



AGEING IN SINGAPORE EXAMPLE NON-PROFITS

PREPARED BY JUST CAUSE FOR THE CREDIT SUISSE PHILANTHROPISTS FORUM

16TH NOVEMBER 2017



Introduction

This annex contains profiles of 5 non-profit organisations (NPOs) that represent a range of themes and approaches within the ageing / elderly sector in Singapore. The profiles are based primarily on responses provided by the NPOs through interviews and document review, as well as field visits in most cases.

We hope this annex gives readers a sense of how NPOs in these countries are working to tackle the issues raised in the main report.

Please note:

- These profiles are intended as examples, rather than recommendations, of NPOs in the sector
- All data is self-reported by the NPOs
- All information is correct as of September 2017

SINGAPORE

ALZHEIMER'S DISEASE ASSOCIATION

**FEI YUE COMMUNITY SERVICES (ELDERCARE SERVICES
DIVISION)**

LIONS HOME FOR THE ELDER

O'JOY CARE SERVICES

SOCIETY FOR WINGS

Charity Profile

Alzheimer's Disease Association (ADA)



IN A NUTSHELL

Alzheimer’s Disease Association (ADA) is Singapore’s leading charity specialising in care and support for persons with dementia and their families. In 2016, ADA supported over 1,000 persons with dementia and their caregivers through their seven dementia care centres, caregiver support services, training and consultancy, as well as a weekday dementia helpline and elder-sitting services in the homes of people with dementia.

<p>TARGET GROUPS</p> <p>People with other medical conditions</p>	<p>TYPE OF WORK</p> <p>Health & Care</p>	<p>ANNUAL INCOME</p> <p>S\$6.11mn <i>(2015-16)</i></p>	<p>REVENUE MODEL</p> <p>Between 30-70% government funded</p>
<p>ESTABLISHED</p> <p>1990</p>	<p>RELIGIOUS AFFILIATION</p> <p>None</p>	<p>REGISTRATION STATUS</p> <p>IPC</p>	<p>WEBSITE</p> <p>http://alz.org.sg</p>

STRATEGY AND CHARACTER

The following characteristics really stood out to our researchers when reviewing this programme:



The organisation reports that each year it serves over 1,000 persons with dementia and their caregivers through their centres and services.



ADA works in partnership with numerous agencies in Singapore such as the National Heritage Board and the Chinatown Heritage Centre to run their “Arts and Dementia Programme”, where clients (persons with dementia) are taken on tours to connect to their past experiences and memories. ADA is also collaborating with other organisations to facilitate the transformation of old kindergartens to dementia day care services.

IMPACT

APPROACH TO IMPACT MEASUREMENT

FRAMEWORK

ADA’s website presents a clear list of objectives showing the impact that it aims to achieve: for example, “To increase the quality and quantity of care for the elderly with dementia”. The organisation does not have an explicit “theory of change” – ie. framework for why they believe their specific approach will lead to the target impact.

CONTINUOUS IMPROVEMENT

ADA has a relatively strong and established approach to continuous improvement. Outcomes data and customer feedback are regularly reviewed by ADA’s management to identify opportunities and areas for improvement. As of June 2017, the organisation was in the middle of a detailed strategic review, which involved careful reflection on outcomes and impact to-date.

DATA COLLECTION

ADA collects an impressive range of data on their outputs and outcomes. In addition to customer feedback surveys, they use Dementia Care Mapping, a globally recognized tool to evaluate the wellbeing and emotional state of persons living with dementia. The organisation also carries out periodic quality of care assessments at their centres.

RESULTS (2015-16)

MAIN OUTPUTS

(e.g. # reached)

315 Beneficiaries served over the four Dementia Daycare Centres*

712 Caregivers participated in the Caregiver Support Group (CSG)*

117 Caregivers participated in the Family Caregiver Training Programme*

6,068 Calls received on their Dementia Helpline*

166 Home visits under the Person-Centred Home-based Intervention Service*

MAIN OUTCOMES

(reported recorded change)

> 75% Caregivers improved or maintained their Zarit Burden Scores (a measure of caregiver stress)

> 70% Beneficiaries improved or maintained their well-being profiling score**

The organisation publicly shares quotes to describe the impact they helped to achieve, for example:

“It has helped us gain a better understanding and really equipped us with skills to manage my mum’s behavioral changes appropriately to reduce frustration, tension and miscommunication between us.” (Caregiver support client)

Charity Profile

Alzheimer's Disease Association (ADA)



REPUTATION

LATEST MEDIA COVERAGE

[Plans for national database of patients put on hold](#)

The Straits Times-22 Feb 2017

The Sunday Times reported in January last year that the Alzheimer's Disease Association (ADA), Agency for Integrated Care (AIC) and the ...

[Two more dementia friendly towns soon](#)

The Straits Times-22 Feb 2017

Alzheimer's Disease Association (ADA) chief executive Jason Foo said that this, in turn, helps with the cost of dementia as fewer facilities are ...

[Important for dementia patients to be in a familiar home environment ...](#)

The Straits Times-21 Feb 2017

... with clients of the Alzheimer's Disease Association on Feb 22, 2017. ... alongside a visit to the Alzheimer's Disease Association (ADA) on ...

2,139

Facebook likes

(June 2017)

STAFF & VOLUNTEERS

150 total number of active
volunteers (June 2017)

125 total number of staff (June 2017)

13% staff turnover rate (2016-17)

FINANCES

Based on the 2015-2016 reported figures, ADA's overall financial situation was relatively stable and healthy. The organisation ran a small surplus each year from 2013/14 – 2015/16.

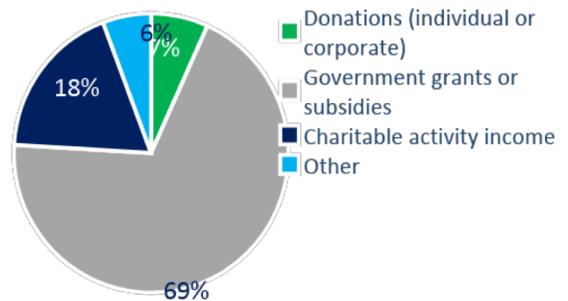
Nevertheless, the organisation does not have the reserves or financial flexibility to expand or adapt to changing needs. As of end 2015/16 ADA had sufficient reserves to cover expenditure for 0.87 years. This level of reserves is in the lower average range for charities in Singapore.

ADA has been mainly funded to-date by government grants or subsidies. However, the organisation is actively seeking to raise more private donations. Any additional donations will be channelled to close gaps in existing services, build up their reserves and invest in new programmes – such as the building of more resources to cater for the future elderly.

TOTAL INCOME & EXPENDITURE (\$S'000)



2016 INCOME BREAK-DOWN



TOTAL NO. OF MAJOR DONORS (2016-2017)

Donors giving more than S\$50,000

4

RESERVES RATIO (2015/2016)

(Unrestricted reserves/Total annual expenditure)

0.87

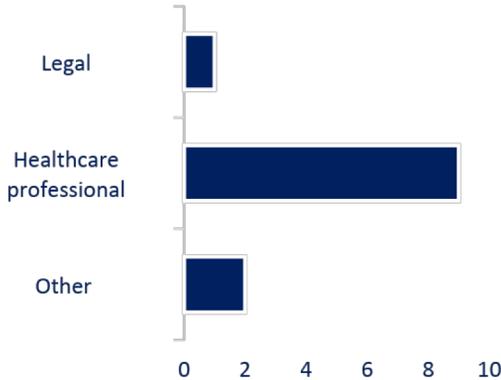


FINANCIAL KEY PROCESSES & POLICIES CHECKLIST

- ✓ The Board ensures internal control systems for financial matters are in place with documented procedures.
- ✓ The Board approves an annual budget for the charity's plans and regularly monitors its expenditure
- ✓ Donations collected are properly recorded and promptly deposited by the charity
- ✓ Board and management actively identify and manage financial risks
- ✓ The charity publishes its reserves policy on its annual report/ website

GOVERNANCE & LEADERSHIP

BOARD COMPOSITION BY PROFESSIONAL BACKGROUND



Board President: Dr Ang Peng Chye
 Dr Ang is currently a consultant Psychiatrist at The Psychiatric and Behavioural Clinic. He is also the founder of and consultant with the Centre for Effective Living.



Chief Executive: Jason Foo
 Jason served on the Board of ADA as a volunteer for 22 years before taking on the CEO role in 2012. Prior to 2012, Jason spent 25 years in senior positions in the financial industry.

GENDER BALANCE:
 Board male to female ratio

3:9

TOTAL BOARD SIZE:

12

The organisation has relatively clear and strong policies in place for basic governance areas, although they are planning to update and further tighten their approach in keeping with the latest government guidelines. Currently, the Board meets six times a year and Board members who are absent for three consecutive meetings without satisfactory explanation will be deemed to have withdrawn from the Board. The Board members are mostly healthcare professionals but the organisation is actively seeking to diversify the range of members. The organisation shared that there is not currently a clear succession plan in place for key leadership roles (as of June 2017).



GOVERNANCE CHECKLIST

- ✓ Not more than one-third of the Board are staff members.
- ✓ Staff does not chair the Board.
- ✓ There is a limit of four consecutive years for the Treasurer position
- ✓ Board members and staff are required to declare actual or potential conflicts of interest.
- ✓ No Board member or staff is involved in setting his or her own remuneration.
- ✓ Board members do not vote or participate in decision-making on matters where they have a conflict of interest.
- ✓ There is a specific requirement on Board member’s attendance
- ✓ Board meets at least four times per year
- ✓ There are established term limits for all Board members to ensure steady renewal of the Board

HOW YOUR SUPPORT CAN HELP

Support ADA to implement its new strategy in 2018:

In mid-2017, ADA is in the process of reviewing and updating its overall strategy. When Just Cause met with ADA, the new strategic direction was still under discussion and not yet confirmed. From 2018, the organisation will be seeking donors to support them in implementing what we expect to be an exciting and ambitious new strategy and direction for the Association.

Charity Profile

Fei Yue Community Services (FYCS) – Eldercare Services division



Charity Profile

Fei Yue Eldercare Services



IN A NUTSHELL

Fei Yue Community Services (FYCS) is a well-established social services provider that is currently growing rapidly. Together with its sister organisation, Fei Yue Family Service Centre, FYCS offers a diverse range of services for the very young to the old. The organisation's broad mission is to "effect life transformation through the provision of quality social services". Their services and programmes include counselling, adoption, family life education and early intervention programmes.

ANNUAL INCOME

S\$14.99mn
(2015-16)

ESTABLISHED

1996

RELIGIOUS AFFILIATION

None

REGISTRATION STATUS

IPC

WEBSITE

<http://www.fycs.org>

FYCS'S ELDERLY SERVICES IN PARTICULAR

One of the main areas of focus for FYCS is eldercare services. Working closely with government, the organisation manages 10 Senior Activity Centres (offering social activities and other support), two Group Homes (sheltered accommodation within local communities), two Cluster Support services (outreach, counselling and support for more vulnerable and isolated elderly people) and a Retirees' Centre.

The Eldercare Services Division provides personalised support to thousands of elderly people each year, primarily serving the western part of Singapore. The organisation has a passionate team focused on building trusting relationships and a sense of family.

TARGET GROUPS

Elderly
Financially Disadvantaged

TYPE OF WORK

Training & Enrichment
Activities
Community Development
Social Work
Shelter Provision

REVENUE MODEL

30% - 70% Government
Funding

STRATEGY AND CHARACTER

The following characteristics really stood out to our researchers when reviewing this programme:

Broad Reach

The organisation reports serving nearly 7,000 beneficiaries through their core eldercare services in 2016-2017. This was a significant increase from 2015-16, when the organisation reported serving around 2,500 elderly people.

Research

FYCS has an internal research team which focuses on gathering lessons learned, developing a deeper understanding of needs and scoping potential new initiatives. Between 2015 and 2016, the organisation undertook seven major research and evaluation studies. Their recent work includes collaborating with MSF to profile the characteristics and needs of a group of elderly people.

IMPACT

APPROACH TO IMPACT MEASUREMENT

FRAMEWORK

FYCS provides a broad statement of its target impact through its website and annual report: to effect life transformation through the provision of quality social services.

The eldercare division does not have an explicit “theory of change” or logic model. Nevertheless, staff can clearly articulate that their goal is to help their clients age gracefully and they do this through forming trusted relationships with individuals and helping to link them to support in all aspects of their life. The organisation also has a strong underlying focus on research and evidence-based practice and adheres to a range of service quality frameworks.

DATA COLLECTION

FYCS routinely collects data on basic outputs such as the number of beneficiaries reached. The organisation also gathers quotes relating to impact – i.e. what change took place as a result of their work. Meanwhile, the research team conducts detailed evaluations on selected programmes.

CONTINUOUS IMPROVEMENT

A key metric that is tracked at management level is client satisfaction. Meanwhile, FYCS’s research team routinely collates and shares insights and data with management and frontline staff. The organisation also runs regular internal learning exercises at programme and team level.

RESULTS

MAIN OUTPUTS

(e.g. # reached)

6,929

Elderly clients supported by core eldercare services (2016-2017)

10

Senior Activity Centres in operation by the end of 2017

831

Members served at the Senior Activity Centres (2016-2017)

678

Participated in the Advance Care Planning Talks (2015-16)

MAIN OUTCOMES

(reported change)

90%

Of elderly attending the programmes at the Senior Activity Centres reported they were satisfied with the service (2016-17)

“It gave me the space to be imaginative. I learnt stuff that I did not learn outside before, like how do I put the cloths together in an angle, or match colours.” (elderly beneficiary)

“We talk, sometimes they have any problems, they will share. I also feel that it is meaningful, because the piece will help someone.” (elderly beneficiary)

In July 2017, Just Cause visited FYCS’s Senior Activity Centre and Group Home in Hougang to observe its operations and better understand how the programme was making a difference for beneficiaries. Through our observation and informal discussions with staff, we found that the team were passionate and committed and that the facilities at the centre were clean and newly refurbished. The services themselves and the design of the Group Home are fairly tightly specified by the primary funder (government), so that FYCS does not have significant scope to tailor its overall approach. Nevertheless, the team clearly puts significant effort into providing a loving and personalized service for each individual client.

Charity Profile

Fei Yue Eldercare Services



REPUTATION

LATEST MEDIA COVERAGE

[The Big Read: Apathy, complacency — the worst enemies in Singapore’s war against diabetes](#)

TODAYonline - 25 Aug 2017

A Fei Yue Community Services spokesperson noted that lower income or disadvantaged groups and communities tend to have “limited access ...

[More finding love and marriage in golden years](#)

The Straits Times - 13 Aug 2017

Mr Leng Chin Fai, executive director of Fei Yue Community Services, said: "Twenty years ago, many seniors would not remarry as they were ...

[NUS students raise over \\$400k for charity](#)

The Straits Times - 12 Aug 2017

... Fei Yue Community Services, Pathlight School, St Andrew's Autism Centre, and The Singapore Cheshire Home. The charity project has been ...

2,100

Facebook likes

(May 2017)

STAFF & VOLUNTEERS

941

Total number of active volunteers at FYCS and its sister organisation FYFSC (July 2017)

241

Total number of staff at FYCS (July 2017)

7%

Staff turnover rate at FYCS (2016)

86%

Staff reporting they are satisfied or very satisfied with their experience at FYCS (2016)

FYCS’s team has grown rapidly in recent years – from 183 in March 2016 to 241 in July 2017. Despite this period of significant change, staff report high levels of satisfaction, with 86% stating that they are satisfied or very satisfied.

The organisation also makes use of skilled volunteers, for example with its Caring Assistance from Neighbours (CAN) programme to promote mutual support amongst residents and neighbours. Through this programme, volunteers are empowered to take on the role of a carer to the senior. The role of a CAN Carer (or volunteer) is to provide basic monitoring, support and befriending services to the seniors.

Charity Profile

Fei Yue Eldercare Services



FINANCES

Income for the whole of FYCS grew noticeably between 2014-15 and 2015-16, reaching nearly S\$15mn. This aligns with the fact that the organisation has been rapidly expanding in recent years and is continuing to do so.

FYCS has sufficient unrestricted reserves to cover expenditure for only 0.1 years. This level of reserves is in the low range for charities reviewed by Just Cause in Singapore and significantly below FYCS's reserves policy of three years. The organisation explained that it relies primarily on governmental schemes or grants, so that funds are predominantly restricted (and therefore not counted within the calculated reserves ratio).

FYCS's eldercare services are mainly funded by government grants or subsidies, for example, their SACs are 80% funded by the Ministry of Social and Family Development. However, the organisation is actively seeking private donors to make up the remaining 20% of its core budget and to provide additional enriching services for their beneficiaries.

TOTAL INCOME & EXPENDITURE(S\$'000)

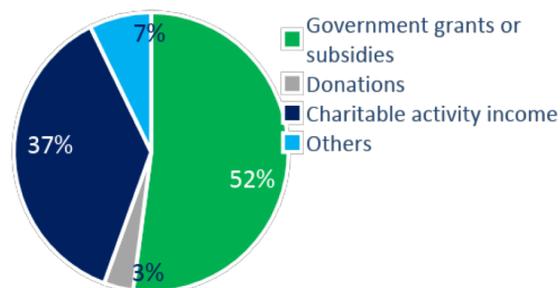


RESERVES RATIO (2015-16)

(Unrestricted reserves/Total annual expenditure)

0.1

2015-16 INCOME BREAK-DOWN



TOTAL NO. OF MAJOR DONORS (2015-6)

Donors giving more than S\$100,000

1



FINANCIAL KEY PROCESSES & POLICIES CHECKLIST

- ✓ The Board ensures internal control systems for financial matters are in place with documented procedures.
- ✓ The Board approves an annual budget for the charity's plans and regularly monitors its expenditure
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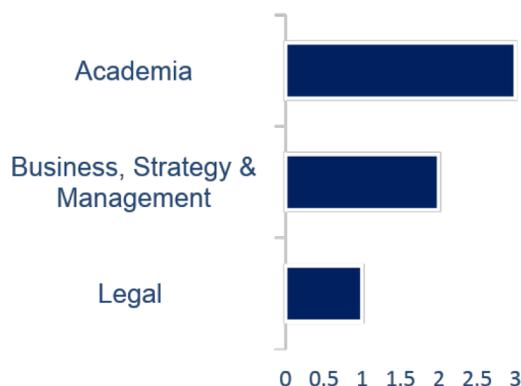
Charity Profile

Fei Yue Eldercare Services



GOVERNANCE & LEADERSHIP

BOARD COMPOSITION BY PROFESSIONAL BACKGROUND



Board President: John Ang

Mr John Ang is a Senior Fellow at Department of Social Work at NUS. From 2005-11, he was Chief Executive Officer of the St. Andrew's Autism Centre. He has also served as President of the Singapore Association of Social Workers for 3 terms



Executive Director: Mr Leng Chin Fai

Mr Leng Chin Fai is one of the pioneers who set up Fei Yue back in 1991. Chin Fai worked as a qualified accountant prior to taking over the reins of Fei Yue. His vision is to see more lives helped, enabled and transformed.

GENDER BALANCE:

Board male to female ratio

5:1

TOTAL BOARD SIZE:

6

The Board consists of six members, half of whom work in academia. This composition is partly reflected in the organisation's focus on research alongside client-facing services. The Executive Director works closely with the Board, holding regular informal meetings with Board members in addition to formal scheduled meetings.



GOVERNANCE CHECKLIST

- ✓ Not more than one third of the board are staff members
- ✓ Staff does not chair the board
- ✓ There is a limit of four consecutive years for the Treasurer position (or equivalent person on board that is responsible for overseeing finances of the charity)
- ✓ Board members and staff are required to declare actual or potential conflicts of interest.
- ✓ No Board member or staff is involved in setting his or her own remuneration
- ✓ Board members do not vote or participate in decision-making on matters where they have a conflict of interest.
- ✓ Board meets at least 4 times a year
- ✓ There is a specific requirement on board members' meeting attendance
- ✓ All board members submit themselves for re-nomination and re-appointment at least once every 3 years
- ✓ There are established term limits for all Board members to ensure steady renewal of the Board
- ✓ There is a clear succession plan in place for key management leadership roles

HOW YOUR SUPPORT CAN HELP

Transportation for clients

FYCS' eldercare team finds that many elderly clients struggle to access relevant services because they cannot easily travel on public transport. This is an important factor in contributing to social isolation. Whilst, in some cases, FYCS and other agencies currently offer some basic travel assistance, they do not have the vehicles to provide consistent and relevant transport for all clients in need. The organisation is actively seeking donations to provide greater support in this area.

Boosting human resources

FYCS' eldercare clients have indicated in surveys that they would like more time with staff or volunteers. However, the organisation shared that they struggle to meet this challenge as the teams are already overstretched. The number of staff at each Senior Activity Centre (SAC) is dependent on the size of the SAC. For example, a small SAC - defined as having around 100 members - would have only two staff, while larger SACs - defined as those who serve around 500 clients - would have four or five staff. Funding to hire additional staff would enable the organisation to provide a more comprehensive service to more people, in particular, reaching out to isolated and hard-to-reach elderly people.

Charity Profile

Lions Home for the Elders



Charity Profile

Lions Home for the Elders



IN A NUTSHELL

Lions Home operates two nursing homes at Bishan and Bedok South, with capacity to house a total of 384 residents. The homes provide their residents with 24-hour nursing and clinical care, physiotherapy, occupational therapy and a regular programme of social activities. The purpose-built home in Bishan includes a section tailored for residents with dementia as well as an “Assisted Living Unit” section, offering more flexibility to residents with greater levels of independence. Lions Home also offers daycare services for up to 25 clients per day, including dementia day care, social activities, rehabilitation, and nursing.

As with other Ministry of Health subsidised nursing homes in Singapore, Lions Home operates within a physical space and service model that is rather strictly specified at national level. Nevertheless, the organisation makes significant efforts to personalise and optimise the experience of its residents, working within the national service parameters: *“We are an institution but we do not institutionalise”* (Doreen Lye, CEO).

TARGET GROUPS Low income and frail elderly; People with dementia	TYPE OF WORK Long-term care; Daycare	ANNUAL INCOME S\$13.9mn <i>(2016/17)</i>	REVENUE MODEL 30-70% government funded
ESTABLISHED 1980	RELIGIOUS AFFILIATION None	REGISTRATION STATUS Registered Society (IPC)	WEBSITE lionshome.org.sg

STRATEGY AND CHARACTER

The following characteristics really stood out to our researchers when reviewing this programme:

Collaboration

Lions Home places a strong emphasis on welcoming and supporting the local community. The organisation proactively collaborates with multiple organisations such as local schools, community clubs and religious organisations to host volunteers and arrange outings for their residents.

Innovation

Lions Home was one of the first nursing homes in Singapore to offer a specific unit for residents with dementia. The organisation also proactively identifies and tests out new approaches to enhance residents’ quality of life – for example, the team is currently exploring a type of nutrient dense meal from Japan for residents who have difficulty swallowing.

IMPACT

APPROACH TO IMPACT MEASUREMENT

FRAMEWORK

Lions Home’s mission focuses on promoting dignity and choice; and on enabling residents to enjoy maximum independence. Although there is not a clearly documented “theory of change” framework that articulates how the service is designed to achieve these goals, the organisation does have a clear philosophy of care and staff can explain in detail how their model operates in practice.

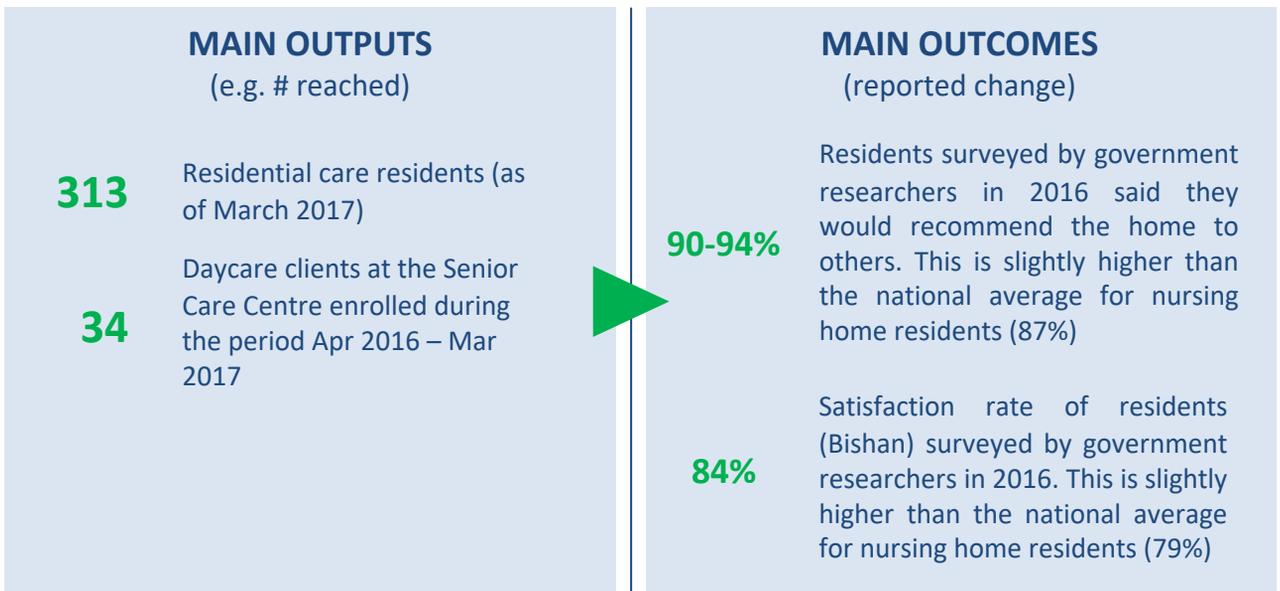
DATA COLLECTION

Lions Home tracks patient and caregiver satisfaction levels and feedback collected twice yearly at national level by government researchers. The organisation also has a quality improvement team, with staff champions responsible for monitoring key areas such as falls prevention and end of life care.

CONTINUOUS IMPROVEMENT

Driven by the quality improvement team, continuous learning and improvement is enshrined as one of three key priorities in Lions Home’s mission: “To develop, maintain and evaluate our systems and structures for continued improvement of our services.”

RESULTS



In July 2017, Just Cause visited the Bishan home to observe its operations and better understand how the programme was making a difference for beneficiaries. Through our observation, we found that the home’s staff were attentive and that the living environment – whilst not luxurious – had been thoughtfully designed and managed to provide different opportunities for entertainment, socializing and quiet space.

REPUTATION

WHAT DO PEOPLE WHO WORK WITH THEM SAY?

Just Cause interviewed several organisations that work regularly with Lions Home to ask what it's like working with them:

"Overall, we have had a good and wholesome experience of partnering with Lions Home. They are welcoming to the local community and open to suggestions on partnership at programmes. As a non-profit organisation, we notice and understand that they may at times lack required manpower but as partners, we work hand in hand to achieve a socially cohesive community."

Community Partner

"Our volunteers have a very enjoyable experience when they go to Lions Home and have formed a bond with the residents. It is very smooth and easy to coordinate with Lions Home."

Fu Shi Shi, RSVP

"Thanks to Lions Home for giving us a wonderful opportunity to spend quality time and bond with their senior residents. Since we visit them almost every month, the residents now look forward to having us and vice versa. Being with them and to bring a smile on their faces is probably one of the most satisfying feeling I have personally experienced. We have become one big happy family and we are grateful to Lions Home for making this possible."

Ragini Sheth, Shrimad Rajchandra Love and Care Singapore

LATEST MEDIA COVERAGE

[New nursing home officially opens in Bishan](#)

Channel NewsAsia-17 Mar 2017

The new Lions Home for the Elders is a replacement for the nursing home previously located at Toa Payoh Rise...

[Lions nursing home in Bishan officially opened by Health Minister Gan Kim Yong](#)

The Straits Times-18 Mar 2017

The Lions Home for the Elders was officially opened by Minister for Health Gan Kim Yong on Saturday (March 18)...

[A little less Nimby](#)

The Straits Times-18 Feb 2017

The Lions Home for the Elders is set to mark its official opening next month, having been operating for more than a year, and has become...

N/A

Facebook likes

(August 2017)

STAFF & VOLUNTEERS

Recruiting and retaining high quality staff is a significant challenge for Lions Home, as with all long-term care providers in Singapore. The organisation places a strong focus on training and support for its staff, but nevertheless struggles to attract sufficient staff to allow for full occupancy at both homes. The turnover rate for 2016-17 was low (1.5%), suggesting that the organisation is successful at retaining its staff, despite the challenges inherent within this sector.

The organisation stands out for hosting large numbers of volunteers. It receives an average of four group visits per week at both homes, with around 20 volunteers per group. Volunteers come from schools, companies and Lions clubs.

209

Total staff (Mar 2017)

>5,000

Total volunteers (2016)

1.5%

Staff turnover rate
(FY 2016-17)

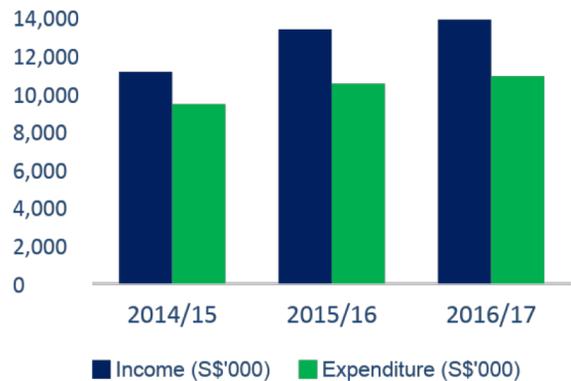
FINANCES

Total income for 2016/17 was S\$13.9mn, with the organisation receiving around 60% of its funding through direct government grants and subsidies. Around one fifth of income is derived from donations, with residential and daycare fees making up the remaining 23%. Residents' fees are in turn predominantly subsidised by government, although Lions Home does offer additional subsidies (funded by private donations) for those who are still unable to pay the balance.

Income and expenditure have grown steadily over the past three years of reporting, with income comfortably (though not excessively) exceeding expenditure each year.

As of March 2017, the organisation had a healthy reserves ratio of 1.7 years. Whilst providing a reasonable financial buffer for the organisation, this amount of reserves is still within Lions Home's stated policy of maximum three years.

TOTAL INCOME & EXPENDITURE (S\$'000)



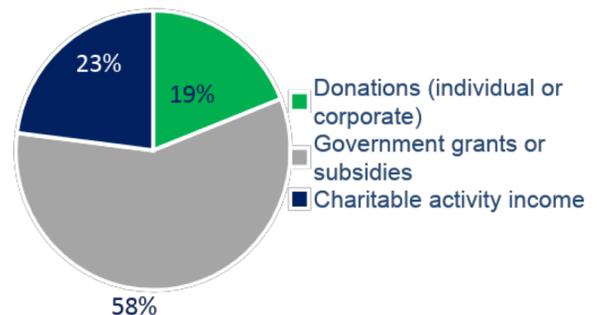
RESERVES RATIO (2016/17)

(Unrestricted reserves/Total annual expenditure)*

1.7*

*Note that Lions Home calculates reserves based on: Total Cash and Cash Equivalents - Restricted Fund - Sundry Payables + Sundry receivables

2016/17 INCOME BREAK-DOWN



TOTAL NO. OF MAJOR DONORS

(2016/17) Donors giving S\$100,000 or more

2



FINANCIAL KEY PROCESSES & POLICIES CHECKLIST

- ✓ The Board ensures internal control systems for financial matters are in place with documented procedures.
- ✓ The Board approves an annual budget for the charity's plans and regularly monitors its expenditure
- ✓ Donations collected are properly recorded and promptly deposited by the charity
- ✓ Board and management actively identify and manage financial risks
- ✓ The charity publishes its reserves policy on its annual report/ website

GOVERNANCE & LEADERSHIP

BOARD COMPOSITION BY PROFESSIONAL BACKGROUND



Chairman: Isabel Cheong

Isabel is a retired physiotherapist, with wide-ranging senior level experience at a range of hospitals and non-profit organisations such as Spastic Children's Association and National Council of Social Service. She has more than 40 years experience in physiotherapy.



CEO: Doreen Lye

A registered nurse trained in the UK, Doreen has been with Lions Home since 1998. She previously held Director of Nursing positions at St Andrew's Community Hospital and Aged Care in Melbourne, Australia. She has more than 30 years experience in aged care.

GENDER BALANCE:

Board male to female ratio

15:5

TOTAL BOARD SIZE:

20

Lions Home adopts a notably transparent approach to governance, with Board membership and policies clearly reported in the organisation's website an annual reports, together with the attendance record for each Board member. Board meetings are held five times a year.



GOVERNANCE CHECKLIST

- ✓ Not more than one-third of the Board are staff members.
- ✓ Staff does not chair the Board.
- ✓ There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman).
- ✓ Board members and staff are required to declare actual or potential conflicts of interest.
- ✓ No Board member or staff is involved in setting his or her own remuneration.
- ✓ Board members do not vote or participate in decision-making on matters where they have a conflict of interest.
- ✓ Board meets at least 4 times per year.
- ✓ All board members submit themselves for re-nomination and re-appointment at least once every 3 years
- ✓ There are established term limits for all Board members to ensure steady renewal of the Board
- ✓ Clear succession plan in place for key leadership roles

HOW YOUR SUPPORT CAN HELP

Support for nutrient dense meals and advanced technology

Government funding and client fees help to cover the majority of Lions Home's core operating costs so that clients can receive sufficient support to meet their basic needs. However, the organisation is constantly seeking additional private donations in order to further enhance the quality of life of its residents and daycare clients.

One specific area in which private donations could help is in relation to meals for residents who are unable to swallow solid food (i.e. suffer from dysphagia). As of early 2017, over 80 of the organisation's residents were on a soft and blended diet, meaning that they typically would eat very similar, unappealing food for breakfast, lunch and dinner every day. This diet does not help to enhance the residents' quality of life and at the same time creates a burden for staff, who need to spend significant time coaxing the residents to eat their food. Lions Home has therefore started to explore a new type of nutrient dense soft meal produced in Japan, which can be offered in different flavours and with more appealing presentation. The additional cost of providing this type of meal would be around S\$600 per resident per month (not factoring in cost savings from reduced kitchen and nursing staff time to prepare and serve the meals).

In addition, the organisation is seeking further funding for several advanced technologies that are used in Lions Home to further enhance the quality of life for residents, for instance Jintronix (a computer application to facilitate rehabilitation) and Paro Robotic Seal (a high-tech fluffy animal that has been shown to be beneficial when used in therapy for dementia patients).

Charity Profile

O'JOY Care Services



Charity Profile

O'JOY Care Services



IN A NUTSHELL

O'Joy's goal is to enhance the well-being of older persons and their families and/or caregivers, in particular by providing psychosocial counselling and promoting active ageing. They are one of few agencies in Singapore providing psychosocial counselling that is specifically tailored for seniors.

The organisation places a strong emphasis on quality, for example, through extensive training for staff and volunteers; strict service standards; and carefully considered design of its services.

TARGET GROUPS Elderly Mentally ill	TYPE OF WORK Health & Care Training & Enrichment	ANNUAL INCOME S\$1.25mn <i>(2015)</i>	REVENUE MODEL More than 70% government funded
ESTABLISHED 2004	RELIGIOUS AFFILIATION None	REGISTRATION STATUS IPC	WEBSITE http://www.ojoy.org

STRATEGY AND CHARACTER

The following characteristics really stood out to our researchers when reviewing this programme:



O'Joy actively tests out creative ways to better serve beneficiaries, for example through its recent Health Oriented Ageing (HOA) programme, where the organisation designed a new community-based approach to active ageing, building on overseas best practice. One stakeholder (interviewed by Just Cause) described the programme as “cool”.



O'Joy stands out for investing in increasing the core capacity of its organisation. For example, they place special emphasis on staff and volunteer training; and have carefully thought-through processes for ensuring and building quality. This was acknowledged by stakeholders (interviewed by Just Cause), e.g. “their counsellors are very well- trained”.



O'Joy is one of few non-profits in Singapore providing specialised mental health counselling for older people. Partners interviewed by Just Cause noted that they stand out for being able to offer home visits, speak dialects and understand the cultural issues of older people in the area they work.

IMPACT

APPROACH TO IMPACT MEASUREMENT

FRAMEWORK

O'Joy has thought extensively about the frameworks that it uses to structure its different services. They draw on several best practice frameworks from overseas, including Virginia Satir's Self Mandala Framework. However, O'Joy does not have an explicit Theory of Change model that maps its activities to its target outcomes.

CONTINUOUS IMPROVEMENT

O'Joy shares some of its quantitative outcome data with stakeholders through its annual report. Meanwhile, they have a simple internal process for the Board to review data every quarter and check if funder-specified KPIs are being met.

DATA COLLECTION

O'Joy collects a range of clinical outcome data to report to its funders as part of their requirements for the counselling services. For example, its Community Mental Health Intervention (COMIT) programme tracks the number of clients showing improvement on a Global Assessment of Functioning (GAF) scale. O'Joy does not track outcomes for the HOA active ageing programme.

RESULTS (FY2015/16)

MAIN OUTPUTS

(e.g. # reached)

- 152** Active participants in Health Oriented Ageing programme (HOA)
- 240** Community mental health intervention (COMIT) clients
- 147** People received individual counselling
- 7** Para-counselling training sessions for volunteers
- 26** Active volunteer para-counsellors
- 26** Mass events conducted for Health Oriented Ageing

MAIN OUTCOMES

(reported change)

- 97%** Counselling clients achieving at least one positive outcome (e.g. improvement in coping skills)
- "I have many new friends."*
HOA programme participant
- "I get to learn new skills like art."*
HOA programme participant

In June 2017, Just Cause visited the HOA active ageing programme to observe one of its group activity sessions and better understand how the programme was making a difference to beneficiaries. Through our observation and informal discussions with participants, we found that the daily programme of craft, music and exercise sessions was playing a significant role in the lives of many of the group's 400 members, mainly Mandarin-speaking ladies aged 65 years and above. We observed participants making new friends and exchanging phone numbers. Several participants also commented that without the sessions, they would not have anything to do.

Charity Profile

O'JOY Care Services



REPUTATION

WHAT DO PEOPLE WHO WORK WITH THEM SAY?

Just Cause interviewed three organisations that work regularly with O'Joy Care Services to ask what it's like working with them:

““Their counsellors are very well-trained and their process is diligent and thorough. Some patients benefit a lot from their counselling.” Dr Pamela Ng Mei Yuan, Institute of Mental Health

“They try very hard and are thoughtful in their approach. They are one of the few organisations that specialise in counselling geriatric patients, for example they understand specific cultural issues, speak dialect and offer convenient home visits. They are also quite collaborative and have worked with some of the hospitals.” Dr Ng Li Ling, Changi General Hospital

“O'Joy is very committed and we have a strong working relationship with them. Their clients are also very happy with the service – they are specialists in counselling for seniors.” Ng Koon Sing, AMKFSC Community Services Ltd

LATEST MEDIA COVERAGE

[Charities must explain why board members are allowed to serve beyond 10 years](#)

Today, 6 Apr 2017

“Mr Choo Jin Kiat, executive director of voluntary welfare organisation O'Joy Care Services, said the guideline to disclose board members' terms...”

[Social workers 'key to meeting health and social needs'](#)

The Straits Times, 19 Jun 2016

“... and shower themselves but, at the same time, their judgment can be impaired,” said Dr Chew, a senior counsellor at O'Joy Care Services.”

[Charities Act to undergo review](#)

Today, 16 Jul 2015

“O'Joy Care Services' executive director Choo Jin Kiat said his organisation, which focuses on the elderly and those with mental health ...”

143
Facebook likes
(April 2017)

STAFF & VOLUNTEERS

- 13** Total staff (2017)
- 70** Total active volunteers (2015)
- 0%** staff turnover rate (2015)

85% staff agree that “This organisation strongly supports the development of competencies and skills of its people”¹

In 2016, O'Joy commissioned a People Opinion Survey Report with AON to assess its People Practices. It revealed that O'Joy scored higher than the Singapore average² in terms of the various people development indices, such as career development and leadership development. It is also impressive that 85% of its staff agreed that “it would take a lot to get me to leave this organisation”.

The only area AON scored below the Singapore average is in terms of high-potential development. This may have potential implications on its talent development and succession plans. O'Joy also places special emphasis on the quality of their volunteers, and enhancing the skills of its volunteers is incorporated into its strategic objectives.

Charity Profile

O'JOY Care Services



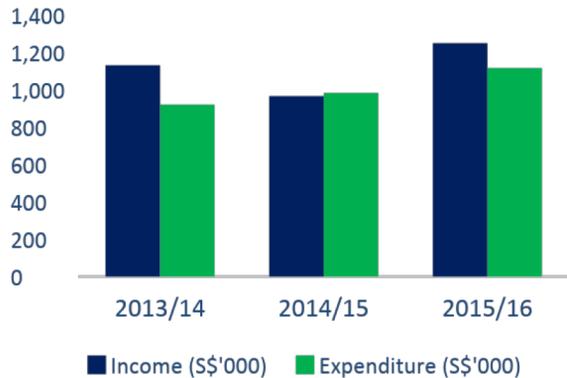
FINANCES

O'Joy is mainly funded by government grants (contributing almost 90% of total income in 2015). About 65% of the government grants are restricted which suggests that the organisation could face challenges in funding further new or innovative projects and continuing its current level of impressive investment in staff and volunteers. Just Cause believes that O'Joy is well placed to make the most of more private donations, which could allow the organisation to innovate and specialise even further.

Based on the 2015-16 latest reported figures, its overall financial situation was somewhat healthy, but did vary year on year

- O'Joy had a strong surplus at 2013 due to a new grant from Tote Board for its HOA programme.
- The drop in income in 2014 is due to the reduction in grant from Tote Board.
- The increase in income in 2015 is due to an increase in grants (\$212,000 to \$533,000) from NCSS.
- The organisation has sufficient reserves to cover expenditure for around 0.68 years. This is somewhat below average for the charities reviewed by Just Cause and is notably below O'Joy's reserves policy of maximum 2 years.

TOTAL INCOME & EXPENDITURE (\$S'000)

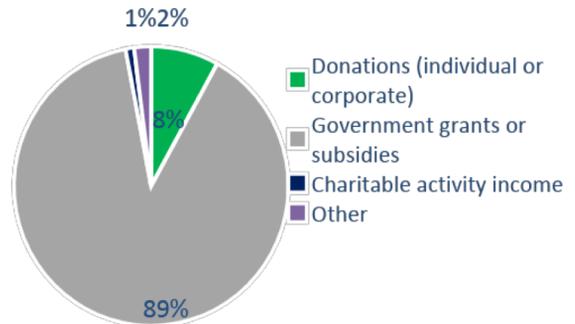


RESERVES RATIO (2015/16)

(Unrestricted reserves/Total annual expenditure)

0.68

2015/16 INCOME BREAK-DOWN (\$S'000)



TOTAL NO. OF MAJOR DONORS (2015/16)

(Donors giving more than \$S50,000)

0

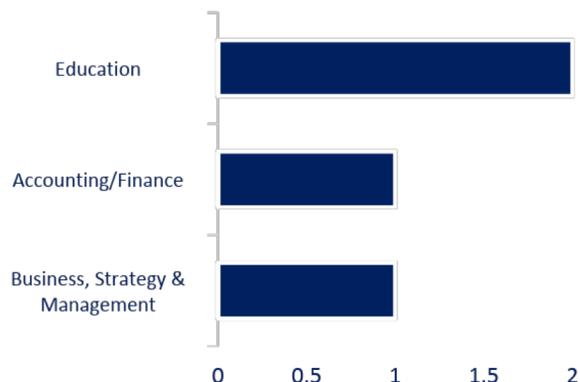


FINANCIAL KEY PROCESSES & POLICIES CHECKLIST

- ✓ The Board ensures internal control systems for financial matters are in place with documented procedures.
- ✓ The Board approves an annual budget for the charity's plans and regularly monitors its expenditure
- ✓ Donations collected are properly recorded and promptly deposited by the charity
- ✓ Board and management actively identify and manage financial risks
- ✓ The charity publishes its reserves policy on its annual report/ website

GOVERNANCE & LEADERSHIP

BOARD COMPOSITION BY PROFESSIONAL BACKGROUND



Board President: Alan Goh

Alan Goh Jiang Wee has been in O'Joy's Board since 2011 and was elected as the Secretary (2011 to 2013) and Treasurer (2013-2015) prior to his current role as President (2015-2017).



Executive Director: Choo Jin Kiat

Jin Kiat has been with O'Joy since 2006 and was the former Centre Manager prior to his current appointment.

GENDER BALANCE:

Board male to female ratio

4:0

TOTAL BOARD SIZE:

4

O'Joy has only four board members currently, none of whom has a background in mental health. The organisation explained that as a registered society, it faces challenges in attracting board members due to the personal financial liability that board members of a society must take on. To tackle this, the organisation is in the process of switching to a Company by Limited Guarantee (CLG), which would allow it to attract board members more easily. O' Joy aims to have 10 board members in due course, including a broader range of relevant professional backgrounds. The Board meets four times per year and members are re-elected every two years.



GOVERNANCE CHECKLIST

- ✓ Not more than one-third of the Board are staff members.
- ✓ Staff does not chair the Board.
- ✓ There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman).
- ✓ Board members and staff are required to declare actual or potential conflicts of interest.
- ✓ No Board member or staff is involved in setting his or her own remuneration.
- ✓ Board members do not vote or participate in decision-making on matters where they have a conflict of interest.
- ✓ Board meets at least 4 times per year.
- ✓ All board members submit themselves for re-nomination and re-appointment at least once every 3 years
- ✓ There are established term limits for all Board members to ensure steady renewal of the Board
- ✓ Clear succession plan in place for key leadership roles

Charity Profile

O'JOY Care Services



HOW YOUR SUPPORT CAN HELP

Further develop innovative approaches:

For donors who are looking to work with a charity on innovative and specialised approaches in eldercare, O'Joy presents as a viable partner. The organisation has a track record of providing creative experiences for their beneficiaries through the Health Oriented Ageing Programme. Such partnerships will afford O'Joy more financial flexibility, given that the majority of their funds are in the form of restricted government grants.

Charity Profile

Society of WINGS

(Women's Initiative for Ageing Successfully)



Charity Profile

Society of WINGS



IN A NUTSHELL

WINGS promotes active ageing for women, focused on improving health, happiness and security. The organisation has an active community of members who attend a variety of awareness workshops, in-depth courses and engaging activities. Whilst there are many organisations in Singapore running active ageing programmes, WINGS stands out for its specific focus on women. The organisation offers a variety of awareness workshops, in-depth courses and engaging activities that promote health, happiness and security, and aims to create a supportive community of peers.

TARGET GROUPS Elderly Women	TYPE OF WORK Health & Care	ANNUAL INCOME \$1.23mn <i>(2016)</i>	REVENUE MODEL Between 30-70% government funded
ESTABLISHED 2008	RELIGIOUS AFFILIATION None	REGISTRATION STATUS IPC	WEBSITE www.wings.sg

STRATEGY AND CHARACTER

The following characteristics really stood out to our researchers when reviewing this programme:

Collaboration

WINGS has been actively collaborating with a number of Senior Activity Centres (SACs), such as Beo Crescent SAC, to befriend and engage the elderly in various activities. The organisation also collaborates with KK Women's and Children's Hospital to deliver WINGS' flagship programme - the confinement nanny training.

Volunteer Led

The organisation stands out for having a large number of volunteers, who facilitate several programmes and have become mentors to other women. The organisation would not be able to run or grow without the support of its volunteers.

Broad Reach

WINGS has around 7,000 women registered as "WINGS women" and as of 30th April 2017, the organisation has 1,700 active "WINGS women" participating in the organisation's main programmes.



IMPACT

APPROACH TO IMPACT MEASUREMENT

FRAMEWORK

WINGS provides a clear statement of its target impact through its website and annual report: to empower women to age with more confidence. When interviewed in late 2015, Staff were also able to share a detailed explanation of their programme logic or “theory of change” - ie. why they believe their specific approach will lead to the target impact. The organisation is also able to explain how it has used research and feedback from other organisations working in the sector to inform its impact framework.

DATA COLLECTION

WINGS publicly shares data on outputs such as number of beneficiaries reached, as well as quotes and stories about impact - i.e. what change took place as a result of their work. They also track metrics such as the number of “graduates” from their programmes who then become mentors for new groups of women.

CONTINUOUS IMPROVEMENT

The organisation has a relatively strong approach to using its stakeholder feedback data for continuous learning and improvement. Based on an interview in late 2015, the team can cite multiple examples of how impact data helped them identify concrete opportunities and areas for improvement.

RESULTS (2015-2016)

MAIN OUTPUTS

(e.g. # reached)

20,000

Women participated in WINGS programmes over the past 10 years (up to 2017)

1,700

Active “WINGS women” as of April 2017

50

Women participated in the Confinement Nanny Training in 2016-2017

3,019

Volunteer hours mobilized (all volunteers) (2015-16)

522

Women took part in the exercise classes. (2015-16)

MAIN OUTCOMES

(reported recorded change)

30

WINGS women graduates who progressed to become mentors in 2015-2016

The organisation also publicly shares quotes from stakeholders which describe the change they helped to achieve. For example:

“Before joining MoneyAct, I thought I was financially prepared for retirement. After the course, I took several steps to better prepare myself, like write a will, do my LPA and AMD, as well as reviewed my insurance plans.”
Rosna Abdul Jalil

Charity Profile

Society of WINGS



REPUTATION

WHAT DO PEOPLE WHO WORK WITH THEM SAY?

Just Cause interviewed two organisations that work regularly with WINGS to ask what it's like working with them:



"WINGS has been providing their volunteering services to our Senior Activity Centre for about a year. They are very good in engaging the elderly in a wide range of creative activities, which they have really enjoyed. The elderly are very supportive and happy with WINGS' programmes." - Daniel Liew, Beo Crescent Senior Activity Centre

"WINGS has been successful in helping many women bond among themselves and with the mentors. They have also helped empower women to have a life plan and to age successfully and healthily. One opportunity for WINGS to further broaden its impact is to reach out to lower-income and more vulnerable women to age successfully, happily and healthily." – Lai Oi, WINGS trainer/mentor

LATEST MEDIA COVERAGE

[It Changed My Life: Down and out, she finds herself](#)

The Straits Times-24 Sep 2016

Social entrepreneur Anthea Ong went from a successful career and and Wings (Women's Initiative for Ageing Successfully), where she was ...

[Senior volunteer finds joy in making others happy](#)

TODAYonline-4 Sep 2015

... in several voluntary welfare organisations (VWOs) including the SAVH; Women's Initiative for Ageing Successfully (WINGS); Tsao Foundation ...

[\\$3b plan to help seniors live more fulfilling lives](#)

The Straits Times-26 Aug 2015

Ms Anthea Ong, president of the Women's Initiative for Ageing Successfully (Wings), also welcomed the "systemic effort" to reframe ageing as ...

93

Facebook likes

(May 2017)

STAFF & VOLUNTEERS

11 total number of staff as of June 2017

400 total number of volunteers as of June 2017

16% staff turnover rate (May 2016 – April 2017)

Volunteers play a very important part of how WINGS runs, with a strong emphasis on sharing experiences. The organisation is actively recruiting volunteers through their WINGS members.



FINANCES

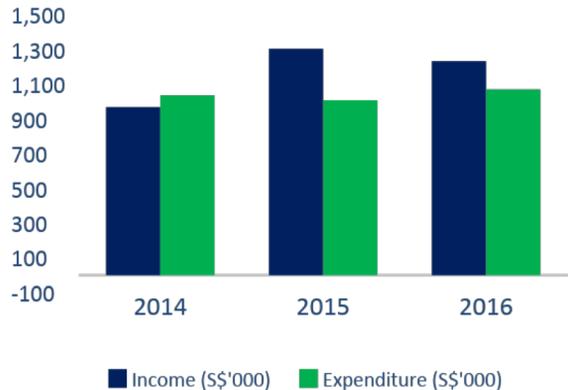
Based on the 2016 latest reported figures, the organisation's overall financial situation was somewhat healthy, but did vary year on year.

WINGS had a smaller surplus at the end of 2016, compared to a higher surplus in 2015 and a small deficit in 2014.

The difference in 2016 was mainly due to a 43% decrease in private donations. However, this was offset by an increase in government grants and subsidies and programme fees, causing income to fall by 6%.

The organisation has sufficient reserves to cover expenditure for around 1.16 years. This level of reserves is in the average range for charities in Singapore. Private donations will be used to scale up existing programmes.

TOTAL INCOME & EXPENDITURE(\$S'000)

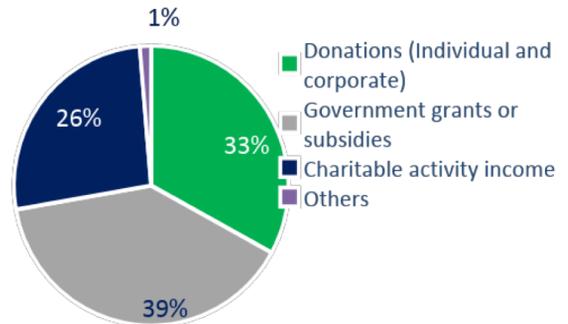


RESERVES RATIO (2016)

(Unrestricted reserves/Total annual expenditure)

1.16

2016 INCOME BREAK-DOWN



TOTAL NO. OF MAJOR DONORS (2016)

Donors giving more than S\$50,000

0



FINANCIAL KEY PROCESSES & POLICIES CHECKLIST

- ✓ The Board ensures internal control systems for financial matters are in place with documented procedures.
- ✓ The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.
- ✓ Donations collected are properly recorded and promptly deposited by the charity.
- ✓ The charity publishes its reserves policy on its annual report/ website

Charity Profile

Society of WINGS



GOVERNANCE & LEADERSHIP

BOARD COMPOSITION BY PROFESSIONAL BACKGROUND



Board President: Ngo Lin Ai, Janice: Janice has experience in retail and private banking and has held leadership positions in banks and retail establishments. She has over ten years of active volunteering experience.

Executive Director: The Executive Director's position is currently vacant at WINGS.

GENDER BALANCE:

Board male to female ratio

0:10

TOTAL BOARD SIZE:

10

The Board has a strong profile in terms of business, finance and strategy expertise. The Board meets once a month and Board members are required to attend at least 25% of the meetings in a year. It is notable that all of the Board's ten members are female. This may be appropriate given that the organisation has an explicit focus on women.



GOVERNANCE CHECKLIST

- ✓ Not more than one-third of the Board are staff members.
- ✓ Staff does not chair the Board.
- ✓ There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman).
- ✓ Board members and staff are required to declare actual or potential conflicts of interest.
- ✓ No Board member or staff is involved in setting his or her own remuneration.
- ✓ Board members do not vote or participate in decision-making on matters where they have a conflict of interest.
- ✓ There is a specific requirement on Board member's attendance
- ✓ Board meets at least four times per year
- ✓ There are established term limits for all Board members to ensure steady renewal of the Board

Charity Profile

Society of WINGS



HOW YOUR SUPPORT CAN HELP

Broaden WINGS' reach

WINGS will channel additional funds to scale up their existing programmes, increasing the number of women participating in and benefitting from their active ageing activities. While the organisation already has broad reach, new resources can help develop a targeted approach to reaching "lower-income and more vulnerable women," as well as those who are disengaged from society.