



**Care Corner Seniors Services Ltd**  
**Annual Report FY21/22**

# Woven

Like a loom weaving cloth and tapestry  
We weave our threads of care  
Into the fabric of our community  
Into the lives of those we share  
Woven as one in purpose and mission.

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# About us

Founded in 1981, we are a non-profit organisation with Institution of a Public Character (IPC) status. Woven into the fabric of the community, we work with community partners, donors and volunteers to uplift lives of the marginalised. Through integrated services for children, youths, families and seniors, we provide a holistic continuum of care to see them through life challenges.



## iCARE Values

Integrity

Compassion

Authenticity

Respect

Excellence

# Our Vision

Care to every corner in Singapore

# Our Mission

Building hope and promoting well-being of individuals and families in the community through social and health care services

# Our Strategic Thrusts

- To nurture children and youths towards positive self-identity and realise their potential in the community
- To strengthen and empower families and individuals towards improvement in well-being and resiliency
- To care for and support seniors to age well in place

# Patron's Message

Few organisations in Singapore can comprehensively cover a wide range of services and do them well. But that is exactly what Care Corner has managed to achieve with its programmes for children, youth, families and seniors across the island. Through its hard work, it has made a difference to the lives of countless Singaporeans. I was therefore not surprised that Care Corner was conferred the ASEAN Rural Development and Poverty Eradication leadership award in May 2022, which recognised its exemplary work to uplift the lower income. Congratulations to the Board members, staff and volunteers of Care Corner, whose commitment, dedication, and passion made this possible!

Looking ahead, the work of community organisations like Care Corner will only grow in importance as we confront new social challenges. In particular, social mobility is becoming more difficult to sustain as our society and economy matures. The care needs of our seniors will also increase rapidly as our population ages. While the Government will do more in these areas, Government schemes will never be able to replace the warmth and the personal touch of community groups and volunteers.

In fact, the most effective social programmes and interventions in Singapore are achieved through partnerships – between the Government, the community, and the private sector. So we must redouble our efforts to synergise our work, pool together our resources, and maximise our impact. Through strong partnerships, we can all work together to uplift the vulnerable and disadvantaged groups in our society.

I look forward to many more decades of partnership with Care Corner, as we work together to build a better Singapore.



**Lawrence Wong**  
Deputy Prime Minister and  
Minister for Finance



“  
*Through strong  
partnerships, we can  
all work together to  
uplift the vulnerable  
and disadvantaged  
groups in our society.*



**Yew Hock Meng**  
Board Chairman,  
Care Corner Seniors Services Ltd



**Yap Poh Kheng**  
Chief Executive Officer,  
Care Corner Singapore Ltd

## Joint Message from Chairman and CEO

The past year had been exciting in many ways.

### **Celebrating 40 years**

We turned 40! To mark this special milestone, we celebrated with four key events – Official Opening of our new HQ office in Woods Square, ‘40 Days of Care’ to raise funds for our beneficiaries, 40th Anniversary Conference ‘Forging New Pathways’, and 40th Anniversary Gala Dinner ‘Together We RISE’.

Whilst different in form, the events had a common theme. They spoke to our desire to bring care to every corner in Singapore through transforming the way we care and multiplying our reach by collaborating with community partners, public and private organisations, as well as volunteers.

### **Refreshed Logo and Narrative**

The transformation journey we embarked on three years ago to better respond to changing societal needs and trends, led us to a strategic shift in our focus – from being simply a multi-service agency to one that is person-centric, integrated and anchored in the community.

This is reflected in our refreshed brand narrative “A holistic continuum of care, woven into the fabric of community”. This narrative is incorporated into the design of our new logo, which heralds Care Corner’s next chapter and our collective aspirations.

What are these aspirations?

### **Woven into the Lives of Our Service Users**

We want to provide a holistic continuum of care to see our service users through challenges in major transitions of life. Instead of delivering discrete, stand-alone programmes, we are focusing on providing integrated and holistic care, one that is pre-emptive and preventive.

To make our services more accessible and convenient to service users, we will work towards serving them in the natural context of where they live, work and study. For example, we will be working with regional hospitals, polyclinics, General Practitioners and community partners to provide frailty management support where seniors live so they can age well in place.

### **Woven into the Community**

We believe strongly in partnering the community and key stakeholders (including clients, family members, other service providers, corporate partners and ministries) for greater collective impact in our work. We want to stay close to the ground, understand the specific issues happening and be an effective provider and integrator of the last mile of services to address

ground needs. This is exemplified through our appointment as SG Cares Volunteer Centres for Woodlands and Toa Payoh, where we have been recruiting, managing and developing volunteers to serve the needs of the community.

### **Woven as One United Care Corner**

Finally, we aspire to be united as one organisation in our values, purpose and passion to serve those in need.

We do this by nurturing a purposeful culture and enhancing the capabilities of our staff and volunteers to stay agile and relevant in a post-pandemic work environment.

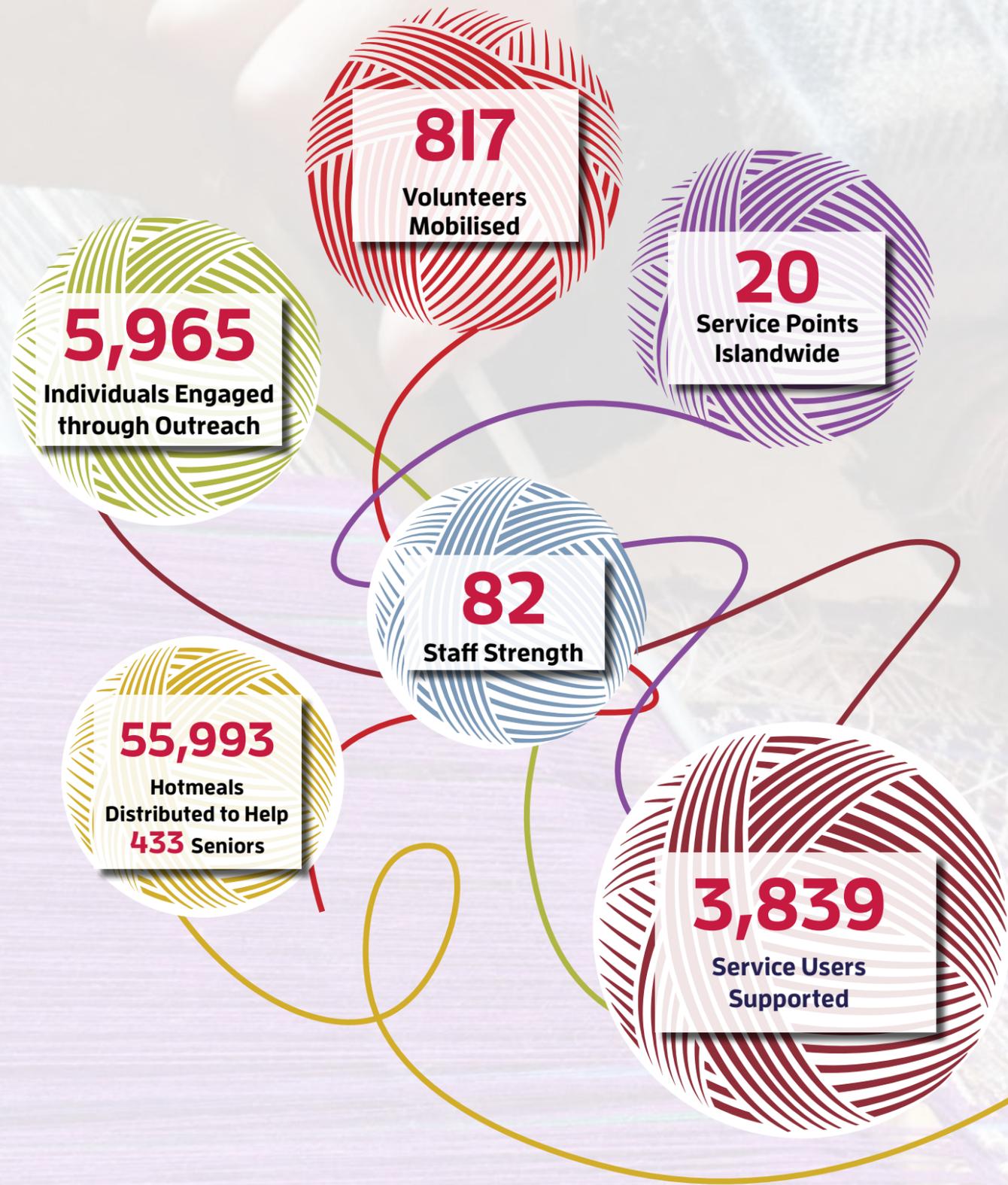
As part of our leadership succession, we are pleased to announce that Christian Chao will be succeeding Yap Poh Kheng as Chief Executive Officer for Care Corner from 1 August 2022.

Christian comes with 23 years of experience working in the people, public & private sectors. No stranger to Care Corner, he had served on Care Corner’s Board from 2017, before joining our Executive Management Team as a Senior Director in 2019. Over the past three years, he has been responsible for championing our transformation journey, as well as leading our Corporate Services Division.

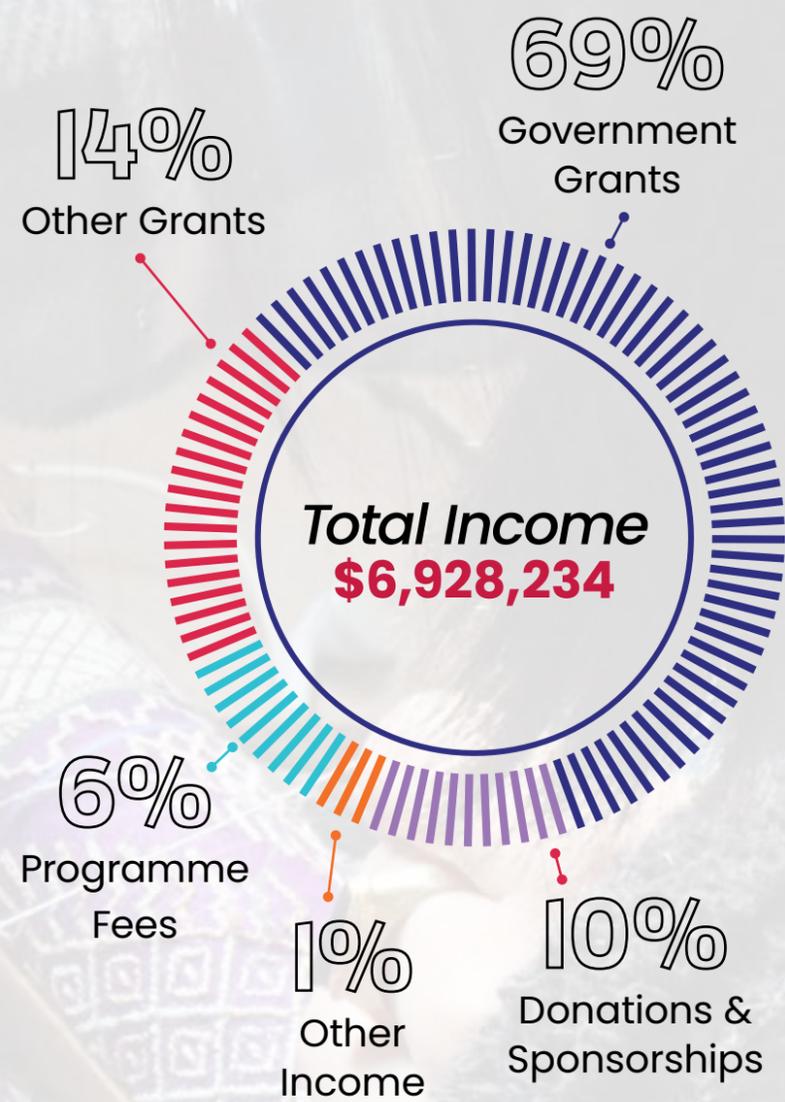
Our gratitude to all who have contributed to building up Care Corner in the past 40 years cannot be expressed adequately in words. Thank you for your faith, trust and commitment in working hand in hand with us. Thank you for standing by us.

Our work is far from done and there are many more people we need to reach out to. We look forward to writing this new chapter with you.

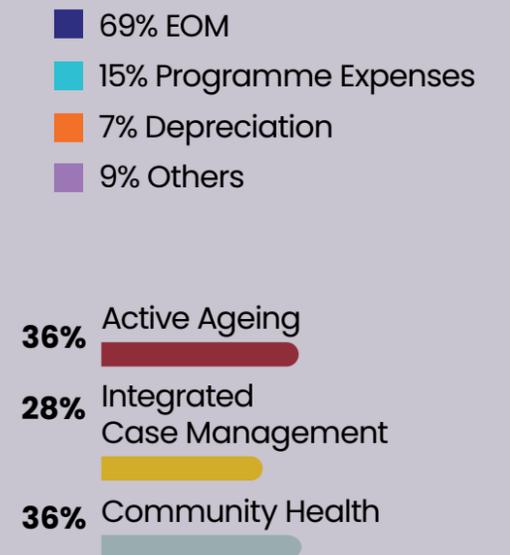
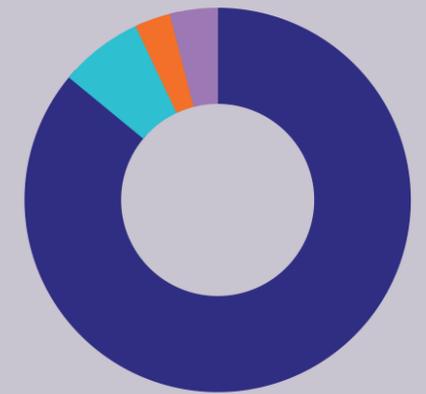
# Total Impact at a Glance



# Summary of Financial Performance



**Total Expenses \$6,402,831**



# Highlights of the Year

2021 was a significant milestone for Care Corner. We celebrated our 40th anniversary with these signature events.

Our deepest gratitude to all who have supported and journeyed with us in the past 40 years.



## Official Opening of SPACE @ Woods Square (23 April 2021)

We kickstarted our 40th Anniversary celebrations with the official opening of our new headquarters – SPACE @ Woods Square.

Located in central Woodlands, it gives us proximity to our service users and community partners so that we can better deliver our services and forge stronger relationships.



## 40 Days of Care (2 August 2021)

What better way to celebrate our 40th Anniversary than to raise funds for those in need. Our Care Corner team rallied their friends and family to support 5 different causes for children, youth, seniors, families and mental health. From baking, sewing, belong-ing, to going the distance in physical activities, we raised more than \$130,000 from the collective efforts of our staff and participants.



## Launch of New Logo (10 September 2021)

Introducing our refreshed logo and brand narrative – “A holistic continuum of care, woven into the fabric of community”

## 40th Anniversary Conference – Forging New Pathways (15 November 2021)

Themed Forging New Pathways, the hybrid event drew more than 450 attendees, and brought leaders and practitioners from the social services, healthcare and education sectors together for a time of cross-learning.

Participants had an enriching time learning different innovative approaches to respond to the complex needs of our society.



## 40th Anniversary Gala Dinner – Together We RISE (6 May 2022)

Capping off our 40th Anniversary celebrations was the Gala Dinner held at Orchard Hotel on 6th May 2022.

The first physical fundraising event since the pandemic, more than 400 guests including funders, service users, donors and government partners came together to reconnect and reaffirm relationships.

The icing on the cake was the more than S\$ 1 million raised for our programmes and service users.



# Organisation Development Journey

Care Corner embarked on a 3-year Organisation Development (OD) Journey from July 2019. The intent was to progress from being a Multi-Services Provider to being an Integrated Services Provider, one that is able to deliver person-centric services that is woven into the fabric of the community. There were three main areas of development – People, Process and Position.



The project teams were intentionally formed with members from different service groups tapping into each other's expertise, fostering collaboration and integration.

More than 100 employees volunteered to be part of the projects and engagement levels were high.



Staff from various service points collaborating and celebrating their success in completing their projects.

As part of the project experience, employees were also equipped with new capabilities in human-centered design, facilitation, and service model planning.

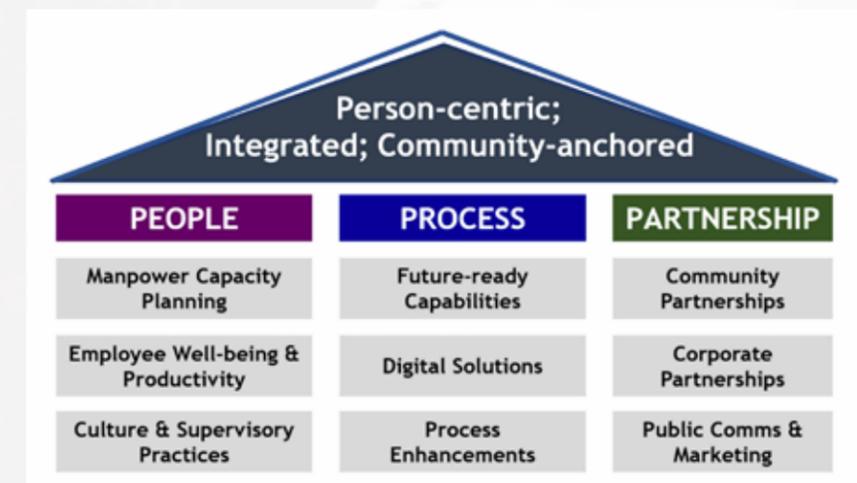
Here are some of the highlights and outcomes from our OD Journey:

PEOPLE	PROCESS	POSITION
<ul style="list-style-type: none"> <li>Increased internal talent mobility, and enhanced leadership pipeline.</li> <li>New performance management system with emphasis on open and regular conversations / feedback through 1-on-1s.</li> <li>High employee engagement, which resulted in us being certified a Great Place to Work.</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of paper-less processes (e.g. transport claims, document signing).</li> <li>New Enterprise Constituent Relationship Management (ECRM) systems implemented to increase productivity and security in the way we manage client information. For example, in one of the ECRM systems for Children Services, a total of 1,600 man-hours would be saved each year.</li> <li>Readiness to embark on the development of an end-to-end digital solution with the aim of enhancing user accessibility and experience with our services.</li> </ul>	<ul style="list-style-type: none"> <li>Increased media traction. For example, doubled the number of social media followers; 5 times increase in number of media articles featuring Care Corner.</li> <li>Revamped website that is more user-centric resulting in 25% increase in website traffic.</li> <li>Refreshed visual identity and logo that conveys our aspiration in delivering a continuum of care woven into the fabric of community, and delivered with a 'heart' of compassion.</li> </ul>



## Our Next Phase

With the solid foundation laid over the past three years, we are excited to move into our next phase of development where we aim to 'change the way we care'. We will achieve this by continuing our investments in People and Process, as well as giving attention to a new area of focus – Partnerships, with a greater emphasis on strengthening our collaborations with community and corporate partners.





# Seniors Services

We hope to provide seniors with sufficient support and resources, so they may enjoy their silver years through meaningful engagement and continue to age well in their home environment. Our programmes include promoting **Active Ageing**, providing **Integrated Case Management**, and enhancing **Community Health** at our Active Ageing Centres, Senior Care Centres, and even from their homes.



**Coordinating Care for a Fulfilling Life**  
Integrated Case Management



**Promoting Social Interaction and Preventing Isolation**  
Active Ageing



**Creating a Safe Space to Age Well In Place**  
Community Health



# Coordinating Care for a Fulfilling Life

## Integrated Case Management

We serve seniors who live alone, or have very little social support. Integrated Case Management is our team approach to understanding the seniors' social and health needs, and making customised & holistic care plans to enhance their well-being.

### Cluster Support

- Support seniors with mobility, health or psychosocial difficulties
- Collaborate with healthcare providers and community partners to ensure seniors and caregivers receive services they need
- Monitor seniors' progress through regular home visits

### Gerontological Counselling & Mental Health

- Provide mental health and counselling support to seniors
- Support them through difficult transitions or stressful life events, such as unemployment, loss of health, relationships, mobility, or loved ones
- Promote early identification of signs and symptoms of mental health conditions through mental health screening and help seniors access mental health services
- Promote and support Dementia Friendly Initiatives (DFIs) to create an inclusive environment, increase awareness of dementia and better support persons with dementia and their caregivers



Scan to  
know more

### Caregivers Support

- Provide psycho-education and training on caregiving for persons living with dementia
- Monthly support group sessions for caregivers to learn tips on caregiving, receive emotional support in their caregiving journey, and participate in respite programmes to maintain emotional well-being

### Senior Group Homes

- An assisted-living model to enable residents with little or no family support to continue living in the community despite their frailty
- Support residents' social and health needs by coordinating care services with community and health care partners
- Provide regular monitoring on residents' overall health status and safety of residents
- Our Senior Group Homes are located in Champions Way & Marsiling

### Communities of Care

- Coordinate health and social care services for our seniors by assessing their social-health situation and connecting them to the relevant service providers
- Connect seniors to regular active ageing programmes such as exercise, craftwork, and health talks to enable them to better manage their health or illnesses
- Facilitate care for frail and vulnerable seniors by referring them to home care support such as housekeeping, meal delivery and medical escort services
- Match stay-alone seniors with other seniors and volunteers who are able to support them emotionally and engage in conversations or regular meetings



# Collaborating to Provide Sustainable Care

## Coping Day by Day

76 year-old Mdm Lim, a widow, has been caregiving for her adult daughter with intellectual disability on her own for more than 20 years. When Mdm Lim and her daughter were first known to Care Corner, they kept to themselves and seldom ventured out of their home. Their flat had little or no furnishings, the doors were rotting and uncovered sewerage pipes in the house led to poor sanitation and pest issues.

Wong Huey Ping was the Care Corner social worker assigned to Mdm Lim. "It was heart-wrenching to see Mdm Lim worrying about caregiving for her daughter, whilst needing urgent medical attention herself.

There were so many concerns to work on. How can I improve their living conditions? How do I ensure that her daughter receives long-term sustainable help? How can I convince Mdm Lim to adhere to her medical appointments?

## Providing Sustainable Care through Collaboration

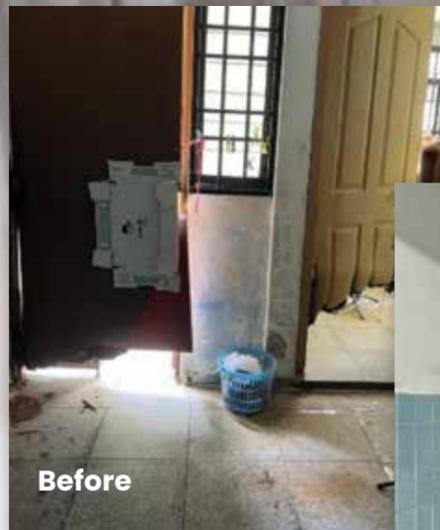
Foremost on Huey Ping's mind was improving their living conditions. She successfully secured sponsors for bed sets with frame and mattresses, worked with contractors to change their doors and cover their sewerage pipes.

Collaborating closely with medical social workers from Institute of Mental Health (IMH) and Tan Tock Seng Hospital (TTSH), a long-term care plan was devised to help Mdm Lim in caregiving for her daughter.

She diligently monitored Mdm Lim's health and worked closely with community partners, like TTSH's Community Health team and AWWA's Integrated Home Day Care team, to improve Mdm Lim's physical and emotional well-being.

## Reasons to Smile

Today, Mdm Lim has more reasons to smile. She is better supported by the community and less socially isolated. Knowing that her daughter has a long-term care plan activated to support her living in future brings much peace and relief to her.



**Mdm Lim, 76,  
Service user, Care Corner Cluster Support**

# Promoting Social Interaction and Preventing Isolation



Scan to know more

## Active Ageing

Our seniors want to be meaningfully engaged and lead active lifestyles. We create a safe communal space to encourage interaction and socialisation with peers, help seniors meet their daily needs, and equip them with new skills to stay independent.

### Our Centres

#### Active Ageing Hubs, Active Ageing Centres and Senior Activity Centres

- Encourage socialising and befriending with peers, community partners and volunteers
- Facilitate educational, social, recreational activities to improve overall well-being
- Provide volunteer opportunities for seniors to contribute to the community
- Give easy access to social support and information about care services



### SeniorsConnect Digital Skills Initiative

- Reduce social isolation through equipping seniors with digital skills and devices to stay connected virtually
- Conduct online programmes and activities to engage seniors remotely



### Gymtonic

- Programme designed for seniors to build physical strength and reduce fall risk
- Use state of the art hydraulic gym machines for customised strength training regimes
- Encourage physical fitness and interaction between members of the community



### Hot Meals Programme

Provision of nutritious meals to low-income, home-bound seniors during weekdays



## Feeling Lost and Alone

Mdm Hong used to stay with her husband in a 2-room flat. He had to be transferred to a nursing home when she found it challenging to care for him. Upset with her for the arrangement, her children stopped visiting and talking to her.

Before COVID-19, she was still able to visit her husband at the nursing home. With visitation restrictions, and the pain in her legs which prevented her from walking long distances, she had to stop visiting him completely.

Mdm Hong recounts, "I didn't have anyone to spend time with or talk to. I was so alone and found life meaningless. It was devastating when I had to celebrate Chinese New Year alone."

### Providing Care through Befriending

In Oct 2020, Mdm Hong was referred to Care Corner Seniors Services when she required assistance in travelling to and from her medical appointments in the hospital.

Through further interactions, it was found that Mdm Hong's social isolation had resulted in other emotional and psychological issues.

Jolene Lau, supervisor at Care Corner Active Ageing Centre, shared, "For a start, we signed her up for our befriending services where volunteers would visit her regularly, spend time talking to her and provide a listening ear. Our befrienders were able to surface more issues that she encountered. That led to us enrolling her for Gerontological Counselling. To get her to stay active, we encouraged her to volunteer at our centre."

### Paying It Forward

Over the months, Jolene and team have seen vast improvements in Mdm Hong's emotional and mental health. She visits the centre often and has become more sociable.

*"Through their support, I became motivated to come down to the Active Ageing Centre more regularly. Now, I spend my time volunteering at the centre by bringing rations and meals to other seniors staying in my block," said Mdm Hong.*

**-Mdm Hong Ah Lek  
Service user,  
Care Corner Active Ageing Centre**

## Care Corner Embarks on Eldercare Model

A nationwide initiative by the Ministry of Health (MOH) to ensure strong community support for all seniors to remain active and live well longer, the Eldercare Model offers a comprehensive "ABC" suite of support.

- A – Active Ageing programmes
- B – Befriending and Buddying services
- C – Care and Support services

### Extending help to 17,029 MORE seniors a year!

In 2021, we progressively transited our Senior Activities Centres to Active Ageing Centres. With the change, the 'ABC' suite of services were extended to all seniors aged 60 and above regardless of their housing type.

From serving more than 2,000 seniors living in rental flats, our centres now reach out to more than 18,000 seniors living in the Toa Payoh and Woodlands regions.

Before the Eldercare Model, low-income seniors who own HDB flats did not have easy access to social assistance programmes. Now, these seniors will be able to join our programmes, receive needed rations, and have access to more resources and social support.

To assess the needs of seniors, trained staff employ the Community Screening Tool. The results allow us to better understand the needs of our seniors and offer the relevant services.

Seniors with higher care needs are referred to appropriate care providers like our Active Ageing Care Hubs (AACH) which provide day care and community rehabilitation services.

Beyond participating in Active Ageing Programmes, seniors are also encouraged to explore volunteering opportunities to help other seniors.

### Increased Engagement

During the year, the five Active Ageing Centres and Active Ageing Care Hubs have seen more participation in programmes from seniors living in the community. Our exercise programmes have become a "must attend" activity for many of the seniors.

Some of these seniors have also become our regular volunteers for programmes as well as Befrienders and Buddies to other seniors.

“

*"I don't have any children and I live alone as I am single. I do feel lonely. In the past, when I need help, I will call my nieces. But it is not very convenient and I feel bad to trouble them. I am so glad that I can now join the programmes at the activity centre and also get rations."*

**- Mdm G, 75, lives in a 3 room flat in Toa Payoh**

# Creating a safe space to age well in place



Scan to know more

## Community Health

Our complementary wellness programmes support seniors with existing health conditions. Our services, offered at various centres and in the form of home care programmes, maintain their wellness and support them in daily activities.

### Maintenance Day Care

A safe and supportive environment with activities to meaningfully engage seniors during the day

### Dementia Day Care

Custodial care for seniors with dementia with a focus on slowing down the progression of dementia through nutrition, physical exercises, and brain-stimulating activities

### Community Rehabilitation

- Active Rehabilitation: Provide physical rehabilitation to improve mobility of seniors whose quality of life is affected by illnesses (such as stroke), injury or surgery
- Maintenance Exercise: Maintain and maximise the seniors' functional abilities

### Home Care

Support seniors in activities of daily living, (e.g. showering, feeding), specialised private nursing care, and post-hospital care, physiotherapy services at seniors' homes



“

*“Before my father retired, he used to work as a radio operator on board an oil tanker and a security guard for 14 years. I wanted him to remain socially active even after his retirement.*

*I found out about Care Corner Seniors Services and enrolled him in the Social Day Care (SDC) for the elderly. My father enjoys going to the day care centre and cycles there every day. He actively participates in exercise sessions, craft activities, photography lessons and games with the other seniors. He tells me that he's always learning new things and making new friends at the centre. He also likes the staff there because they provide exceptional service.”*

**~ Nina Chabra, Daughter of Mr Narinder Pal, Service User, Care Corner Social Day Care Centre**

## Struggling with Dementia

84-year-old Mdm Pang Juat Ngoh was referred to our Senior Care Centre when she started experiencing enhanced level of dementia and struggled to express herself. Her family members could not cope with the caregiving responsibilities and felt stressed and exhausted.



Based on a doctor's recommendation, they agreed that it would be beneficial for Mdm Pang to be in a structured environment where she could engage in activities.

### Adopting a Targeted Approach

Due to Mdm Pang's expressive aphasia\* condition, it was difficult for her to socialise with other seniors. There was a need to create a more targeted approach to stimulate her senses in a 1-to-1 or small group setting. A customised approach in engagement was slowly implemented for her at the centre. Through Care Corner's support, Mdm Pang is well monitored and cared for. Her family is thankful to see her happy and enjoying herself. Although Mdm Pang's dementia is now very advanced, her family is comforted knowing that she is well-loved and taken care of at the dementia day care centre.

\*A communication and comprehension disorder



# Volunteer and Community Engagement

Volunteers are changemakers and a key pillar of our service. They are a bridge to connect our programmes to beneficiaries, forge positive collaborations and make direct impact in the community. We see our volunteers as partners in our shared mission to bring care to every corner in Singapore.

## Youth volunteers reach out to 160 isolated seniors in Toa Payoh!

From August to October 2021, 53 youth volunteers from Youth Corps Leaders Programme (YCLP) joined us for Project Neighbour Cares\*.

Mentored by Youth Corps Singapore and Care Corner staff, the youths visited the homes of 160 isolated seniors living in the Toa Payoh estate. Every week, they would engage the seniors and monitor their living environment.

Beyond befriending and assisting the seniors, the youth leaders also went the extra mile to actively recruit other volunteers for the Neighbour Cares programme through social media and their network. Out of their own initiative, they conducted volunteers' orientation and training to ensure that those they recruited were equipped with the necessary skills.



*"Project Neighbour Cares helped to build a stronger community spirit among the volunteers and seniors during the pandemic."*

"Many of the seniors we visited did not have much interaction with people as they hardly stepped out of their homes. This was partly due to their fear of contracting the Covid virus. I found the programme meaningful because we really got to build a relationship with the seniors we visited. The most memorable takeaways from my volunteering journey would be the weekly conversations I have with the elderly!"

Each group was assigned to the same four to five seniors throughout the three months. This allowed us to know the seniors better, understand their needs and know a little of their life story. Sometimes when we approach the elderly for the first time, they might refuse to speak to us. Respect their decision and slowly build up a relationship with them. Going through this journey has helped me empathise with them, and broadened my perspective on the needs of the elderly in Singapore." said Angela, 26 years old.

A big thank you to Youth Corps Singapore and all our youth volunteers from YCLP. It is with your support and partnership that Project Neighbour Cares can reach out and touch the lives of so many more seniors.

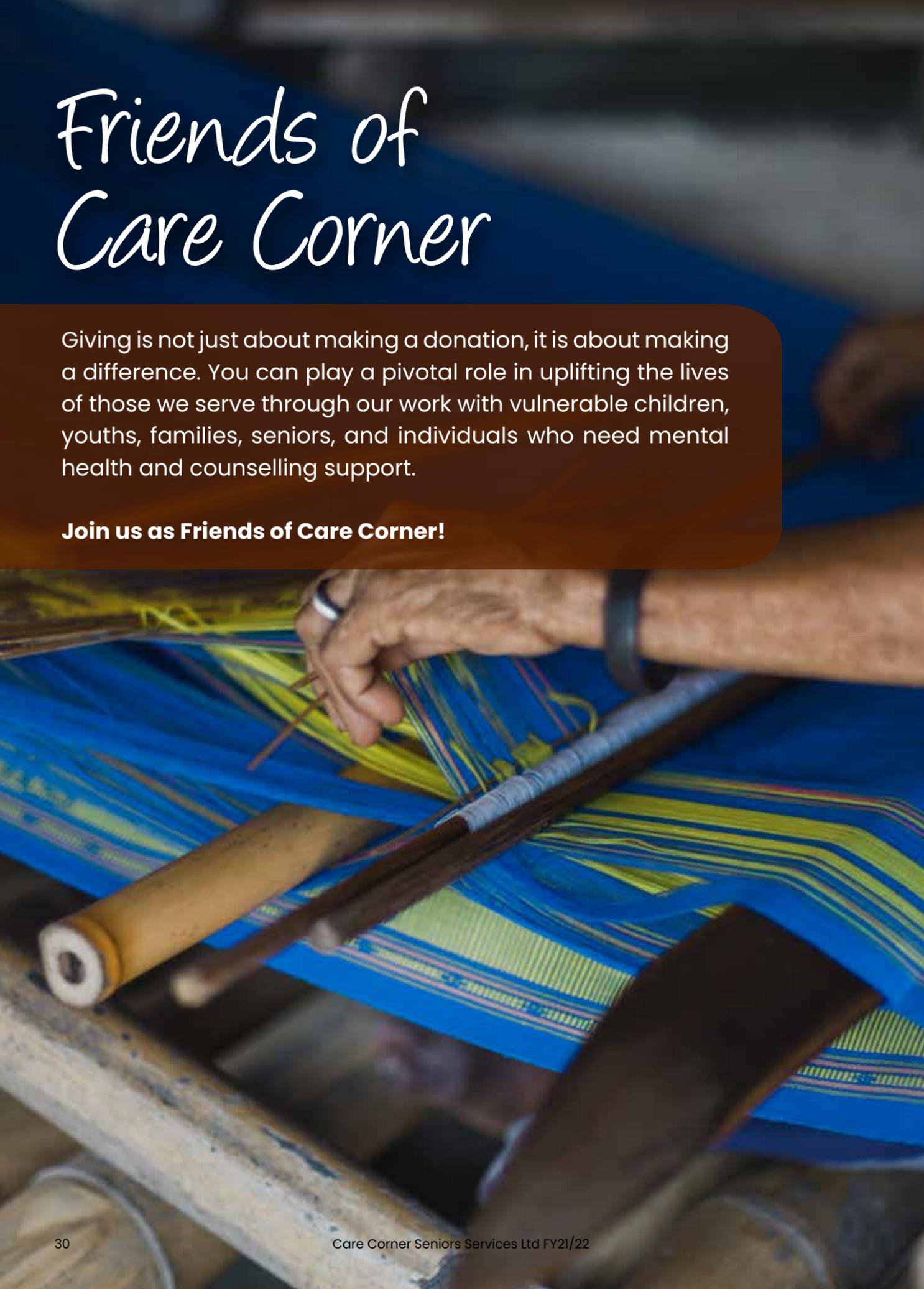


\***Neighbour Cares** initiative involves weekly doorstep visits to help isolated seniors in identified estates gain access to social service assistance. Besides befriending the seniors, volunteers conduct background surveys and observe living conditions to ensure they are safe.

# Friends of Care Corner

Giving is not just about making a donation, it is about making a difference. You can play a pivotal role in uplifting the lives of those we serve through our work with vulnerable children, youths, families, seniors, and individuals who need mental health and counselling support.

**Join us as Friends of Care Corner!**



## A Whole New World for Seniors

When the pandemic struck in 2020, it took the world by surprise. The seniors we served were deeply impacted. Many of them were used to visiting our Senior Activity Centres on a daily basis. Their lives and social circles revolved around the centres and it came to a halt when they were no longer able to visit the centres frequently.

SeniorsConnect Digital Skills Initiative was launched against this backdrop. Our seniors services team decided to engage seniors through the use of technology to prevent social isolation and depression.

Upon hearing the urgent needs of our seniors, STMicroelectronics stepped in without hesitation to sponsor tablet devices for 180 seniors and Wi-Fi to 70 seniors' household.

With the sponsored devices and Wi-Fi access, seniors were able to join activities (e.g. strength-based and aerobic exercises, active ageing talks, intergenerational engagements) virtually during the pandemic. These activities helped seniors remain connected to the community, keeping them physically, emotionally and mentally healthy.



**Bertrand Stoltz**  
Managing Director,  
STMicroelectronics

"I think it helped that both our organisations were open to collaborating on new modes of providing support. This enabled us to stay relevant to the evolving needs of the community.

The SeniorsConnect Digital Skills Initiative was a good example of us finding new ways to provide relevant support. We also felt that the initiative aligned with our mission of using technology to augment all walks of lives."



# Partners Appreciation



EDWARDS  
LIFESCIENCES  
FOUNDATION

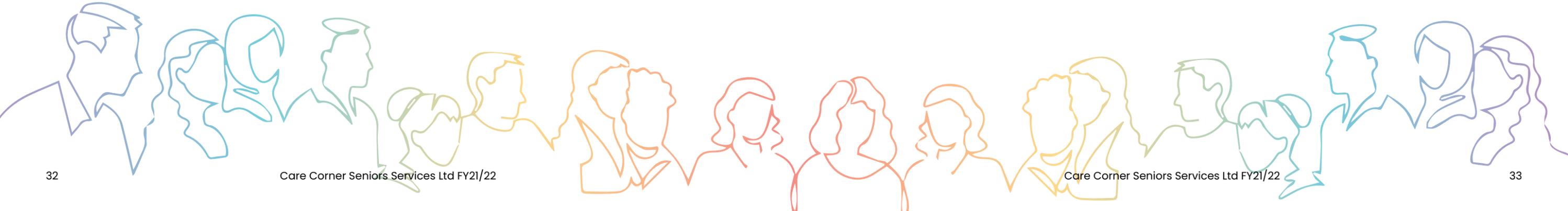
Edwards

COMMUNITY  
FOUNDATION  
OF SINGAPORE



**Qiu Foundation**  
c/o The Community  
Foundation of Singapore

**Yin Nong Family  
Foundation**  
c/o The Community  
Foundation of Singapore



# The Year Ahead

## Organisation's Plans

Care Corner Seniors Services (CCSS) will be embarking on the pilot of our Frailty Management Programme. A new Strategic Capability Unit, funded by Lien Foundation, will be established to incubate new, relevant and enhanced programmes. This will allow us to better serve our seniors and caregivers in the various stages of the ageing spectrum and life journey.

### Active Ageing – New Model of Care

Three more Senior Activity Centres will transit to become Active Ageing Centres (AAC). Efforts will be focused on strengthening our pool of Community Befrienders to support vulnerable and at-risk seniors.

To prepare for the new Population-Based Model under the government's Healthier SG initiative, we will be:

- Enhancing the capabilities of our team through training
- Embarking on a new integrated database system using Salesforce to manage all our programmes, activities and client information

### Integrated Case Management

The CREST Team, which focuses on mental health outreach for seniors, will grow from three to ten headcount. The team will provide services to the entire Toa Payoh community.

We will be collaborating closely with grassroots organisations to drive the Dementia Friendly Community Initiative at our Active Ageing Care Hubs in Toa Payoh West and Toa Payoh East. Using funds from the Community Silver Trust, we will be starting a new Caregivers' Support Programme at Woodlands.

### Community Health

Post-Covid, we look forward to optimising our centres' enrolment capacity. With the recruitment of a senior nurse, we will establish and strengthen our Home Care Services to meet the increasing demand for such services.

Our Caregivers Support team will start reaching out to caregivers at the in-take stage to promote and provide essential practical and emotional support at our Senior Care Centres.

### Digitalisation Plans

In FY2021, we implemented the Salesforce Case Management System at our Integrated Case Management Group. In the coming year, we will extend the Salesforce Database system to our Active Ageing Group based on the new Population Based Model and incorporate new requirements for Social-Health Integration.

# The Year Ahead

## Fundraising Plans

Campaign	Together We RISE	CAREVOLUTION	Donor Engagement Sessions	Legacy Giving	Revamped Donors' Management System (DMS) and New Payment Gateway Provider
<b>Duration</b>	1 April 2022 – 31 March 2023	Evergreen	Once a year	Evergreen	N.A
<b>Description</b>	Annual signature fundraising dinner/event targeted at individuals and corporate partners.	Sustainable giving programme to provide long term and consistent support for the needy through small amount of regular donation.	Inviting existing and prospective partners to our various service group presentations to meet our service users and management.	"Planned" giving that allows donors to leave a legacy or memory of their life through their posthumous giving.	Review and revamp our DMS to make giving easier. With the payment gateway, it gives donors more payment options -PayNow, credit cards etc.
<b>Target</b>	\$100,000	\$100,000	\$300,000	N.A	N.A
<b>Service Users</b>	Seniors	Seniors	Seniors	Seniors	All donors (Individual and corporates)

## Organisation's Financial Commitment

- Cyclical maintenance and renovation work for Active Ageing Centres
- Digitalisation initiatives for better efficacy in our service delivery

## Organisation's Expenditure

For every dollar spent, \$0.84 goes to programmes and manpower required to serve the beneficiaries. The remaining are for overheads, audit and fundraising.

# Board of Directors



**Yew Hock Meng**  
Board Chairman



**Koh Him Leong**  
Board Vice-Chairman



**Rev Dr Henry Wong Poon Chee**  
Secretary



**Lydia Yam Fo Lai**  
Treasurer



**Soo Khian Seng**  
Assistant Treasurer



**Gan Fong Jek**  
Director



**Steven Ng Keng Kwee**  
Director



**Philip Wong Toon Suan**  
Director



**Dr Yang Sik Horng**  
Director



**Dr Yong Mo Juin**  
Director

### Stepped down during the year:

- Dr Gwendoline Tan-Kuick Ching Li

# Sub-Committees

## AUDIT & RISK

Chairperson  
Member

Mr Ang Chun Hwee, Benny  
Mr Ho Ming Heng  
Mr Tan Siang Hwa, Wilson  
Mr Teo Chyun Sing,  
Christopher  
Ms Katherine Loo

Management Rep.

## FINANCE

Chairperson  
Member

Ms Yam Fo Lai, Lydia  
Mr Foo Choon Yeow  
Mr Gan Fong Jek  
Ms Hoh Fung Ling, Wendy  
Mr Soo Khian Seng  
Ms Michelle Wong

Management Rep.

## FUNDRAISING

Chairperson  
Member

Mr Gan Fong Jek  
Mr Gan Beng Wee, Brian  
Mr Ng Keng Kwee, Steven  
Mr Daniel Ong

Management Rep.

## INVESTMENT

Chairperson  
Member

Mr Koh Him Leong  
Mr Chen Ee Fang, Jordan  
Mr Gan Fong Jek  
Mr Ng Keng Kwee, Steven  
Mr Tan Kia Jin  
Ms Michelle Wong

Management Rep.

## HUMAN RESOURCE

Chairperson  
Member

Mrs Ginny Soh  
Mr Ang Yew Tiong, Daniel  
Ms Suzette Chew  
Mr Yew Hock Meng  
Mr Yong Lum Sung  
Ms Ng Su-Ling

Management Rep.

## CORPORATE COMMUNICATIONS

Chairperson  
Member

Ms Dolly Koh  
Ms Song Gek Suan, Loretta  
Ms Petrina Tan

Management Rep.

## NOMINATIONS

Chairperson  
Member

Mr Yong Lum Sung  
Mr Ang Yew Tiong, Daniel  
Mr Huan Nam Guan, James  
Rev Tan Yip Wai, Ezekiel  
Ms Katherine Loo

Management Rep.

## BUILDING

Chairperson  
Member

Mr Soh Hwee Cheow, Peter  
Mr Cheung Teck Cheong,  
Richard  
Mr Lee Kuan Kien  
Mr Peh Chiew Wah  
Ms Katherine Loo

Management Rep.

## INFORMATION TECHNOLOGY

Chairperson  
Member

Mr Ho Ming Heng  
Mr Hiew Wee Soon  
Mr Lim Jui Khiang  
Mr Thomas Tan

Management Rep.

## PROGRAMMES & SERVICES, SENIORS SERVICES

Chairperson  
Member

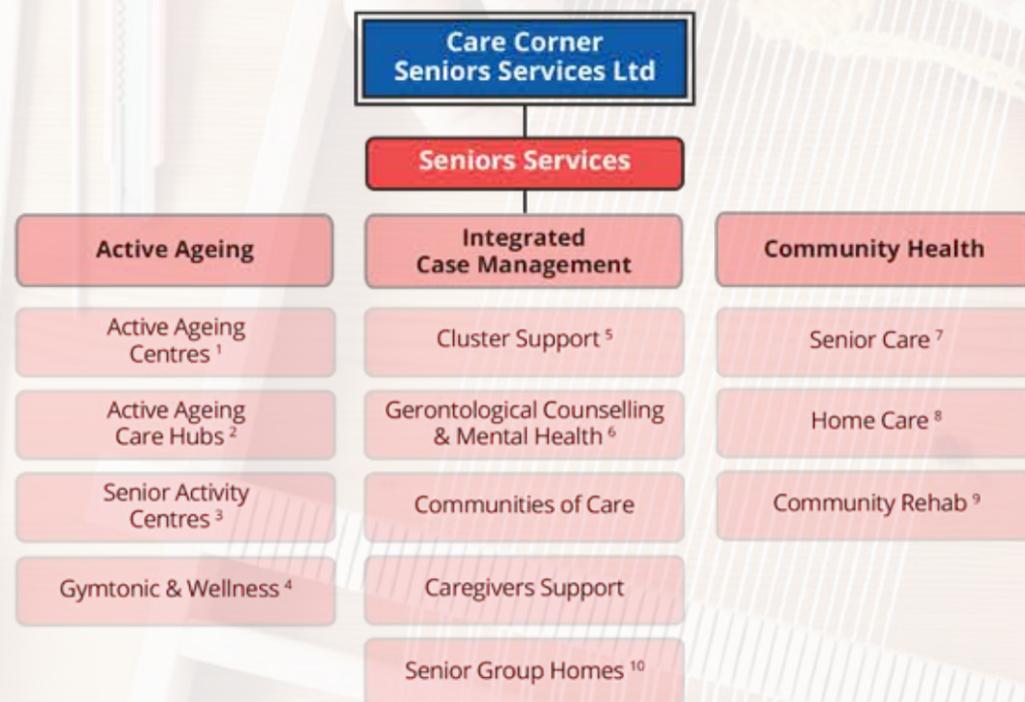
Mr Yew Hock Meng  
Mr Koh Him Leong  
Mr Soo Khian Seng  
Rev Dr Wong Poon Chee, Henry  
Mr Wong Toon Suan, Philip  
Dr Yang Sik Horng  
Dr Yong Mo Juin  
Mr Daniel Chien

Management Rep.

### Stepped down during the year:

- Ms Chiang Ching Yun, Serene
- Dr Gwendoline Tan-Kuick Ching Li

# Organisation Chart



- <sup>1</sup> TP5 / TP62B / TP106 / TP149 / TP170 / WL16 / WL569A
- <sup>2</sup> TP131
- <sup>3</sup> TP261A
- <sup>4</sup> TP62B / TP131 / WSQ
- <sup>5</sup> Toa Payoh / Woodlands
- <sup>6</sup> Gerontological Counselling Unit and Community Resource, Engagement and Support Team
- <sup>7</sup> Dementia Day Care / Maintenance Day Care
- <sup>8</sup> Home Nursing / Home Personal Care / Home Therapy / Home Medical
- <sup>9</sup> Active Rehab/ Maintenance Exercise
- <sup>10</sup> WL180C / WL569A

# Our Team

**Top from left - right**

Patricia Phang, Thomas Tan, Martin Chok, Katherine Loo, Ian Peterson, Yap Poh Kheng, Daniel Chien, Michelle Wong, and Daniel Ong.



**Bottom from left - right**

Ng Su-Ling, Joseph Eio, Agnes Chia, Petrina Tan, Christian Chao and Gary Lim.

# Executive Management Team



## Yap Poh Kheng

Chief Executive Officer  
Date of appointment: Aug 2012

Poh Kheng is passionate in working with individuals and organisations to fulfil their calling and purpose to deliver positive change. Prior to joining Care Corner in 2012, he served in senior leadership positions for companies engaged in Information Technology, Integrated Marketing and Social Development. He serves as a member of the NCSS' Leadership Selection Panel and was a member of the Beyond COVID-19 Taskforce (2020) and MSF's ComCare Supervisory Committee (2015-2019). He graduated with a Bachelor of Business Administration from the National University of Singapore and has attended the International Management Education Program with INSEAD.



## Michelle Wong

Head, Finance  
Date of appointment: March 2016

With more than 31 years of experience in finance, Michelle served in various financial positions for companies in food & beverage, manufacturing and retail industries before joining Care Corner. She graduated with a Bachelor of Accountancy from the National University of Singapore and is a Certified Public Accountant member of Institute of Singapore Chartered Accountants.



## Christian Chao

Senior Director,  
Corporate Development & Operations  
Date of appointment: July 2019

Prior to joining Care Corner, Christian held positions as Senior Vice President, Strategic HR at United Overseas Bank, and Director for Organisation Development (OD) at the Institute of Leadership and Organisation Development, Civil Service College, where he led efforts to develop OD capabilities and consulted on transformation and change projects with various Ministries and Agencies in the Public Service. Christian graduated with an Engineering Degree from the National University of Singapore, a Masters of Science in Organisation Development from Pepperdine University, and an Executive Masters of Science (with a major in Industrial and Organisational Psychology).



## Agnes Chia

Chief Service Officer  
Date of appointment: April 2019

A veteran in the social service sector, Agnes began her career as a social worker in 2001. Working with families facing challenges related to poverty, single parenthood, homelessness and addictions among others, her research interests lie in the impact of asset-poverty on child outcomes and family development. More recently in the past decade, she has also furthered her practice in the areas of family violence as well as early childhood development. Agnes is also well-versed in social leadership, social administration, and organisational development for the non-profits. Serving the Singapore Association of Social Workers since 2011, she has undertaken several office-bearer positions over the years, including serving as its President from 2015 to 2017. She is currently Chairperson for Professional Ethics to the association and also volunteers her time in several other professional panels and committees in the social and health sectors. She graduated with a Bachelor of Science in Economics and a Masters in Social Sciences in Social Work from the National University of Singapore.



## Daniel Chien

Senior Director, Seniors Services  
Date of appointment: July 2018

A Care Corner veteran of more than 20 years, Daniel has been serving in various capacities within the organisation. From counselling to managing programmes, centres and service groups, he is hugely experienced in the social service sphere. He has also served clients of all age groups and across various presenting issues. Prior to joining Care Corner, he has 16 years of experience in the manufacturing sector. He graduated with a Graduate Diploma in Social Work, a Bachelor in Mechanical Engineering from the National University of Singapore, and a Masters in Social Science (Counselling) from University of South Australia.

# Disclosure Report

**Care Corner Seniors Services Ltd** was registered under the Registry of Companies, now known as the Accounting and Corporate Regulatory Authority (ACRA) in Singapore on 7 September 2015 and registered under the Charities Act on 1 November 2015. The Company is governed by its Constitution (previously referred to as Memorandum and Articles of Association).

The Company is a full member of the National Council of Social Service, has an Institution of a Public Character (IPC) status and is in full compliance with the Charity Code of Governance.

Unique Entity Number (UEN): 201533890R  
Registered Address: 62B, Lorong 4 Toa Payoh, #02-121, Singapore 312062  
Senior Group Director: Mr Daniel Chien Tiaw Huat (appointed on 2 July 2018)  
Financial Controller: Ms Michelle Wong Lai Peng (appointed on 1 March 2016)  
Independent Auditor: Baker Tilly TFW LLP  
Banker: Oversea-Chinese Banking Corporation Ltd  
Principal Activities: To promote the well-being of seniors through the provision of services such as elder care support, day care for seniors, senior homes, respite care services, seniors medical support and facilities, wellness programmes, and others. In addition, to also render support, caregiver assistance, respite care services, training, and other forms of support to the family members, guardians and caregivers of seniors.

The Board of Directors of Care Corner Seniors Services Ltd (“the Company”) is committed to maintaining a high standard of corporate governance in line with the principles set out in the Code of Governance for Charities and IPCs. The Board ensures that there is a process to identify, regularly monitor and review the charity’s key risks, including mitigating measures and controls for all key risks. This establishes and maintains a high standard of legal and ethical mode of operations to preserve the interests of all donors, beneficiaries and stakeholders.

## A. BOARD AND EXECUTIVE MANAGEMENT

1. The Board assumes the overall responsibility for setting the direction and strategy of the Company to ensure proper stewardship and the fulfilment of its vision and mission. The Board provides guidance to the Executive Management Team who is delegated with day-to-day management and formulation of policies for the Board’s approval. The Board also forms Sub-Committees with specific functions to assist in the discharge of its duties. Each Committee comprises of members with the relevant skillsets and experience and operates within its terms of reference which is approved by the Board.

2. The Nominations Sub-Committee is tasked with the review process and recommendation of nominated candidates for Director positions; the successful candidates are then elected on to the Board through a majority vote by its members present at a convened meeting. The process for election of Board Directors are documented in our Constitution and potential candidates are reviewed by the Nominations Sub-Committee with a pre-identified set of criteria, including competency assessment. The Board’s succession strategy for key positions within the board includes: reviewing the qualification, experience, passion, commitment, contribution and past participation levels of current board directors. Board directors’ meeting attendance and training are recorded and tracked.

3. All new Directors and Sub-Committee members are given an induction kit which contains key organisational information, and roles of the Board, office bearers and Sub-Committees. They are encouraged to attend an orientation session conducted by the Executive/Senior Management Team.

Training for Directors are arranged based on their area of involvement in the Company and feedback provided in the Directors’ annual self-assessment of their effectiveness.

4. The board conducts an annual self-evaluation of its performance, including a discussion on diversity and range of skillsets required by the organisation, and a review of the key office bearers and Directors (i.e. Board members) finishing their terms of office for succession planning purpose. The annual self-evaluation covers the Board’s effectiveness in areas such as board composition, information and communication, process & risk management, planning & accountability, fundraising, corporate communications & community engagement, relationship with management and disclosure of interest. The findings and recommendations are discussed at subsequent Board meetings. Individual directors are provided opportunities on an annual basis to reflect on their contributions and provide feedback on future roles, training and improvement areas.

5. The governing instrument does not permit staff to become Directors. Hence, there are no Directors (i.e. Board Members) holding staff appointments and the rule of staff not comprising of more than one-third of the Board is not applicable. Staff are not permitted to chair Board meetings or Sub-Committee meetings.

6. The Directors did not receive any remuneration from the Company during the Financial Year. As such, no Director (Board Member) is involved in setting his or her own remuneration.

7. There are no paid staff (employees) who are close members of the family of the CEO (i.e. Executive Director equivalent) or Directors (i.e. Board Members), who receive more than \$50,000 during the year.

8. The Board meets regularly with a quorum of at least one-third or minimum three members, whichever is greater.

9. The Board regularly reviews the Company’s controls, processes, key programmes and events through reports and information provided by its respective Sub-Committees and the Management.

10. All Directors (i.e. Board Members) shall hold office until the next annual general meeting and shall retire and be eligible for re-election.

11. The Treasurer, Assistant Treasurer and Chairman of the Finance Sub-Committee have a term limit of four (4) consecutive years, as stipulated in the Company’s Constitution.

12. In Financial Year 2021/2022, no Directors served for more than 10 consecutive years, as was permitted by the Company’s Constitution. All Directors have served for less than 9 consecutive years.

13. A total of 6 board meetings were held in FY21/22 (this excludes the EGM held on 24.6.2021, and AGM held on 26.8.2021) on the following dates: 27.5.2021, 24.6.2021, 26.8.2021, 28.10.2021, 22.1.2022 and 17.3.2022

14. Details of the Board of Directors including their meeting attendance are as follows:

Name	Position	Date of First Appointment to Board	Date of Latest Appointment to Board	Board Meeting Attendance	Qualification & Experience
<b>Yew Hock Meng</b>	Board Director Board Chairman (Appointed on 7.9.2015)	7.9.2015	26.8.2021	6 / 6	<ul style="list-style-type: none"> <li>• Managing Director, Wonwey Pte Ltd</li> <li>• More than two decades of experience in telecommunications industry</li> <li>• Bachelor of Engineering (Electronics and Electrical Engineering), Nanyang Technological University</li> <li>• Masters of Science in Management of Technology, National University of Singapore</li> </ul>
<b>Koh Him Leong</b>	Board Director Board Vice-Chairman (Appointed on 29.10.2020)	7.9.2015	26.8.2021	6 / 6	<ul style="list-style-type: none"> <li>• Contract Trainer, Moody's Analytics Singapore Pte Ltd</li> <li>• More than 35 years with the banking and training industry</li> <li>• Previously with Standard Chartered Bank, OCBC Bank and Temasek Polytechnic</li> <li>• Board Director, WEC International (Singapore)</li> <li>• Bachelor of Business Administration, National University of Singapore</li> </ul>
<b>Henry Wong Poon Chee (Rev Dr)</b>	Board Director Secretary (Appointed on 23.8.2018)	7.9.2015	26.8.2021	5 / 6	<ul style="list-style-type: none"> <li>• Associate Minister, Covenant Presbyterian Church</li> <li>• Former Colonel with more than two decades in Singapore Navy</li> <li>• Bachelor of Engineering, University of Newcastle-upon-Tyne</li> <li>• Graduate Diploma in Social Work, National University of Singapore</li> <li>• Master of Divinity, Trinity Theological College</li> <li>• Doctor of Ministry, Singapore Bible College</li> </ul>
<b>Lydia Yam Fo Lai</b>	Board Director Treasurer (Appointed on 10.9.2020)	23.8.2018	26.8.2021	6 / 6	<ul style="list-style-type: none"> <li>• Executive Director, Definitum Business Consultants Pte Ltd</li> <li>• Chartered Accountant, Institute of Singapore Chartered Accountants</li> <li>• 8 years of experience in auditing and more than 20 years in the financial capacity</li> <li>• Bachelor of Accountancy (Honours), Nanyang Technological University</li> </ul>
<b>Soo Khian Seng</b>	Board Director Assistant Treasurer (Appointed on 10.9.2020)	27.5.2021	26.8.2021	4 / 6	<ul style="list-style-type: none"> <li>• Finance Manager, St John's St Margaret's Church</li> <li>• More than 25 years of experience in finance industry</li> <li>• Bachelor of Accountancy, Nanyang Technological University</li> </ul>
<b>Gan Fong Jek</b>	Board Director	15.8.2016	26.8.2021	6 / 6	<ul style="list-style-type: none"> <li>• Founding CEO, Managing Partner, and Chief Investment Officer, Jubilee Capital Management Pte Ltd</li> <li>• More than 2 decades of strategic investment, mergers and acquisition and venture investment experience in Internet, Mobile, Telecom, Media, Technology and Consumer Goods sectors across Asia Pacific region</li> <li>• Fellow Chartered Accountant of Singapore, Institute of Singapore Chartered Accountants</li> <li>• Bachelor of Accountancy (Honours) and Master in Business Administration, Nanyang Technological University</li> <li>• Dual Executive Master of Business Administration, INSEAD and Tsinghua University</li> </ul>

Name	Position	Date of First Appointment to Board	Date of Latest Appointment to Board	Board Meeting Attendance	Qualification & Experience
<b>Steven Ng Keng Kwee</b>	Board Director	7.9.2015	26.8.2021	6 / 6	<ul style="list-style-type: none"> <li>• Owner, City Pacific Resources Pte Ltd</li> <li>• More than 30 years of experience in real estate investment and valuation services</li> <li>• Founding Member and Board Director, ICM Singapore</li> </ul>
<b>Philip Wong Toon Suan</b>	Board Director	13.3.2017	26.8.2021	5 / 6	<ul style="list-style-type: none"> <li>• Executive Director, St Andrew's Nursing Home (Taman Jurong)</li> <li>• More than 20 years of experience leading teams in providing industrial solutions, including as VP, Developing Business of Samsung Asia Pacific Pte Ltd.</li> <li>• Chartered Degree in Marketing Management, The Chartered Institute of Marketing, United Kingdom</li> <li>• Master of Business Administration, Golden Gate University, California</li> </ul>
<b>Yang Sik Horng (Dr)</b>	Board Director	13.3.2017	26.8.2021	6 / 6	<ul style="list-style-type: none"> <li>• Resident Doctor, Mount Elizabeth Hospital</li> <li>• Former President, Care Corner - Teck Ghee Youth Centre</li> <li>• Bachelor of Medicine and Bachelor of Surgery, National University of Singapore</li> </ul>
<b>Yong Mo Juin (Dr)</b>	Board Director	23.8.2018	26.8.2021	6 / 6	<ul style="list-style-type: none"> <li>• Psychiatrist in private practice</li> <li>• Former Consultant Psychiatrist, Psychological Medicine Department, Khoo Teck Puat Hospital</li> <li>• Worked as Attending Psychiatrist at Maimonides Medical Center Community Mental Health Outpatient Clinic in New York City</li> <li>• Bachelor of Medicine and Bachelor of Surgery, National University of Singapore</li> <li>• Completed psychiatry residency and geriatric psychiatry fellowship in United States of America</li> <li>• Board certified in psychiatry and geriatric psychiatry by American Board of Psychiatry and Neurology</li> </ul>
<b>Gwendoline Tan-Kuick Ching Li (Dr)</b>	Board Director	15.3.2018	10.9.2020 (Resigned on 27.5.2021)	0 / 0	<ul style="list-style-type: none"> <li>• Business Advisor, Radisen Technology Pte Ltd</li> <li>• Advisor, AONIA</li> <li>• Bachelor of Science (Nursing), University of Southern Queensland, Australia</li> <li>• Postgraduate Diploma in Higher Education, Nanyang Technological University</li> <li>• Doctor of Business Administration, Southern Cross University, Australia</li> <li>• Master of Business Administration, Victoria University, Australia</li> <li>• Master in Nursing, University of Melbourne</li> </ul>

15. Details of the Sub-Committees are as follows:

Sub-Committees	Summary
<b>Audit and Risk</b>	<ul style="list-style-type: none"> <li>Review potential risk areas for the organisation which includes areas such as: strategic, financial, operational, reputation and other risks.</li> <li>Ensure that the management has identified and evaluated all possible risk areas and has established a risk management infrastructure capable of managing those risks. This includes the maintaining and updating of the organisation's risk register and adoption of appropriate internal control policies.</li> <li>Recommend the appointment of external risk management consultants where required.</li> <li>Review financial statements and other financial information.</li> <li>Review of the annual audit fee.</li> <li>Recommend the appointment of internal and external auditors.</li> </ul>
<b>Finance</b>	<p><b>Financial budgeting and performance</b></p> <ul style="list-style-type: none"> <li>Advise the Board on all financial related matter.</li> <li>Provide oversight of financial business planning, review and approval (including operation and capital budgets).</li> <li>Recommend annual budget for the Board's approval.</li> <li>Review management accounts and performance; and highlight improvements to the Board.</li> </ul> <p><b>Financial strategy, planning and policy</b></p> <ul style="list-style-type: none"> <li>Review the financial strategy and the long-term sustainability of the company, including guidelines on reserves.</li> <li>Advise the Board on implications of relevant accounting policies, laws, and regulations.</li> <li>Ensure financial and procurement policies and internal controls are in place.</li> </ul> <p><b>Financial audit and reporting</b></p> <ul style="list-style-type: none"> <li>Review the annual report and accounts and advise the Board on its adoption.</li> <li>Recommend to Audit &amp; Risk Sub-Committee the appointment of internal and external auditors.</li> </ul>
<b>Fundraising</b>	<ul style="list-style-type: none"> <li>Support the organisation in reviewing its funding needs and working with the Board and Management to raise the required funding and resources to fulfill its mission.</li> <li>Review and give guidance on fundraising policies and strategies.</li> <li>Engage fundraising partners, including board members, to seek out, identify and cultivate prospective donors in support of fundraising efforts.</li> <li>Ensure necessary corporate governance and relevant statutory regulations are observed when conducting fundraising activities.</li> </ul>

Sub-Committees	Summary
<b>Investment</b>	<ul style="list-style-type: none"> <li>Serve as advisor to the Board for all investment matters.</li> <li>Establish policies relating to the investment portfolio on a yearly basis.</li> <li>Periodic review of the effectiveness of the investment policies and the achievement against the objective set.</li> <li>Review and make recommendations to Board on all investment matters.</li> <li>Advise the board on the lease or divestment of existing property.</li> </ul>
<b>Human Resource</b>	<ul style="list-style-type: none"> <li>Review and endorse all Human Resource policies, in particular to ensure that the following areas are covered: Recruitment, remuneration, benefits, training and development, performance appraisal, disciplinary actions, cessation of employment and, succession planning and talent management.</li> <li>Review and ensure that the following processes are in place in policies and practices: <ul style="list-style-type: none"> <li>That HR policies are formulated to attract, retain and motivate staff who are suitably qualified, experienced and performing;</li> <li>There is a process for setting remuneration of staff and any performance related component of the remuneration should be linked to fulfilling measurable and clearly defined targets in line with Charity's objectives. Specifically, remunerations of senior management staff are appropriately benchmarked and determined. For remuneration and performance review of CEO, Board Chairman in consultation with Chair Person of HR Committee would determine the compensation and performance bonus;</li> <li>There are processes in place for regular supervision and evaluation of staff performance as well as professional development. There should also be a fair and transparent performance review and appraisal system;</li> <li>There are processes for identifying the training needs of staff and volunteers so as to equip them with the necessary skills to perform their roles effectively;</li> <li>Appropriate insurance policies are taken for Board members, staff and volunteers;</li> <li>There is policy in place for claims on reimbursement of expenses incurred by Board members, staff and volunteers for approved official business related to the Organisation; and</li> <li>There are proper policies and procedures for exiting staff.</li> </ul> </li> <li>Review and ensure there are volunteer management policies in place.</li> </ul>

Sub-Committees	Summary
	<ul style="list-style-type: none"> <li>Review and ensure that there is a code of conduct for Board members, Staff and Volunteers.</li> <li>Ensure that appropriate background and reference check are conducted for Board members or staff with fiduciary or executive responsibilities or who are responsible for custody of cash for the organisation.</li> <li>Review and ensure that there are appropriate and effective communication channels for staff and volunteers to feedback and exchange information.</li> <li>Review and ensure that there are processes to address grievances and resolve conflicts</li> </ul>
<b>Programmes and Services</b>	<ul style="list-style-type: none"> <li>Conceptualise new services to stay ahead with the evolving needs of the community, particularly the needs of the poor &amp; needy.</li> <li>Review the relevancy of services with regards to the needs of the community, taking into consideration the resource capabilities of the centres.</li> <li>Ensure that all programmes and services are aligned with the vision and mission of Care Corner, and are anchored on Christian values.</li> <li>Ensure that programmes and services focus on maximising the resources of the organisation and while at the same time keeping the synergy between all Care Corner centres.</li> <li>Approve all new programmes and services.</li> </ul>
<b>Nominations</b>	<ul style="list-style-type: none"> <li>Assist the Board in ensuring that Directors possess suitable personal attributes, core skills/competencies and commitment necessary for effective governance. This includes reviewing and recommending suitable nominees as Board Directors, Sub-Committee members and Key Appointment Holders namely, Board Chairman, Vice-Chairman, Treasurer, Assistant Treasurer, Secretary and Chairman of Sub-Committees.</li> <li>Assist the Board in succession planning and board renewals through the appointment of new Board Directors, Sub-Committee members and Key Appointment Holders and retirement of incumbents. This includes ensuring that the Chairman, Vice Chairman, Treasurer and Assistant Treasurer comply with the tenure limits stated in the Constitution.</li> <li>Assist the Board in ensuring that new Board Directors, Sub-Committee members and Key Appointment Holders are properly inducted and familiar with their responsibilities and the organisation's operations and governance practices and to send them for training and development where necessary.</li> <li>Assist the Board in assessing the Board's effectiveness through regular evaluations.</li> </ul>

Sub-Committees	Summary
<b>Corporate Communications</b>	<ul style="list-style-type: none"> <li>Oversee all publicity matters including publications, newsletter, and website.</li> <li>Review public relations policies and set guidelines for the organisation.</li> <li>Review practices on projecting a positive public image for the group in keeping with the vision and mission of the organisation</li> </ul>
<b>Building</b>	<ul style="list-style-type: none"> <li>Act as advisory committee for building and renovation projects.</li> <li>Appoint project chairpersons for respective building and renovation projects.</li> </ul>
<b>Information Technology</b>	<ul style="list-style-type: none"> <li>Advise the Board on all IT related matter.</li> <li>Review, approve and monitor the on-going appropriateness and relevance of the company's information management policy required to deliver both the short-term and long-term information technology strategies.</li> <li>Approve any major changes in any information technology strategies, priorities and/or structures implemented throughout the company and its related companies.</li> <li>Ensure and oversee all major information technology projects are timely and efficiently implemented.</li> <li>Review and monitor on-going IT governance framework and systems including those relating to compliance with the required legislative regulations.</li> <li>Approve proposal of adoption of information technology services within the company and monitor their progress and delivery.</li> <li>Seek to ensure appropriate business continuity arrangements are in place relating to information technology.</li> </ul>

16. Please refer to the Annual Report for the Organisation Chart and details of Executive Management Team.

## B. STRATEGIC PLANNING AND PROGRAMME MANAGEMENT

- The Board reviews and approves the vision and mission of the Company through Board and Sub-Committee meetings.
- These are documented and communicated to its members through corporate and management meetings, and to the public through publicity materials such as the company website, annual report and community networking.
- The Board approves and reviews a strategic plan for the Company to ensure that the activities are in line with its objectives.

**C. HUMAN RESOURCE AND VOLUNTEER MANAGEMENT**

1. The Company employs paid staff. No staff is involved in setting his or her own remuneration.
2. There are no paid staff(s) (employees) who are close members of the family of the CEO (i.e. Executive Director equivalent) or Directors (i.e. Board Members), and whose remuneration each exceeds \$50,000 during the year.
3. The HR Sub-Committee reviews and approves documented human resource policies for staff including Code of Conduct for Board members, staff and volunteers.
4. There are HR policies and a HRIS system for regular supervision, appraisal and professional development of staff.
5. The Board together with the HR Sub-Committee approves and reviews annual manpower planning to ensure the recruitment and retention policies are relevant to market conditions and overall organisational objectives.
6. Total annual remuneration of the top three highest paid staff:

Remuneration band	FY21/22	FY20/21
\$100,001 to \$200,000	1	1

7. Staffing (as at 31.3.2022)

Remuneration band	FY21/22
Manager	4
Social Worker	9
Counsellor	1
Social Work Related Staff	32
Health Care Related Staff	18
Administrative Personnel	6
General Worker	12
<b>Total</b>	<b>82</b>

Health Care Related Staff – includes: physiotherapist, clinical consultant, physiotherapist associate, health attendant and driver for health care services.

8. Volunteers, either individuals or corporates, are key partners in our service delivery and fulfilment of programme requirements. In the Financial Year 2021/2022, the Company engaged over 817 volunteers. The Volunteer and Community Engagement team adopts a Volunteer Management Framework which provides guidelines on effective and efficient volunteer management process including recruitment and placement, retention, supervision and review.

9. New volunteers are briefed as required to abide by a Code of Conduct to maintain confidentiality and comply with the Personal Data Protection Act 2012. Briefings and trainings are conducted for volunteers to ensure they are able to contribute effectively and ensure the well-being and safety of our service users.

10. The Company was appointed to support the volunteer centres in Woodlands and Toa Payoh towns in Aug 2019 by SGCares. SGCares under the purview of Ministry of Culture, Community and Youth is a social movement dedicated to supporting the efforts of Singaporeans to build a more caring and inclusive society.

**D. MANAGEMENT OF CONFLICT OF INTEREST**

1. There are documented procedures for Directors and staff to declare actual or potential conflicts of interests to the Board. Such instances may include business transactions or contracts that the Company enter into, dealings and joint ventures with potential partners and contractual agreements with suppliers, service users, beneficiaries or other staff.
2. Directors make annual declarations of actual or potential conflicts of interests to the Board.
3. Directors abstain and do not vote or participate in decision-making on matters where they have a conflict of interest.

**E. FINANCIAL MANAGEMENT AND INTERNAL CONTROL**

1. The Board together with the Finance Sub-Committee ensures internal control systems for financial matters are in place with documented procedures.

i. The Finance Sub-Committee reviews the annual budgets before submission to the Board for approval.

ii. Internal control policies and management review controls in key areas such as procurement, receipting, payment, delegation of authority and approval limits are practiced to ensure compliance and the key controls are reviewed regularly to ensure its effectiveness.

iii. The financial records have been properly maintained and the financial statements give a true and fair view of the Company’s operations and finances.

2. The Company’s Reserves Policy, which is to maintain a reserve of not more than 3 years of its annual operating expenditure, is disclosed in its annual report. This cap will be reviewed yearly by the Board. The details of restricted funds and their purpose are included in the Financial Statements.

3. Principal functions of the Audit & Risk Sub-Committee include:

- i. Approve and review the financial statements of the Company and the statement of financial position of the Company before their submission to the Board and disclosure of these financial statements on the annual report;
- ii. Assess the co-operation and assistance given by management to the external auditors of the Company;
- iii. Assess the independence, objectivity and effectiveness of the external auditors of the Company and make recommendations to the Board on their appointment/re-appointment;
- iv. Review the annual financial performance once a year with the external auditors; and
- v. Review risk management procedures and practices on all areas of the Company (including financial-related matters).

4. In the Financial Year 2021/2022, the Company did not provide loans to any persons, establishments or related parties.

#### **F. INVESTMENT GUIDELINES**

1. The Company abides by its Investment Guidelines, which are periodically reviewed and updated, and adopts a conservative stance towards investing of the Company's reserves. In the Financial Year 2021/2022, reserves set aside for investment were placed in fixed deposits.

#### **G. CONDUCT OF FUNDRAISING ACTIVITIES**

1. The Company has established guidelines for fundraising based on best practices set out by the National Council of Social Service and the Charity Council.

2. Donor's intent with regards to funds received (donations) made for specific or identified designated purposes are strictly observed. Funds in designated accounts will be used for the sole intention of which the designated funds had been established. Any change of use of such funds will only be administered after attaining the consent of the donor who had stipulated the original intention of that donated sum.

3. Donations collected are properly recorded on the IPC Link System (IRAS), the Company's accounting system, and promptly deposited by the Company.

4. The total fundraising expenses of the Company did not exceed 30% of the total receipts from fundraising and sponsorships for the Financial Year 2021/2022. Details of the fundraising activities can be found in the Annual Report.

5. The Company did not engage the services of commercial fundraisers in Financial Year 2021/2022.

#### **H. RISK MANAGEMENT AND INTERNAL CONTROLS**

1. The Board and Audit & Risk Sub-Committee are assisted by the Management Risk Committee to evaluate the adequacy and effectiveness of the Company's risk management and internal

control systems, including financial, operational, compliance and information technology controls.

2. The Management Risk Committee oversees the risk management framework and guidelines of the Company. It is responsible for, among other things, reviewing the Company's policies, risk management framework, processes and procedures for identifying, measuring, reporting and mitigating key risks in the Company's programmes and operations.

#### **I. WHISTLE-BLOWING POLICY**

1. The Company's Whistle-blowing Policy aims to provide an avenue for employees and external parties to raise concerns and offer reassurance that they will be protected from victimisation for whistle-blowing in good faith.

2. The policy covers issues of: fraud, corruption, misappropriation, blackmail, bribery, failure to comply with legal/regulatory obligation, significant breach of Company's policies or internal controls including breaches of codes of conduct, non-disclosure of conflict of interest or related-party transactions, endangerment of health and safety of an individual or concealment of any of the above.

3. The policy is to assist the Audit & Risk Sub-Committee in managing allegations of fraud or other misconduct, disciplinary and any other actions that may be initiated following the completion of the investigations are fair and actions taken to correct the weakness in the existing system of internal process, where appropriate, in order to prevent recurrence.

#### **J. DISCLOSURE AND TRANSPARENCY**

1. The Company makes available to its stakeholders an annual report that includes information on its programmes, activities, audited financial statements, Directors and executive management.

2. PRINCIPAL FUNDING SOURCE - The Company's financial funding source was through grants from the Ministry of Health. (Secondary funding sources included: Ministry of Social and Family Development, AIC, Tote Board, other grants and donations from the public.)

3. The COMPANY ASSETS including the property and passenger vans listed below are held for the sole purpose of supporting its charitable community programmes and activities:

i. Passenger van plate no. PC3246H: Purchased in 2015 to ferry clients to and from Care Corner Social Day Care for the Elderly - a daycare programme;

ii. Passenger van plate no. PC6896L: Purchased in 2017 to ferry clients to and from Gym Tonic elderly exercise programme;

iii. Passenger van plate no. PC7547M: Purchased in 2018 to ferry clients to and from Care Corner Senior Care Centre @ Toa Payoh West; and

iv. Passenger van plate no. PC8545L: Purchased in 2019 to ferry clients to and from Care Corner Senior Care Centre @ Toa Payoh East.

#### 4. RELATED PARTY TRANSACTIONS

In addition to the related party information disclosed elsewhere in the financial statements, the following transactions with a related party took place at terms agreed between the parties during the financial year:

With related parties	FY21/22 \$	FY20/21 \$
Administration fee	540,070	421,308
Training expenses	2,000	-
Payment made on behalf of related party	6,833	6,390
Payment on behalf by related party	22,338	29,979
Receipt on behalf of related party	130	57,226
Receipt on behalf by related party	70,363	28,063

Related party refers to Care Corner Singapore Ltd. where certain directors in the Company are also directors of this related party.

#### 5. RESERVE POLICY & RESERVE POSITION

The Company will maintain a reserve of not more than 3 years of its annual operating expenditure. This cap will be reviewed yearly by the Directors.

#### K. PUBLIC IMAGE

1. The Company accurately portrays its image to its members, donors and the public and has guidelines stipulated in its Corporate Communications policies on how mediums of communication is to be used and how stakeholders are to be engaged including a system to approve the use and application of the Company's name and logos by third parties.

## Governance Evaluation Checklist

### Governance Evaluation Checklist (Enhanced Tier) – 1 April 2021 to 31 March 2022

S/NO	CODE GUIDELINE	CODE ID	RESPONSE
<b>BOARD GOVERNANCE</b>			
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
A	<b>Are there governing board members holding staff appointments?</b>		No
2	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years.  If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied
3	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied
4	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
B	<b>Is there any governing board member who has served for more than 10 consecutive years?</b>		No
5	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied
<b>CONFLICT OF INTEREST</b>			
6	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
7	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied
<b>STRATEGIC PLANNING</b>			
8	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied
<b>HUMAN RESOURCE AND VOLUNTEER MANAGEMENT</b>			
9	The Board approves documented human resource policies for staff.	5.1	Complied

S/NO	CODE GUIDELINE	CODE ID	RESPONSE
10	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
11	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
C	Are there volunteers serving in the charity?		Yes
12	There are volunteer management policies in place for volunteers.	5.7	Complied
FINANCIAL MANAGEMENT AND INTERNAL CONTROLS			
13	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
14	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
15	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
16	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied
17	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
D	Does the charity invest its reserves?		Yes
18	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
FUNDRAISING PRACTICES			
E	Did the charity receive cash donations (solicited or unsolicited) during the financial year?		Yes
19	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
F	Did the charity receive donations in kind during the financial year?		Yes
20	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
DISCLOSURE AND TRANSPARENCY			
21	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

S/NO	CODE GUIDELINE	CODE ID	RESPONSE
G	Are governing board members remunerated for their services to the Board?		No
H	Does the charity employ paid staff?		Yes
22	No staff is involved in setting his own remuneration. The charity discloses in its annual report –  (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and	2.2	Complied
23	(b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.  The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied
24	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 belonging to the Executive Head or a governing board member of the charity;  (b) the staff has received remuneration exceeding \$50,000 during the financial year.  The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied
PUBLIC IMAGE			
25	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied

# Acknowledgement of Donors and Volunteers

## Cash Donation

### \$100,000 to \$499,999

- Yin Nong Family Foundation c/o The Community Foundation of Singapore

### \$50,000 to \$99,000

- Marina Bay Sands Pte Ltd
- Vallianz Corporate Services Pte Ltd

### \$10,000 to \$49,999

- Bamboo Lotus Fund c/o The Community Foundation of Singapore
- Cargill TSF Asia Pte Ltd
- Edwards Lifesciences Foundation
- Exsto Asia Pte Ltd
- Kwan Im Thong Hood Cho Temple
- Mellford Pte Ltd
- National Healthcare Group Pte Ltd
- Nexcomm Asia Pte Ltd
- Ng Boon Cheng
- President's Challenge
- Qiu Foundation c/o The Community Foundation of Singapore
- Singapore Chinese Girls' School

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

- Adam Grant Wilkes
- Capital International, Inc.
- Dyna-Mac Engineering Services Pte Ltd
- Gan Fong Jek
- Jude Amalan Robert
- Lim Ah Cheng
- Lim Wei Hao
- New Creation Church
- PT-G Builders Pte Ltd
- See Lam Kong
- Tan Beng Soon
- Tropical Oil Pte. Ltd.
- Yeo Cassandra

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

- Abdul Jabbar Bin Karam Din
- Ashish Manchharam

- Chan Hui Xin Joey
- Chen Ee Fang
- Cheng Yoke Ping
- Chew Kum Kiong
- Choong Shing Huay
- Chua Zhi Rong
- Club DPG (HDB)
- Cube Industrial Pte Ltd
- Cyclotech Engineering Pte. Ltd.
- CYS Global Remit Pte Ltd
- Deutsche Post AG
- Echo Cargo & Shipping LLC
- Evergreen Industrial & Marine Supplies Pte Ltd (Index-Cool Group)
- Gay Sew Eng Janis
- Heng Peng Seng
- J Oasis Marine Services Pte. Ltd.
- Jason Electronics (Pte) Ltd
- KAPPS Consulting Pte Ltd
- Koh Hang Seng
- Lee Jun Hui Marcus
- Lee May Fen Frances
- Legate Enterprise Pte Ltd
- Lek Ting Hoe
- Leong Kum Wah
- Liang Hui
- Lim Boon Siong
- Lim Gah Heng
- Liu Baoshan
- Livingcare Pte Ltd
- Louis Pierre Maurice Roche
- Lu Nguan Soo
- Mi Toung Leung Chee Hang
- NetLink Management Pte. Ltd. (as Trustee of NetLink Trust)
- Ngim Shyr Yong
- Oh Thay Lee
- Ong Melissa
- Pang Nam Hong
- Power Diesel Engineering Pte. Ltd.
- PT Kian Sinar Mandiri
- Ric Marine & Offshore Supplies Pte. Ltd.
- Rina Hong Kong Limited Singapore Branch
- Siti Aisha Bte

- Abdullah
- Soh Lye Thong
- Tan Guo Xiang Nelson
- Tan Juan Leng
- Tang Min Len
- Teo Chyun Sing
- Teo Yoke Lan
- Toh Tong Dee
- Wong Kim Yin
- Wong See Kar
- Wong Siew Siew
- Wurth Electronics Singapore Pte. Ltd
- Yau Chun Sin
- Yeo Wee Kwang

### \$500 to \$999

- 3Waves Energy Pte. Ltd.
- Ang Siew Lay
- Annette Heitmann
- Astro Fire & Safety Pte Ltd
- Berg Propulsion Pte Ltd
- Chan Colin
- Chen Zhe
- Chor Sen Tan
- Chow Khai Lam
- Chua Michael
- Dian Savitri
- DSF Pte. Ltd
- Fearnley Offshore Supply Pte Ltd
- Foo Chek Feng
- Foong Annie
- Fumar Marine Services Pte Ltd
- Gennal Engineering Pte Ltd
- Glander International Bunkering Pte Ltd
- Hansun (Singapore) Pte Ltd
- Ho Teng Leng
- Horizon Shipmanagement Pte. Ltd.
- Huynh Gia Huy
- Hwa Ah Kwau
- Imral Sanjiman @Lee
- Chong Kwok
- Kawasaki Heavy Industries Ltd
- Kim Yo Sep
- Ko Edna
- Koh Peter
- Koh Samuel
- Lai Kenneth
- Lee Belinda

- Leong Wee Wei
- Leow Leng Meng Johnson
- Lim Cheng Chuan William
- Loh Hak Keong
- Lok Stephen
- Martha Marcella d/o Antony Dass
- Muhammad Hariz Bin Abu Hassan
- Ng Gui Ying Annabel
- Ng Peng Yong
- Ngan Jenny
- Oceanstar Marine & Offshore Investment Pte Ltd
- Oceanstar Marine & Offshore Pte. Ltd.
- Oil Rich Marine & Offshore Pte. Ltd.
- Ong Bee Bee
- Pace Corporate Services Pte Ltd
- Per Gim Lian Michelle
- Phay Yue Lin
- Phua Siyu Audrey
- Poon Kit Si
- PT Panca Sukses Pratama
- Seow Soo Keng Eugene
- Siew Chong Mun
- Siew Weng Kuan
- Sim Chiew Wah Sandy
- T. Aaron
- Tan Chee Seng
- Tan Ming Siong Leonard
- Tan Poh Yen
- Tan Septianti
- Tang Yao Pei Serena
- Tay Ah Lah
- Teo Lincy
- Ting Soo Peng
- Toh Khai Lee
- Toh Kwee Hoy
- Venny Sherlina (CV Global Indo Rewin)
- Wong John
- Yak Tian Sze
- Yang Weiyu
- Yap Wai Meng
- Yau Sean
- Z-Power Automation Pte Ltd

### \$100 to \$499

- Ang Ee Yee
- Ang Tuan Yee
- Anna
- Ascendas Services Pte Ltd
- Asimah Abdul Aziz
- Belwit Singh S/O Bhajan Singh
- Beng Hui Marine Electrical Pte Ltd
- Chai Adeline
- Chai Lawrence
- Chai Mary
- Chan Angela
- Chan Carmen
- Chan Chris
- Chang Hwee Han
- Chang Ther Hor Raymond
- Chang Yi Ching
- Chee George
- Chee Sek Choy
- Chen Myn
- Chen Yean Sy
- Cheng Ah Ching Cindy
- Cheng Soo Yeng
- Cheok Richard
- Cheong Chew Ha
- Cheong Kah Heng
- Cheong Keat See
- Cheow Sheng Chng
- Chew David
- Chew Jun Kiat Ricky
- Chew Meng Ching
- Chew Yinxia Kristy
- Chia Cynthia
- Chia Hang Eim
- Chia Magdalyn
- Chiah Chi Pin Daniel
- Chiang Ng
- Chieng Adrienne
- Chng Beiyun
- Chok Su-Min Martin
- Chong Sabrina
- Choo Bee Lang Michelle
- Choo Charlotte
- Choo Kai Lin
- Choong Yao Hui
- Choy Pui Sauw
- Chu Jenny
- Chua Charlene
- Chua Juls
- Chua Kim Choo
- Chua Melanie
- Chua Sam
- Chum Wei Wei
- Clifford Shoung
- Coronel Jomar Baluy
- Crystal
- Dan-Bunkering (S) Pte Ltd
- Diong Soo Juan
- Direct Search Asia Pte Ltd
- E K Chua
- Edwardrino Chi
- Eng Egeria

- Ernie Eric
- Ferdy Khouw
- Flemings Safety Pte. Ltd.
- Fong Ernest
- Fong Vincent
- Foo Joanne
- Foo Mei Jeik Charle
- Foo Sian Ching Ann Marie
- Foo Tsiang Wei
- Franchi Luca
- Fu Tong Jeen
- Gian Irene
- Goh Cynthia
- Goh Doreen
- Goh Lihui
- Goh Ling Chih
- Goh Sock Peng
- Goh Tat Sheng Andrew
- GP Chia
- Han Choon Lian
- Hanan Helme
- Henry Toha / Elly Lusari
- Hin Kah Logistics Pte. Ltd.
- Ho Glenn
- Ho Hui Ling
- Ho Justin
- Ho Kee Kok
- Ho Lay Hoon
- Ho Roland
- Ho William
- Hock Hua Sim
- Hoe Kwan Han Leon
- Hoe Sioh Fong Cassandra
- Hoe Wei Kuah
- Hon Hoe Tham
- Hon Loon Ching
- Hong Leng Sng
- Hoo Hoon Keow Lynn
- Hou Hao Ran Timothy
- Hu Ling Ing
- Hu Lynn
- Huang Bin
- Hwang Wee Cher
- J C
- Jenny
- JL Group Engineering Pte Ltd
- Jye Jye
- Kan Peter
- Kang Hien / Low Siew Ling
- Kang Wei Chiat Edward
- Ke Wang
- Kee Jack Sheng
- Keng Seng Keat
- KF W
- Khairiyah Khirashid
- Khiang Tsuey Fang
- Kim Tiong Enterprises Pte Ltd
- Koh Charles
- Koh Chui Peng
- Koh Daisy

- Koh Johnny
- Koh Kemmy
- Koh Wee Lee Albert
- Kok Weng Yow
- Kong Linda
- Koo Katherine
- Kuik Hui Na
- KW Tham
- Kym C
- Lai Elaine
- Lau Jenny
- Lau Mable
- Lau Meng Heng
- Lauw I-Wei Julianne
- Lay Lim Gan
- Lee Choo Tong
- Lee Daryl
- Lee Hew-Son
- Lee Hong Leng Jonathan
- Lee Hun Lin Lawrence
- Lee Lap Wah George
- Lee Mark
- Lee Matthew James
- Lee Mei Zhen
- Lee Meng Yeow
- Lee Petric
- Lee Sammie
- Lee Siew Tin Priscilla
- Lee Soh Foong Annie
- Lee Thian See
- Lee Winnie
- Lee Yang Hwee Allen
- Lee Yanting
- Leong Cheong Soon
- Leong Chieng Wei
- Leong Debra
- Leong Jimmy
- Leonie Mccullough
- Leow Tian Ning
- Leow Yiau Kia Eric
- Ler Gek Hioh
- Lew Sean
- Li Guanwei
- Li Rouwen
- Liew Corrie
- Liew Tze Huey
- Lily Ng
- Lim Dedy Daryono
- Lim Jasmine
- Lim Kee Long
- Lim Kheng Long
- Lim Kian Leong
- Lim Lance
- Lim Mayda
- Lim Ming Kuan Terence
- Lim SK
- Lim Teck Chai Danny
- Lim Tszu Yin Rachel
- Lim Victoria
- Lim Wee Lian
- Lim William
- Lim Yee Siang Gary
- Lim Yew Hock
- Lin Ruifeng
- Ling Ann
- Ling Ling Lee
- Liu Francis
- Loh Shenon

- Loh Wang Qi
- Loh Ye Fang Yvonne
- Low Chris
- Low Tse How
- Lu Clement
- Ma Min Long
- Melissa Susanto
- Mok Bin Ren Gary
- Mok Chee Keong Joseph
- Muthu Kumari Shanker
- Nabcore Pte Ltd
- Navaneethakrishnan Ramesh
- Naytunmin
- Neo Bian Bian
- Neo Yalin
- Ng Chee Hong
- Ng Chiew Ean
- Ng Derek
- Ng Guo Loong Benson
- Ng Hua Hui Geraldine
- Ng Jennifer
- Ng Kee Hooi
- Ng Ling Choon Fiona
- Ng Shi Min
- Ng Siew Teng
- Ng Sook
- Ng Wee Teck
- Ngai Sung Chin
- Nguyen Phuc Minh
- Noalootpal Sarma
- Noah Agencies 'N' Marine Services Pte Ltd
- Noor Aisha D/O Abdul Hani
- Noor Haseenah D/O Hamid Ali
- Nur Siti Hawa Binte Rohani
- Nurshidah Bte Abdullah
- O James
- Oh Hong Soon
- Oh Wei Wei
- Ong Chee Wah
- Ong Eng Chian Kelvin
- Ong Eng Huay
- Ong Guan Heng
- Ong Jemmy
- Ong Li Ling
- Ong Zell
- Ooi Diana
- Ooi Poh Suan
- Ow Yong Celest
- Ow Yong Jessica
- Pang Lee Yeng Alison
- Patrick Auboyneau
- Perry Nadaras
- Phua Ooi Ewe
- Poh Tze Tiong
- Prema & Andre Govindan
- Pritam Ray
- Puay Cher Sim
- Pung Li Xin
- Quek Ai Ling

- Red Dot Advisory Pte. Ltd
- Rex Marine & Engineering Pte. Ltd.
- Ruo Yun Ling
- Samsudin S/O Noor Mohamed
- Seah Daisy
- Seah Teck Khim
- See Chiau Keat Jackson
- Seow Wei Qi
- Shaojin Alianto Tio
- Sharifah Kamariah
- Sim Sheng Chye Lawrence
- Sim Wi Min
- Siow CP
- SK Lim
- Soh Chelsea
- Soh Hoon Khua
- Soh John
- Soo Jian Chun
- Soon Khing Leong
- Sophia & Jaceline Seah
- Sridhar Potluri
- Su Leng Ho
- Subash
- Sumeet Sinha
- Susie
- Synthesis Systems Pte Ltd
- Tai Chris
- Tai Tong Yu
- Tan Carolynn
- Tan Chin Huat
- Tan Chin May
- Tan Doreen
- Tan Han Khim
- Tan Hock Kee
- Tan Hwee Loo

- Tan John
- Tan Juan Yew
- Tan Kok Swee
- Tan Liang Gek
- Tan Mei Hui Rachel
- Tan Melanie
- Tan Serene
- Tan Shi Hua
- Tan Siew Mei
- Tan Siew Wah
- Tan Swee Lin
- Tan Thong Howe
- Tan Wei Ching
- Tan Weiming Brian
- Tan Xuan Qi
- Tang Kwee Siong
- Tanglei
- Tay Chun Mei
- Tay Mui Choo
- Tay Mylene
- Tay Ryan Timothy
- Tay Xue Ting Sheryl
- Tee Wan Wen
- Teng Gek Leng
- Teo Ah Woon
- Teo Chee Wee
- Teo Ching Kiat Nicholas
- Teo Hsiao Hui
- Teo Julia
- Teo Kah Seng
- Teo Kim Kok
- Teo Leah
- Teo Su Ping
- Teo Tsu In Tracy
- Tham Marilyn
- Tham Ren Jiat Edmund
- Thomas Nicholas Fernandez
- Thong Shiqi
- Toh Jing En Tammi

- Toh Jun Jiang
- Tong William
- Tsai Wei Leng
- Wang Peijun
- Warda Binte Marwi
- Wen Ting And Mama
- Wong Lai Fong Rebecca
- Wong Lai Wan Emily
- Wong Lai Yin
- Wong Min Bin Maximillan
- Woo Ching Ting
- Y C
- Yam Fo Yun Ruth
- Yap Kai Sheng Kenny
- Yee Jing Wen Jocelyn
- Yen Har Chua
- Yeo Chay Lee Wendy
- Yeo Cheryl
- Yeo Chua Guan
- Yeo Han Xiang
- Yeo Kee Siong Alex
- Yeo Kwang Kio
- Yeo Vincent
- Yeo Yong Huat
- Yeung Swee Lin
- Yim Guo Hao
- Yip James
- Yong Jeremy
- Yu Song Quek
- Zhang Huifen Hannah
- Zhang Qiaoling
- Zhong Baodi

- Gojek
- Guardian Health & Beauty c/o Community Chest
- Marina Bay Sands Pte Ltd
- Oversea-Chinese Banking Corporation Limited
- Procter and Gamble c/o Community Chest
- Singapore Press Holdings Limited
- Singapore University of Social Sciences
- StarHub Limited
- Temasek Foundation
- Toa Payoh Seu Teck Sean Tong
- T-Pride
- Union Bank of Switzerland (UBS)
- Uniqlo (Singapore) Pte. Ltd c/o Community Chest
- Vallianz Corporate Services Pte Ltd

#### Individual

- Jasmine
- Jenneve
- Lim Li Moey
- Lulu
- Wendy
- Winnie

#### Support in Kind

##### Corporates

- Bhavana Pte Ltd
- FoodOptions International Pte Ltd

#### Corporate Volunteers

- Wee Kim Choon
- Widratha Taufik
- Wong Ming Wei
- Wong Ngoi Wai Shirley
- Yam Kwong Loon
- Anglo Chinese School (Independent)
- Balestier Road Seventh-Day Adventist Church
- Hwa Chong Institution
- Luk Tung Kuen
- Marina Bay Sands
- Nanyang Technological University
- Ngee Ann Polytechnic

- Raffles Girls' School
- Raffles Institution
- RSVP Singapore The Organisation of Senior Volunteers
- Singapore Institute of Technology
- Singapore Medical Society of Australia and New Zealand
- St Joseph's Institution
- Tan Tock Seng Hospital
- Team Mirror D' International
- Temasek Polytechnic
- Toa Payoh Seu Teck Sean Tong Temple
- Treetops Executive Residences
- Youth Corps Singapore

#### Regular Volunteers and Volunteer Leaders

- Ang Kim Kok Jay
- Chan Jinnie
- Chan Wai Meng
- Choo Rosa
- Chun Cheh Tiang
- Goh Sia Keng
- Han Toon Kwang
- Hu Nguk Sing
- Jessy Quilindo
- Juanita Sentana
- Kang Seow Hong Elgees
- Kion Chuen Rong
- Kong Jia Hui Tirzah
- Lam Fatt Dennis
- Leong Sau Hoe Estella
- Leong Yan Qi Ada
- Lim Kenneth
- Lim Lilian
- Lim Mui Huang Maisie
- Lim Vivian
- Lua Wei Hon

- Margihon Bayu Putra Kaumpungan
- Neo Beng Chu
- Ng Boon Chuan
- Ong Jie Han
- Pam Siak Leong
- Phua Eng Tong Ernest
- Quek Christine
- Saifuddin Arif Bin Zainal
- Seah Poh Gek
- See Lai Peng
- Soh Leong Kiat
- Steven Quilindo
- Tan Jing Yi
- Tan Oon Ai
- Tan Sok King Kathryn
- Tan Teck Yiah Andrew
- Tan Zoe
- Tay Gek Keng Corinna
- Tay Vivian
- Ting Soo Peng

## Our Service Points

### SENIORS SERVICES

#### SENIOR CARE CENTRE (TP WEST)

Blk 131 Lorong 1 Toa Payoh #01-01  
Singapore 310131  
Tel: 6264 0262  
tp.aah@carecorner.org.sg

#### SENIOR CARE CENTRE (TP EAST)

Blk 261A Toa Payoh East (Apex) #01-03  
Singapore 311261  
Tel: 6971 1190  
tp.aah@carecorner.org.sg

#### SOCIAL DAY CARE FOR THE ELDERLY

Blk 235 Lorong 8 Toa Payoh #01- 100  
Singapore 310235  
Tel: 6253 6979  
tp.sdc@carecorner.org.sg

#### GYM TONIC (TOA PAYOH & WOODS SQUARE)

Blk 62B Lor 4 Toa Payoh #02-121  
Singapore 312062

Blk 131 Lorong 1 Toa Payoh  
#01-01 Singapore 310131

6 Woodlands Square #03-01  
Woods Square Tower 2. Singapore 737737  
gymtonic@carecorner.org.sg

#### CLUSTER SUPPORT @ TOA PAYOH CAREGIVERS SUPPORT

Blk 62B Lorong 4 Toa Payoh #02- 121  
Singapore 312062  
Tel: 6258 6601  
tp.cs@carecorner.org.sg

#### CLUSTER SUPPORT @ WOODLANDS

Blk 4 Marsiling Road #03-5079  
Singapore 730004  
Tel: 6570 3919  
wl.cs@carecorner.org.sg

#### CREST @ TOA PAYOH

Blk 62B Lorong 4 Toa Payoh #02- 121  
Singapore 312062  
Tel: 6258 6601  
tp.crest@carecorner.org.sg

#### SENIOR GROUP HOME (WL180C)

Blk 180C Marsiling Road Singapore 733180  
Tel: 6570 3919  
wl.cs@carecorner.org.sg

#### SENIOR GROUP HOME (WL569A)

Blk 569A Champions Way Singapore 731569  
Tel: 6570 3919  
wl.cs@carecorner.org.sg

#### ACTIVE AGEING CENTRE (TP5)

Blk 5 Lorong 7 Toa Payoh #01-131 Singapore 310005  
Tel: 6258 7922  
tp.sac5@carecorner.org.sg

#### ACTIVE AGEING CENTRE (TP62B)

Blk 62B Lorong 4 Toa Payoh #02- 121  
Singapore 312062  
Tel: 6258 0503  
tp.sac62b@carecorner.org.sg

#### ACTIVE AGEING CENTRE (TP106)

Blk 106 Lorong 1 Toa Payoh  
#01- 349 Singapore 310106  
Tel: 6266 7423  
tp.sac106@carecorner.org.sg

#### ACTIVE AGEING CARE HUB (TP131)

Blk 131 Lorong 1 Toa Payoh #01-01  
Singapore 310131  
Tel: 6255 5182  
tp.sac131@carecorner.org.sg

#### ACTIVE AGEING CENTRE (TP149)

Blk 149 Lorong 1 Toa Payoh #01- 963  
Singapore 310149  
Tel: 6258 3122  
tp.sac149@carecorner.org.sg

#### ACTIVE AGEING CENTRE (TP170)

Blk 170 Lorong 1 Toa Payoh #01- 1102  
Singapore 310170  
Tel: 6352 7930  
tp.sac170@carecorner.org.sg

#### SENIOR ACTIVITY CENTRE (TP261A)

Blk 261A Toa Payoh East #01-03  
Singapore 311261  
Tel: 6971 1190  
tp.sac261a@carecorner.org.sg

#### ACTIVE AGEING CENTRE (WL16)

Blk 16 Marsiling Lane #01-195  
Singapore 730016  
Tel: 6219 3767  
wl.sac16@carecorner.org.sg

#### ACTIVE AGEING CENTRE (WL569A)

Blk 569A Champions Way #01-346  
Singapore 731569  
Tel: 6570 3547  
wl.sac569a@carecorner.org.sg

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