2013) Chairman (2013 – 2019)	<b>Chair:</b> • Committee for the Homeless <b>Member:</b> • Nursing Home Management Committee • STV Planning & Development Committee	Managing Director	5 out of 6
<b>Mr Sim Juat Quee Michael Gabriel</b>			
Member (2009 – present) Vice Chairman (2013 – 2019)	<b>Chair:</b> • Audit & Risk Committee • Community Relations & Fundraising Committee • STV Planning & Development Committee <b>Member:</b> • Nomination & Succession Planning Committee	Company Director	4 out of 6
<b>Sr Marilyn Lim Sock Cheng, FDCC</b>			
Member (2009 – present) Vice Chairman (2009 – 2011) Hon. Secretary (2013 – 2017, 2019 – 2021)	<b>Member:</b> • Human Resource Committee	Religious	5 out of 6
<b>Ms Lynette Chew Mei Lin</b>			
Member (2019 – present)	<b>Chair:</b> • Nursing Homes Management Committee <b>Member:</b> • STV Planning & Development Committee	Advocate and Solicitor	6 out of 6
<b>Dr Leong Hoe Yuen Christopher</b>			
Member (2020 – present)	<b>Chair:</b> • Programmes & Services Committee (Social Service) <b>Co-Chair:</b> • STV Planning & Development Committee <b>Member:</b> • Nursing Homes Management Committee	Director	5 out of 6
<b>Mr Samuel Ng Beng Teck</b>			
Member (2022 – present)	<b>Member:</b> • Nursing Homes Management Committee	Executive Director	4 out of 6

## Notes:

- 21 Aug 2007: CWS Constitution amended, with following terms of office: - Chairman, Vice Chairman, Hon. Secretary: maximum of 3 consecutive two-year terms (6 years) - Hon. Treasurer, Asst. Hon. Treasurer: maximum 2 consecutive two-year terms (4 years)
- Dr Michael Thio, Mr Thomas Tan, Mr Michael Sim, Mr Eugene Tan and Sr Marilyn Lim have served on the Board for 10 or more years. Their experience in the charity sector and their dedication to our cause makes them valuable members of the Catholic Welfare Services Board of Governors. The Board holds discussions during its Annual General Meeting to discuss, deliberate and formally approve the re-appointment or re-election of Board Members who have served for 10 or more consecutive years.

# Organisational Structure



# Committees

(as of 31 March 2024)

## Audit & Risk Committee

The Audit & Risk Committee assists the Board in fulfilling their responsibilities in financial reporting, external audit matters, risk management, internal control and audit. The Committee focuses on helping CWS improve its processes and strengthen its internal controls on an on-going basis.

**Chair:** Mr Michael Sim

**Members:** Mr Eugene Tan, Mr John Ho-Chi

## Committee For The Homeless

The Committee for the Homeless assists the Board in overseeing CWS' programmes and initiatives for rough sleepers and the homeless, including its street outreach programmes, Shelters, and all other related services.

**Chair:** Mr Thomas Tan

**Members:** Mr Bart Lim (CEO), Mr Brian Monteiro (staff), Ms Jocelyn Lee (staff)

## Community Relations & Fundraising Committee

The Community Relations & Fundraising Committee assists the Board in fulfilling their responsibilities in raising funds for CWS and its funded agencies. The Committee is a standing committee of the Board, constituted for the purpose of ensuring active involvement of the Board in setting policy for, and directly supporting, ongoing fundraising activities.

**Chair:** Mr Michael Sim

**Members:** Mr Bart Lim (CEO), Mr Calvin Wee (staff), Ms Liana Yeo (staff)

## Finance & Investment Committee

The Finance & Investment Committee assists the Board in fulfilling their responsibilities in the areas of finance and investment. This includes reviewing and recommending changes to CWS' finance and investment policies, evaluating and approving any financing offers, reviewing annual operating budgets, and providing advisory support on the development of an investment strategy and guidelines.

**Chair:** Mr Ng Jui Kheng

**Members:** Ms Elaine Lim, Ms Florence Tan, Mr Jonathan Lim

## Human Resources Committee

The Human Resources Committee assists the Board in fulfilling their responsibilities in the area of human resources. The Committee oversees the human resources planning of CWS and its agencies, including key areas such as succession planning, training, mentoring, as well as determining and reviewing compensation.

**Chair:** Ms Florence Tan

**Members:** Sr Marilyn Lim, Mrs Irene Loi, Mr Terence Lim, Mr Nicholas Sim, Mr Gerard Koh

## Medifund Committee

The Medifund Committee assists the Board in reviewing and approving Medifund claims by the Nursing Homes.

**Chair:** Mr Anthony Lee

**Members:** Mr Lee Kim Hua, Mr Jeremy Lee, Mr Leon Ng

### Nomination & Succession Planning Committee

The Nomination and Succession Planning Committee assists the Board in fulfilling its corporate governance responsibilities concerning board effectiveness, including succession planning, director recruiting and appointments, director education and director self-evaluations, and succession planning for key senior executive appointments.

**Chair:** Dr Michael Thio

**Members:** Mr Michael Sim, Mr Eugene Tan, Mr Ng Jui Kheng

### Nursing Homes Management Committee

The Nursing Homes Management Committee assists the Board in managing and administering CWS' Nursing Homes, including setting the direction of the Homes' development, and organising and managing their operational activities.

**Chair:** Ms Lynette Chew

**Honorary Secretary:** Mr Bart Lim (CEO)

**Honorary Treasurer:** Ms Han Jing Xieng

**Members:** Dr Christopher Leong, Mr Samuel Ng, Mr Louis D'Souza, Mr Thomas Tan, Dr Donald Poon

### Pastoral Care Committee

The Pastoral Care Committee assists the Board in overseeing CWS' pastoral care services, providing guidance and direction, aiding in its development, and suggesting/reviewing new pastoral initiatives and programmes for CWS to implement.

**Chair:** Ms Cecilia Ee

**Members:** Ms Gemma Fernandez, Ms Evelyn Koh, Ms Lyn Che Lai Lin (staff), Sr Veronica Sng, Mr Joshua Chui (staff), Mr Ian Michael Binny (staff)

### Programmes & Services Committee (Social Service)

The Programmes & Services Committee (Social Service) assists the Board in fulfilling their responsibilities in the areas of social work, including overseeing the development of CWS' social work programmes, suggesting new initiatives and programmes, and evaluating initiatives and programmes proposed by the CWS social work team.

**Chair:** Dr Christopher Leong

**Members:** Mrs Irene Loi, Mr Bart Lim (CEO), Mr Leonard Khoo (staff), Ms Jocelyn Lee (staff)

### St Vincent Home Management Committee

The St Vincent Home Management Committee assists the Board in managing and administering St Vincent Home, including overall management and operations.

**Chair:** Ms Elaine Lim

**Vice-Chair:** Ms Adelaine Ng

**Honorary Secretary:** Mr Bart Lim (CEO)

**Honorary Treasurer:** Ms Joon Tow (staff)

**Members:** Mr Michael Koh, Mr David Lau

### STV Planning & Development Committee

The STV Planning & Development Committee assists the Board in managing the Saint Theresa's Village project.

**Chair:** Mr Michael Sim

**Co-Chair:** Dr Christopher Leong

**Members:** Mr Thomas Tan, Ms Lynette Chew, Mr Dexter Chia, Mr Bart Lim (CEO), Mr Victor Seng (staff)

# CWS

## Management Team

The CWS Management Team oversees the day-to-day operations of Catholic Welfare Services and its various Homes, Centres, programmes and services. Comprising professionals with a diverse range of experience and knowledge backgrounds, the Management Team works hand-in-hand with the Board of Governors to realise their strategic goals for CWS



### Mr Bart Lim

Chief Executive Officer, CWS (*Date of Appointment: 1 May 2022*)

Mr Bart Lim is formerly from the fast-moving consumer goods industry, with over 20 years of experience in senior management roles in local and global publicly-listed companies in the Asia Pacific market. He has experience in Nursing Home operations in the Community Care Sector, and has also been an active volunteer in various social service agencies for the past 20 years, assisting financially-disadvantaged families.

### Sr Geraldine Tan, FdCC

Executive Director, St Joseph's Home (*Date of Appointment: 1 Jun 2006 - 30 Jun 2024*)

Sr Geraldine Tan, FdCC is a Catholic Nun in the religious order of the Canossian Daughters of Charity. She is a registered nurse with a keen interest in palliative care.



### Ms Ivy Lim

Executive Director (Designate), St Joseph's Home (*Date of Appointment: 2 Oct 2023*)

Ms Ivy Lim has over 25 years of experience in healthcare operations and management experience, across health and social care, and service industries. Ivy brings with her a wealth of experience in leading cross-functional teams in public healthcare and government agencies, in the areas of healthcare operations, community development and project management.

### Sr Maria Sim, FdCC

Executive Director, Villa Francis Home (*Date of Appointment: 1 Jun 2006*)

Sr Maria Sim, FdCC is a Catholic Nun in the religious order, the Canossian Daughters of Charity. She is an educator with over 40 years of experience, including more than 10 years as Principal of Canossa Convent Primary School.



### Mr Victor Seng

Executive Director, St Theresa's Home (*Date of Appointment: 1 Oct 2005*)

Mr Victor Seng has 26 years of experience in the banking industry, having served as head of the treasury department for 16 years. He is also active in the Catholic community, teaching catechism at the Church of Christ the King for over 10 years, and having served as communion minister for over 26 years at the Church of St Francis Xavier.



## Mr Joshua Chui

Deputy Executive Director, St Theresa's Home (*Date of Appointment: 1 May 2017*)

Mr Joshua Chui, a trained physiotherapist, has been working in St Theresa's Home since 1999. He is a strong advocate for purposeful life for the elderly - especially those in Nursing Homes.



## Ms Ava Chong

Deputy Executive Director, Villa Francis Home (*Date of Appointment: 1 Apr 2018*)

Ms Ava Chong has 20 years of experience in operations and more than 10 years in managing Nursing Homes. She oversees key operational functions at the Home, including facilities management, procurement, and leading various project management initiatives.

## Mr Aston Lau

Deputy Director, Projects (*Date of Appointment: 4 Apr 2022*)

Mr Aston Lau has over 20 years of project management, operations, and grant administration experience in the community care sector and defence industry.



## Ms Joon Tow

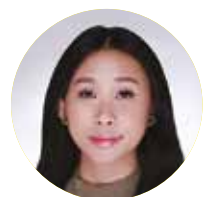
Assistant Director, Group Finance, CWS (*Date of Appointment: 1 Apr 2002*)

Ms Joon Tow has over 20 years of financial management and administration experience in the shipping industry.

## Ms Grace Ong

Assistant Director (Designate), Group Finance, CWS (*Date of Appointment: 1 Apr 2014*)

Ms Grace Ong has been an integral part of Catholic Welfare Services (CWS) for over 10 years, with extensive experience in the finance department. She served as the Finance Manager for St Joseph's Home, overseeing the Home's financial operations.



# Programme Overview



## Care Across the Full Circle of Life

In the years since its founding, CWS has gradually expanded its programmes and services to meet the evolving needs of the community and take on new challenges. From operating a simple food relief programme, CWS now provides a holistic range of programmes and services, including Nursing Homes, social assistance programmes, and collaborative initiatives with other organisations.

Through its full complement of services, CWS is able to deliver 'Full Circle of Life' care – from childcare services, to youth and family programmes, to education programmes for people seeking to upskill themselves, to eldercare services for the sunset years. CWS journeys with those we serve, empowering them to thrive at every stage of their lives.

## Infant and Childcare

- Infant and Childcare Centre at St Joseph's Home



# Our Impact

▶ **40**   
 Close to 40 children cared for each month at our Infant and Childcare Centre

▶ **200**   
 Close to 200 at-risk youth engaged and nurtured all year long through our outreach programmes

 **60**   
 More than 60 students supported by our bursaries and scholarships throughout the year

 **330**   
 More than 330 individuals and families given a helping hand through our social assistance programmes in the past year



## Youth Support

- Bursaries and Scholarship Programmes
- CWS - Boys' Town YouthReach



## Adults and Families in Need

### Night Mission & Shelters

- Night Mission (Street outreach)
- S3Ps (Night shelters)
- CWS Shelters (Temporary housing)

### Social Assistance Programmes

- Casework and Counselling
- Financial Assistance and Food Relief
- Emmanuel Second Chance Education Programme

### Persons with Intellectual Challenges

- Hearts@Work

## Seniors and Elderly

- St Joseph's Home
- St Theresa's Home
- Villa Francis Home
- St Vincent Home



Around **20**   
 persons with intellectual challenges supported throughout the year by our training and development programme

Close to **800**   
 elderly residents who aged gracefully at our Nursing Homes and Sheltered Home in the past year

 **200**  
 Close to rough sleepers provided a Safe, Sound Sleeping Place at our Shelters in the past year



# Our Programmes

## Social Assistance Programmes

### Our Origins in Social Assistance

Social assistance programmes formed the core of Catholic Welfare Services' work in our early years, as we focused on addressing the prevailing needs of the community at the time, such as food relief and financial aid.

In 1961, we formally launched our first social assistance programme, the CWS Bread Line, providing bread, milk and other essential food items to more than 300 people in need every day. In 1963, we launched the Counselling & Advisory Services and the CWS Special Fund for Underprivileged Children, which were precursor programmes to our Casework & Counselling services and the CWS Bursary Programme, respectively. Over the years, we would continue to expand and adapt our programme offerings to meet the evolving needs of those we serve, growing from Bread-Line to a Life-Line for the community.

Now, CWS offers a diverse range of programmes designed to holistically support our clients, administered by our dedicated team of social workers at our main office at the Catholic Centre and our satellite office in Agape Village.

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### Casework and Counselling

Everyone has a unique story, and Catholic Welfare Services aims to holistically support our clients by providing an individualised care plan to address their needs. Our approach emphasises on casework and counselling, with our social workers engaging with clients to understand their needs and connect them with the appropriate social assistance programmes. By journeying with our clients through regular appointments and counselling sessions, our team is able to address their evolving needs.

### Providing Trauma Informed Care

Trauma-Informed Care (TIC) is an approach to social work that acknowledges the impact that trauma can have on an individual, and emphasises client safety and empowerment in a supportive environment. CWS is committed to integrating TIC into our daily operations, and in the past year we have provided extensive training for our social work and operations teams to ensure a firm understanding of the fundamentals of this approach. We have also taken steps to make TIC an organic part of our service delivery, such as by revising the Standard Operating Procedures (SOPs) and guidelines for Shelter residents, to be more inclusive and empowering than prescriptive or restrictive.

**In FY2023/24, the CWS Social Work Team saw a total of 162 new clients and families join our programmes and services, and as at 31 March 2024, we were journeying together with 232 clients and families on a recurring basis.**



## Financial Assistance and Food Relief

CWS social assistance programmes serve a dual purpose: providing immediate support to clients during times of need, while collaborating with them to identify solutions for long-term upliftment. We provide interim financial support for clients in need as they engage with our social workers to path a journey towards greater financial independence. Our food assistance programme provides monthly distributions of groceries, household essentials, and other necessary items to individuals and families in need, ensuring their day-to-day needs are met.



## Befriending Through the Soulfull Programme

The CWS Soulfull Programme (formerly the Food Rations Assistance Programme) was launched in 2021 to as a befriending initiative for the community in need, including seniors living alone, persons with disabilities, or those who are socially isolated. Under Soulfull, clients are paired up with volunteer befrienders, who purchase and deliver groceries of the clients' choosing their homes each month. More importantly, our Soulfull Befrienders also endeavour to connect and engage with clients, providing them with a warm and welcoming outlet for social interaction. Soulfull also organises regular gatherings and events for clients to come together as a community. In April 2024, we organised the Soulfull Iftar Event, where clients of all races, religions and cultures gathered to break fast together and enjoy an evening of kinship and merriment.

**As at 31 March 2024, the Soulfull Programme serves a total of 27 clients, supported by more than 50 volunteer befrienders.**

## Spring-boarding Our Students' Academic Journeys

The CWS Bursary Programme is targeted at students from primary to pre-tertiary schools, providing them with the support they need to unlock their full potential and achieve academic success. In addition to providing financial assistance, the programme endeavours to foster for students a welcoming and supportive community of peers where they can learn and grow together. Our social workers regularly engage with students and their families, offering emotional support and strategies to manage challenges such as stress. The programme also regularly organises events, activities and workshops, including a special Holiday Programme for students and their families to take part in during term breaks.

In FY2023/24, our Holiday Programme focused on providing a mix of educational workshops, self-improvement activities, and recreational events. This included crochet and paracord crafting classes, resilience and financial literacy workshops, and, in December, a special trip to Universal Studios Singapore for a day of fun.

**As at 31 March 2024, the CWS Bursary Programme serves a total of 61 students.**





## Offering A Second Chance at Education

The Emmanuel Second Chance Education Programme (ESCE) is a scholarship programme for adults in need of a second chance at education to build a better future. Funded by an anonymous donor, ESCE places no limits on age or field of study; participants are free to pursue any course offered by a recognised tertiary institution, as long as it improves their employability.

In FY2023/24, CWS signed Memorandums of Understanding with the Industrial and Services Co-Operative Society (ISCOS) and Yellow Ribbon Fund (YRF), including the CWS ESCE – YRF Skills Training Assistance to Restart (STAR) Bursary. These key partnerships will enhance ESCE's outreach to individuals seeking support in revitalising their academic journeys.

**In FY2023/24, ESCE welcomed 4 new students into the programme, and celebrated the graduation of 2 students from previous cohorts.**



*The programme's support and their belief that 'everyone deserves a second chance' really inspired me. It gave me hope and a drive to further my career."*

- Kevin,  
Client of the ESCE Programme

## An ESCE Success Story

Growing up in a single-parent family, Kevin faced various challenges from an early age, but always found a way to move forward. "I was actively looking out for employment in administrative or clerical work," he says. "But without formal qualifications, it was tough to find a permanent, full-time position."

Not wanting to burden his mother to support his studies, Kevin knew he needed a helping hand to kickstart his academic journey. That's when he learned about the Catholic Welfare Services' Emmanuel Second Chance Education (ESCE) Programme. "I knew this was my chance," Kevin recalls. "I applied and got in."

The ESCE Programme proved to be exactly the kind of support that Kevin was looking for. "It gave me the qualifications I needed," he shares. "I earned a diploma and a degree in Human Resources, which really boosted my confidence and professional standing." Now, Kevin has a well-paying job and can support both himself and his mom.

"The programme's support and their belief that 'everyone deserves a second chance' really inspired me," says Kevin. "It gave me hope and a drive to further my career."

Looking ahead, Kevin is focused on expanding his HR knowledge with more courses. His advice to others facing similar challenges? "Stay positive, explore your interests and passions, and if you like a something, find out all you can about it, so that you can make informed decisions about your future. There's always light at the end of the tunnel."

- Kevin, the HR graduate

## Supporting Rough Sleepers in the Community

The CWS Night Missions and Shelters were formed to address the needs of the growing number of rough sleepers in the community. The Night Missions provides volunteer-led community outreach, while the Shelters offer temporary housing and social work support aimed at helping rough sleepers secure permanent housing. Through regular collaboration with community partners and other social service agencies, the CWS Night Missions and Shelters play an important role in empowering the larger ecosystem of rough sleeper support programmes.

**In FY2023/24, we supported 192 new clients through our Night Mission and Shelter programmes, with 98 clients supported on a recurring basis.**



**Referrals** from volunteers on roughsleepers in need of support



## Reaching Out Through the Night Missions

The Night Missions began in 2014 as a street outreach effort to better understand the needs of rough sleepers in the Bras Basah community. Staff and volunteers set out into the streets to distribute food and drink to any rough sleepers they encountered, engaging them in conversation, and, where possible, linking them up with any support services that they may need. In the years since, the Night Mission have grown to include new routes in areas such as Ang Mo Kio, Bedok, and Yishun.

**In FY2023/24, the Night Missions supported 57 clients on a long-term basis, through the dedicated support of 33 volunteers.**

## Safe, Sound Sleep for Those in Need

In addition to street outreach, CWS operates three shelters for rough sleepers, supporting up to 41 clients in need of a place to stay. In 2021, we launched the Bethlehem Shelter in Ang Mo Kio, our first full-time shelter, providing refuge for up to eight individuals and one family of four. The same year, in collaboration with the Ministry of Social and Family Development, we launched the S3P Shelter at Thomson at their SLF Building, capable of supporting five clients. In 2022, CWS launched its third shelter, the Gift of Joy Shelter, in partnership with Willing Hearts and located in their compounds in Telok Kurau. Gift of Joy supports up to 16 individual clients and two families of four.



## Hey Jude 2023

In September, CWS hosted the third annual Hey Jude concert, celebrating current and former residents of our Shelters as our VIPs for the evening. Guests enjoyed a mini-funfair with games and activities musical performances, a buffet dinner, and a special lucky draw where all guests walked away with a prize. The evening concluded with everyone coming together to sing "Hey Jude" in harmony. Over 40 residents attended the event, supported by our dedicated volunteers.



## Reviving the Night Café & Lunchtime Ladle

CWS is pleased to announce the return of two essential meal programmes for our rough sleeper clients. The Lunchtime Ladle was launched in 2016 as a meals programme for rough sleepers, providing hearty lunches once a week to those in need. The Night Café expanded on this, providing rough sleepers with a unique gourmet dining experience, served in a warm and welcoming environment. Both programmes were temporarily suspended due to the COVID-19 pandemic, but with restrictions now lifted, CWS is eager to continue offering these much-needed services starting in May 2024. These programmes provide more than just meals—they offer a safe and supportive space for those in need. CWS looks forward to welcoming back our guests and continuing to serve the community with compassion and care.

Supported **192**  
new clients through our Night Mission  
and Shelter programmes, with 98  
clients supported on a recurring basis.



## Supporting Our Seminarian Brothers

Every year, the Night Missions and Shelters take on attachments from the Seminary of Brothers seeking to take part in works of charity as part of their pastoral formation. Last year, we welcomed three Seminarians – Brothers Joel Tan, Joseph D’Cruz and Nicholas Lim – who lent their support to the residents from Bethlehem Shelter, and also supported us in our Night Missions street outreach. In their monthlong stay with us, the Brothers shared how the experience highlighted to them the significance of respecting the dignity and choices of those they served, teaching them empathy and the importance of non-judgment, and the values of generosity and love. The Brothers also shared how the the Night Missions also serve a meaningful service in being the visible face of Christ in the world. CWS thanks Brothers Joel, Joseph and Nicholas for their invaluable support, and wishes them the best on their spiritual journeys.

Supported **57** clients on a long-term basis, through the dedicated support of 33 volunteers.

## Lenten Night Missions

Every year during Lent, CWS organises special Night Missions for Catholic organisations, offering a unique opportunity to give back to the community beyond traditional donations. In March 2024, members from the Catholic Foundation and Caritas Singapore Young Adults Committee participated in special Night Mission sessions held in the Bras Basah neighbourhood. Participants reached out to rough sleepers, engaging with them to offer bread, drinks and companionship. The experience provided an opportunity for a meaningful act of charity that not only served those in need but also deepened participants’ understanding of the struggles faced by the homeless.



## Hearts@Work



Launched in November 2009, Hearts@Work is a Sheltered Workshop that provides continuous developmental support for persons with intellectual challenges. Designed for high-functioning individuals aged 19 to 40, Hearts@Work focuses on enhancing trainee's employability through comprehensive workshops and training sessions, building up their vocational skills and work competencies while also developing social skills and social etiquette.

Hearts@Work aims to build a strong vocational foundation for our trainees by tailoring and teaching skills to align with each individual's abilities, with a strong emphasis on essential work competencies. Trainees engage in practical work assignments from various corporate partners, offering hands-on experience that prepares them for future employment while instilling a sense of responsibility in adhering to task schedules. Alongside these assignments, trainees participate in holistic programmes, including music and art, designed to manage stress, promote wellness, enhance memory, and improve communication. Hearts@Work also regularly organises a variety of outdoor activities to nurture social behavior in public settings, fostering an appreciation for diversity and inclusiveness.

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## Building Up Digital and Financial Literacy

With digital and financial literacy becoming an increasingly indispensable part of daily life, Hearts@Work has started conducting regular classes to help trainees build up a foundational understanding of these vital skills. These include financial concepts such as budgeting, money management, and independent grocery shopping. Trainees also learned how to apply these principles in other relate areas in their lives, such as digital banking, online safety and security, and scam awareness. Developing these financial and digital literacy competencies will enable our trainees to lead more independent lives and gain broader access to social and employment opportunities.



## An Immersive Nature Experience

Last year, Hearts@Work launched **Nature Connection**, a new wellness and mindfulness programme aimed at helping trainees better connect with the environment and green spaces around them. Under the guidance of therapists, trainees explored the five senses—sight, hearing, smell, taste, and touch—while learning various techniques such as deep breathing, calming the mind, and managing distress. In addition to boosting their mental and emotional well-being, the Nature Connection programme also helped trainees develop a greater appreciation for nature, and the importance of ensuring its conservation.



## Music to One's Ears

Hearts@Work extends a warm 'thank you' to our volunteer music teacher, the dedicated Ms Wong EeMei, for bringing the joy of music to our trainees last year. Ms Wong introduced our trainees to various types of percussion instruments, teaching them the basic principles of music, such as notes and rhythm. Through weekly practice sessions, our trainees have grown to become fine musicians who enjoy playing popular classical pieces such as J.S Bach's Minuet in G Major.



## Drumming Up Joy

In February 2024, our trainees proudly put their Taiko Drumming skills on display, performing at RHB Singapore's Chinese New Year Client Appreciation Dinner at Shangri-La Hotel. Taiko Drumming has been a favourite music activity at Hearts@Work, with drumming serving as an excellent alternative means of non-verbal communication. The audience was treated to a rhythmic and infectious performance by our trainees, closing off with an enthusiastic 'HUAT AH' that injected new energy into the crowd.



## Cherishing Our Long-Serving Volunteer

Patricia Tan's journey with CWS began in 2003 at Poverello Teen Centre (now relaunched as YouthReach), where she provided support to at-risk youth for six years. In 2009, she officially joined Hearts@Work as a volunteer, and in her 15 years with the programme, Patricia shares her deep satisfaction in witnessing the growth and transformation of the trainees. "Of the trainees who are still at the Centre today I have seen them grow and "blossom" over the years to assume greater responsibilities within the Centre and to be more self-assured and confident individuals," she says. "I feel the 15 years I have spent at Hearts@Work is time well-spent, and I hope the Centre will continue to help and support more individuals with special needs in the years ahead."

Patricia's story is a testament to the impact that dedicated volunteers can have on the lives of others. CWS extends its deepest appreciation to Patricia, and all our dedicated volunteers who have played a crucial and invaluable role in our programmes and services.

*"I feel the 15 years I have spent at H@W time are well spent and I hope the Centre will continue to help and support more individuals with special needs in the years ahead. Thank you for letting me be a part of all this."*



## Our Nursing Homes

### Supporting the Elderly in Need

In the 1970s, as Singapore rapidly urbanised into a modern city, there was a rising need to better support the elderly in the community, many of whom were sick and without the means to take care of themselves. To meet this urgent need, several non-profit organisations stepped up to the challenge and established Nursing Homes and other eldercare facilities for seniors in need. Catholic Welfare Services was among the number, launching St Joseph's Home in 1978. Over the years, in addition to St Joseph's Home, CWS also took over management of two other Nursing Homes: Villa Francis Home for the Aged in 2001, and St Theresa's Home in 2003.

All three Homes are residential care facilities that provide long-term nursing care provide long-term nursing care primarily for residents from Categories 3 and 4 – elderly who are bed or wheelchair-bound, and with high dependencies. In line with our mission of serving those in need in the community, the majority of our residents are elderly persons who require financial support and subsidies, referred to us by the Agency for Integrated Care (AIC). Our Nursing Homes follow a philosophy of care that is underpinned by the Catholic ethos of attending to the needs of those we serve with love and compassion.

In addition to nursing and medical care, our Homes endeavour to attend to each resident's holistic needs - physical, emotional, mental, spiritual and social. Spiritual support and guidance, in which the Canossian Sisters played a formative role in, has since evolved to be taken care of by dedicated Pastoral Services teams in each Home.



### New Inter-Home Programme for Residents: Magic for Seniors

Last year, our Nursing Homes took part in an exciting new programme jointly-held across our Nursing Homes, aimed at showcasing our seniors' talents for magic. Residents from the Homes took part in weekly training sessions led by Meta Illusions, learning how to perform a variety of magic tricks and illusions. From pulling objects out of a hat to magically making flowers appear, our residents showed tireless dedication in learning how to effortlessly pull off these feats of finesse, while also developing their skills of showmanship and stage presence along the way. The programme culminated in a live magic performance held at St Joseph's Home in January 2024, where our resident magicians put their skills on display for their families and fellow residents. The programme was remarkable success and a hit amongst the residents, serving as a testament to the power of creativity and lifelong learning.

### Recognising Special Values in Our Staff

Last year, CWS introduced a new award at the Staff Appreciation Dinner – the CWS Special Values Awards, recognising staff who have demonstrated exceptional qualities beyond job performance. The Awards were divided into three categories: Passion, for individuals who energise and bring positivity to the workplace; Collaboration, for those who excel in teamwork and cooperation; and Resilience, for individuals who excel in their roles despite challenging personal circumstances. A total of 21 winners were chosen from across our Homes and Centres, nominated by their peers and selected by their respective Heads.



## St Joseph's Home

In 1978, Catholic Welfare Services established St Joseph's Home, as a nursing care facility for the elderly and destitute. SJH holds the distinction of being the first Nursing Home founded by Catholic Welfare Services, with the dedicated and unwavering support of the Canossian Sisters, who have played a crucial role in the Home's administration and operations from its inception.

From its initial capacity of just 23 residents, St Joseph's Home grew significantly after its relocation to Jurong in 1993, reaching a capacity of 100 residents. In 1985, recognising the increasing need for better end-of-life care services in the community the Home established Singapore's first dedicated hospice care wing.

In 2014, St Joseph's Home underwent a major renovation and expansion, during which residents were temporarily relocated to Mandai. The project aimed to reimagine how care can take place in a Nursing Home by introducing new design features and innovative programmes. Envisioned as a space for the current and future generations of elders, this new model also sought to increase the Home's capacity to serve more residents. The upgraded St Joseph's Home, officially re-launched on 19 March 2018 to coincide with its 40<sup>th</sup> anniversary, transformed from a single-storey building into a state-of-the-art six-storey facility.

Today, St Joseph's Home is a modern Nursing Home featuring architectural design that balances resident's privacy and ventilation, and amenities and community services designed to enhance the quality of life for residents. Among these is our co-located Infant and Childcare Centre (ICC), supporting local families with children from two months up to 6 years old, and providing curated programmes with intentional intergenerational pairings by facilitators who understand the needs of both the children and the elderly residents. Additionally, the Home provides specialised services such as end-to-end hydrotherapy, with a purpose-built hydropool, and art and music therapies to cater to the diverse needs of residents.

St Joseph's Home continues to uphold its ethos of care, blending traditional values with modern advancements to provide holistic support for the elderly and those in need of end-of-life care in Singapore.

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# 294

Nursing Home Residents

# 19

Hospice Care Residents

# 28

Infants and Children

Cared for at St. Joseph's Home in  
FY2023/24



## A Tribute to Sister Geraldine

In an era where longevity in a particular field of work is increasingly rare, Sister Geraldine Tan FdCC (Canossian Daughters of Charity) stands as a beacon of dedication and commitment.

Having been with St Joseph's Home since 1979, Sister Geraldine has worn many hats. From her early days as a nurse, to taking on the role of being St Joseph's Home's Executive Director since 2007, her work has been pivotal in shaping St Joseph's Home into what it is today.

She is a visionary – someone who takes courage in challenging the norm and spearheading out-of-the-box ideas, such as pioneering the hospice movement in Singapore and launching the first infant and childcare centre in the nation to be co-located within a nursing home.

"She built a school so we could study together with grandpas and grandmas!" chirped 7-year-old Alexa Sim, an alumna of St Joseph's Home Infant and Childcare.

Sister's ability to connect with each resident and understand their unique needs and stories has also set a standard for personalised and heartfelt care. For example, Sister arranged for advanced classes after Uncle Anthony (a long-term resident) expressed his desire to learn more magic tricks. He had attended introductory magic workshops conducted by Meta Illusions, which concluded earlier this January.

Uncle Anthony, who is also a budding artist, painted and presented his artwork to Sister during a celebration hosted for her. With his painting of a dragon soaring into the skies, he wished Sister that her ministry may continue to bear more fruits.

She's also a hands-on leader who steps in to help her staff whenever needed, and personable in which she takes time to get to know her staff beyond their work. Her staff can attest to the fact that she nurtures and invests in their personal and professional development, from hosting students on learning attachments to funding foreign staff's professional trainings.

"Sister Geraldine has been a pillar of support and strength for all of us. She instilled a strong culture of unitedness where we show care and compassion to one another. It's a good foundation for us to grow as we evolve to meet the needs of the community." – Janigi Mohan, Director of Nursing, speaking as a staff representative during an internal Thanksgiving Party for Sister Geraldine.

Her catchphrase has always been to "Aspire to Inspire, before we Expire." She truly has done that in her nearly four decades at St Joseph's Home.

Sister's legacy reminds us of the profound difference one person's passion and resilience can make. The legacy she has created will stay with us for years to come, as we continue to honour her contributions and work towards building upon her remarkable achievements.

We wish her all the best in her new season as a Provincial Head of the Canossian Order.



*"She built a school so we could study together with grandpas and grandmas!"*

– chirped 7-year-old Alexa Sim, an alumna of St Joseph's Home Infant and Childcare.



## Building Intergenerational Bonds Through Music

From March to May 2023, St Joseph's Home partnered with Esplanade - Theatres on the Bay (Singapore) to introduce their Sing Out Loud! Project, conducted for the first time within a Nursing Home and in an intergenerational setting. This collaboration brought together our residents and preschoolers from our Infant and Childcare Centre for a unique intergenerational journey.

The programme, which combines music and community engagement, provided a platform for the young and the elderly to interact, share, and learn from each other. This culminated in a private showcase at the Esplanade Annexe Studio, highlighting the participants' progress and celebrating their shared journey through music. Family members and caregivers witnessed the heartwarming connections formed between generations, demonstrating the power of music and community in fostering meaningful relationships.

Special thanks to Esplanade – Theatres on the Bay for their collaboration in enriching the lives of St Joseph's residents and promoting intergenerational engagement.



**Photo credit:** Alvin Ho  
Courtesy of Esplanade Theatres by the Bay (Singapore)

## Connecting Generations Through Music and Memories

Last year, St Joseph's Home completed the first run of "Story Pals," an intergenerational programme created by YuQing, a dedicated volunteer since 2019 and former intern in the Community Partnerships & Communications department. YuQing first joined St Joseph's Home as a volunteer in an intergenerational programme back in 2019. Her encounter with a resident living with dementia sparked a desire to make a broader impact. The programme, which lasted six to eight weeks, is designed to capture and celebrate the life stories of residents through music. Volunteers spent time learning about residents' past occupations, childhood romances, and other personal memories. These stories were then creatively woven into the residents' favourite songs, which were performed in a heart-warming finale session.

One resident expressed immense gratitude after hearing his life story transformed into a song, a testament to the programme's profound impact. Plans are underway to continue Story Pals in future iterations, furthering the mission to connect generations and preserve the cherished memories of residents.



## Making Music Across Generations

St Joseph's Home collaborated with 'I'm Soul Inc' to introduce "Music Making M.A.G.I.C.," an interactive programme that enables residents to create music without any prior musical background. This innovative initiative utilises technology like Soundbeam and special controllers, allowing residents to produce sounds with simple movements or slight taps of the finger.

With guidance from helpful instructors, residents were able to perform their favourite songs, such as "Twinkle Twinkle Little Star," "Tian Mi Mi," and "The Moon Represents My Heart". As an opportunity for intergenerational bonding, children from the Home's Infant and Childcare Centre joined the residents for a few sessions, culminating in a joint performance for the Parents' Appreciation Day, where they performed "Mom (& Dad) is the Best in the World" and a unique rendition of "Twinkle Twinkle Little Star."



## Celebrating with Long-Term Partners

In the past financial year, St Joseph's Home was honoured to collaborate with long-term partners like the Republic of Singapore Air Force (RSAF) and Google Singapore. RSAF had previously organised a wide range of events such as a durian fest, a bus tour, and a Mid-Autumn Festival celebration for our residents to take part in. This included a visit to the RSAF 55<sup>th</sup> Anniversary Open House organised for both the residents of the Home and the children from the Infant and Childcare Centre, where they enjoyed a live Military Watch Dog demonstration, saw F-16 Fighter Jets up close, and explored the various exhibits on display.

Google Singapore, another long-term partner, returned for an on-site event after a hiatus since COVID-19. They hosted their signature Mid-Autumn Festival Celebration, which has been an annual tradition at the Home since 2017. The event featured a variety of performances, including a live animal magic show, storytelling, balloon sculpting, and juggling. SJH is thankful for the joy, enrichment and lasting memories that our partners have brought to our residents and students through their collaborations.



## Ongoing Professional Development at St Joseph's Home

As part of St Joseph's Home ongoing commitment to provide excellent psychosocial care to residents from admission to end-of-life, staff across various disciplines such as nursing, allied health and pastoral have attended conferences and trainings such as:

- **8<sup>th</sup> Singapore Palliative Care Conference**  
Organised by the Singapore Hospice Council (SHC)
- **ACP-i2023 8<sup>th</sup> International Conference**
- **Difficult Communications Workshop for Healthcare Professionals**  
Organised by SHC
- **Psychosocial and Spiritual Care Training**  
Organised by Khoo Teck Puat Hospital

St Joseph's Home has also started preparations for the new Nursing Home licensing requirements. As part of this, staff from nursing, allied health, and operations have successfully completed the MOH EatSafe SG E-Learning Programme. These initiatives demonstrate the Home's ongoing dedication to continuous improvement and excellence in resident care.





## Villa Francis Home

In 1978, responding to the call for Nursing Homes to care for the sick and the aged in the community, the Sisters of the Franciscan Missionaries of Divine Motherhood (FMDM) founded the Villa Francis Home for the Aged (VFH) in Mandai. The Sisters were guided by their mission was to bring aid to the poor and the marginalised, and endeavoured to care for the residents of the Home in both in body and soul.

Over the years, Villa Francis Home (VFH) has served as a sanctuary of love, care, and rehabilitation for the elderly, guided by the dedicated leadership of the Sisters. In April 2001, the Catholic Welfare Services assumed management of the Home, carrying forward the mission of serving the elderly in need with the same commitment and compassion. In September 2013, VFH underwent a major transformation, transitioning into a modern nursing facility. This redevelopment included relocating from its original site in Mandai to a new, state-of-the-art facility in the heart of Yishun Central. Today, VFH stands as a vital component of the community's healthcare system, continuing to provide essential care and support to the elderly while integrating seamlessly into the broader network of services in Yishun.

As a Nursing Home, VFH prioritises comprehensive nursing and medical care for its residents, offering wide range of support services such as rehabilitation and physical therapy. The Home's resident-focused approach is powered by a team of medical consultants, specialists, and volunteer doctors, catering to the residents' diverse needs. Qualified physiotherapists and occupational therapists also play a pivotal role in ensuring residents receive necessary care to improve mobility, maintain physical capabilities, and embrace independence. Through its unwavering commitment to compassionate care and professional development, Villa Francis strives to enrich the lives of its residents and foster a nurturing and supportive environment for all.

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**246**  
Elderly Residents

Cared for at Villa Francis Home in  
FY2023/24



## Celebrating Active Living: Annual Sports Fest

Earlier this year, Villa Francis Home held its Annual Sports Fest, a highly-anticipated sports event where residents go head-to-head in athletic contest. Comprising five events held throughout the week, the Sports Fest presented an exciting opportunity for residents to stay active and engage with one another in friendly competition. Supporting our residents throughout the Sports Fest were student-volunteers from Swiss Cottage Secondary School, who assisted with the games and brought cheer and motivation to every event. The Home extends its thanks to all who participated in the Sports Fest, including the Allied Health team for their seamless coordination in organisation the festival.



## Sensory Therapy at Villa Francis Home

Villa Francis Home conducts weekly Sensory Therapy sessions as part of our efforts to enhance the quality of life for our residents with dementia. Engagement is a key factor when developing dementia-related therapies, and Sensory Therapy has proven to be highly effective at this, by engaging residents through all five senses. From sight, hearing, taste, smell and touch, the sessions keep residents engaged, attentive and connected to the present, while also reducing their anxiety and promoting a sense of relaxation.



## The Road to Recovery – Madam Peck’s Journey of Resilience

Villa Francis Home believes health and well-being is a continuous journey, where consistency, persistence and small, incremental improvements can bring about meaningful differences in our residents’ quality of life. One inspiring example of this is the story Madam Peck Ah Huat, who became a resident of Villa Francis Home in August 2021. At the time of her admission, she faced a number of physical constraints, being bed-bound and highly reliant on others to carry out her Activities of Daily Living (ADLs), such as showering, dressing, and grooming. However, through her unwavering determination and grit, Madam Peck began to make incredible progress in her health by taking part in regular therapy sessions at the Home. Now, three years later, Madam Peck has gone from being bed-bound to getting around in her wheelchair, and is even to stand using grab bars. Her journey of resilience is a true testament to the power of perseverance and inspires us on our mission of providing meaningful, quality care for residents.



## Special Values Awards

Villa Francis Home proudly recognised six outstanding staff members at the CWS Staff Appreciation Dinner 2023, celebrating their exceptional contributions through the CWS Special Values Awards, under the three categories of Passion, Collaboration, and Resilience. Francis and George were honoured for their positivity, enthusiasm and compassion towards both residents and colleagues. Angelue and Shar Mar were recognised for their strong teamwork, exceptional communication skills and collaborative spirit that enhanced operations and strengthened our community bonds. Mar Ti Nar and Say Say Wah demonstrated remarkable perseverance, excellence in the face of challenges, and maintained high standards of care despite adversity. We congratulate all of our winners for their outstanding contributions to making Villa Francis Home a place of joy, support, and unwavering care.



## Upcoming Projects at Villa Francis Home

As part of our continuous effort to enrich the lives of our residents, Villa Francis Home will be launching two new initiatives for our seniors to take part in the coming year. The first is 'Miniature Horses', a brand-new animal therapy programme where residents will be able to pet, play and interact with miniature horses. Animal therapy activities have long been a favourite amongst residents, and this new programme that is sure to bring joy and comfort. Further, the programme has also been designed with bed-bound residents in mind, ensuring our Category 4 residents are also able to take part in the sessions.



The second initiative is 'House of Memories', a pilot project for residents with dementia, where residents will take part in activities that stimulate recollection and cognitive engagement. The project aims to improve residents' well-being by helping them reconnect with their past, and will incorporate a unique profile tracking feature that will monitor residents' engagement levels during session. This will allow us to better tailor the activities to suit each resident's unique needs.



## St Theresa's Home



The history of St Theresa's Home (STH) is rich and storied, and predates that of Catholic Welfare Services. In 1935, the Little Sisters of the Poor, an international congregation of nuns, sought to create a Home dedicated to serving the elderly, poor, and disadvantaged in the community. With the support of philanthropists Mr Aw Boon Haw and Mr Aw Boon Par, the Sisters established the Little Sisters of the Poor Home for the Aged on a picturesque hill surrounded by nature and greenery. As Singapore developed into a modern city and people's quality of life improved, the Sisters grew to recognise that their mission might be more needed in other developing regions. On 1 July 2003, they entrusted the management of the Home to Catholic Welfare Services before departing to serve other communities in need. The Home, now known as St Theresa's Home, continues the Sisters' legacy by providing long-term residential nursing care for up to 200 elderly residents in need, with empathy, love, and compassion.

STH is staffed by a dedicated team of qualified nursing and healthcare professionals who are committed to providing the highest level of care. We believe in a person-centred approach to care, where we work to preserve the independence and agency of our residents as far as possible. The Home offers an array of rehabilitation services such as physiotherapy and occupational therapy, focusing on enhancing residents' ability to carry out daily activities and empowering them to live actively, independently, and age gracefully.

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Executive Director  
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Singapore 574325  
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Email: [admin@sainttheresahome.org.sg](mailto:admin@sainttheresahome.org.sg)

# 224

Elderly Residents

Cared for at St Theresa's Home in  
FY2023/24



## Preserving Both Heritage and Quality of Life

STH has been selected as the future site of the Catholic Hub, an upcoming project by the Church to serve the long-term needs of the Catholic community in Singapore. With initial construction work already underway, STH is fully committed to ensuring that the well-being and quality of life of our residents remain a top priority throughout the redevelopment process. Every effort is being made to minimise disruption to our residents' daily lives, including the implementation of sound dampeners and dust mitigation measures. In addition, the Church and STH are also taking great care to preserve and honour the rich history of the Home. Key portions of the Home have been gazetted as heritage architecture, and will be preserved as they are and incorporated as part of Hub's design.



## Caring for Both Body and Soul

Pastoral care is an integral part of our Nursing Homes' approach to caring for residents. In the past year, STH embarked on a number of new initiatives to further support the pastoral and spiritual needs of both residents and staff.

In addition to our regular Masses on Mondays, Wednesdays, Fridays, and holy days of obligation, we organised special Masses last year to celebrate key events. In August, we hosted a Nurses Day Mass to honour our hardworking nursing and support staff, and in November, we held a special Memorial Mass to remember and honour the residents who had passed away during the year.

During Lent, the Home hosted afternoon community prayer sessions in the Chapel, where staff prayed the afternoon Divine Office and offered intentions for everyone's wellbeing. Additionally, we also organised our first Night of Taize with our Protestant brothers and sisters, coming together as one community in prayer and song. The event was a great success, and STH plans to hold these sessions on a quarterly basis.

In September, residents visited Novena Church for the Annual Novena Procession. Held on the first Sunday of September for the past 70 years, this annual event in honour of the Blessed Virgin Mary is an important day of celebration, thanksgiving and love. The highlight of the day was the Crowning of Our Lady of Perpetual Help's portrait, and the residents were delighted and honoured to be there to witness the event.

In December, STH organised its inaugural staff retreat at La Salle House, led by Frs Benedict Chng and Eugene Vaz. The retreat was facilitated by our Director of Nursing, Ms Gillian Beins, HR Manager Ms Candy Lim, and Nurse Manager Mr Zechariah Yeo, and was well-received by attendees. A second session for Heads of Departments was held in April 2024, with planning underway for another retreat in July 2024.



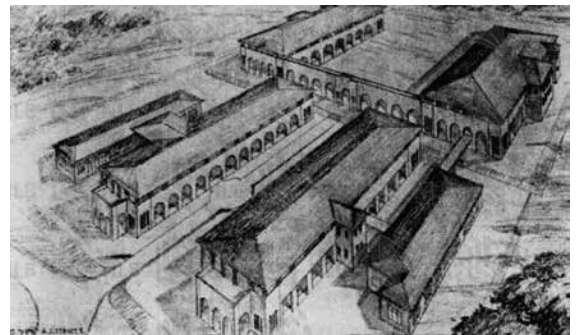
## Building Better Communication Skills

As with many other Nursing Homes, a majority of the staff at STH come from overseas, and English is oftentimes not their native language. While many of them are proficient communicators, they may at times face challenges in communication – especially with local phrases or dialects. To address this, in February 2024, STH enlisted the support of a retired English teacher, who volunteered to conduct a language programme for our foreign staff. The first intake comprised 11 staff members, who underwent a beginner’s course focusing on correct pronunciation, phonics, medical and nursing terminologies. In addition to theory and discussion, the staff also took part in practical role-play, building their confidence in speaking and engaging in English. Further, the lessons also served to better prepare them for their ITE Skills Certificate in Healthcare (Home Care) exams. The programme was a success, and STH plans to extend it to non-clinical foreign staff in the next intake.



## Further Recognising Our Special Values

STH always believes in recognising the hard work and dedication of our team members, and last year’s CWS Special Values Awards inspired us to extend our own in-house awards for exemplary values demonstrated by staff. A total of seven staff were recognised at our in-house Dinner & Dance - Miculob Natalie and Joseph for Passion, Naw Esther, Francisca, and Raman Kalaiyarasi for Collaboration, How Boey Eng, and Pacis Clarence Daquioag for Resilience. In addition to being a source of motivation for staff, these awards also serve to inspire them to strive to do more and do better, fostering a culture of service excellence at the Home.



**Our Collaborators**



**St Vincent Home**

In the 1970s, there was an urgent need for a robust support system for the elderly within the community. Beyond establishing Nursing Homes, Catholic Welfare Services sought to explore alternative models of care, particularly for isolated seniors living alone or without family support.

In February 1979, Catholic Welfare Services (CWS) partnered with the Society of St Vincent de Paul (SSVP) to launch the St Vincent Community Home, providing care for 13 seniors in a unique facility located within an HDB block on Waterloo Street. Designed as a Sheltered Home for seniors on the Public Assistance Scheme, the St Vincent Community Home stood out from typical Nursing Homes of the time by adopting a minimum-intervention approach where residents lived independently and took charge of their own care as much as possible.

Today, St Vincent Home (SVH) continues to serve as a haven for isolated seniors in need, providing them with a safe, clean and welcoming Home where they can live together as a community. SVH upholds its philosophy of emphasising independence, agency, and dignity of care amongst our residents, and encourages them to play an active role in the maintenance and upkeep of the Home.

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Centre Administrator  
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catholicwelfare.org.sg

**10**  
Seniors

Living independently together at  
St Vincent Home in FY2023/24



## Keeping Our Residents Active and Engaged

From arts and crafts sessions to music therapy to outings and excursions, SVH regularly organises a wide variety of programmes and activities for residents to engage with in during their free time. These initiatives provide accessible avenues for residents to stay physically, mentally, and socially active. In FY2023/24, we launched several new programmes and activities aimed at promoting lifelong learning and fostering a sense of social inclusion among residents.



## Cultural Appreciation Programme

Taking place over a period of six months, the Cultural Appreciation Programme sought to provide residents with educational sessions where they could learn about the various customs, traditions and practices of each of the four main ethnic groups in Singapore. From Hari Raya and Deepavali to Mid-Autumn Festival and Christmas, residents took part in hands-on activities where they interacted with various cultural artifacts such as outfits, decorative items and food. Residents also ventured out on visits to a number of museums and cultural centres such as the Eurasian Association, where they viewed exhibits and enjoyed traditional meals.



## Learn-an-Art Programme

Last year, SVH launched the Learn-An-Art Programme, an arts and crafts initiative aimed at challenging our residents to explore a variety of new and unique art forms and express their creativity. The first series of the programme focused on nagomi painting, a gentle and therapeutic art form originating from Japan. Under the guidance of a skilled art instructor, residents were delighted to try their hand at painting festive, Chinese New Year-themed pictures. The programme was well-received, who enjoyed the opportunity to learn something new, and look forward to the next series.



## Decorating Our Festive Celebrations

Decoration-making is a much-loved activity at the Home, with residents taking an active role in crafting beautiful ornaments for different festivals throughout the year. For Christmas, residents paired up with volunteers and worked hard to create intricate burlap wreaths, which were shared with donors, sponsors and partners as heartfelt gifts. In addition to being an outlet for their creativity, residents shared they felt a sense of accomplishment in being able to create and share items that brought joy and holiday cheer to others.





## CWS - Boys' Town YouthReach

Launched in July 2010, YouthReach is the outreach arm of Boys' Town, reaching out to at-risk youth between 10 to 24 years old in the Tampines and Toa Payoh neighbourhoods. Based on an overarching strategy comprising Outreach, Intervention and Advocacy, YouthReach offers youth-centric, interest-based programmes and referrals for counselling and case management. Through our interest-based programmes, we reach out to youths and help them discover areas of unexplored potential. Adopting a youth-centric and strength-based approach, we empower our youths to discover their strengths, make responsible choices, and to seek out vocations that are uniquely suited to them. Through case management, the programme also works with the youth to build a meaningful support system that can help them better engage and integrate with their families and loved ones.

**CWS - Boys' Town YouthReach is co-sponsored by Catholic Welfare Service (CWS) and Caritas Singapore.**

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 Executive Director, Boys' Town  
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 Website: <https://www.boystown.org.sg/youthreach/>  
 Email: [enquiry@youthreach.org.sg](mailto:enquiry@youthreach.org.sg)

**190**

Youth Under Regular Follow-up

**105**

Youth in  
 Developmental Programmes

**194**

New Youth Engaged

by YouthReach in FY2023/24



Our Mission:  
*To help youth-at-risk become socially integrated, responsible and contributing members of society by providing outreach programmes.*



## Annual Soccer Camp – a Youth Development Programme

In June, YouthReach hosted its annual soccer camp at Boys' Town, a three-day, two-night event attended by 31 youths. This year's camp featured a mix of bonding games, soccer training sessions, an expressive art program, and a tournament on the final day. Notably, three senior members of the team were given leadership roles, running various activities and leading the soccer training sessions. The final day included a special tournament with alumni youths who had graduated from the program, providing a valuable opportunity to strengthen relationships with former participants. The camp successfully fostered team bonding and enhanced the motivation of the youths.



## Weekly Soccer Programme - a Youth Development Programme

YouthReach continued its strategic partnership with Balestier Khalsa Football Club (BKFC), which provided weekly training sessions led by professional coaches at Toa Payoh Stadium. These sessions offered structured opportunities for youths to enhance their football skills and learn professional discipline. The collaboration with BKFC also exposed the youths to the professional soccer environment, including roles such as Ball Boys, Flag Bearers, and stretcher duty at Singapore Premier League matches. Beyond professional training, the YouthReach team facilitated individual and group sessions to further boost self-efficacy and teamwork.



## Spray? Can! – Expressive Art Programme

The Spray? Can! Was a special four-week programme launched last year for Boys' Town's Senior Shelter boys, aimed at teaching youths how to spray paint as a means of self-expression and to enhance emotional regulation. This programme provided an engaging and enjoyable way for participants to articulate their emotions and develop healthy coping strategies for life's challenges, and led to significant improvements in the youths' emotional regulation, especially in managing expressive suppression. The Senior Shelter staff observed that the boys became more comfortable sharing their issues and struggles after participating in the program.



## Building Strength Through Muay Thai

Last year, Boys' Town YouthReach partnered with Left Gym to create a two-month Muay Thai youth development programme designed to engage youths and promote positive development. The programme's goals were to enhance participants self-efficacy, provide healthier outlets for reducing aggressive behaviours, and teach alternative methods of emotional regulation to prevent violence in personal conflicts. Additionally, it also sought to build relationships, foster a safe and encouraging atmosphere, and address personal challenges faced by the participants. Feedback from participants highlighted that programme proved to be a transformative experience, which improved the youth's self-efficacy and self-esteem, while also leading to significant enhancements in their ability self-manage their emotions and behaviours constructively.



## Exploring the Arts with Project THREE

In 2023, Boys' Town Group Home and YouthReach launched Project Three, an initiative designed to help youths explore their Boys' Town journey through expressive arts. The project offered participants monthly workshops in various mediums such as clay-making, mask-painting, photography, and collaborative filmmaking, fostering introspection and creative self-expression. Over several months, youths engaged in activities that encouraged them to envision their futures and believe in their ability to create positive change. The project culminated in an exhibition showcasing the participants' artistic journeys, reflecting significant personal development.



## Raising Mental Health Awareness at Tampines Hub

In 2023, Boys' Town YouthReach introduced a fresh and engaging initiative known as the Mama Shop of Memories, aiming to ignite conversations on mental wellbeing within the community. Debuting at Tampines West CC during the Boys' Town OMP Roadshow, its popularity led to a return appearance at the Tampines Green and Wellness Festival. This innovative concept leveraged nostalgia to encourage participants to share personal memories, dreams, and reflections, fostering genuine connections among attendees of all ages. The Mama Shop of Memories served as a platform for cross-generational dialogue, bringing together individuals from diverse backgrounds to discover shared experiences and perspectives.



# Our Volunteers

Volunteers play an essential role in helping to carry out our various programmes and activities, and are an integral part of the CWS family. The CWS Volunteer Management Department seeks to grow and cultivate our talented and dedicated pool of volunteers while providing them with a meaningful journey of giving back to the community.

## Volunteer Vision

**A volunteer ecosystem that values the dignity of life.**

## Volunteer Mission

**Co-creating a fulfilling volunteer journey through meaningful giving.**



## Gathering Operational Support

Last year, we introduced two new volunteering roles at our Nursing Homes: the Kitchen Elf and the Laundry Angel. These long-term operational support roles are vital to the day-to-day activities of the Home, offering crucial assistance in both the kitchen and laundry departments. By stepping into these roles, volunteers help alleviate some of the workload from our staff, allowing them to focus more on providing higher-quality care for our residents. These positions require a significant commitment of time and effort, making the dedication of those who have embraced this challenge truly inspiring. We are immensely grateful for their unwavering support, which has already made a meaningful impact on our Homes.



## Recognising Our Partners and Donors

On 9 November 2023, over 180 volunteers, partners, and friends of CWS gathered for our Appreciation Night 2024, where we sought to give thanks to all who had supported us on our mission of service in the past year. The evening began with a heartfelt Thanksgiving Mass at the Cathedral of the Good Shepherd, followed by a simple buffet dinner at CHIIMES Hall, where attendees enjoyed a music, fun booths, and art exhibitions showcasing the talents of our residents and beneficiaries. CWS is deeply thankful to the Cathedral of the Good Shepherd and CHIIMES for their support in providing their beautiful venues at a generous and charitable rate.



### RESPECT

We observe dignity, inclusivity and teamwork through recognition of diversity of thoughts.

### INTEGRITY

We hold ourselves accountable to do right with transparency, honesty and fairness.



### COMPASSION

We lead people towards love and fulfilment through care, empathy and kindness.

### COMMITMENT

We dedicate our time and effort to enhancing the quality of life of beneficiaries and their families

*“If you are hesitant and feel that you may not have any talent to share, I would like to encourage you that volunteering is where many of us discover our gifts. You would not know what you are capable of until you try.”*

– Ms Mary Gan, Holy Cross Golden Disciples

**St Joseph’s Home**



*“What touched me was how some elderly participants started a bit hesitant. But as they saw their artwork taking shape, their excitement grew. The intricate handicraft was a test of their finger dexterity, eyesight, and patience. The seniors who look careless turned out to have a delicate mind. It reminded me that creativity has no bounds.”*

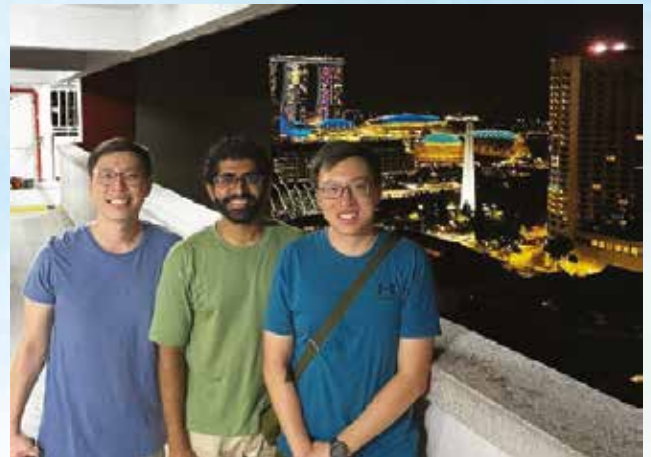
– Lam Yen Fong

**St Vincent Home**

*“Even if you may not see it, your work has made a difference in the lives of others, and those who come after you experience the fruits of your volunteer service. We have learnt not to think about reaching out to the entire world, but to think about how you could mean the world to the one single person you have been here for.”*

– Seminarians Joel Tan, Joseph D’Cruz, and Nicholas Lim

**Night Mission and Shelters**



*“Having served as a volunteer pianist at Hearts@Work for a few months, I’ve found that music really brings joy to the Trainees. They are so happy to learn new songs and action songs, and to move along to them.”*

– Christopher Khoo

**Hearts@Work**

*“Truly an eye-opening experience to work with other like-minded individuals in society and serve the less fortunate. My Buddy Befriender, Mr Leo Low, has been an extremely reliable partner who helped to coordinate the visits and manage transportation. His mastery of dialect has proved crucial in bridging the gap between me and our befriending Clients on Soulfull Programme. Once again, a huge thank you to CWS for providing me with this unique opportunity.”*

– Befriender Lam Rui Siang

**Befrienders For Soulfull Programme**



*“It was a meaningful experience. We got to interact with the elderly and got to know them better. Wishing them a Happy Chinese New Year and good health.”*

– Seah Zhi Ning, Primary 5, Northland Primary School

**Villa Francis Home**

*“We are very heartened to see that everyone was enthusiastic to participate in the activities. The festive season is about giving; through mandarin oranges, lanterns and music, we are very honoured to be able to bring some smiles and blessings to the participants during this Chinese New Year!”*

– Ng Jonas, STH Befriender

**St Theresa's Home**

*“Thank you for taking care of the old and sick all these years. Wishing CWS all the best on your 65<sup>th</sup> Anniversary. Keep up the good work.”*

– Mr Sukhdev Singh

**St Theresa's Home**

# Our Residents and Clients



## Mr Long Chan Fook (Anthony)

St Joseph's Home Resident

Uncle Long has been a resident at St Joseph's Home since 2015, so it's no surprise that he knows almost everyone, and they know him too. He spends his mornings attending Mass in the Chapel, and in the afternoons, he takes part in leisure activities, volunteer programmes, or leads rosary readings for the Home. Uncle Long is also a lifelong learner, and has picked up many talents in his time at the Home, such as art, magic, and even computer skills.

*"It's great that we get enjoy to different activities within the Home, to keep us active and alert."*



## Mr Ker Cheng Bok

Villa Francis Home Resident

For Mr Ker, Villa Francis Home has become a home away from home, where he spends his time in the company of friends and fellow residents. He often spends his weekends or free time in the common room or at the rooftop garden, listening to music.

*"Thank you CWS and VFH for providing a place for us. Happy to be in this community."*



## Mr Justin Cheong Weng Seng

St Theresa's Home Resident

Mr Justin is an articulate and engaging speaker, who enjoys writing in his free time. He also likes to take part in activities that allow him to creatively express himself, like drawing and painting.

*"On your 65<sup>th</sup> Anniversary, I wish CWS well for your vision and good deeds that you have been carrying out for the needy and poor."*



## Ms Eva Pi

St Vincent Home Resident

From outings to gardening, Ms Eva Pi enjoys taking part in all of the various activities available at St Vincent Home, but she particularly enjoys exploring her creativity through arts and crafts.

*"I like doing arts and crafts because it helps me relax. I feel good when I create something beautiful and attractive."*



## Jiawei

Hearts@Work Trainee

Come rain or shine, trainee Jiawei enjoys coming to the Hearts@Work Centre, despite the more than hour-long journey from his home. Having been with the programme for the past eight years, Jiawei has been able to hone his skills and is now well-prepared for open employment.

*"I like coming here because I get to see all my friends, and all my trainers and volunteers are very kind and helpful. I am very proud to perform Taiko Drum on the stage and to participate in many other activities, such as music, singing, art, and crafts. Of course, I love the outings the most!"*



## Mr Wong Kwok Wai

CWS Soulfull Client

Mr Wong starts his days early, waking up at 8 am for daily exercise, and spending his time preparing his own meals and enjoying TV. As a Soulfull client, he appreciates his friendly and helpful befrienders, and shares how he enjoys the quarterly holiday events.

*"It's something different for me to look forward to, and is a nice chance for me to go out of the house."*



## Madam Rasa

CWS Client

An aspiring artist and life-long learner, Madam Rasa is a pioneer member of the CWS ACE Programme, joining the pilot workshop to learn how to skilfully craft plush crochet bags. She looks forward to learning more at the next ACE workshop.

*"I've always enjoyed learning and picking up new skills ever since I was a kid, but never had the time as an adult. I hope to try out new and exciting crafts whenever I can."*

# Our Staff



## Dominic Chia

Head of Operations Services, St Joseph's Staff

Dominic's journey with St Joseph's Home began 20 years ago; first as a volunteer for six years, then as part of the operations team. Now, as Head of Operations Services, he oversees nine diverse portfolios to ensure smooth operations at the Home. Always ready to lend a hand, Dominic believes in working closely his team every step of the way.

*"Behind every smooth operation is attention to the smallest detail. It's not just about getting things done, but getting them done right."*



## Joanna Rose Estipona Abellera

Senior Staff Nurse, Villa Francis Home

When Joanna joined Villa Francis Home 11 years ago, she sought to challenge herself and put her skills as a nurse to the test. Her journey with the Home has been an enlightening experience filled with many personal milestones.

*"CWS has given me the opportunity to develop my skills in my profession and to improve myself. I am glad for my personal growth, and look forward to learning more in the years to come."*



## Consigo Rowena Delgado

Senior Healthcare Attendant, St Theresa's Home

Rowena enjoys caring for the residents of St Theresa's Home and the sense of community that she shares with her friends and peers. As a Catholic, she also enjoys pitching in to facilitate the daily community prayers, attended by staff of all religious backgrounds.

*"Happy Anniversary CWS! Your compassionate care has been a beacon of hope for 65 years. Thank you for healing hearts and tending to souls."*



## Koh Bee Yen

Administrator, St Vincent Home

Being Administrator for St Vincent Home is not just about overseeing operations – for Ms Koh Bee Yen, it also means spending time with the residents, getting to know them, and helping them feel happy and comfortable in their home away from home.

*“It’s a joy working with the elderly at SVH. I enjoy their stories and humour. It gives me great satisfaction to empower them to learn and continue doing what they love.”*



## Serene Tan

Trainer, Hearts@Work

As a trainer and job coach at Hearts@Work, Serene believes in empowering trainees with intellectual challenges to reach their highest potential.

*“I take pride in celebrating my trainee’s milestone, and one of my proudest moments was patiently coaching a trainee with autism to manage his behaviours.”*



## Mark Perera

Night Missions and Shelters

As part of the Night Missions and Shelters team, Mark plays a crucial role in ensuring the smooth operation of our shelters and providing clients with a safe, welcoming space.

*“You never know what someone is going through, so I do my best to ensure our Shelters are a place where clients can feel at comfortable and at ease.”*



## Marvin Tolentino

Night Missions and Shelters

Originally a psychology graduate, Marvin Tolentino joined CWS to explore a career in social work. Three years later and now a Senior Social Work Associate, Marvin has decided to pursue a graduate diploma in social work.

*“As a fresh graduate, it’s been an eye-opening but rewarding experience to work and journey with clients towards their goals. As a social worker, I hope to do my best in improving the lives of people in need and aid them on their path towards self-determination.”*

# The Next 65 Years

CWS' strategic direction is steered by the goals and objectives outlined in its 5-Year Strategic Plan, which is jointly formulated by the Board of Governors and the CWS Management Team. The current 5-Year Strategic Plan comprises three primary areas of focus: the expansion of our programmes and services, achieving operational excellence, and the undertaking of transformative initiatives for the future. Furthermore, the strategic plan extends its scope beyond healthcare and social service objectives, and also encompasses pastoral and faith-care. CWS' programmes and services are divided into three distinct service groups: eldercare services, social services and corporate services. Drawing upon the strategic plan, we have devised a 2-year action plan that allocates distinct goals and targets for each group, underpinned by the overarching objective of holistically embedding pastoral care into all our endeavours. This ensures a comprehensive approach to addressing the diverse array of needs of our residents, clients, and staff.

## Our 5 -Year Strategic Plan



## Upcoming Projects

### Reimagining Eldercare in STV

CWS has embarked on our journey to usher in a new Model of Care for seniors in Singapore with the development of the all-new St Theresa's Village (STV) - an integrated and continuing care eldercare facility that will be home to 450 seniors. This new Model of Care will redefine eldercare in Singapore, with greater emphasis on the residents' psychosocial and emotional needs, minimal change in their daily living activities from their own homes, and a focus on residents' abilities rather than their inabilities. STV will create a vibrant hub for active, but more importantly, purposeful living. At STV, residents will be encouraged to find purpose in their daily living activities for themselves and their fellow residents, through the sharing of experiences, creative talents and fellowship. STV seeks to cultivate a close sense of community, meaningful connections, and shared experiences among the residents, in a community that is grounded in the supportive culture and spirit of a 'kampong', or 'village community'. Rooted in the philosophy of right-sized and personalised care, STV's transformative approach seamlessly adapts to the evolving care requirements of residents. This includes a MOH-funded/subsidised 250-resident Nursing Home catering to advanced nursing and dementia care needs, a 150-resident Intermediate Care Wing offering curated care for residents requiring assistance in some daily living activities, and a 50-resident non-subsidised, non-profit Assisted Living Residence. STV will be located in the Hougang area and is targeted to be ready to serve in 2027. CWS welcomes the contributions of all volunteers and donors who would like to support and participate in creating and realising our new vision of eldercare in Singapore.

### Expanding and Enhancing Hearts@Work and St Vincent Home

As part of our strategic goal to 'Serve More and Serve Better', enhancement and expansion works are underway for both Hearts@Work and St Vincent Home. Hearts@Work will be moving to a new facility at the De LaSalle Brothers Residences in East Coast, offering significantly expanded space and new amenities for trainees, including an exercise corner, therapy garden, and sensory calming room. The new facility will also allow the programme to support double its current number of trainees. Meanwhile, St Vincent Home is undergoing a comprehensive upgrade to support more residents while making quality of life improvements such as refreshed fittings and furniture, expanded communal areas, and enhanced privacy and personal space. Both projects are expected to be completed by the end of August 2024.



### Accelerating Client's Employability (ACE)

The Accelerating Client Employment (ACE) Programme is a new employment support initiative designed to support clients in gaining valuable skills, improving their employability, and providing them with income and employment opportunities. ACE aims to empower individuals by fostering self-sufficiency and self-efficacy, striving to build for clients a foundation based on the core principles of stability, self-reliance, and social mobility. ACE will comprise four main arms: casework and employment counselling, soft-skills training, workshops for merchandise creation, and attachments for on-job experience building. The ACE Programme is expected to launch in March 2025.

# Organisational Information

Catholic Welfare Services, Singapore (CWS) was registered as a society on **4 May 1961** (ref: Registrar of Societies 87/59). CWS was registered as a charity under the Charities Act (Chapter 37) on **29 June 1985** (registration number 0198), and has been accorded IPC (Institution of a Public Character) status from 01/01/2024 to 31/10/2026. CWS is guided by its Constitution, which serves as its governing instrument.

## Our Mission

Catholic Welfare Services is dedicated to the preciousness and dignity of life. We journey with people-in-need to live life to the fullest.

<b>Unique Entity Number (UEN):</b>	S61SS0167J
<b>Date of Registry:</b>	Registered as a Society in 1961 (Ref: Registrar of Societies 87/59) Registered as a Charity on 29 June 1985 under the Charities Act of 1982 (Registration Number 0198)
<b>Registered Address:</b>	55 Waterloo Street, #06-01 Catholic Centre, Singapore 187954
<b>IPC Status:</b>	From 01/01/2024 to 31/10/2026
<b>Main Bankers:</b>	<ul style="list-style-type: none"> <li>• Standard Chartered Bank</li> <li>• OCBC Bank</li> <li>• Union Bancaire Privée, UBP SA (Singapore)</li> <li>• Bank of Singapore</li> <li>• Union Bank of Switzerland (UBS)</li> <li>• DBS Bank</li> </ul>
<b>Auditor:</b>	HLB ATREDE LLP
<b>Affiliations:</b>	<ul style="list-style-type: none"> <li>• Member of the National Council of Social Service (NCSS)</li> <li>• Member of Caritas Singapore Community Council</li> </ul>

# Governance

## Governance Evaluation Checklist

S/N	Code Guideline	Code ID	Response (select whichever is applicable)
<b>Board Governance</b>			
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
	Are there governing board members holding staff1 appointments? (skip items 2 and 3 if "No")		No
2	Staff does <b>not chair</b> the Board and does <b>not comprise more than one third</b> of the Board.	1.1.3	
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) <b>can only serve a maximum of 4 consecutive years</b> .  If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied
5	All governing board members must submit themselves for <b>re-nomination and re-appointment</b> , at least once every 3 years.	1.1.8	Complied
6	The Board conducts <b>self evaluation</b> to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")		Yes
7	The charity discloses in its annual report the <b>reasons for retaining the governing board member who has served for more than 10 consecutive years</b> .	1.1.13	Complied
8	There are <b>documented terms of reference</b> for the Board and each of its committees.	1.2.1	Complied
<b>Conflict of Interest</b>			
9	There are documented procedures for governing board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied
10	Governing board members <b>do not vote or participate</b> in decision making on matters where they have a conflict of interest.	2.4	Complied
<b>Strategic Planning</b>			
11	The Board <b>periodically reviews and approves the strategic plan</b> for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied
12	There is a documented plan to <b>develop the capacity and capability</b> of the charity and the Board monitors the progress of the plan.	3.2.4	Complied

S/N	Code Guideline	Code ID	Response (select whichever is applicable)
<b>Human Resource and Volunteer<sup>2</sup> Management</b>			
13	The Board approves <b>documented human resource policies</b> for staff.	5.1	Complied
14	There is a <b>documented Code of Conduct</b> for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
	<b>Are there volunteers serving in the charity? (skip item 16 if "No")</b>		Yes
16	There are <b>volunteer management policies</b> in place for volunteers.	5.7	Complied
<b>Financial Management and Internal Controls</b>			
17	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied
18	The Board ensures that <b>internal controls for financial matters</b> in key areas are in place with <b>documented procedures</b> .	6.1.2	Complied
19	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
20	The Board ensures that there is a process to <b>identify, and regularly monitor and review</b> the charity's <b>key risks</b> .	6.1.4	Complied
21	The Board approves an <b>annual budget</b> for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
	<b>Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 22 if "No")</b>		Yes
22	The charity has a <b>documented investment policy</b> approved by the Board.	6.4.3	Complied
<b>Fundraising Practices</b>			
23	<b>Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if "No")</b>		Yes
	All collections received (solicited or unsolicited) are <b>properly accounted for</b> and <b>promptly deposited</b> by the charity.	7.2.2	Complied
24	<b>Did the charity receive donations in kind during the financial year? (skip item 24 if "No")</b>		Yes
	All donations in kind received are <b>properly recorded</b> and <b>accounted for</b> by the charity.	7.2.3	Complied

S/N	Code Guideline	Code ID	Response (select whichever is applicable)
<b>Disclosure and Transparency</b>			
25	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied
	<b>Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if “No”)</b>		Yes
26	<b>No</b> governing board member is involved in setting his own remuneration.	2.2	Complied
27	The charity discloses the <b>exact</b> remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated.	8.3	Complied
	<b>Does the charity employ paid staff? (skip items 28, 29 and 30 if “No”)</b>		Yes
28	No staff is involved in setting his own remuneration.	2.2	Complied
29	The charity discloses in its annual report – (a) the total annual remuneration for <b>each of its 3 highest paid staff</b> who each has received remuneration (including remuneration received from the charity’s subsidiaries) <b>exceeding \$100,000</b> during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.	8.4	Complied
	The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that <b>none</b> of its paid staff receives more than \$100,000 each in annual remuneration.		
30	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family <sup>3</sup> belonging to the Executive Head <sup>4</sup> or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied
	The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that there is <b>no</b> paid staff, being a close member of the family <sup>3</sup> belonging to the Executive Head <sup>4</sup> or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.		
<b>Public Image</b>			
31	The charity has a <b>documented communication policy</b> on the release of information about the charity and its activities across all media platforms.	9.2	Complied

# Governance

## Policies and Disclosures

### **BOARD OF GOVERNORS**

#### **Roles and Responsibilities**

CWS' Board of Governors comprises business professionals and community leaders who have come forward to volunteer their services and provide strategic guidance and leadership for the organisation. These include:

- Guiding the development of the organisation's strategic plan in line with its Mission and Objects
- Exercising fiscal responsibility, including the approval of budgets, investments, and procurement of resources
- Conducting periodic reviews, monitoring, and evaluation of the performance of CWS and its Centre
- Ensuring the organisation's adherence to legal and ethical standards

#### **Board Nomination and Selection**

CWS maintains a continuous focus on ensuring that the Board comprises individuals with the right skills, talents, and attributes. For effective Board succession planning, the Nomination and Succession Planning Committee actively seeks out individuals possessing the desired competencies to meet the organization's current and future needs.

To cultivate a strong pool of Board talent, CWS involves potential candidates in various Committees, which enables the identification and development of individuals suitable for future Board positions or other crucial strategic roles within CWS. The Board holds discussions on potential Board candidates in the lead up to the end of the current term, ensuring a smooth and well-prepared transition.

#### **Induction and Training**

New Board Members are introduced to the various Homes, Programmes and Centres of CWS upon joining the Board, which includes visits to respective locations. Additionally, Board Members are encouraged to attend relevant courses, talks and seminars offered by recognised institutions such as the National Council of Social Service (NCSS), the Agency for Integrated Care (AIC), and other such agencies. Furthermore, Board Members also serve in the various Committees of CWS, such as the HR and Finance Committees, either as a Chairperson or as a Committee Member. This involvement enables them to gain a deeper understanding of CWS' services and the real-world challenges faced by the organisation.

#### **Evaluating Board Effectiveness**

To assess its effectiveness, the Board adheres to the best practices outlined in the Code of Governance for Charities, Institutions of a Public Character, and Charity Transparency Framework. Additionally, the Board conducts an annual self-evaluation to appraise its own performance.

#### **Policies And Disclosures Term Limits for Office Holders**

The term limits for Officer Holders on CWS's Board of Governors are as follows:

- Chairman, Vice Chairman, Honorary Secretary: maximum of 3 consecutive two-year terms (6 years total)
- Honorary Treasurer and Assistant Honorary Treasurer: maximum of 2 consecutive two-year terms (4 years)

#### **Term Limit or Board Members**

The Board holds discussions during its Annual General Meeting to discuss, deliberate and formally approve the re-appointment or re-election of Board Members who have served for 10 or more consecutive years.

## **FINANCE**

### **Procurement, Payment and Approving Limits**

CWS has established a Standard Operating Procedure for purchase requisition, along with defined financial approving authority limits for expenditures. To ensure the effectiveness of internal controls and adherence to financial policies, CWS has appointed an independent Internal Auditor (IA). The IA's responsibilities encompass overseeing fundraising activities procedures and conducting funding checks, ensuring a strong system of internal controls throughout these processes.

### **Budget Review, Forecast, And Audited Financial Statements**

The Finance & Investment Committee carefully examines CWS' annual budgets to ensure responsible forecasting of expenses and incoming funds. Audited financial statements are accessible on our website, ensuring complete transparency for the benefit of all stakeholders.

### **Evaluating Board Effectiveness**

New Board Members are introduced to the various Homes, Programmes and Centres of CWS upon joining the Board, which includes visits to respective locations. Additionally, Board Members are encouraged to attend relevant courses, talks and seminars offered by recognised institutions such as the National Council of Social Service (NCSS), the Agency for Integrated Care (AIC), and other such agencies. Furthermore, Board Members also serve in the various Committees of CWS, such as the HR and Finance Committees, either as a Chairperson or as a Committee Member. This involvement enables them to gain a deeper understanding of CWS' services and the real-world challenges faced by the organisation.

### **Reserves**

Reserves are defined as the amount of money set aside for general operating expenses in support of charitable purposes and future use, which excludes capital/building funds. It does not include designated funds set aside by the Board for designated purposes, or restricted funds where donors have expressed specific usage for the funds. Financial reserves set aside provide financial stability and the means for the development and continuation of CWS's principal activities. To maintain normal functioning of CWS and to safeguard its service commitment, CWS aims to keep up to 5 times of its total operating expenditure as reserves. For financial year ended 31 Mar 2024, taking into account liquid assets over annual expenditure, this figure stands at 2.37 times. The Board adopts a cautious approach towards investment through a short-term low-risk policy. The Board regularly reviews the amount of funds that CWS requires to ensure that they are adequate to fulfil CWS's continuing obligations.

### **Reserves Policy**

The reserves that have been set aside provide financial stability and the means for the development of the CWS's principal activities. For more information on CWS's reserves policy and reserves position, please refer to the CWS Financial Statements for Year Ended 31 March 2024, which can be found on the CWS website at [www.catholicwelfare.org.sg/about-us/](http://www.catholicwelfare.org.sg/about-us/)

### **Restricted/Endowment Funds**

Restricted, Designated and Endowment Funds are funds received by way of donations or grants that have been earmarked for specific usage or purposes by the donor or grant-giver. CWS will only use such funds for these specified purposes unless express written consent and/or instructions are provided by the donor or grant-giver. The use of such funds will adhere to any date, duration or other such specification or limitation of time as prescribed by the donor or grant-giver.

### **Loans (Internal, Related and External Parties)**

CWS does not provide loans to any parties, internal, related or external.

### **Investments**

CWS's investment activities are designed with the goal of safeguarding its capital while aiming to achieve growth through positive bank deposit rates. These investments are managed on a long-term basis. The Board approves the amount allocated for investment and the instruments used, which may include equities, government and statutory board bonds, corporate bonds, cash, and bank deposits, among others.

## DISCLOSURES

### Board/Staff Remuneration

The following table discloses the annual remuneration of CWS's three highest paid staff who each receives more than \$100,000.

REMUNERATION BAND	NUMBER OF STAFF
Between \$200,000 to \$299,999	2
Between \$100,000 to \$199,999	1

No Board member receives remuneration for their services.

No staff is involved in the setting or adjustment of their own remuneration.

### Board/Staff Relations

Catholic Welfare Services has no paid staff who are close members of the family of the CEO or its Board of Governors.

### Conflicts of Interest

CWS has in place a policy which seeks to minimise situations of conflict of interest. New Board members and key management staff are required to make a declaration of no conflict of interests at the time they first join our organisation. Thereafter, a similar declaration is required to be made annually. Where it is necessary for CWS to enter into transactions with related parties, as defined in the Charities Accounting Standard, such transactions are subject to approval by an independent person in accordance with the approving authority prescribed by the Board of Governors. In addition, transactions between CWS and related parties are reported to and subject to review by the Audit and Risk Committee.

### Whistleblowing

Integrity, honesty and fairness are basic principles embedded in the Catholic Welfare Services (CWS) governance framework. This is aligned with our aim to build up a culture of openness, accountability and integrity. Whilst CWS's internal controls and procedures are designed to deter, prevent or detect improper activities, we recognise that even the best of internal control systems cannot provide absolute safeguards against all irregularities. CWS provides an avenue for whistle-blowers (both employees and external parties) who have cause to believe that either fraud or suspected fraudulent practice is being perpetrated in our organisation, to come forward and disclose the concerns in good faith without fear of punishment or unfair treatment. Our full whistleblowing policy can be found on the CWS website at [www.catholicwelfare.org.sg/whistle-blowing-policy/](http://www.catholicwelfare.org.sg/whistle-blowing-policy/)

### Protection Of Personal Data

Integrity, honesty and fairness are basic principles embedded in the Catholic Welfare Services (CWS) governance framework. The objectives of the Personal Data Protection Act (PDPA) policy is to ensure that the handling of personal data by CWS as an organisation complies with the guidelines set out in the PDPA; to put in safeguards to protect individuals' data from misuse by regulating proper management of personal data; and to give individuals greater control over their personal data. Our full PDPA policy can be found on the CWS website at [www.catholicwelfare.org.sg/pdpa-policy-pdf/](http://www.catholicwelfare.org.sg/pdpa-policy-pdf/)

## **DISCLOSURES** (Continued)

### **Volunteer Management**

CWS has in place a robust system of processes to manage its volunteers. These include a comprehensive Standard Operating Procedures for onboarding volunteers, including orientation and relevant training, communication processes for queries or reporting of incidences, a Code of Conduct for volunteers, the management of disciplinary issues and grievances, and exit management and evaluation.

Volunteers are provided a Volunteer Handbook to guide them on their volunteering journey. This Handbook contains detailed information such as an overview of their roles and responsibilities, FAQs on the various processes involved in volunteering at CWS, and the Code of Conduct.

CWS conducts an annual volunteer satisfaction survey to obtain feedback on their experiences and volunteer programmes, the results of which are published in its Annual Report.

### **Fundraising and Outreach**

From time to time, CWS conducts fundraising and outreach activities in support of specific causes. In FY2023/24, CWS carried out online fundraising through platforms such as Giving.sg and Give.asia, and also conducted the Annual Donation Draw 2023. The total amount of funds raised was \$369,245.00. The total fundraising expenditure was \$83,783.00. CWS also received funding through various grants, as well as donations from the community. No commercial fundraiser was engaged for any of our fundraising activities.

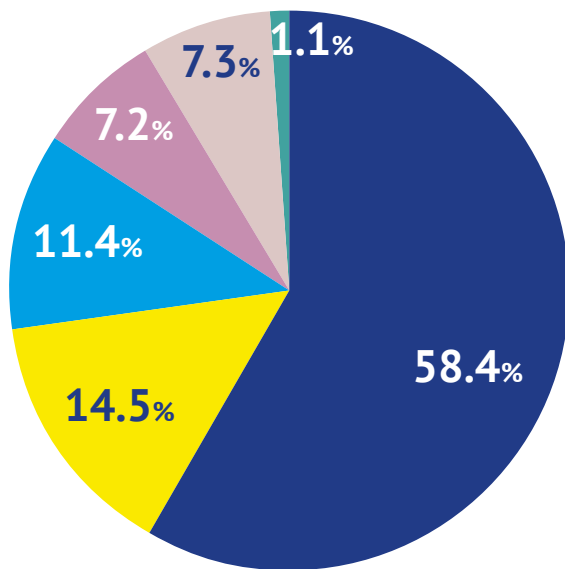
### **Audit and Risk Management**

CWS' audit and risk management is overseen by the Audit & Risk Committee, who assist the Board in fulfilling their responsibilities in financial reporting, external audit matters, risk management, internal control and audit. The Committee focuses on helping improve CWS' processes and strengthen internal controls on an on-going basis, regular reviewing policies, key risk areas, as well as the overall risk management framework.



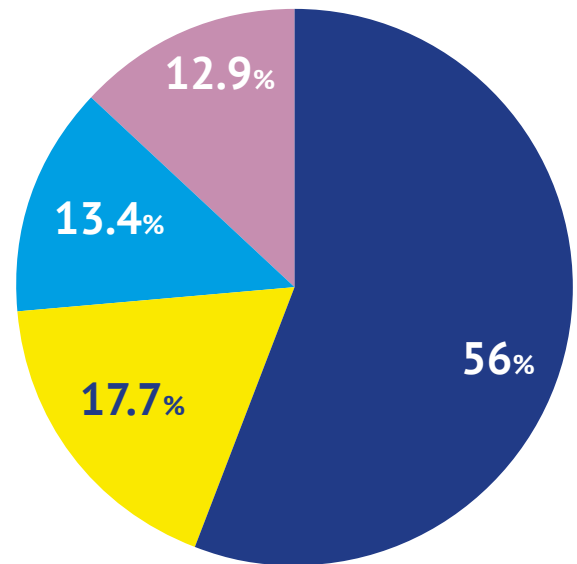
# Financial Highlights

## Total Income for FY2023/2024



- Government Grants
- Room & Board (Nursing Homes) and Programme Fees
- Amortisation of deferred capital grants
- Donations
- Interest Income
- Others

## Total Expenditure for FY2023/2024



- Manpower Costs
- Depreciation
- Room & Board (Nursing Homes) and Project/Programme Costs
- Others

## Summary Financial Performance

FY2023/2024 saw a year-to-year decrease in donations of **\$13,255,458**, due to large, one-off bequests, estate and legacy donations made in the previous financial year (FY2022/2023). There was an increase in expenses due to higher manpower costs following regulatory requirements to adjust salaries in the sector.

For more information on CWS' major financial transactions, as well as a details on the purpose of charitable assets held, please refer to the **CWS Financial Statements for the Year Ended 31 March 2024**, which can be found on the CWS website at [www.catholicwelfare.org.sg/about-us/](http://www.catholicwelfare.org.sg/about-us/)

	FY2023/2024	FY2022/2023
Total Income	<b>\$42,910,801</b>	\$51,395,392
Total Expenditure	<b>\$40,452,714</b>	\$36,208,837

# Statement of Financial Position

as at 31st March 2024

	2024 \$	2023 \$
<b>Non-current assets</b>		
Property, plant and equipment	19,359,297	23,372,876
Right-of-use assets	2,340,814	3,811,274
Investment property	159,465	191,358
Investment securities	31,860,140	-
	<u>53,719,716</u>	<u>27,375,508</u>
<b>Current assets</b>		
Investment securities	37,198,332	53,785,699
Trade receivables	799,351	733,279
Other receivables	3,657,630	2,795,833
Fixed deposits	1,870,530	26,620,219
Cash and cash equivalents	46,225,416	35,734,761
	<u>89,751,259</u>	<u>119,669,791</u>
<b>Current liabilities</b>	2,731,298	3,087,724
Other payables	2,131,360	1,901,178
Lease liabilities	<u>4,862,658</u>	<u>4,988,902</u>
<b>Net current assets</b>	<u>84,888,601</u>	<u>114,680,889</u>
<b>Non-current liabilities</b>	18,408,645	22,745,847
Deferred capital grants	421,953	2,215,266
Lease liabilities	<u>18,830,598</u>	<u>24,961,113</u>
<b>Net current assets</b>	<u>119,777,719</u>	<u>117,095,284</u>
<b>Funds</b>		
<u>Unrestricted funds</u>		
General Funds	44,143,717	49,278,630
Project Funds	51,828,028	44,223,339
<u>Restricted funds</u>		
Dr Lim Boon Tiong Foundation Fund	3,072,051	3,045,014
Emmanuel 2nd Chance Education Fund	7,200,258	6,982,867
Community Silver Trust Fund	12,439,876	12,580,735
St Theresa's Home Redevelopment Fund	91,000	91,000
Lien Foundation Funds	772,634	553,729
Lien Foundation – Ang Chin Moh (“ACM”)	31,634	31,634
Foundation Joint Initiatives		
Lee Foundation Fund	198,521	308,336
	<u>119,777,719</u>	<u>117,095,284</u>

# Statement of Comprehensive Income

for the financial year ended 31 March 2024

	2024	2023
	\$	\$
<b>Income</b>		
Amortisation of deferred capital grants	4,906,935	4,840,272
Charities Week campaign – Non-tax exempt	300,000	300,000
Childcare services rendered	244,583	224,448
Donations		
– Non-tax exempt	1,306,357	14,262,319
– Tax exempt	1,780,915	1,780,411
Gain on disposal of property, plant and equipment	-	31,868
Government Grants	25,072,301	22,877,689
Hydrotherapy service fee	10,520	2,476
Interest income	2,466,057	1,448,877
Programme fees	59,414	43,400
Reimbursement income	22,563	21,950
Rental grant from Caritas Singapore Community Council	68,152	98,266
Rental income	27,702	25,735
Residents' medical and medicine	393,342	344,664
Residents' room and board	5,533,639	5,068,437
Sundry income	49,157	24,580
	<b>42,910,801</b>	<b>51,395,392</b>
Less Expenditure	(40,452,714)	(36,208,837)
Surplus for the Year	2,458,087	15,186,555
Other comprehensive income		
Total comprehensive income for the year	<b>2,458,087</b>	<b>15,186,555</b>

# Statement of Comprehensive Income

for the financial year ended 31 March 2024 (Continued)

	2024 \$	2023 \$
<b>Expenditure</b>		
<b>Administrative and Homes' operating expenses</b>		
Affiliation fees	117	-
AIC Wellness Support Package Expenditure	30,797	21,961
Allowance for expected credit losses on trade receivables	85,011	82,661
Auditor's remuneration	42,000	42,000
Bank charges	21,457	19,531
Central Provident Fund contribution	1,383,562	1,196,779
Childcare expenses	21,548	11,666
Cleaning and household expenses	217,242	187,930
Communication	49,604	44,215
Computer expenses	65,482	10,246
Computer software	514,235	560,076
COVID-19 related expenses	-	34,846
Depreciation		
– property, plant and equipment	5,317,033	5,117,481
– right-of-use assets	1,838,203	1,793,143
Donation Draw Expense	83,783	-
Food and provisions	867,179	744,685
Foreign worker levy	2,409,095	2,360,522
Funeral expenses	1,500	4,470
General insurance	123,462	90,731
GST expense	550,102	444,261
Hydrotherapy materials	7,336	1,771
Interest expenses on lease liabilities	175,371	235,128
Loss on plant and equipment written off	4,188	-
Medical consumables	1,753,935	1,582,489
Miscellaneous	22,939	30,143
Non-capitalised plant and equipment	213,808	176,013
Office equipment and supplies	27,032	36,163
Pastoral care	27,730	22,920
Postage	1,955	2,980
Printing and stationery	57,244	43,409
Professional fees	519,353	430,444
Property tax	620	620
Public relations	1,691	2,232
Recruitment expenses	86,861	82,250

# Statement of Comprehensive Income

for the financial year ended 31 March 2024 (Continued)

	2024	2023
	\$	\$
<b>Expenditure</b> (Continued)		
<b>Administrative and Homes' operating expenses</b> (Continued)		
Rental		
– building	73,700	98,266
– equipment	20,861	16,455
Repair and maintenance		
– building	450,466	766,043
– equipment	567,622	487,974
Residents' medical expenses	120,053	101,982
Security services	221,850	213,202
Sisters' honorarium	315,141	308,841
Skill development levy	34,795	30,263
Specific assistance to residents	24,236	28,699
Staff costs	18,498,321	15,362,724
Transport and travelling expenses	33,613	28,692
Upkeep of vehicles and ambulances	72,494	82,323
Utilities	1,237,352	1,222,478
Volunteer recognition	1,496	541
<b>Total expenditure (administrative)</b>	<b>38,193,475</b>	<b>34,162,249</b>

# Statement of Comprehensive Income

for the financial year ended 31 March 2024 (Continued)

	2024 \$	2023 \$
<b>Expenditure (Projects)</b>		
Agape Village	4,798	4,691
Caritas Singapore Community Council	300,000	300,000
CWS/BT YouthReach	150,000	143,816
Emergency relief & Samaritan aid	53,093	53,117
Emergency shelter	618,346	552,165
Food Relief Programme	37,078	64,636
Hearts@Work	264,535	233,363
Night mission	14,363	5,773
Scholarship aid	100,236	71,158
Social and Education Project	103,341	-
Social Services Programmes	338,805	392,284
St Vincent Home	60,670	65,035
Volunteer management	24,084	14,557
<b>Total expenditure (projects)</b>	<b>2,069,349</b>	<b>1,900,595</b>
<b>Expenditure (Welfare and Education Grants)</b>		
Relief and Welfare Works	29,400	18,022
<b>Expenditure (Special Projects)</b>		
Christmas Party	4,694	5,876
Contributions to special events	106,950	76,006
Hoa Nam Building expenditure	48,846	46,089
<b>Total expenditure (Special Projects)</b>	<b>160,490</b>	<b>127,971</b>
<b>Total expenditure (Special Projects)</b>	<b>40,452,714</b>	<b>36,208,837</b>

The three highest paid staff received emoluments in the following bands:

	2024	2023
Above \$200,000	2	2
Above \$100,000	1	1
Below \$100,000	-	-

There is no paid staff who is a close member of the family of the CEO or a governing Board Member, who receives more than \$50,000 during the year.

To view the CWS Financial Statements for Year Ended 31 March 2024, please visit the Publications section of the CWS Website, at [www.catholicwelfare.org.sg/about-us/](http://www.catholicwelfare.org.sg/about-us/)

# Acknowledgements

## Our Partners & Collaborators

1. Balestier Khalsa Football Club
2. Boys Brigade
3. Boys' Town
4. Caritas Singapore Community Council
5. Community Foundation of Singapore
6. Cycling Without Age Singapore
7. Dr Madeleine Chew and mobiledoctorclinic
8. East Asian Education Limited
9. Eurasian Association
10. Focus Network Agencies (S) Pte Ltd
11. Food from the Heart
12. Gardenia Foods (S) Pte Ltd
13. ISCOS
14. ITE College East, Mechanical Engineering Department
15. Left Muay Thai
16. Lien Foundation
17. Lintec Singapore Pte Ltd
18. Mandarin Oriental Singapore
19. Ministry of Health
20. Ministry of Social and Family Development
21. PEERS Network
22. Pilot Pen (S) Pte Ltd
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