



太和觀 THK

People, Passion, Progress.

**Thye Hua Kwan
Moral Charities Limited**

Annual Report 2020-2021



CONTENTS

- 04** ABOUT US
- 05** OVERVIEW OF CHARITY
- 06** CHAIRMAN'S MESSAGE
- 08** LEADERSHIP
- 18** GOVERNANCE
- 25** GOVERNANCE EVALUATION CHECKLIST
- 30** PROGRAMMES AND ACTIVITIES
- 36** YEAR AT A GLANCE
- 64** HIGHLIGHTS OF THE YEAR
- 74** FUNDRAISING EFFORTS
- 75** OUR PEOPLE
- 87** THE YEAR AHEAD
- 95** CONTACT US



CHAIRMAN'S MESSAGE



As part of Thye Hua Kwan community services, Thye Hua Kwan Moral Charities (THKMC) has grown to provide an array of services that deliver holistic care to the people in need in Singapore since its incorporation in October 2011. We have about 70 programmes and services, reaching out to the elderly, families, children, youth and persons with disabilities islandwide.

Overcoming challenges to emerge stronger

This unprecedented COVID-19 pandemic has caused disruptions in our lives, but our essential services remain operational even during the circuit breaker to serve those in need. It was indeed a challenging period for us as we had to constantly adapt to new regulations while taking care of our clients. Although the challenges may be daunting, we adapted and overcame them by embracing technology, and finding innovative ways to connect with our clients virtually. We have also worked hard to improve our processes to meet the increase in demand for our services.

This pandemic has also brought about social isolation, especially for seniors who are not tech-savvy. Along with the support of our partners, we encouraged our elderly clients to embrace technology and equip themselves with digital literacy skills. With the help of digital ambassadors and our staff guiding the seniors, they learned skills such as the use of their mobile phones, scanning of SafeEntry QR codes, and also gained a greater awareness of online scams. All these efforts have helped our seniors adapt and remain socially active, as they are now able to connect with their friends over the phone.

THK Therapy Services Division

In order to continue providing therapy services despite the restrictions in place, THK Therapy Services Division incorporated telerehabilitation to serve our clients remotely. This has allowed the seamless transition of services to home-based exercises, in which our therapists are able to monitor the progress of their clients even in the midst of the pandemic.

THK Family Services Division

THK Family Services Division adapted by bringing their programmes and services online such as conducting virtual workshops and groupwork sessions. To enhance accessibility of our services, public members are also able to reach our centres for support via an e-appointment scheduling platform by scanning a QR code.

THK EIPIC Services Division

THK EIPIC Services Division also adapted by introducing home-based learning, where intervention for most clients was conducted remotely, via e-learning packages in the form of customised guided home-friendly activities for parents and caregivers to carry out with their children. Videos, live-streaming sessions and teleconferences were also provided to support the learning needs of the children.

THK Home Care & Home Help Services Division

During the circuit breaker period, THK Home Care and Home Help Services Division delivered 60,364 meals islandwide from April 2020 to June 2020, to provide relief and support for families under Quarantine Order as well as families who were affected by circuit breaker. It is important that we extend a helping hand to our community during such challenging times, and we will continue to do so in future.

New Initiatives

THK Pan-Disability Centre @ Eunos

In mid-2020, THK Pan-Disability Centre @ Eunos introduced a new baking programme. Under this programme, clients will learn the basics of baking and eventually sell their bread to the public when proper licensing is obtained. This gives them the opportunity to be gainfully employed and allow our clients to fulfil their dream of having a sense of self-worth and belonging within the society.

Project Back-to-Basics (B2B)

In 2020, THK Therapy Services Division received funding from National Council of Social Service (NCSS) to embark on the B2B project, in a bid to improve productivity and processes. This project aims to digitalise case and knowledge management, to meet increasing demand for therapy services while reducing admin workload. This will allow us to redistribute our resources appropriately and provide better quality services.

Leadership

THKMC inducted an Executive Committee made up of members of the Board of Directors to navigate and provide guidance to operational matters under the Chief Operating Officer, Mr Jason Lee.

Ms Fatima Mustafa, who joined THKMC in early 2021 as a Divisional Director of a new division called the Strategy and Innovation Division. Some of the key areas she will be establishing are lessons we learn from COVID-19 namely adapting and implementation of technology and augmenting our workforce with help from volunteers and constant engagement with the community. She will also be looking at the implementation of our strategic plans as we move forward. As a veteran of the social service sector with two decades of experience of working in public sector agencies, we look forward to her valuable insights and stewardship that will help to create an innovative culture within THKMC and enhance our services.

Caring for our employees and the community

As THKMC grows, we believe that our employees should grow and develop with us. THinK Institute provides training programmes and workshops that cater to the diverse learning needs and interests of our staff from all ranks, across various disciplines. All employees are given equal opportunities to enhance their skills and competencies, and develop their career in THK. Virtual learning sessions were introduced during the outbreak of COVID-19 to encourage employees to continue learning even while working from home.

Even in the midst of the poor economic outlook brought about by the pandemic, we continue to take care of our employees. One of such initiatives was giving a special bonus to encourage and support employees during the COVID-19 circuit breaker period. We also managed to keep the THK family bond alive by bringing events onto virtual platforms, so that all employees can celebrate together and bond as one.

As a large Charity, THKMC strives hard to reach out and serve even more people in the community. I am proud of how far we have progressed as an organisation, and I am grateful for the continuous support of the government agencies, Board Members, community stakeholders, staff, volunteers, donors and partners for being part of this journey to deliver care and help to our community. Let us continue to work closely together for the betterment of our clients and community.

Mr Lee Kim Siang

Chairman, Thye Hua Kwan Moral Charities

Leadership

LEADERSHIP

BOARD SELECTION AND RECRUITMENT

The Foundation Member, Thye Hua Kwan Moral Society (**THKMS**) recruits and nominates between 10 and 16 Directors. The Board Members recruited are qualified individuals with different backgrounds and specialisations, collectively bringing considerable knowledge, judgement, and experience to the Board. Board members elect amongst themselves the various positions in the Board including a Chairman, Vice-Chairman, Secretary and Treasurer. The Board reviews the composition and size regularly to ensure its appropriateness. Board members serve on a voluntary basis and are not remunerated for their services. There is no **THKMC** staff on the current Board.

S/N	Name of Director	Date first appointed	Date of last election of Director	Attendance at Board meetings in FY20/21	Key Directorships and Appointments in other Charities/Organisation for FY20/21 Annual Report
1	Mr Lee Kim Siang Chairman from 13 Oct 2011	13/10/2011	1/4/2020	4/4	<ul style="list-style-type: none"> Chairman, THK Moral Society and THK Temple Management Committee. Director, THK Holdings Pte. Ltd., THK Management Services, Happy Enterprises Pte. Ltd., Moral Enterprise for the Disabled Ltd., Ang Mo Kio-THK Hospital, THK Nursing Home Ltd. and SuperTalent Childcare Ltd. Member, Singapore Standards Council, Responsible Gambling Forum (MSF), Institutional Discipline Advisory Committee, SingHealth Regional Health System Community Partnership Council and Singapore University of Social Sciences.
2	Mr Zulkifli Baharudin Vice-Chairman from 1 Jun 2019	10/11/2011	1/4/2020	3/4	<ul style="list-style-type: none"> Board Member, Ang Mo Kio-THK Hospital and THK Nursing Home Ltd. Executive Chairman, ITL Corporation. Non-Executive Director, Ascott Business Trust Management Pte. Ltd., Ascott Residence Trust Management Ltd. (Singapore), Asian Plantations Ltd. (Singapore), GDS Holdings Ltd. (Shanghai, China), Global Business Integrators Pte. Ltd., Indo-Trans (Vietnam) Logistics Co. Pte. Ltd. (Singapore), LSF Capital Pte. Ltd., Omni Holdco LLC (USA), Optic Marine Singapore Pte. Ltd., Suffolk Pte. Ltd. (Singapore), Symasia Foundation Ltd. (Singapore), Virtus Holdco Ltd. (UK), and Wealth Gate Pte. Ltd. (Singapore).
3	Mr Koh Juay Meng Treasurer from 1 Jun 2019	14/8/2018	1/4/2020	4/4	<ul style="list-style-type: none"> Board Member, Ang Mo Kio-THK Hospital and THK Nursing Home Ltd. Chairman, RSVP Singapore and THK Homes for Disabled Management Committee.

S/N	Name of Director	Date first appointed	Date of last election of Director	Attendance at Board meetings in FY20/21	Key Directorships and Appointments in other Charities/Organisation for FY20/21 Annual Report
4	Mr Eu Yee Ming Richard Secretary from 1 Jun 2019	1/4/2013	1/4/2020	4/4	<ul style="list-style-type: none"> Chairman, THK Nursing Home Ltd. and Eu Yan Sang International Ltd. Board Member, Ang Mo Kio-THK Hospital. Pro-Chancellor, Singapore University of Social Sciences. Director, Family Business Network Asia Ltd., Dragonfly Education Holdings Pte. Ltd., Future Ready Alliance Pte. Ltd., Nippon Life India Asset Management (Singapore) Pte. Ltd., and Vanda Global Capital Pte. Ltd. Independent Non-Executive Director, Broadway Industrial Group Ltd., and Tuan Sing Holdings Ltd.
5	Mr Ang Seong Kang Samuel	31/3/2019	1/4/2020	4/4	<ul style="list-style-type: none"> Board Member, Ang Mo Kio-THK Hospital. Chairman, Neubits Pte. Ltd., and Radium Investments Pte. Ltd.
6	Mr Ardi Saban Hardjoe	20/11/2019	1/4/2020	4/4	<ul style="list-style-type: none"> CEO, Ang Mo Kio-THK Hospital and THK Nursing Home Ltd. Management Committee Member, THK Angsana Home @ Pelangi Village, and THK Moral Welfare Home. Director, Super Talent Childcare Ltd. Member, THKMS Management Committee.
7	Mr Chang Long Jong	1/10/2017	1/4/2020	4/4	<ul style="list-style-type: none"> Board Member, THK Nursing Home Ltd. and Vividthree Holdings Ltd. Group Chief Executive Officer, mm2 Asia Ltd.
8	Ms Cheah Sheau Lan	1/4/2013	1/4/2020	4/4	<ul style="list-style-type: none"> Board Member, THK Nursing Home Ltd. Board Member, Tsao Foundation. Audit Committee Member, Singhealth Fund Ltd. Committee Member, Humanitarian Assistance and International Relief of the Singapore Red Cross Society.
9	Mr Cheong Kah Meng	16/5/2020	16/5/2020	4/4	<ul style="list-style-type: none"> Superintendent, Banyan Home @ Pelangi Village.
10	Mr Ching Chiat Kwong	14/8/2018	1/4/2020	0/4	<ul style="list-style-type: none"> Vice-Chairman, THK Moral Society and THK Nursing Home Ltd. Board Member, Ang Mo Kio-THK Hospital. Executive Chairman & CEO, Oxley Holdings Ltd.
11	Mr Goh Tok Mong	13/10/2011	1/4/2020	3/4	<ul style="list-style-type: none"> Vice-Chairman, THK Moral Society, Chee Hia Kog Moral Society and Theng Hai Huay Kuan. Board Member, THK Nursing Home Ltd. Hon. Secretary, Singapore Federation of Moral Missions, The. Advisor, Chung-Lim Community Overseas Association.

S/N	Name of Director	Date first appointed	Date of last election of Director	Attendance at Board meetings in FY20/21	Key Directorships and Appointments in other Charities/Organisation for FY20/21 Annual Report
12	Mr James Koh Cher Siang	10/11/2011	1/4/2020	3/4	<ul style="list-style-type: none"> Board Director, United Overseas Bank Ltd., and CapitaLand Hope Foundation. Deputy Chairman, Pioneers Generation Appeals Committee. Member of Independent Review Committee, Ministry of Home Affairs.
13	Mr Koh Poh Kwang	27/9/2018	1/4/2020	2/4	<ul style="list-style-type: none"> Hon. Chairman, Whampoa Constituency Citizens' Consultative Committee. Advisor, Singapore Koh Clan Association, Tio Ann Third District Association, Sunshine Arts and Culture Society, Nam Hai Keing, and Whampoa Merchants' Association.
14	Mr Ng Kok Kiang Lawrence	1/4/2016	1/4/2020	4/4	<ul style="list-style-type: none"> CEO, THK Moral Society. Assistant Secretary, THKMS Management Committee. Board Member, THK Nursing Home Ltd. Director, SuperTalent Childcare Ltd.
15	Er Ong Ser Huan	1/6/2017	1/4/2020	4/4	<ul style="list-style-type: none"> Board Member, Ang Mo Kio-THK Hospital and THK Nursing Home Ltd. Vice-Chairman, THK Moral Society, Banyan Home at Pelangi Village, and Chee Hoon Kog Moral Promotion Society. Chairman, Chee Hoon Kog Nursing Home, Serangoon Moral Family Service Centre, and Enkon Consulting Engineers Pte. Ltd.
16	Mr Ramasamy Dhinakaran	10/7/2019	1/4/2020	3/4	<ul style="list-style-type: none"> Managing Director, Jay Gee Group of Companies. President, Singapore Retailers Association. Vice-Chairman, Hindu Endowment Board. Board of Trustees, Singapore University of Social Sciences. Council Member, Singapore Business Federation, and The Advisory Council on Community Relations in Defence (ACCORD).
17	Mr Shawn Ching Wei Hung Alternate Board Member to Mr Ching Chiat Kwong	1/11/2018	1/4/2020	0/4	<ul style="list-style-type: none"> Executive Director and Group General Manager, Oxley Holdings Ltd.

LEADERSHIP

BOARD OF DIRECTORS



Mr Lee Kim Siang
Chairman



Mr Zulkifli Bin Baharudin
Vice-Chairman



Mr Koh Juay Meng
Treasurer



Mr Ching Chiat Kwong
Member



Mr Goh Tok Mong
Member



Mr James Koh Cher Siang
Member



Mr Eu Yee Ming Richard
Secretary



Mr Ang Seong Kang Samuel
Member



Mr Ardi S. Hardjoe
Member



Mr Koh Poh Kwang
Member



Mr Ng Kok Kiang Lawrence
Member



Er Ong Ser Huan
Member



Mr Chang Long Jong
Member



Ms Cheah Sheau Lan
Member



Mr Cheong Kah Meng
Member



Mr Ramasamy Dhinakaran
Member



Mr Shawn Ching Wei Hung
Alternate Member to
Mr Ching Chiat Kwong

LEADERSHIP

COMMITTEE MEMBERS

BOARD COMMITTEES

The Board delegated its powers to the following committees and made standing orders and terms of reference to regulate the duties of the committees to oversee its management and operations and attain objectives of **THKMC**:

- | | |
|----------------------------|--------------------|
| i. Finance; | vi. Technology; |
| ii. Audit & Risk; | vii. Tender Award; |
| iii. Human Resource; | viii. Fundraising; |
| iv. Programmes & Services; | ix. EXCO |
| v. Investment; | |

All Committee members are appointed by the Board and are accountable to the Board. The decisions of the Committee are to be reported at Board meetings. Each Committee has established a set of Terms of Reference documenting its powers, reporting line, composition, responsibilities, and meeting proceedings. All Board and Committee members meet at least 4 times a year, with additional meetings at the discretion of the Committees.

FINANCE COMMITTEE assists the Board to oversee the Charity's finances, with regular reporting to the Board. The roles of the Finance Committee are to advise and assist the Board in setting financial policies and meeting financial objectives of the Charity, including accurate and timely financial reporting, cash flow management, budgetary control and review, and capital expenditure.

AUDIT AND RISK COMMITTEE assists the Board in fulfilling its corporate governance and oversight responsibilities in relation to **THKMC**'s financial reporting, internal control structure, risk management systems, internal and external audit functions. The Audit and Risk Committee is also responsible for providing advice and overall guidance to **THKMC** Management on matters relating to Enterprise Risk Management (ERM).

HUMAN RESOURCE COMMITTEE assists the Board to oversee the areas of governance and management relating to human resources, including acquisition, development, performance and remuneration matters.

PROGRAMMES AND SERVICES COMMITTEE assists the Board to monitor and review the various programmes and services run by **THKMC** in ensuring the strategic intent of the Charity of serving those in need are met in an effective and efficient manner. The committee works together with the Management to formulate new directions and introduce new initiatives to further the social impact of **THKMC** in the community.

INVESTMENT COMMITTEE recommends to the Board on appropriate investment policies. The Committee consults and works with appointed investment advisors and fund managers to manage and invest funds allocated by the Board, based on approved investment guidelines and policies. It assists the Board to regularly monitor and evaluate the performance of investment portfolios, appointed investment advisors and fund managers.

TECHNOLOGY COMMITTEE assists the Board to oversee technology-related matters, advises **THKMC** senior management team, and ensures that **THKMC**'s technology programmes support its business objectives and strategies, while providing appropriate data security and privacy.

TENDER AWARD COMMITTEE supports and advises the Board on its procurement process to ensure value-for-money, fairness, transparency and competitiveness; and to mitigate the risk of fraud. It assists and is mandated by the Board to review tenders and other means of procurement, above the threshold approved by the Board.

FUNDRAISING COMMITTEE assists and is mandated by the Board to oversee the fundraising activities of the Charity, with regular reporting to the Board.

EXECUTIVE COMMITTEE assists the Board to guide CEO/COO and senior management on implementation of strategies/business plans and resolution of operational issues in an efficient and timely manner, alleviating the Board's load on such matters as well as the monitoring of the management's performance.

FY20/21 BOARD & COMMITTEES' MEETING ATTENDANCE

BOARD MEETING		
Appointment	Name	Meeting Attendance
Chairman	Mr Lee Kim Siang Chairman since 13 Oct 2011	4/4
Vice-Chairman	Mr Zulkifli Baharudin Vice Chairman since 1 Jun 2019	3/4
Treasurer	Mr Koh Juay Meng Treasurer since 1 Jun 2019	4/4
Secretary	Mr Eu Yee Ming Richard Secretary since 1 Jun 2019	4/4
Member	Mr Ang Seong Kang Samuel	4/4
Member	Mr Ardi Hardjoe	4/4
Member	Mr Chang Long Jong	4/4
Member	Ms Cheah Sheau Lan	4/4
Member	Mr Cheong Kah Meng	4/4
Member	Mr Ching Chiat Kwong	0/4
Member	Mr Goh Tok Mong	3/4
Member	Mr James Koh Cher Siang	3/4
Member	Mr Koh Poh Kwang	2/4
Member	Mr Ng Kok Kiang Lawrence	4/4
Member	Er Ong Ser Huan	4/4
Member	Mr Ramasamy Dhinakaran	3/4
Member	Mr Shawn Ching Wei Hung Alternate Board Member to Mr Ching Chiat Kwong	0/4

LEADERSHIP

AUDIT & RISK COMMITTEE

Appointment	Name	Meeting Attendance
Chairman	Mr Eu Yee Ming Richard*	4/4
Member	Mr Lee Kim Siang*	4/4
Member	Mr Ramasamy Dhinakaran*	4/4

FINANCE COMMITTEE

Appointment	Name	Meeting Attendance
Chairman	Mr Lee Kim Siang*	4/4
Member	Ms Cheah Sheau Lan*	4/4
Member	Mr Koh Juay Meng*	4/4
Member	Mr Zulkifli Bin Baharudin*	3/4

HUMAN RESOURCE COMMITTEE

Appointment	Name	Meeting Attendance
Chairman	Mr Chang Long Jong*	4/4
Member	Mr Ang Seong Kang Samuel*	4/4
Member	Mr David Ang	3/4
Member	Mr Goh Tok Mong*	4/4
Member	Mr Lawrence Ng*	4/4

INVESTMENT COMMITTEE

Appointment	Name	Meeting Attendance
Chairman	Mr Philip Tan Eng Seong	4/4
Member	Ms Cheah Sheau Lan*	4/4
Member	Mr Lee Kim Siang*	4/4

PROGRAMMES & SERVICES COMMITTEE

Appointment	Name	Meeting Attendance
Chairman	Mr James Koh Cher Siang*	4/4
Member	Ms Cheah Sheau Lan*	4/4
Member	Mr Eu Yee Ming Richard*	3/4
Member	Mr Lawrence Ng*	3/4
Member	Mr Lee Kim Siang*	3/4

TECHNOLOGY COMMITTEE

Appointment	Name	Meeting Attendance
Chairman	Mr Ang Seong Kang Samuel*	4/4
Member	Prof Alex Siow	4/4
Member	Mr Bruno Lopez	3/4
Member	Mr Dennis Ang	3/4
Member	Mr Koh Juay Meng*	4/4

TENDER AWARD COMMITTEE

Appointment	Name	Meeting Attendance
Chairman	Ms Cheah Sheau Lan*	Decisions on tender matters and tender awards are by circulation of the necessary documents, including tender proposals and recommendations. Tender matters and awards are resolved and approved upon the written approval of at least 2 members of the Committee.
Member	Mr Goh Tok Mong*	
Member	Mr Lee Kim Siang*	

Note: *Director of THKMC Board

KEY MANAGEMENT TEAM

NAME	CURRENT APPOINTMENT	DIVISION
Mr Jason Lee	Chief Operating Officer	-
Ms Chua Mui Lee	Divisional Director (wef 26 January 2021)	Human Resource / THinK Institute
Ms Fatima Mustafa	Divisional Director (wef 1 April 2021)	Strategy & Innovation
Mr Ong Kam Chow	Divisional Director	Finance
Mr Teo Choon Chuan	Divisional Director	Admin & Projects
Ms Agatha Tan	Divisional Director	THK Homes for Disabled Services
Mr Andy Lee	Divisional Director	THK Home Care & Home Help Services and THK Elderly Services
Dr Katijah Dawood	Divisional Director	THK Family Services
Ms Low Hwee San	Divisional Director	THK EIPIC Services
Mr Richard Tan	Divisional Director (wef 1 February 2021)	THK Therapy Services

Governance

GOVERNANCE

THKMC BOARD

With the Charity's vision to serve mankind, it is committed to good governance for effectiveness, sustainability, and integrity in gaining trust from the public, donors, and funders. The Board takes guidance from the Commissioner of Charities on all legislations to be observed and compiled for its large Charity organisation. Policies and procedures setting out the necessary practices, checks and controls to manage its operations are put in place in accordance with the Code of Governance for Charities & Institution of a Public Character regulations and additional requirements under the Charities (Large Charities) Regulations among other legislations.

TERM OF OFFICE

All Board members hold office for a period of one (1) year. With the exception of Treasurer, Board members may be re-appointed from year to year. In the event Board members continue to serve after ten (10) consecutive years, the reasons for retaining the Board member(s) will be disclosed in the Annual Report.

TREASURER

The Treasurer will not hold office for more than four (4) consecutive years. However, the reappointment to this position can be considered after a lapse of at least two (2) years.

VACATION OF OFFICE OF BOARD MEMBER

The office of a Board member will be vacant in any one of the following events, namely:

- a) If he ceases to be a Board member by virtue of the Act; or
- b) If he becomes bankrupt or makes any arrangement or composition with his creditors generally; or
- c) If he becomes prohibited from being a Board member by reason of any order made under the Act; or
- d) If he becomes of unsound mind or is liable to be dealt with in any way under the law relating to mental disorder; or
- e) If he, subject to Section 145 of the Companies Act, resigns his office by notice in writing to **THKMC**; or
- f) If he is absent for more than twelve (12) months without permission of the Board members from meetings of the Board held during that period.
- g) If he becomes disqualified from being a Board member by virtue of Section 148, 149, 154 and 155 of the Companies Act.

THKMC may remove any Board member before the expiration of his or her period of office and appoint another person in his or her stead by Ordinary Resolution.

BOARD INDUCTION

Induction is provided to incoming Board members by the Board Chairman or CEO. This includes a briefing on the duties as a Board member, how to discharge those duties, and an orientation programme to ensure familiarity with the Charity's work and governance practices.

Board members will familiarise themselves with the Governance Manual and the relevant policies. Clarifications may be sought from the Board Chairman or CEO.

BOARD TRAINING AND DEVELOPMENT

Board members are required to possess the core competencies necessary for effective governance, achieve these competencies and strive to attend suitable training and development courses to attain these, as necessary.

The Administration Department from time to time, will recommend suitable training and development opportunities for the consideration of Board members. At the same time, Board members may request and/or be invited to participate in internal and/or external training.

The Administration Department maintains a record of all training attended by Board members for record keeping.

POWERS AND DUTIES OF THE BOARD

The key roles of the Board are to:

- a) ensure that there are adequate resources to sustain operations and that such resources are effectively and efficiently managed.
- b) review, adopt and monitor a strategic plan to ensure that **THKMC's** activities are in line with its objectives.
- c) ensure that there is adequate reporting to relevant stakeholders about how **THKMC's** strategic plan and programmes are implemented, as well as the outcomes.
- d) ensure that **THKMC's** programmes and activities are carefully planned, tracked, and reviewed to ensure that they are relevant to the mission and vision of **THKMC**.
- e) ensure that **THKMC** has policies in place for the staff and volunteers who run its operations and programmes.
- f) ensure that **THKMC** spends its resources on ways to further its charitable purposes. The Board approves instances where **THKMC** provides loans, donations, grants, or financial assistance which are not part of its core charitable programmes.
- g) ensure that there is a process to identify, regularly monitor and review **THKMC's** key risks. This covers mitigating measures and controls for all key risks.
- h) ensure that **THKMC's** facilities and assets are efficiently and effectively utilised.

- i) approve an Investment Policy, where applicable, where the Board may from time to time set aside out of the surplus of **THKMC** such sums as they think proper as reserves.
- j) ensure that its fundraising activities preserve the integrity and transparency of **THKMC**.
- k) ensure that **THKMC** is transparent and accountable in its operations and provides information about its mission, structure, programmes, activities, and finances, as well as be responsive to requests for information.
- l) exercise independent judgement in decision making.
- m) ensure full compliance and carry out the duties of the Board in accordance to all applicable laws, regulations, and guidelines.

From time to time, the Board reviews and updates the Memorandum of Association and Articles of Association to ensure that it remains relevant.

MATTERS RESERVED FOR THE BOARD

- a) Overall direction of **THKMC**;
- b) Approval of **THKMC** strategy, vision, and mission;
- c) Approval of annual budget;
- d) Approval of new programmes;
- e) Appointment of Board members, Board Committee members, External Auditors, CEO, Charity Secretary and key management personnel;
- f) Receiving reports and reviewing the effectiveness of **THKMC's** risk and control processes to support its strategy and objectives;
- g) Approving procedures for the detection of fraud and the prevention of bribery;
- h) Any other matters which are required to be approved by the Board pursuant to the applicable rules, laws, and regulations.

KEY MANAGEMENT PERSONNEL

Key management personnel having the authority and responsibility for planning, directing, and controlling activities of **THKMC** are as follows:

- i) Board members;
- ii) Chief Executive Officer;
- iii) Chief Operating Officer; and
- iv) All Divisional Directors

GOVERNANCE

BOARD MEMBERS' REMUNERATION AND BENEFITS

BOARD MEMBERS' REMUNERATION AND BENEFITS:

- Board members serve on a voluntary basis and receive no remuneration for their services.

REMUNERATION OF THREE HIGHEST PAID STAFF:

Remuneration Band	No. of Staff
\$50,000 to \$100,000	-
\$100,001 to \$200,000	1
\$200,001 to \$300,000	2

NUMBER OF PAID STAFF WHO ARE CLOSE MEMBERS OF THE FAMILY OF THE EXECUTIVE HEAD OR BOARD MEMBERS, WHO EACH RECEIVES REMUNERATION EXCEEDING \$50,000 DURING THE YEAR, IN BANDS OF \$100,000:

Remuneration Band	No. of Staff	Name of Executive Head Or Board Member with whom the staff is a close family member
\$50,000 to \$100,000	0	-
\$100,001 to \$200,000	1	Mr Lee Kim Siang
\$200,001 to \$300,000	1	Mr Lee Kim Siang

PARTIES INVOLVED IN SETTING REMUNERATION FOR KEY STAFF:

- The HR Committee recommends to the Board for matters relating to the remuneration of C-Suite staff such as CEO and COO. CEO is responsible for setting the remuneration for Divisional Directors with final approval from the HR Committee.

GOVERNANCE

FINANCIAL MANAGEMENT AND INTERNAL CONTROL

INTERNAL CONTROL SYSTEMS FOR FINANCIAL MATTERS IN KEY AREAS:

- The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.
- The Board ensures that reviews on the Charity's internal controls, processes, key programmes and events are regularly conducted.
- The Board reviews and approves the annual budget prepared by management.

RESERVES POSITION AND POLICY:

- The reserves of the Charity provide financial stability and the means to develop the Charity's activities. The Charity intends to maintain the reserves at a level sufficient for its operating and long-term charitable needs. The Board reviews the level of reserves regularly for the Charity's continuing obligations.
- The objective of the Charity's reserve management is to maintain strong and healthy capital ratios in support of its operations.
- The Charity's aims to maintain sufficient level of accumulated funds to meet three years of its budgeted operating expenditure. The Charity regularly reviews and manages its reserves to ensure optimal capital structure, taking into consideration the future capital requirements of the Charity's projected profitability and project operating cash flows.

PURPOSE, AMOUNT AND PLANNED TIMING OF USE FOR RESTRICTED FUNDS:

- Restricted reserve/fund policy is disclosed in the Charity's Audited Financial Statements. All restricted reserves/funds are disclosed by funders, amount and purpose. Restricted funds/reserves are funds/reserves ring-fenced within the individual programme. **THKMC** does not have an Endowment Fund.

INVESTMENT POLICY:

- The Board, having considered the financial position of the Charity and as recommended by the Finance Committee, allocates funds available to the Investment Committee for investments. The Investment Committee manages these funds with the main objective of capital preservation while targeting fair returns based on prevailing economic and market conditions, investment risks and approved investment guidelines. Investments should provide sufficient liquidity for timely divestment when the needs arise. The investments, including any appointed professional investment managers, are monitored and reviewed regularly. All investments are disclosed in the financial statements as required under the appropriate accounting policies and standards.

POLICY FOR MAKING DONATIONS TO EXTERNAL PARTIES:

- **THKMC** does not make donations to external parties.

GOVERNANCE

CONFLICT OF INTEREST POLICY

All Board members and staff are required to comply with the Charity's Conflict of Interest policy. The Board has put in place documented procedures for Board members and staff to declare actual or potential conflicts of interests upon appointment, annually and on a need-to basis. Board members are to abstain from decision-making on matters where they have a conflict of interest. The full policy document can be found at www.thkmc.org.sg.

RISK MANAGEMENT

THKMC strives to uphold the value of trust expected from all stakeholders. By constantly looking out for areas with high-risk exposures and areas which require improvement, THKMC embraces a holistic approach to Enterprise Risk Management (ERM) which acts as a key enabler to the success of the Charity in delivering its service safely, effectively and efficiently. Regular monitoring, systematic and periodic review of risk exposures underline the key focus of the Charity's risk management effort and approach.

WHISTLE BLOWING POLICY

THKMC has a whistle blowing policy to address concerns about possible wrongdoing or improprieties in financial or other matters within the Charity. The full policy document can be found at www.thkmc.org.sg.

GOVERNANCE

EVALUATION CHECKLIST (ADVANCED TIER – APPLICABLE TO LARGE IPCS WITH GROSS ANNUAL RECEIPTS OR TOTAL EXPENDITURE OF \$10 MILLION OR MORE)

The Governance Evaluation Checklist (GEC) was introduced by the Charity Council for charities and IPCs to self-evaluate the extent of its compliance with essential guidelines in the Code of Governance. THKMC's GEC for FY20/21 was declared as follows:

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
Board Governance				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	Are there governing board members holding staff' appointments? (skip items 2 and 3 if "No")		No	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3		NA
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5		NA
4	The Treasurer of the Charity (or any person holding an equivalent position in the Charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the Charity) 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	
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
6	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	
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")		No	
7	The Charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13		NA
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
Conflict of Interest				
9	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	
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				
11	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	
12	There is a documented plan to develop the capacity and capability of the Charity and the Board monitors the progress of the plan.	3.2.4	Complied	
Human Resource and Volunteer² Management				
13	The Board approves documented human resource policies for staff.	5.1	Complied	
14	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	

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteers serving in the Charity? (skip item 16 if "No")		Yes	
16	There are volunteer management policies in place for volunteers.	5.7	Complied	
Financial Management and Internal Controls				
17	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the Charity which are not part of the Charity's core charitable programmes.	6.1.1	Complied	
18	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
19	The Board ensures that reviews on the Charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
20	The Board ensures that there is a process to identify, and regularly monitor and review the Charity's key risks.	6.1.4	Complied	
21	The Board approves an annual budget for the Charity's plans and regularly monitors the Charity's expenditure.	6.2.1	Complied	
	Does the Charity invest its reserves (e.g. in fixed deposits)? (skip item 22 if "No")		Yes	
22	The Charity has a documented investment policy approved by the Board.	6.4.3	Complied	

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
Fundraising Practices				
	Did the Charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if "No")		Yes	
23	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the Charity.	7.2.2	Complied	
	Did the Charity receive donations in kind during the financial year? (skip item 24 if "No")		Yes	
24	All donations in kind received are properly recorded and accounted for by the Charity.	7.2.3	Complied	
Disclosure and Transparency				
25	The Charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
	Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if "No")		No	
26	No governing board member is involved in setting his own remuneration.	2.2		NA
27	The Charity discloses the exact remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The Charity discloses that no governing board member is remunerated.	8.3		NA
	Does the Charity employ paid staff? (skip items 28, 29 and 30 if "No")		Yes	
28	No staff is involved in setting his own remuneration.	2.2	Complied	

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
29	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 (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. <u>OR</u> The Charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	
30	The Charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family ³ belonging to the Executive Head ⁴ 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. <u>OR</u> The Charity discloses that there is no paid staff, being a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the Charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
Public Image				
31	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	

Notes:

¹ Staff: Paid or unpaid individual who is involved in the day to day operations of the Charity, e.g. an Executive Director or administrative personnel.

² Volunteer: A person who willingly serves the Charity without expectation of any remuneration.

³ Close member of the family: A family member belonging to the Executive Head or a governing board member of a Charity –
(a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the Charity; or
(b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the Charity.

A close member of the family may include the following:

- (a) the child or spouse of the Executive Head or governing board member;
- (b) the stepchild of the Executive Head or governing board member;
- (c) the dependant of the Executive Head or governing board member.
- (d) the dependant of the Executive Head's or governing board member's spouse.

⁴ Executive Head: The most senior staff member in charge of the Charity's staff.

Programmes and Activities

— Caring For Our Seniors —



Photo was taken before the outbreak of COVID-19

CARING FOR OUR SENIORS

PROGRAMMES AND SERVICES FOR THE ELDERLY

THK SENIORS ACTIVITY CENTRES (SACs) support the integration of seniors into our mainstream community through various wellness programmes, and recreational and enrichment activities.

Seniors learn simple exercises to keep themselves physically fit and participate in basic health checkup exercises on a regular basis. Recreational activities allow seniors to bond and engage with their peers, encouraging them to stay socially active and emotionally connected with the community.

THK SACs work closely with community partners, such as hospitals and Community Development Councils to run regular programmes for the seniors.



Seniors learning digital literacy skills from IMDA staff at **THK** Seniors Activity Centres

Among the many programmes, Share A Pot is an engaging and highly anticipated programme. In this programme, seniors and volunteers come together to cook a tasty pot of nutritious soup, sharing cooking tips and life stories during the cooking process.

Community Nurse Posts, which are conveniently located within **THK** SACs, are well appreciated for the support they offer to seniors on their medical needs. At the Posts, seniors can get assistance in scheduling or rescheduling their medical appointments, blood pressure monitoring, medication compliance and health awareness talks. Support received at the Posts make continual medical care more convenient for seniors, especially for dialect speaking seniors who do not understand English and Chinese.

THK SACs manage emergency alert response calls to provide ambulatory services and first aid services to seniors in the area. Befriending services for seniors have been well received with **THK** SACs coordination, boosting the overall social and emotional health of seniors in the programme.

Four of **THK's** SACs run the Drop-in Disability Programme (DDP), which supports adults with disabilities. The DDP provides a wide range of activities to encourage adults with disabilities to practise the 6 Activities of Daily Living under trained supervision. Peer support and success stories offer strong motivation for participants to stay positive in spite of their disabilities. The DDP also serves as a form of short-term respite for caregivers to recharge themselves and avoid burnout.

THK CLUSTER SUPPORT provides social support and intervention for vulnerable seniors, who lack family support.

THK Cluster Support offers case management, monitoring and counselling services for the well-being of seniors. With the wide umbrella of services provided by **THK**, seniors are referred to appropriate services to meet their care needs.

Under the **THK** Caring Assistance from Neighbours (CAN) programme, volunteers are trained and deployed to conduct home visits for seniors to monitor their overall physical and emotional health, while checking on their compliance for their medication. Volunteers, known as CAN Carers, help to closely monitor the seniors they are assigned to and identify signs of self-neglect or health deterioration for timely intervention.

This programme has been most beneficial for socially isolated seniors who are frail and tend to stay at home every day.



Case worker from **THK** Cluster Support conducting a home visit for a client (photo was taken before the outbreak of COVID-19)



Staff from **THK** CREST checking in on a client during a home visit

THK COMMUNITY RESOURCE, ENGAGEMENT AND SUPPORT TEAMS (CREST) provide support for seniors who are at risk or currently suffering from mental health conditions, such as depression and dementia. Basic emotional support is offered to caregivers of seniors suffering from mental health conditions.

THK CREST actively networks and engages community partners in promoting mental health awareness for the general public to identify signs and symptoms of common mental health conditions.

THK HOME HELP SERVICES runs the Meals on Wheels (MOW) and Medical Escort & Transport (MET) services for seniors. MOW delivers healthy meals for seniors and adults with disabilities on a daily basis to promote better living and eating, while MET supports seniors who require transportation and companionship for their medical appointments and follow-up visits.



THK staff delivering daily meals to a client

THK HOME CARE SERVICES provides quality home-based care services for seniors and adults with disabilities.

Home Personal Care Services (HPC) has been well received by seniors and adults with disabilities for the support provided in medication reminders, personal hygiene care, mind stimulation activities and simple exercises guided by trained **THK** staff. Under the HPC, **THK** staff offer senior-sitting services to allow caregivers much needed respite from their caregiving duties. **THK** staff also help to run simple errands and guide seniors and adults with disabilities in using technology and exercise equipment.



THK staff guiding the client to do some simple exercises (photo was taken before the outbreak of COVID-19)

Interim Caregiver Services (ICS) reaches out to patients pending discharge from Restructured or Community Hospitals. The service offers assistance with monitoring of vital signs, personal hygiene, and cognitive and physical activities while long-term care arrangements are being made for the patient.

Home Health Services (HH) supports seniors with home-based medical or nursing needs. Patients gain basic health awareness and learn to manage their chronic health conditions at home. This helps patients to reduce their hospital trips, eases caregiver stress and delays the onset of serious health conditions that require admission to healthcare institutions.



Befrienders and elderly clients enjoying an outing together (photo was taken before the outbreak of COVID-19)

THK COMMUNITY BEFRIENDING PROGRAMME (CBP) supports seniors in staying socially active with volunteer befrienders who drop by for a home visit or stay in touch through phone calls at least twice a month. Currently, the programme serves seniors who stay in Boon Lay, Bukit Batok East, Chong Pang, MacPherson, Taman Jurong, Toa Payoh East-Novena, Yio Chu Kang and Bishan East-Thomson.

The befrienders' regular interaction with the seniors promotes strong mental and emotional health support. Befrienders also serve as an additional pair of eyes for home care providers and community nurses in monitoring the overall well-being of the seniors and providing swift feedback to trained medical staff.

THK CARE CLOSE TO HOME (C2H) is an integrated programme that supports the graceful ageing of seniors in the community by providing regular supervision in the self-management of chronic diseases. The programme provides holistic care coordination, personal care assistance and support in areas such as medication administration and monitoring of health vitals.

Currently, this programme supports frail and vulnerable seniors under the purview of **THK SAC** @ Ang Mo Kio 257, **THK** Bedok Radiance SAC, **THK SAC** @ Beo Crescent, **THK SAC** @ MacPherson and **THK SAC** @ Telok Blangah Crescent.



THK SENIORS SERVICES @ TAMAN JURONG promotes active ageing and volunteerism among seniors through engagement in activities such as art and craft sessions, festival celebrations, karaoke sessions and outings.

Seniors engaging in activities at THK Seniors Services @ Taman Jurong (photo was taken before the outbreak of COVID-19)

THK SENIORS GROUP HOMES provide an assisted living model for seniors to age gracefully in the community while retaining their independence and autonomy.

Currently, there are 3 **THK** Seniors Group Homes located in Ang Mo Kio, Indus and Pipit. Under the programme, seniors lacking family support co-reside in designated HDB units. Basic health monitoring services, "help needed" alarm buttons, senior aid and disability support services are provided to seniors to promote graceful ageing. Healthy meals are provided for the seniors and regular activities are conducted by staff and volunteers to encourage seniors to stay mentally and physically active.



An elderly resident of THK Seniors Group Home @ Pipit receiving his daily meal (photo was taken before the outbreak of COVID-19)



Seniors engaging in activities to keep them mentally and socially active at THK Young at Heart (photo was taken before the outbreak of COVID-19)

THK YOUNG AT HEART supports seniors residing in studio apartments through conducting activities to encourage active ageing and senior volunteerism. Seniors pass their time purposefully by pursuing their interests in activities, such as playing board games, cooking and sewing crafts.

THK SOCIAL SERVICE HUBS promote active ageing and volunteerism among our seniors. There are currently three Hubs located at Chinatown Point, Chong Pang and Bukit Batok East.

THK Social Service Hub @ Chinatown Point manages spaces and facilities operated by social service providers and community partners for training and outreach programmes. It also collects data and demographics on the ageing population in Singapore, while referring needy seniors to appropriate social services and healthcare agencies.

THK Chong Pang Social Service Hub operates a Wellness Centre for seniors to receive regular health screenings and participate in various social and recreational activities.

THK Social Service Hub @ Bukit Batok East regularly conducts community outreach programmes and activities to encourage seniors to stay integrated with society.




YEAR AT A GLANCE

THK ELDERLY SERVICES

THK COMMUNITY BEFRIENDING PROGRAMME (CBP) REACHED OUT TO **507** SENIORS TO PROVIDE PSYCHO-SOCIAL SUPPORT THROUGH BEFRIENDING SERVICES.




THK CARE CLOSE TO HOME REACHED OUT TO **1,410** SENIORS WITH CHRONIC HEALTH CONDITIONS.



THK SENIORS ACTIVITY CENTRES (SACS) REACHED OUT TO **5,651** SENIORS THROUGH CONDUCTING VARIOUS WELLNESS ACTIVITIES TO PROMOTE ACTIVE AGEING.




THK CLUSTER SUPPORT PROVIDED CASEWORK, MONITORING AND COUNSELLING FOR 1,000 VULNERABLE SENIORS WITH LITTLE OR NO FAMILY SUPPORT.



THK COMMUNITY RESOURCE, ENGAGEMENT AND SUPPORT TEAMS (CREST) REACHED OUT TO **315** SENIORS WHO ARE AT RISK OR CURRENTLY SUFFERING FROM MENTAL HEALTH CONDITIONS.

THK SOCIAL SERVICE HUBS, THK SENIORS SERVICES @ TAMAN JURONG AND THK YOUNG AT HEART REACHED OUT TO **1,459** SENIORS THROUGH COMMUNITY OUTREACH PROGRAMMES AND ACTIVITIES.



EFFECTIVENESS

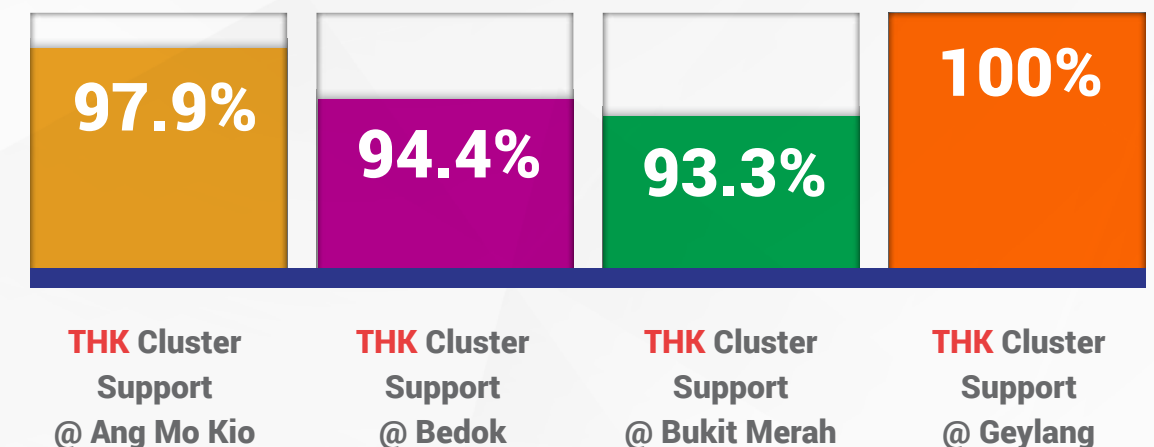
THK ELDERLY SERVICES

THK Seniors Activity Centres

♥ **95%** of the clients stated that they were **SATISFIED** with the services offered and received by the Centres.

THK Cluster Support

♥ **96%** of the clients stated that they were **SATISFIED** with the services received under the Cluster Support programme across the 4 locations.



Client satisfaction

Testimonials from clients of **THK Seniors Activity Centre @ Toa Payoh 31**

“ The staff members of **THK SAC @ Toa Payoh 31** have become my second family. ”
- Dillion

“ **THK SAC staff** have been most warm and caring to me. ”
- Rubiah

YEAR AT A GLANCE

THK HOME CARE & HOME HELP SERVICES

THK HOME HELP SERVICES REACHED OUT TO 1,132 CLIENTS

THROUGH THEIR MEALS ON WHEELS (MOW) AND MEDICAL ESCORT & TRANSPORT (MET) SERVICES.



THK HOME CARE SERVICES REACHED OUT TO 2,659 CLIENTS

THROUGH THEIR INTERIM CAREGIVER SERVICES (ICS), HOME PERSONAL CARE SERVICES (HPC) AND HOME HEALTH SERVICES (HH).



EFFECTIVENESS

THK HOME CARE & HOME HELP SERVICES

Previously, the five THK HCHH Services comprising of the MOW, MET, ICS, HPC and HH operated individually in serving clients. This resulted in a fragmented care for seniors. Client satisfaction rates were low, productivity of staff managing the various services was on the decline and cost effectiveness was hard to manage.

Now, with the combination of MOW and MET services under THK Home Help Services and the combination of ICS, HPC and HH under THK Home Care Services, staff capabilities have been enhanced. This has led to greater staff productivity and higher client satisfaction rates across the services provided. Excellence in innovation across "Care Redesign", "Automation, IT and Robotics Innovation" and "Workforce Transformation", has allowed THK HCHH to digitalise various processes and redesign jobs for higher effectiveness.

THK HCHH proudly received the **Excellence Champion Medal** under the National Healthcare Innovation & Productivity (HIP) 2021 in May, in recognition of its innovation and achievements.



Team Composition:

♥ The trans-disciplinary team comprises experienced doctors, nurses, healthcare assistants, nursing aides, drivers and administrative staff.



EFFECTIVENESS

THK HOME CARE & HOME HELP SERVICES

Key Features

- ♥ The team embraced technology in facilitating the redesign of workflows and standard operating procedures. Technology supported the team in gaining greater visibility on the actual day-to-day situations and challenges faced by the staff. This allowed the team to effectively streamline the old work processes.
- ♥ New work processes, such as online remittance, usage of e-forms, secured data-sharing and remote monitoring, were implemented for smoother and easier operations management. An Enterprise Resource Planning (ERP) system was implemented to save man-hours by cutting down on the need for staff to travel between clients' homes and THK office.
- ♥ Non-clinical staff were cross-trained across work teams to maximise care efforts. The cross-training proved exceptionally timely with the high service demand during the COVID-19 pandemic.
- ♥ Body cameras for staff were introduced to increase the visibility of staff activity and service compliance at clients' homes.

Impact

- ♥ Looking back at 2018, all staff were specifically trained in one area of service. By 2020, **44%** of staff were trained across 4 services, **19%** were trained across 3 services and **18%** were trained across 2 services. The success in cross-training of staff supports flexible manpower deployment across programmes depending on the service demand.
- ♥ Performance management systems helped to better manage manpower efficiency and productivity.
- ♥ The Agency for Integrated Care (AIC)'s Client Satisfaction Survey saw a big jump in satisfaction rate, from **57%** in 2018 to **80%** in 2019.
- ♥ Body cameras for staff enabled safety surveillance, facilitated dispute and helped to identify areas for staff training. Overall staff productivity increased by **18.2%** in the FY2020/2021.

Programme and Activities

—Building Resilient Families—



BUILDING RESILIENT FAMILIES

PROGRAMMES AND SERVICES FOR FAMILIES

THK FAMILY SERVICE CENTRES

(FSCs) provide a range of services for families and individuals with the aim of building strong and stable families in the community. Services such as casework and counselling have benefited many clients.

Currently, THK operates five FSCs located at Bedok North, Bukit Panjang, Jurong, MacPherson and Tanjong Pagar. The FSCs regularly review their services and programmes to ensure that they align with the needs of the community.



THK staff distributing care packs to residents in Chai Chee to foster bonds among neighbours



Artwork done by the children from THK Centre for Family Harmony @ Commonwealth

THK CENTRE FOR FAMILY HARMONY

@ COMMONWEALTH serves as community support agency for families affected by divorce. The centre provides comprehensive support to the families to empower them to:

- Make an informed decision on divorce
- Come to terms with the divorce
- Achieve positive co-parenting
- Resolve any underlying conflict
- Manage the transition for better child outcomes

The centre is appointed by the Ministry of Social and Family Development (MSF) as one of the six Divorce Support Specialist Agencies (DSSAs) in Singapore. As a DSSA, the centre provides counselling and casework services, Supervised Visitation and Supervised Exchange Services for visiting parents, psychological assessments and intervention services.

In line with their goal to provide holistic support for families, the centre runs support services for families having difficulty making suitable care and access arrangement for their children upon divorce, Children-in-Between and Parenting Pact. The centre also oversees the parenting support groups under Daddies for Life and Mummies for Life. It also runs a play therapy group for children and their parents during the school holidays.

THK CENTRE FOR FAMILY HARMONY

@ CIRCUIT was appointed by the Ministry of Social and Family Development (MSF) as a Parenting Support Provider (PSP). As a PSP, the centre conducts evidence-based parenting programmes such as the Positive Parenting Programme (Triple P) for 21 primary and secondary schools in Boon Lay and Taman Jurong. The parenting programmes provided have been well received by parents in building stronger relationships with their children and equipping parents with positive parenting skills.



Staff from the centre having a family counselling session

In line with THK FSCs' aim of building strong families in the community, the centre provides counselling services for individuals, couples, families, parent-child relationships and problem gambling. Programmes such as Play Therapy and Theraplay further support the healthy growth of children and allow space for emotional healing.

SG CARES VOLUNTEER CENTRE

@ BOON LAY conducts a series of roadshows and awareness programmes to promote a strong volunteering spirit in the Boon Lay community.

Under the expansion of SG Cares Community Network, THKMC was appointed by the Ministry of Culture, Community and Youth (MCCY) to oversee the SG Cares Volunteer Centre @ Boon Lay. Through the roadshows and programmes, the centre has seen great response from residents in signing up for volunteering opportunities to make a difference to the community.



A volunteer and a client making a terrarium as part of the Active Ageing with Love workshop series initiated by SG Cares Volunteer Centre @ Boon Lay

YEAR AT A GLANCE

THK FAMILY SERVICES

THK CENTRE FOR FAMILY HARMONY @ CIRCUIT

SUPPORTED **610** CLIENTS

THROUGH ITS COUNSELLING AND PARENTING PROGRAMMES.



THK CENTRE FOR FAMILY HARMONY @ COMMONWEALTH

SUPPORTED **1,693** CLIENTS THROUGH

ITS FAMILY SUPPORT PROGRAMMES, COUNSELLING AND CASEWORK SERVICES, SUPERVISED VISITATION PROGRAMME AND PARENTING SUPPORT GROUPS.



THK FAMILY SERVICE CENTRES REACHED OUT TO

4,303

CLIENTS THROUGH THEIR CASEWORK AND COUNSELLING SERVICES, GROUP WORK PROGRAMMES AND COMMUNITY PROGRAMMES.

EFFECTIVENESS

THK FAMILY SERVICES

Evaluation of Brotherhood Group Work

- ♥ Brotherhood Series 1 and 2 saw a total of 21 men graduating from the programme.
- ♥ 6 men have stepped forward as volunteer mentors to support new participants in keeping themselves and their family safe.
- ♥ Zero recurrence of family violence was reported from participants who had completed the Brotherhood programme.



Testimonials from Brotherhood, Bedok North

“ The Brotherhood programme has allowed me to gain insight into my behaviour. I am committed to be a better man, husband and father. ”
- William

“ I am very thankful to Brotherhood for giving me the safe space and opportunity to engage with the other participants emotionally. Through the deep and meaningful sessions, I am able to identify my trigger points and manage my behaviour. ”
- Derek

Super Parents Group Work

- ♥ **100%** of the participants felt that all the presenters communicated clearly, allowing them to understand the group work easily.
- ♥ **75%** of the participants felt that the length of the group work, which was conducted through 6 sessions of 1.5 hours, was comfortable and sufficient. The remaining participants felt that the number of sessions can be increased.
- ♥ **88%** of the participants felt that they learnt something new from the group work.
- ♥ **88%** of the participants felt confident and ready to apply the skills and knowledge learnt through the group work.



Family Connectors “Giving Bag, Giving Back”

- ♥ **80%** of the participants felt that the facilitators were engaging and made the workshop interesting.
- ♥ **70%** of the participants felt confident and ready to give back to those who have supported them in their life journey.
- ♥ **70%** of the participants felt that they were able to bond well and enjoy quality time with their family during the workshop.
- ♥ **73%** of the participants stated that they would recommend their friends to participate in future THK Family Connectors workshops.
- ♥ **83%** of the participants shared that they enjoyed and benefited from the workshop.

Families Connectors Workshop “Cyber Wellness for You and I”

- ♥ **79%** of the participants felt that the facilitators were engaging and made the workshop interesting.
- ♥ **85%** of the participants felt that the workshop content was informative.
- ♥ **87%** of the participants felt confident to identify the signs of an online fraud or scam with the learning they gained from the workshop.
- ♥ **74%** of the participants stated that they would recommend their friends to participate in future THK Family Connectors workshops.
- ♥ **89%** of the participants shared that they enjoyed and benefited from the workshop.



Adventure for Life (AFL) Youth Group Work – Westwood Secondary School

- ♥ **93%** of the participants shared that they enjoyed the group work.
- ♥ **100%** of the participants stated that they would recommend their peers to participate in future Group Work programmes.
- ♥ **84%** of the participants felt that the topics shared during the group work allowed them to gain useful knowledge.



Programme and Activities

— Enabling Lives —



Photo was taken before the outbreak of COVID-19

ENABLING LIVES

PROGRAMMES AND SERVICES FOR PERSONS WITH DISABILITIES



Residents creating and painting pottery as part of the **THK Craft of Hope** programme (photo was taken before the outbreak of COVID-19)

THK HOME FOR DISABLED @ EUNOS provides a combination of short-term and long-term residential care for children and adults with intellectual disabilities.

The Home conducts a series of training programmes for intellectually disabled adults with higher self-functioning ability. It also facilitates developmental needs programmes for children with special needs aged 7-16 years old.

Most of their residents have limited caregiver support. Residential stay priority is given to adults who are actively employed or seeking employment, to equip them with independent living skills and a supportive community.

THK AUTISM CENTRE @ GEYLANG BAHRU provides well-structured programmes for adults with Autism Spectrum Disorder (ASD). The programmes aim to support clients in gaining practical and essential functional, social and community skills to live a better quality life with confidence and independence. The Centre offers community-based day care programmes with a variety of recreational activities to stimulate and enhance clients' decision-making capabilities.



Staff supervising and caring for clients during meal time (photo was taken before the outbreak of COVID-19)

THK HOME FOR DISABLED ADULTS

@ CHAI CHEE provides long-term residential care for adults with intellectual disabilities. Residents engage in various programmes such as occupational therapy, physiotherapy and motor skills development to build up their self-care ability. The Home also runs a Day Activity Centre with a variety of programmes designed to build functional and social skills for adults with disabilities.



Staff assisting and encouraging residents to participate in activities to improve their functional skills (photo was taken before the outbreak of COVID-19)



Staff teaching residents Activities of Daily Living (ADL) to improve self-care and functional skills (photo was taken before the outbreak of COVID-19)

THK HOME FOR DISABLED ADULTS

@ SEMBAWANG provides long-term residential care for adults aged 17-55 years old who have been diagnosed with intellectual disabilities, ASD and other comorbidities. Nursing support, case management, counselling and other forms of therapy are provided at the Home to support the well-being of residents.

The Home also provides short-term respite care services and crisis placements under the Ministry of Social and Family Development (MSF)'s Vulnerable Adults classification.

THK PAN-DISABILITY CENTRE @ EUNOS is a sheltered workshop that aims to integrate persons with disabilities into the workforce by providing vocational or pre-vocational training, in-house production work or contract work.

The Centre works with a few partners to offer employment to persons with disabilities upon their completion of training in three main areas: Baking, Housekeeping and Administration Work. The Centre runs a small domestic kitchen where trainee bakers produce bread and buns every day for the **THK** Homes for Disabled.

YEAR AT A GLANCE

THK HOMES FOR DISABLED SERVICES

THK AUTISM CENTRE @ GEYLANG BAHRU

SUPPORTED

34

CLIENTS WITH ASD.



THK HOME FOR DISABLED @ SEMBAWANG

PROVIDED SOCIAL CARE SUPPORT AND RECREATIONAL ACTIVITIES FOR

127

ADULTS WITH DISABILITIES.



THK HOME FOR DISABLED ADULTS @ CHAI CHEE AND DAY ACTIVITY CENTRE @ CHAI CHEE

SUPPORTED

121

ADULTS WITH DISABILITIES.

THK PAN-DISABILITY CENTRE @ EUNOS

SUPPORTED

129

PERSONS WITH DISABILITIES.



THK HOME FOR DISABLED ADULTS @ EUNOS

SUPPORTED PERSONS WITH DISABILITIES.



EFFECTIVENESS

THK HOMES FOR DISABLED SERVICES

THK Home for Disabled Adults @ Chai Chee

♥ The Home received a score of 4.36 out of 5.00
in the Year 2020 Caregiver Satisfaction Survey.



THK Home for Disabled @ Sembawang

- ♥ **98%** of the residents made progress on performing at least one Activity of Daily Living.
- ♥ **86%** of the residents made progress on performing at least one Community Living Skill activity.
- ♥ **91%** of the caregivers surveyed in the annual caregiver survey stated that they were satisfied with the services and quality of care provided by the Home.

Programme and Activities

— Nurturing the Young —



Photo was taken before the outbreak of COVID-19

NURTURING THE YOUNG

PROGRAMMES AND SERVICES FOR CHILDREN

THK EARLY INTERVENTION PROGRAMME FOR INFANTS AND CHILDREN (EIPIC) CENTRES

provide early intervention programmes and services for children with developmental needs who are below 7 years of age. Currently, there are four THK EIPIC Centres located in Ang Mo Kio, Choa Chu Kang, Tampines and Woodlands. The Centres use evidence-based, child-centred approaches in their programmes for the children to achieve functional outcomes based on the Early Childhood Holistic Outcomes (ECHO) framework.



THK EIPIC Centre's art therapist conducting an art therapy session to engage and support the children's sensory needs, emotional regulation and functional development

Therapy services are integrated within class activities and routines, based on the individual child's needs. The trans-disciplinary team supporting the children and their families consists of early interventionists, social workers, case workers, psychologists, allied health therapists specialising in physiotherapy, occupational therapy, speech and language therapy, as well as non-allied health therapists specialising in music and art therapy. The team works closely with parents to empower them to better understand and support their child's developmental needs.



An occupational therapist practising writing with a child under the DS-LS Programme (photo was taken before the outbreak of COVID-19)

THK DEVELOPMENT SUPPORT AND LEARNING SUPPORT PROGRAMME

(THK DS-LS) is a community based short-term intervention programme for young children who require low levels of early intervention support.

THK DS-LS is designed to support and optimise the development and integration of the children into mainstream preschools by equipping them with the essential developmental skills required. The programme works closely with early childhood educators working in preschools, to share strategies on how they can better support children with developmental needs under their care. The programme also works with parents to support their children's learning at home.

YEAR AT A GLANCE

THK EIPIC SERVICES

4 THK EIPIC CENTRES SUPPORTED EARLY INTERVENTION FOR **930** CHILDREN WITH DEVELOPMENTAL NEEDS.



THK DS-LS PROGRAMME SUPPORTED

251 CHILDREN WITH

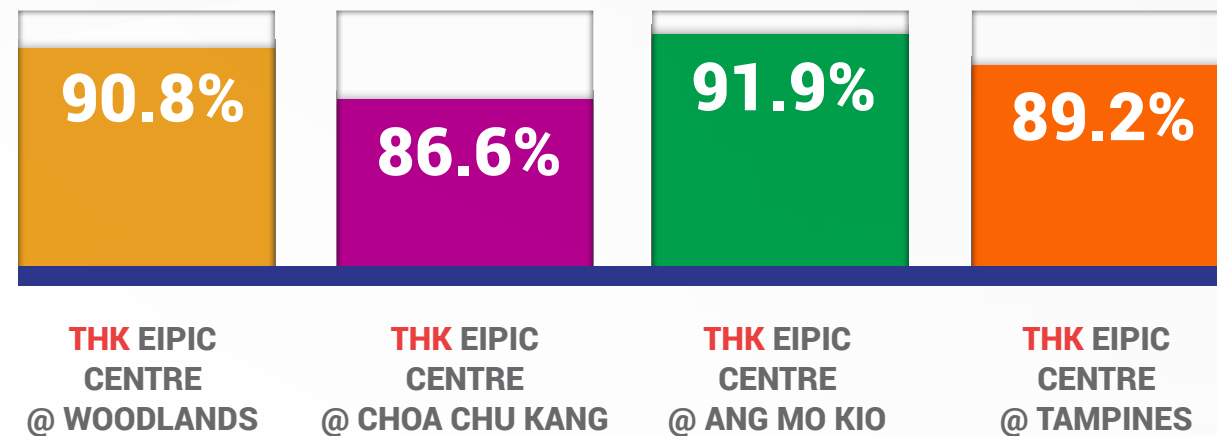
MILD DEVELOPMENTAL NEEDS THROUGH INTERVENTION SERVICES FROM THERAPISTS AND LEARNING SUPPORT EDUCATORS.



EFFECTIVENESS

THK EIPIC SERVICES

THK EIPIC Services' Client Satisfaction Survey for FY2020/21



PROGRAMME EFFECTIVENESS



No. of children who completed their one-year IEP review.

422



No./% of children who maintained / progressed from the last assessed developmental age

411 (97%)

No./% of children who improved from the last assessed developmental age

348 (82%)



THK DS-LS

- ♥ 96% of the parents agreed that their child received appropriate support services from the programme.
- ♥ 98% of the parents agreed that their child's support goals were met by the programme.
- ♥ 98% of the parents agreed that they received advice on appropriate activities and strategies to better work with their child at home.
- ♥ 98% of the parents agreed that their family had benefited much from this programme.
- ♥ 98% of the parents agreed that this programme has helped them save time in obtaining support services for their child.
- ♥ 83% of the parents agreed that the programme fees charged were affordable.
- ♥ 98% of the parents stated that they would recommend this programme to parents of young children who require low levels of early intervention support.



Programme and Activities

— Empowering Lives —



Photo was taken before the outbreak of COVID-19

EMPOWERING LIVES

PROGRAMMES AND SERVICES FOR THERAPY AND REHABILITATION



A speech language therapist working with a child on his speech sounds while playing with cars

THK THERAPY HUB manages the recruitment, training and attachment of Allied Health therapists to provide therapy services for the community. This helps to meet the high demand for therapy services in the social services and the intermediate and long-term care (ILTC) sector.

THK Therapy Hub also provides speech and language therapy, occupational therapy and physiotherapy to support clients in community hospitals, senior care centres and community rehabilitation programmes.

THK HOME THERAPY PROGRAMME

supports persons with disabilities who are homebound, allowing them to receive therapy services in the comfort of their own homes.

The programme is designed to support clients in improving their functional skills for a seamless transition to centre-based services. Through the programme, caregivers receive training to equip them with skills to better care for and support persons with disabilities under their care.



Caregiver and Activities of Daily Living (ADL) training via telerehabilitation at a client's home



THK ADULT REHABILITATION PROGRAMME is currently offered at the **THK** Seniors Activity Centre @ Ang Mo Kio 257. The programme provides day rehabilitation services, speech language therapy, home-based rehabilitation services, an alert alarm system, social activities and gym facilities.

Staff guiding a client in a leg cycle exercise to improve lower limb strength (photo was taken before the outbreak of COVID-19)

THK CHILDREN THERAPY CENTRES provide specialised centre-based paediatric therapy services for children with physical disabilities, developmental or learning difficulties.

Currently, there are two Centres located at MacPherson and Queenstown. Therapy services offered includes speech and language therapy, occupational therapy, physiotherapy, learning support, psychological assessment and treatment.



Speech Language Therapist conducting a session using play (photo was taken before the outbreak of COVID-19)

YEAR AT A GLANCE

THK THERAPY SERVICES

THK THERAPY HUB

REACHED OUT TO

3,872

CLIENTS

IN THE COMMUNITY

THROUGH THE WIDE RANGE OF THERAPY SERVICES OFFERED, INCLUSIVE OF

148 CLIENTS FROM THE **THK** ADULT

REHABILITATION PROGRAMME

AND **96** CLIENTS FROM

THK CHILDREN THERAPY CENTRES.



EFFECTIVENESS

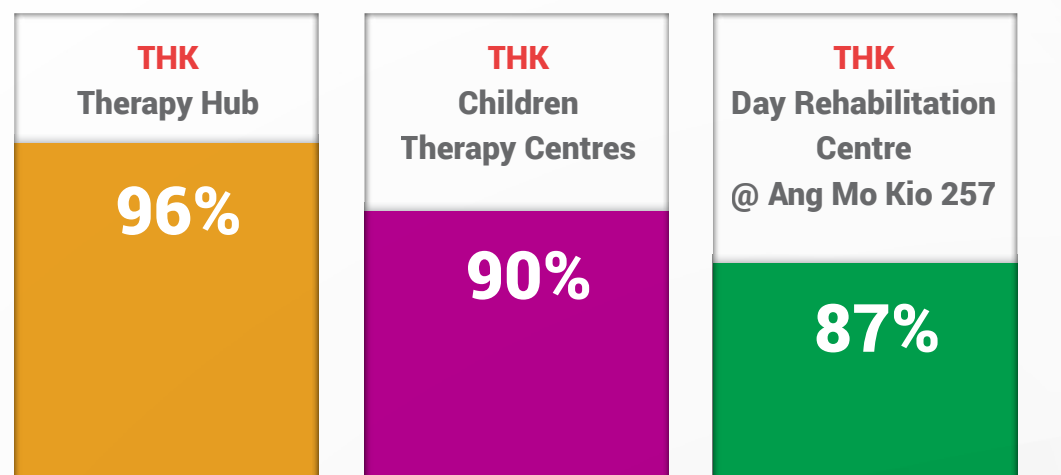
THK THERAPY SERVICES

THK Therapy Services provided the following benefits to clients:

- ♥ Promoted better engagement with residents and daily functioning.
- ♥ Improved client's abilities in the Activities of Daily Living (ADLs), allowing them to regain more independence in their daily routines.
- ♥ Provided home therapy to homebound clients.
- ♥ Carried out home assessment and modification works to improve ease of movement around the house for clients.



THK Therapy Services' Client Satisfaction Figures for FY2020/21



The client satisfaction rate in FY2020/21 exceeded the key performance indicator (KPI) of 80%

Highlights of the Year



HIGHLIGHTS OF THE YEAR

CIRCUIT BREAKER PROJECT: AGENCY FOR INTEGRATED CARE (AIC) - THK MOW MOBILISATION

THK Home Care Services Division participated in the Meals on Wheels (MOW) Mobilisation project to provide relief and support to families affected by the Circuit Breaker and those serving Quarantine Order (QO).

The project, carried out from April to June 2020, reached out to approximately 450 beneficiaries with a total of 60,364 meals delivered.



THK staff loading the packed meals into the van for delivery

HIGHLIGHTS OF THE YEAR

ART EXHIBITION AT THE THK EIPIC CENTRE @ WOODLANDS

THK EIPIC Centre @ Woodlands held an Art Exhibition in November 2020 to provide a space for the children to express their creativity.

37 children from the Centre participated in the Art Exhibition to display their art creations on the Centre's external walls. Through the Art Exhibition, the children gained a stronger sense of self-confidence and were most proud and excited to identify their artworks on display.

Teachers were amazed by the children's creativity and independence in creating the artwork, while parents and caregivers were able to gain an insight into the inner world and artistic voice of the children. Viewing the artworks together gave parents and caregivers an opportunity to start a conversation with their children on their thoughts and feelings, to build a stronger bond with their children.



Walls of art at the THK EIPIC Centre @ Woodlands



The children had plenty of fun expressing themselves through their artworks

Many residents in the area and members of the public stopped to view and appreciate the creative and colourful artworks displayed. Through this exhibition, **THK** EIPIC Centre @ Woodlands was able to promote public awareness about children with developmental needs, while encouraging greater kindness and community acceptance towards our children and their families.



Colourful artworks attracted the attention of many residents and people in the neighbourhood

HIGHLIGHTS OF THE YEAR

EARLY INTERVENTION CONFERENCE 2021

THK EIPIC Services Division co-organised and co-hosted the Early Intervention Conference 2021 with nine other Social Service Agencies, as well as KK Women's and Children's Hospital: Autism Association (Singapore), Autism Resource Centre, Asian Women's Welfare Association (AWWA), Canossaville Preschool, Cerebral Palsy Alliance Singapore, Fei Yue Community Services, Metta Welfare Association, Rainbow Centre and SPD.

The digital conference was conducted via Zoom on 12 March 2021, and featured Dr Amanda Niland as the opening keynote speaker and Assoc. Prof. Wong Meng Ee as the plenary speaker.



The conference was attended by over 1,200 participants with **THK** being well-represented at the conference, hosting 2 out of 4 workshops, 5 out of 17 oral presentations and 5 out of 18 poster presentations. During the conference, **THK** art therapists guided participants in a virtual hands-on workshop, demonstrating how they use art to effectively engage children with developmental needs.

THK art therapists sharing their knowledge and insights on using art to engage children with developmental needs



A DIY resource created by **THK** EIPIC staff to help children practise their feeding skills, while learning about size and texture



Another DIY resource created by **THK** EIPIC staff to help children practise pretend play, while learning about the value of money and purchasing skills

HIGHLIGHTS OF THE YEAR

SENIORS GO DIGITAL BY INFOCOMM MEDIA DEVELOPMENT AUTHORITY (IMDA)

A total of 19 sessions of Seniors Go Digital classes by IMDA were conducted at **THK** Seniors Activity Centres (SACs) from October 2020 to April 2021.

Digital Ambassadors from IMDA taught seniors essential digital skills such as the basic functions on their mobile phones and the steps to download useful applications, such as WhatsApp for social interaction and SafeEntry for shopping mall entry access.

With the advanced use of technology in our community today and with Singapore moving towards becoming a smart nation, seniors often face struggles in adapting to the new norm of communication through mobile phones and various applications.

144 seniors from **THK** SAC @ Toa Payoh 15 benefited from the classes with much fun and interaction with the Digital Ambassadors. They also gained awareness about the risks of cyber-attacks and online scams to stay alert and safe.

46 seniors from **THK** SAC @ Toa Payoh 31 benefited from this digital initiative as well. Over a few weeks of one-on-one interactive sessions, they have gained confidence in the usage of their mobile phones.



Seniors from **THK** SAC @ Toa Payoh 31 learning digital skills with the help of the Digital Ambassadors from IMDA



Digital Ambassadors from IMDA guiding seniors in the use of their mobile phones

HIGHLIGHTS OF THE YEAR

THK PDC BAKERY

BY THK PAN-DISABILITY CENTRE @ EUNOS

In mid-2020, the **THK** Pan-Disability Centre @ Eunodos introduced a new programme track for clients to learn the skill of baking.

Under this new programme track, clients undergo pre-vocational training to learn the basics of baking, such as weighing, mixing and dough kneading. Upon completion of the pre-vocational training, clients are invited to join the **THK** PDC Bakery as trainee bakers.

Through this programme, **THK** PDC Bakery provides persons with disabilities the opportunity to be gainfully employed by partner bakeries. Pastries are freshly baked each day at **THK** PDC Bakery and delivered to the three **THK** Homes for Disabled at Chai Chee, Eunodos and Sembawang. Residents and staff at the homes enjoy the pastries for tea break each day.

In a great show of support, the **THK** Head Office has been ordering pastries from **THK** PDC Bakery for their HQ-level trainings and meetings.

Rongtai, a graduate of the baking programme, sees **THK** PDC Bakery as more than a place that has helped him to gain financial independence. Through the programme, he has found a new direction in life to build a new dream and sense of self-worth in the community.

“I am eternally grateful to **THK** PDC Bakery. Baking has given me a new purpose in life and helped me greatly in managing my emotions. I find priceless joy in making delicious buns for others to enjoy.”



HIGHLIGHTS OF THE YEAR

BE KIND SG MONTHLY BIRTHDAY CELEBRATIONS

Be Kind SG organised monthly online birthday celebrations, sing-a-long and catch-up sessions for residents from the **THK** Home for Disabled @ Sembawang.

Based on the number of birthday ‘babies’ for the month, the sessions saw an average attendance of 10 – 15 residents.



Residents enjoying a sing-a-long and catch-up session via Zoom with Be Kind SG (photo was taken before the outbreak of COVID-19)



(photo was taken before the outbreak of COVID-19)



(photo was taken before the outbreak of COVID-19)

HIGHLIGHTS OF THE YEAR

DANCE & MOVEMENT THERAPY AND PERCUSSION MUSIC PROGRAMME

Selected residents at the **THK** Home for Disabled @ Sembawang participate in the Dance & Movement Therapy and Percussion Music programme.

The programme promotes healthy living, while encouraging residents to stay agile and enjoy music. Residents in the programme take turns to perform during major festive celebrations to promote cheer and joy in the Home.



A Dance & Movement Therapy session at the **THK** Home for Disabled @ Sembawang (photo was taken before the outbreak of COVID-19)

BROTHERHOOD FAMILY VIOLENCE SUPPORT GROUP

The Brotherhood Family Violence Support Group is a pilot programme for men who inflict physical hurt and/or violence on their family members.

The Group was officially launched in September 2019 to help participants gain insight and take ownership of their violent behaviours, while improving their ability to regulate their emotions and repair damaged relationships.

Brotherhood Series 2 was conducted online in the midst of the Covid-19 pandemic, between April to December 2020. The series saw an average of 12 attendees per session and a pottery cum lunch graduation celebration was held in December 2020 with the relevant COVID-19 precautionary measures in place for the attendees and their family members.

To deepen the quality of the groupwork, Brotherhood completed a total of 7 sessions of online Focus Group Discussion (FDG) for Men and Women (Survivors of Family Violence) from January to March 2021. The sessions saw an average attendance of 6 women and 12 men.

In recognition of its efforts, the Brotherhood Groupwork was awarded the Family Violence Dialogue Group (FVDG) Appreciation Award by the Ministry of Social and Family Development (MSF) in November 2020.



Brotherhood Groupwork Family Day outing

HIGHLIGHTS OF THE YEAR

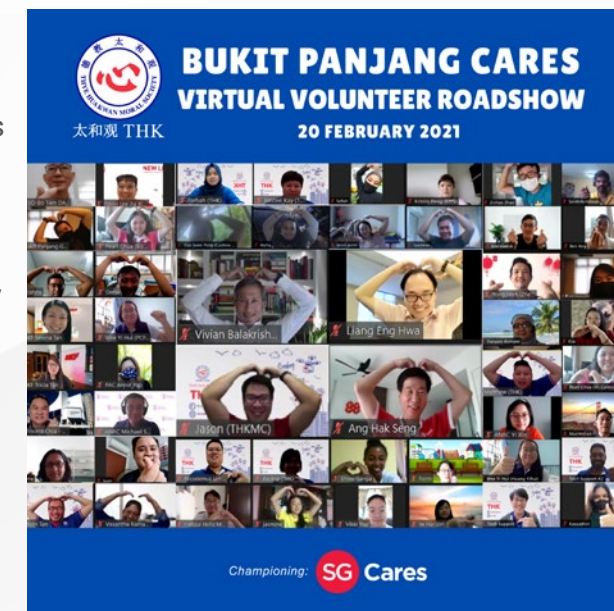
BUKIT PANJANG CARES (BP CARES)

The project aims to bring together social service and healthcare providers, and community and grassroots organisations located in and/or serving the town of Bukit Panjang. The project has achieved great success in the forging partnerships between organisations, while encouraging volunteerism and supporting Ground-Up Initiatives (GUIs).

BP Cares networked and partnered with 40 community partners to organise a Virtual Volunteer Roadshow and a Virtual Volunteers and Partners Appreciation Ceremony. BP Cares also conducted a total of 16 training sessions on various topics related to volunteerism to strengthen volunteer capability in the community.

The project saw a grand turnout of 5,837 participants in spite of the COVID-19 situation and safe management measures. A total of 1,901 new volunteers came forward from all walks of life across age groups, residential area and citizenship.

7 GUIs were implemented for the benefit of residents in Bukit Panjang town. Thus far, the GUIs have received strong participation response and feedback from participants.

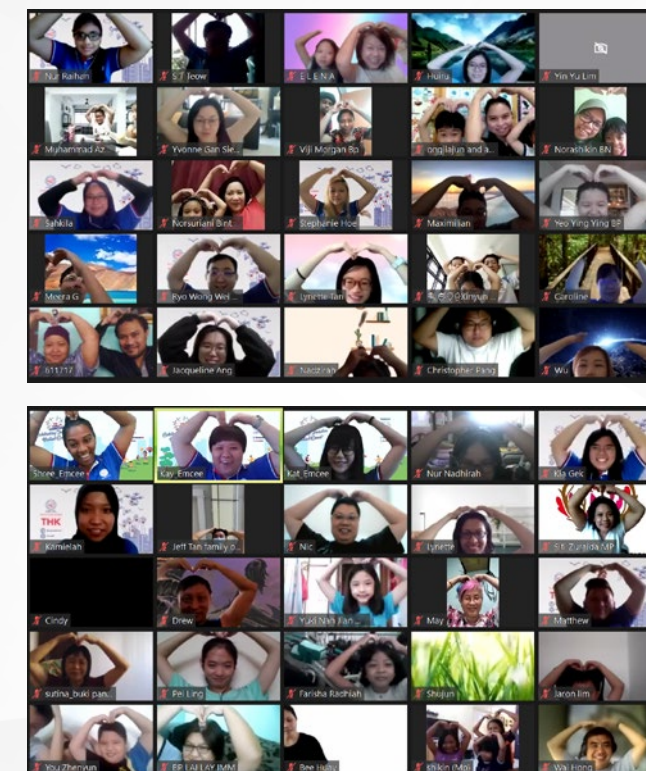


COMMUNITY & OUTREACH WORK

The Community & Outreach Work Team (COW) at Bedok North partnered with Filos Volunteer Centre, Advance Sterilization Products, Hilton Singapore, Ministry of Culture, Community and Youth, and the People's Association to provide aid to 1,136 rental block residents.

The team conducted a community survey among the rental block residents to better understand their needs. Care packs were distributed to rental block residents in the midst of the Covid-19 pandemic to bring some cheer to them.

Through the COW, rental block residents learned about various services provided by **THK** and received support in their referral and/or application to relevant services. As part of its outreach efforts, the COW engaged 300 residents at Chai Chee through its "Let's Gotong-Royong @ Chai Chee" initiatives in gaining awareness about **THK** services, while getting to know each other and fostering a strong sense of community in the neighbourhood.



Family Centre Online Session – Families in Chai Chee coming together to show love and care for each other

HIGHLIGHTS OF THE YEAR

OUR KELUARGA (OK) SUPPORT GROUP – 6TH RUN



Our Keluarga (OK) Online Male Support Group Work

OK is a community-based group work programme supporting families with family members who are currently incarcerated or have recently been released from prison due to drug-related offences.

This programme started in 2015 and has reached out to 63 families thus far. The programme incorporates elements of casework, group work and community work to rebuild and strengthen family and social relationships.

Participants are encouraged and empowered to support each other by mentoring of new participants. Co-facilitator training for senior mentor members was introduced in FY 2017/18 to allow them to take on a co-facilitation role during groupwork sessions.

Through the OK Community Project and OK Community Day, homecooked meals were lovingly prepared for new families in OK5. Care packs were also distributed and door-to-door engagement was carried out to spread anti-drug messages to residents in a nearby block as part of the group's outreach efforts.

OK proudly represented **THK** in presenting the programme internationally at the International Federation of Social Workers (IFSW) conference Canada 2020 and locally at the Principal Social Workers conference 2020.

ARTICLE REPRODUCED FROM
8WORLD.COM

Published on 30 Jul 2020



Bake A Smile A volunteer driven initiative to bake 3,000 muffins to show appreciation to the 1,500 Thye Hua Kwan Moral Charities (THKMC) front-line workers for their dedication and hard work in serving the community during this COVID-19 pandemic.

FUNDRAISING EFFORTS

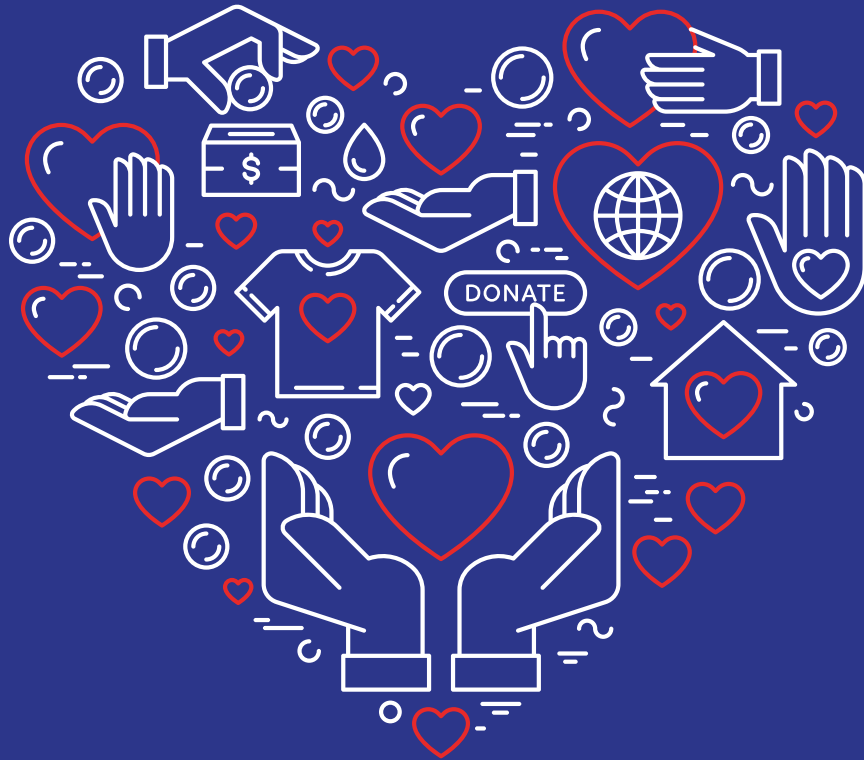
Thye Hua Kwan Moral Society (THKMS) is the parent company and fundraising agent for Thye Hua Kwan Moral Charities (THKMC).

On its own, THKMC conducts minimal fundraising activities. Currently, THKMC has an online fundraising campaign on giving.sg. Kind donors who are keen to support the campaign can check out the campaign link at <https://www.giving.sg/web/thye-hua-kwan-moral-charities-limited>.

THKMC is grateful to have collected

\$147,000

from the online fundraising campaign for the FY2020/21.



OUR PEOPLE

HEADCOUNT BY NATIONALITY AS OF 31 MARCH 2021



- SINGAPORE **775**
- PHILIPPINES **171**
- MYANMAR **83**
- MALAYSIA **48**
- INDIA **32**
- SRI LANKA **5**
- CHINA **4**
- INDONESIA **3**
- AUSTRALIA **2**
- HONG KONG **1**
- SOUTH KOREA **1**
- VIETNAM **1**



PEOPLE DEVELOPMENT

STAFF SPONSORSHIP PROGRAMME

Thye Hua Kwan Moral Charities (**THKMC**) firmly believes in supporting our employees in upgrading their skills and knowledge through continuous learning and development.

At **THKMC**, lifelong learning is promoted by encouraging our employees to upgrade their skills and knowledge across their areas of interest and/or expertise. Our strong culture of lifelong learning is strengthened through the various training and education options open to our employees. This spurs employees to acquire new skills, knowledge and capabilities or deepen their learning in various areas to support cross-functional deployment and promotion opportunities.



Bryan Freeman
Social Worker
THK FSC @ Bedok North

"I started work in **THK** as a Corporate Communications Executive in October 2018. I had a huge interest in Social Work and expressed it openly during my interview. At that time, Mr Lawrence Ng, the CEO of **THK** Moral Society shared with me that **THK** is most encouraging of employees acquiring new skills and further education.

In 2019, I was given the priceless opportunity by **THK** to pursue my interest in Social Work. I enrolled in the Singapore University of Social Sciences' (SUSS) Graduate Diploma in Social Work under the accelerated programme offered with a total course duration of 12 months.

I am most thankful to Dr Katijah, the Divisional Director for **THK** FSD, for trusting in me and allowing me to study under sponsorship by the organisation. During the course of my studies, Dr Katijah approved my transfer to the **THK** FSD to undergo on-the-job training to strengthen my learning. This unexpected move allowed me to gain mastery of my studies more easily as I was able to physically experience various aspects of my academic learning.

The accelerated programme was most intensive with one full day of school each week. Thankfully, **THK** FSC @ Bedok North was very supportive of my studies and helped me to manage my workload through the generous study leave and examination leave offered to all employees. My colleagues at the FSC were most supportive as well and played a big part in helping me to endure through my studies.

Juggling work at the centre with weekly lectures, regular assignments and studying for examinations was no easy feat at all. My social life was kept to a minimum during those months of working and studying as I was truly drained from the dual commitment. My senior colleagues advised me to draft out and keep to a studying schedule to manage my studying commitments. I am most appreciative of their advice as it really changed the way I balanced work and studying.

Amidst the COVID-19 pandemic, many of my Graduate Diploma classes were shifted online. I truly experienced the eye fatigue of having online classes from 9am to 6pm. Self-discipline and immense motivation from my colleagues kept me going strong to complete my studies.

Working with **THK** and being given the opportunity to follow my dreams has been most life-changing for me. I know that there are many individuals keen to join the social services but are unsure where to find support. I would strongly promote **THK** as a most supportive employer in supporting individuals to pursue their interest in social work and its related subjects."

"I was drawn to speech therapy after my grandmother received treatment for cancer and experienced difficulties swallowing in her late years. I was surprised to learn that speech therapists were able to support patients with eating difficulties. It was most inspiring to witness the positive impact speech therapists brought to my grandmother.

My family truly appreciated the transdisciplinary effort from the medical team that cared for my grandmother. The efforts outreach to the patient's family, providing much comfort and room for understanding to better support the patient's condition. Through the experience with my grandmother's medical team, I was determined to broaden my knowledge to support young children with communication and eating difficulties.

With a natural love for children and a strong interest in language, I enrolled in the National University of Singapore's (NUS) Master in Speech and Language Pathology programme under **THKMC**'s sponsorship. The 2-year full time course has given me much knowledge and provided me with the confidence to embark on my journey as a paediatric speech therapist.

My mentors from **THKMC** shared valuable learning resources with me, which helped me greatly in both my academic and clinical learning. I am most excited and inspired to use my learning to support children in their development needs and to offer much-needed comfort to their families.

I totally agree with **THKMC**'s promotion of lifelong learning and look forward to continuously enhancing my learning and evidence-based practice to support my young clients further. I am most confident that **THKMC** always provides quality care and services in support of the community and am proud to be part of the team."



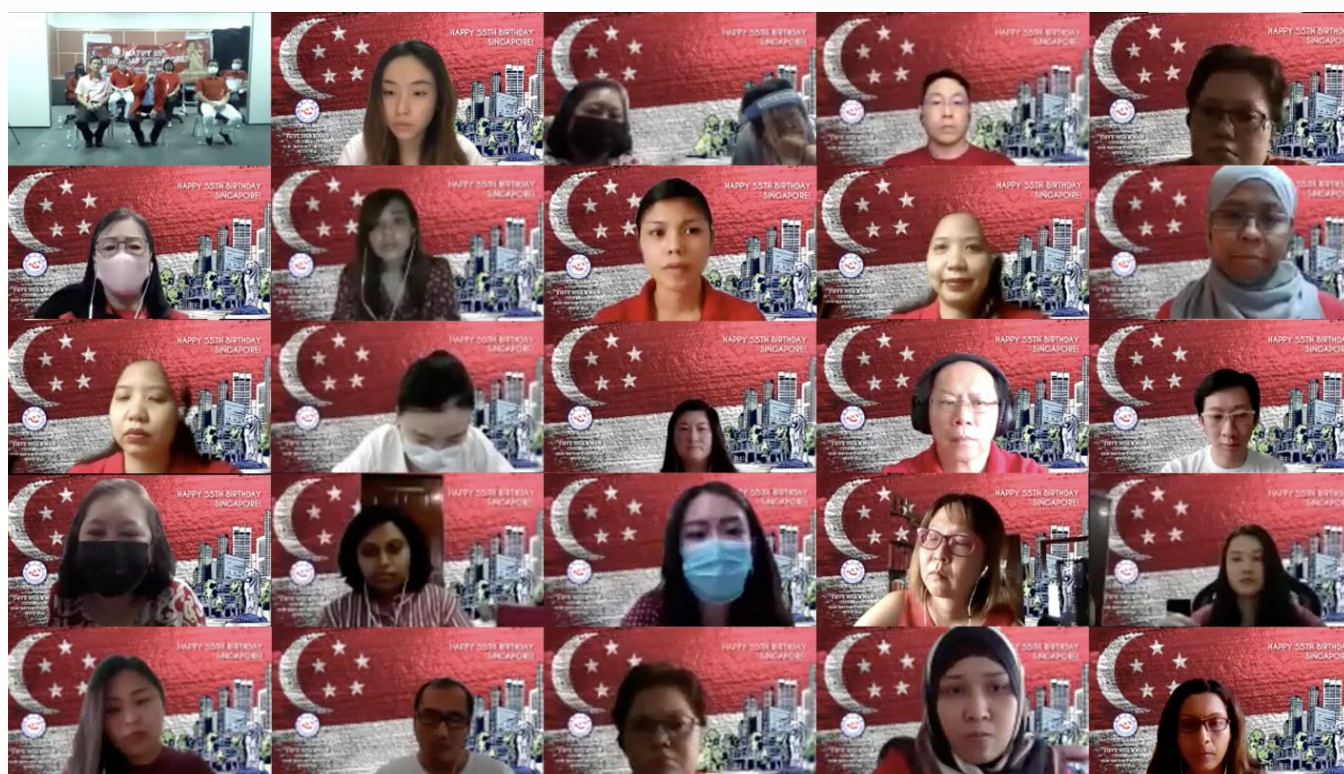
Ruth Lee
Speech Therapist
THK Therapy Services

HR FACTSHEET

As the COVID-19 pandemic continued to affect employment rates and job security in the Financial Year of 2020, the Human Resource Division of **THKMC** stepped up to support employees through the following actions:

- A special bonus was accorded to employees in April 2020 to support employees and boost morale during the unprecedented circuit breaker period.
- In spite of the global weakened economy, **THKMC** paid out performance bonuses to employees in April 2020 and the Annual Wage Supplement (AWS) in December 2020. The annual pay increment exercise in July 2020 was also carried out to the delight of many employees.
- 100 employees were recruited under the Jobs Support Scheme (JSS), which provided **THKMC** with the cash flow and wage support to recruit Singapore citizens and permanent residents amidst the global pandemic and economic uncertainty. As of 31 March 2021, 12 employees have been offered permanent roles with **THKMC**.

- 30 employees were recruited under the SGUnited Traineeship (SGUT) and SGUnited Mid-Career Pathways (SGUP) Programmes in support of the creation of job opportunities for fresh graduates and mid-career individuals. As of 31 March 2021, four employees have been offered permanent roles with **THKMC**.
- In our continued efforts to re-engineer our HR business processes for reporting efficiency, ease of approval by supervisors and seamless application by employees, we migrated to an upgraded HR system in support of integrating all HR functions onto 1 platform. As of 31 March 2021, we successfully launched 3 modules in the upgraded HR system: Personnel, Payroll and e-Leave. We are well on schedule to roll out the remaining 6 modules in the Financial Year of 2021.
- We introduced our new Organisation Value Proposition (OVP) on 1st January 2021 as part of our employer branding efforts. The OVP is shared on our job boards and career pages to encourage potential candidates to join our organisation and make a positive difference to society.
- Given the Covid-19 restrictions, we held various events and celebrations online in the Financial Year of 2020:
 - Our National Day celebration on 7th August 2020.
 - Our Staff Appreciation event on 30th October 2020.
 - Networking sessions with students from the Singapore Institute of Technology (SIT).



It was wonderful having our employees coming together virtually to celebrate National Day on 7th August 2020

THINK INSTITUTE

THiNK Institute (TI) was set up in late 2017 in support of employee learning in **THKMC**.

Over the past few years, TI has been successful in leveraging on economies of scale to provide further learning and capability building for employees in the organisation. TI is currently under the care of the HR division for ease of administration and control.

Opportunities for internal sharing across divisions have been most helpful in strengthening the delivery of **THKMC**'s services in the community. Employees from all service divisions are encouraged to gain new skills or deepen their learning through the various workshops and courses organised by TI.

With the COVID-19 pandemic and various restrictions on classroom learning in the Financial Year of 2020, TI had to quickly convert its workshops and courses to a virtual learning environment. Online platforms such as Microsoft Teams and Zoom were used to support the virtual running of workshops and courses, in adherence to Safe Distancing Measures requirements.

With the swift adaptation of a virtual learning environment, TI successfully conducted 16 courses across 5 categories in the Financial Year of 2020. The courses were well-received by participants across the areas of legislation understanding, self-development and skills improvement.

Course Category	Course Title
Governance & Compliance	Customised PDPA for THK Writing SOP – Clarity with Depth
IT Application	Introduction to Infographics MS Excel 2016 - Intermediate MS Excel 2016 - Advanced Module I MS Excel 2016 - Advanced Module II
Personal Effectiveness	Email Writing & Etiquette Communicating with Impact Effective Minute Writing Effective Writing Presenting with Confidence DISC Profiling Working with Different Personalities
Quality & Productivity	Data Analysis for Beginners Innovative Problem Solving and Decision Making
People Management	Effective Performance Appraisal for Supervisor

A total of 662 employees benefited from the various training courses with a total of 5,164 training hours clocked.

With the development of e-learning, TI launched an online learning initiative to introduce and guide employees in using e-learning as an effective learning platform. Through the initiative, employees found comfort in using e-learning as an alternative to the traditional classroom learning environment and gained confidence in the usage of various online platforms for meeting and discussion purposes.

In late 2020, a second round of online learning initiative was organised to promote employees' self-development in building a Resilient Mindset, embracing Continuous Learning and Building New Capabilities in the COVID co-existent era.



An external trainer conducting a GST workshop for THKMC HQ Finance staff

OUR VOLUNTEERS

GOING BEYOND JUST GIVING



Siti started volunteering during her teenage years. Volunteering has allowed her to gain much awareness of the various social issues in Singapore, motivating her to pursue a degree in Social Work.

As part of her degree studies, she regularly meets up with vulnerable individuals and families to understand their needs and offer support. During her younger days, she volunteered with THKMC. Over time, she found her second home with THK Aviators.

Since April 2018, Siti has taken on many volunteer roles with THK Aviators, such as being an event facilitator, translator and volunteer leader. Through her volunteering roles, she has picked up new skills and strengthened her interpersonal and communication skills. Siti is certain that the skills gained will serve her well in her future career as a social worker.

Siti is most thankful towards THK "for giving Aviators endless opportunities to learn and take on various roles for growth and contribution."

Siti feels strongly for the ageing population in Singapore and hopes to work with seniors in the community upon her graduation. As a THK Aviator, she has touched the life and hearts of many while learning to care for and serve seniors in society. With the learning gained and help referral knowledge, Siti is confident and well-able to refer seniors to relevant agencies for assistance.

Initially, Siti faced a huge obstacle in the language barrier while communicating with seniors. Many seniors in Singapore speak in dialects with no knowledge of English. This was a real challenge for Siti. Undeterred, she took basic Hokkien classes to bond with the seniors. Her efforts have paid off over time with seniors being amazed and amused that she can communicate with them in Hokkien in spite of her youth and race.

Siti is firm about continuing her volunteering work after graduating from her Social Work degree as it has become a natural part of her life. It is extremely meaningful to Siti to continue reaching out to seniors and helping them to connect with useful resources. Based on Siti's experience, many seniors lack the awareness about social agencies that can provide support for them. As such, she sees great importance in spreading awareness about social agencies and community help for seniors.

Siti is most excited in seeing new volunteers join THK Aviators.



THK Aviators make a big difference to the lives we touch. Keep going strong and stay passionate about volunteering!

Ms Siti Nurfazirah,
an active THK Aviator.



STAYING "ALIVE" WITH VOLUNTEERING



Ms Chew Lee Meng was encouraged by her late brother to share her passion for line dancing and playing the ukulele.



A housewife, Lee Meng never thought of being a volunteer with **THK** Aviators. Her passion for line dancing moved her to teach at Residents' Committees in areas such as Yio Chu Kang and Kebun Baru Link. From one of her students at the Residents' Committees, Lee Meng learned about **THK** Aviators.

To date, Lee Meng has been conducting line dancing and basic ukulele lessons for seniors at **THK** SACs for over 2 years. Initially, Lee Meng struggled with teaching the seniors as most of them had no prior training in musical instruments and had issues focusing during lessons, due to their age and health status. Lee Meng persisted in volunteering with **THK** SACs as she knew how important it was for seniors to stay active with music as a powerful motivator.

Over time, Lee Meng explored new ways to teach the seniors line dancing and ukulele while guiding them to appreciate and enjoy music. Lee Meng acknowledges that many seniors did not have the luxury of being exposed to music during their younger days. This has made her more determined to provide seniors the opportunity to embrace music as a friend in their silver years.

It heartens Lee Meng immensely to see her senior students in **THK** SACs gain co-ordination of their motor skills in singing and dancing, a far cry from their early days where dance steps and ukulele musical notes were like Mount Everest to them. Indeed, such improvement and enjoyment of music would not have been possible, if not for Lee Meng's patience and creativity in engaging the seniors.

In spite of the uncertainties brought about by the COVID-19 pandemic, Lee Meng finds comfort and comradeship among her fellow **THK** Aviators who have selflessly contributed to various beneficiaries under the care of **THKMC**.

"It brings me priceless joy to see the seniors embracing and enjoying music. Having them look forward to my lessons makes me feel that all the time and efforts spent in structuring the lessons is so worthwhile. I am most encouraged to keep volunteering and making a difference to seniors in society."

Lee Meng shares that volunteering has kept her young at heart and in spirit. She hopes to continue as a **THK** Aviator for many more years to come to make a positive difference to the lives of seniors in the community. Lee Meng is most delighted to see new volunteers join **THK** Aviators as there is always greater power in strength.

“With more volunteers, **THKMC** beneficiaries will be able to smile from their hearts. There may be rough times when working with seniors and balancing your own commitments with volunteering work, but hang on and stay strong. Remember why you first embarked on this volunteering journey and keep going on. We are here to cheer each other on as we do good for others in our community.”



BAKE A SMILE



In a volunteer-driven initiative, 30 volunteers from **THK**'s outreach team and **THK** Island of Hope baking interest group were joined by **THKMC** board members Mr Koh Juay Meng and Ms Cheah Sheau Lan to bake up a storm.

The Bake A Smile event was organised in appreciation of all **THKMC** staff for their dedicated and unwavering efforts in supporting **THK** beneficiaries during the circuit breaker. A record number of 3,300 freshly baked muffins were delivered to 1,500 **THKMC** staff.



URBAN FARM WORKSHOPS BY VOLUNTEER COORDINATORS



Ms Tan Hui Min and Ms Tan Hui Shan, well-bonded in their love for urban farming

Twin sisters, Ms Tan Hui Min and Ms Tan Hui Shan, both urban farming enthusiasts, brought together a group of friends to organise over 20 urban farming workshops and training sessions for seniors and volunteers.

The Tan sisters, motivated by their desire to keep seniors healthy and active while sharing their love for urban farming, dived right into coordinating between administrators at **THK** Seniors Activity Centres (SACs), urban farming trainers and volunteers.

Through their efforts, more than 200 seniors and volunteers benefited from the urban farming workshops and training sessions.



CORPORATE VOLUNTEERS

SINGTEL – SENIORS GO DIGITAL



Singtel reached out to 5 **THK** SACs to sponsor various upgrades such as Wifi connections, Singtel TV ethnic content and tablets in support and facilitation of virtual engagement.

138 seniors across 5 **THK** SACs gained basic digital knowledge through the guidance of Singtel volunteers. Silver Workshops were organised and conducted by Singtel to guide seniors in using their smartphones. Virtual engagement sessions and digital budding sessions further served to boost seniors' confidence in the usage and acceptance of digital devices.



Singtel volunteers guiding seniors in the use of smartphones and basic digital knowledge

TEMASEK FOUNDATION - BED SET SPONSORSHIP



Between September and November 2020, 175 volunteers from Temasek Foundation were mobilised to deliver and distribute new bed frames and mattresses to seniors in need.

The volunteers flexed their muscles, braved through rain, worked tirelessly and battled bed bugs to complete their mission. With great determination, coordination and teamwork, the 175 volunteers delivered new bed frames and mattresses to 193 seniors in Beo Crescent.



Strong-willed volunteers delivering new bed sets to seniors in Beo Crescent

APEX CLUB OF SINGAPORE - MONTHLY DISTRIBUTIONS OF FOOD RATIONS



Volunteers from Apex Club of Singapore (City) dedicated their precious time and strength to distributing food rations to 40 seniors residing in rental blocks under the care of **THK** SAC @ Toa Payoh 31.

Seniors received a variety of household rations, ranging from toilet rolls, eggs, biscuits and fresh fruits over the months since the start of the Circuit Breaker.



*Apex Club of Singapore volunteers distributing food rations to seniors living in rental blocks under the care of **THK** SAC @ Toa Payoh 31*

ITE CENTRAL - URBAN FARMING SESSIONS



*ITE Central student volunteers guiding seniors from **THK** SACs to plant mint cuttings*

Student volunteers from ITE Central banded together to organise urban farming sessions for seniors from **THK** SACs.

Seniors were guided on the steps to plant mint cuttings and enjoyed their time chatting with the ITE Central student volunteers. Experiences were shared to bridge the generation gap and everyone had fun participating in a game of bingo.

Year Ahead

— Charity's Future Plans —



YEAR AHEAD

CHARITY'S FUTURE PLANS

STRATEGIC PLANS

To develop operational plans for the four Key Strategic Thrusts (KST):

- **KST 1 – Developing Our People**

Our people are our most valuable assets. We are committed to motivate and develop highly competent staff to be future leaders and bring **THKMC** to greater heights. We aspire to attract and nurture talents that make our organisation innovative, resilient and resourceful to weather changes and challenges. We aim to build a strong and cohesive culture, aligned with our shared core values.

- **KST 2 – Empowering Our Community**

We aim to provide people-centric care through collaborative networking by creating meaningful and positive experience. Through this approach, we set our clients on an experiential journey, where they will receive personalised and evidence-informed services that meet their needs.

- **KST 3 – Integrating Services, Leveraging Technology**

By integrating **THKMC**'s Services, we aim to provide seamless social support and health care services in enabling good client outcomes and experiences at the centre of everything we do. We endeavour to review the way that care and support is provided, so that clients and caregivers will be enabled to have a better quality of life, live healthier and lead more independent lives. We want to increase the value proposition for our clients through the use of technology and volunteers by providing integrated solutions that are intuitive with their care needs and support required as well as in the delivery of services.

- **KST 4 – Enhancing Governance and Sustainability**

To be trusted by all our stakeholders, we must be transparent, accountable, resilient, and sustainable. **THKMC** will further strengthen the governance system and develop a holistic Enterprise Risk Management (ERM) framework, as well as embracing the 3R (Reuse, Reduce & Recycle) practices on environmental sustainability.

KEY STRATEGIC GOALS SUPPORTING OUR FOUR KEY STRATEGIC THRUSTS (KST):



NEW INITIATIVES TO IMPROVE PROGRAMMES

INFO-COMMUNICATION AND DIGITALISATION

- Implemented new IT systems for Accounting and Human Resources as part of Business Process Re-Engineering.
- Implemented new Operation Management IT Systems for **THK** Therapy Services and **THK** Home Care & Home Help Services.
- Enhanced cyber security capabilities such as multiple factor authentication, unified end-point management system and network access control for perimeter control.

THK ELDERLY SERVICES DIVISION

- Introduced more innovative and motivational programmes to empower seniors in the community to age gracefully. Sporting activities, and virtual and mixed reality games were organised over the year to promote a healthy and active lifestyle among our seniors. Seniors were well-entertained through competitive sports, calligraphy programmes, and performing arts programmes. There were also simulated reality activities for seniors who were homebound or suffering from dementia.
- In preparation for our Seniors Activity Centres (SACs) to evolve into Active Ageing Centres (AACs), our employees have been sent for a series of formal and on-the-job training courses.
- We successfully rolled out the pilot phase of our Integrated Geriatric Care Model (IGCM) in MacPherson. The IGCM leverages on the wide range of services and capabilities across **THKMC**'s divisions to provide integrated and superior care for our seniors.
- We identified Beo Crescent (Central) and Ang Mo Kio (North) for possible IGCM pilot phase rollouts in the next financial year.

THK HOME CARE SERVICES DIVISION

- We introduced the One Touch Point and Region-based assistance to allow clients to receive help more efficiently. The One Touch Point is a communication platform allowing employees across different teams to collaborate in providing services to our clients. With the Region-based assistance initiative, clients are attended to by the nearest team in support of speedy service delivery.
- To optimise our resources, we empowered our Seniors Activity Centres (SACs) to value add and better support our clients through initiatives such as having Nursing Posts in selected SACs.
- Over the year, we introduced cross-training and cross-deployment programmes for our employees to maximise our care efforts for clients. Through these programmes, we aim to increase our employees' capabilities while ensuring flexibility in service provision during high service demand times.

THK FAMILY SERVICES DIVISION

- The five Family Service Centres (FSCs) under **THK** FSD banded together to propose a mobile library, an initiative designed to support literacy growth among children through a Mobile Outreach Vehicle approach. The details are still under discussion with plans to launch in the next financial year.
- Ground-Up Initiatives (GUI) has seen great ideas and resounding success. With its core tenet, “By the Community, For the Community”, GUI has helped to strengthen community resilience and created a more caring neighbourhood in various areas. The pilot run of the GUI Competition was conducted to amazing success through **THK** FSC @ Bukit Panjang’s “BP Cares” movement. Seed funding and mentoring was provided to GUI participants to support community ownership and the exchange of skills and experience.
- **THK** FSD conducted a series of Mindfulness-based Cognitive Therapy (MBCT) sessions for young adults with depressive symptoms. MBCT is an evidence-based treatment that combines Cognitive-Behavioural Therapy (CBT) with mindfulness techniques such as meditation and breathing exercises. MBCT builds greater self-awareness of one’s thoughts, feelings and body sensations to better balance and enhance one’s overall quality of life.
- **THK** FSC conducted Intensive Case Management (ICM) group work for parents with children aged 7 to 12. Participants gained positive and effective parenting skills through the ICM group work, while having a safe environment to share their feelings and experiences. Through the group work, participants learned priceless skills on emotional management to enhance their parenting skills and improve the quality of their family life.
- **THK** FSD currently has 12 group work initiatives complementing the casework and counselling efforts. Group work serves to build a more holistic intervention for clients and is an effective means of outreach to the public.
- **THK** Centre for Family Harmony (CFH) @ Commonwealth introduced a new counselling service for couples contemplating divorce. The Centre embarked on a new paperless case management process with expected completion in the next financial year. Currently, the Centre is consolidating its support groups and children’s programmes with the goal of creating a more holistic and family-oriented flow of programmes.

THK HOMES FOR DISABLED SERVICES DIVISION

- The **THK** Home for Disabled Adults @ Chai Chee conducted a range of in-house programmes for residents that complied with COVID-19 measures. The team brainstormed on how to keep residents engaged and had to be creative to overcome the challenges placed on them by measures such as social distancing.
- The **THK** Autism Centre @ Geylang Bahru launched a division-wide project named Stratification to assess and classify clients into different tiers based on the support level required. Stratification aims to ensure that adequate manpower, resources and activities are dedicated to each tier, so that our support can be more closely aligned with our clients’ needs and abilities.

NEW PROGRAMMES IN THE PIPELINE

THK FAMILY SERVICES DIVISION

- A series of workshops will be conducted in the next financial year to support family bonding, mental wellness and financial management.
 - Family Bonding (My Family My Circle of Strength, Bonding Families, Family Dialogues, Positive Parenting, The Family’s Recipe).
 - Mental Wellness (Managing Stress, Managing Emotions).
 - Financial Management (Where Did My Money Go?).
- Plans are underway to develop a new mobile application or QR Code for participants to register for workshops easily.
- Publicity materials for the Centres for Family Harmony (CFHs) will be drafted and printed to increase public awareness of **THK** CFHs and the services provided.
- Employees of **THK** CFH @ Commonwealth will undergo specialist training and supervision in divorce support services and child therapy services in the next financial year in a committed effort by the Centre to groom more specialists in the two areas.
- **THK** CFH @ Commonwealth is embarking on an exploratory co-parenting study and an evaluative study on the Mandatory Parenting Programme (MPP) for divorce support. Target timeline for publishing of both studies is in Q1 2022.
- **THK** CFH @ Circuit will be reaching out to targeted preschools; school counsellors and allied educators from Ministry of Education (MOE) schools in Taman Jurong and Boon Lay; Social Service Agencies (SSAs) in Taman Jurong and Boon Lay; as well as parent support groups to better support parents and equip them with positive parenting skills.
- **THK** FSD plans to increase its pool of volunteers through empowerment opportunities, targeted road shows, regular volunteer interaction and training opportunities for volunteers.
- **THK** FSD looks forward to encourage increased community bonding through the Neighbour Cares Programme, which supports low-income families, vulnerable children and seniors within Boon Lay.
- SG Cares and the Volunteer Centre @ Boon Lay will work with MOE schools and institutes of higher learning to develop values in action (VIA) projects that are meaningful and benefits both the recipients and the student volunteers. This will allow the Volunteer Centre @ Boon Lay to effectively identify key areas of need in the community, and align the identified needs to the schools’ interests and abilities to amplify the social impact to residents in Boon Lay.
- **THK** FSD will be collaborating with Community Link (ComLink), the Uplifting Pupils in Life and Inspiring Families Taskforce (UPLIFT), Residents’ Committees (RCs) and Neighbourhood Committees (NCs) to mobilise volunteers in support of their programmes.

THK HUMAN RESOURCE DIVISION

- **THK** HR will be working closely with the other divisions in the organisation to develop the Career Progression Pathway and Training Road for individual job families in **THKMC**.
- **THK** HR is embarking on a compensation and benefit benchmarking project with an external consultant to review the current compensation package and employment benefits offered to employees. This project will support **THKMC** in staying competitive as an employer and boost our ability to attract and retain talents.
- We will be implementing a mentoring framework across the divisions to further develop and grow our employees.
- In our continued efforts to build a cohesive and collaborative one-**THKMC** workforce, we will be conducting an Employee Engagement Survey to gain feedback and hear the sentiments of our employees.

THK HOMES FOR DISABLED SERVICES DIVISION

- The **THK** Home for Disabled Adults @ Chai Chee looks forward to reinstating programmes and activities conducted by external providers in the next financial year. The Home seeks more collaborations related to art and music learning, while working with volunteers and new community partners to organise a diverse range of activities for its residents.
- The **THK** Autism Centre @ Geylang Bahru will be setting up activity-specific programmes such as art and pottery in a specialised and conducive environment on site. This will allow clients to explore various learning activities and also discover their interests and talents.

THK EIPIC Services Division

- **THK** EIPIC is exploring various technological solutions to enhance our service provision.
- Body cameras and tablets will be helpful in supporting caregivers in embedding learning for their children in the home environment. The video recordings or live observations will allow our team of professionals to observe the interaction between child and caregiver to better understand child's needs and support the caregivers with strategies based on home context. The tablets would be helpful to facilitate virtual coaching sessions to empower caregivers.
- **THK** EIPIC is setting up a Learning Management System (LMS) as a one-stop virtual platform to support and empower caregivers. It will be an interactive learning platform with various learning resources and materials to enhance and support the children's learning and developmental needs.

- In our continuous efforts to enhance our Ecological Transition Framework, **THK** EIPIC will continue to reach out and build collaborative partnerships with preschools and primary schools by learning from one another, sharing knowledge and skills through workshops, as well as sharing useful resources and tips in supporting children's learning and development.
- In response to the ongoing COVID-19 situation, **THK** EIPIC will explore ways to bring our annual children's Art Exhibition online. This will allow our children to showcase their creativity and their unique artistic expressions on a safe platform for public viewing.

PLANS TO UPGRADE SERVICE DELIVERY

INFO-COMMUNICATION AND DIGITALISATION

- **THKMC** will transition from wifi to cloud-based solutions at our facilities over the next three years.

THK THERAPY SERVICES DIVISION

- **THK** TSD will be embarking on a Back-to-Basics project, funded by the National Council of Social Services (NCSS) to digitalise case and knowledge management in a continuous effort to improve divisional productivity.

THK HUMAN RESOURCE DIVISION

- **THK** HR will be rolling out the remaining four modules of its upgraded HR IT System: Learning Management System, Attendance Management System, Performance Appraisal and Recruitment System and Management System.

THK HOMES FOR DISABLED SERVICES DIVISION

- **THK** Home for Disabled Adults @ Chai Chee will be undergoing renovation and maintenance work in Q3 and Q4 2021. Important issues such as lighting, waterproofing and fire safety will be addressed to allow the Home to provide a safe and healthy environment for all employees and residents. Overall cleaning and repainting will freshen up the Home to make it more conducive and comfortable for residents.
- **THK** Pan-Disability Centre @ Eunos will be undergoing renovation and maintenance work in Q3 and Q4 2021. The Centre will be rejuvenated to include an in-house bakery for our Baking trainees and a mock-up of a 1-room HDB flat for our Housekeeping trainees to practise their janitorial duties. These and other enhancements would strengthen the Centre's training capacity, widen the learning pathway for our trainees, and allow the Centre to link up with more job providers to secure employment for our graduates.

THK EIPIC Services Division

- The **THK** EIPIC Centre @ Tampines will be undergoing renovation and maintenance work in Q4 2021, subject to ECDA funding approval. The Centre has already kickstarted the design process with our appointed architect. The current space was originally designed to house 80 children but enrolment has consistently exceed 100. Expanding the space at the Centre would enable us to serve more children, and support those who require early intervention support.

CHARITY'S COMMITMENTS

PLANNED CAPITAL EXPENDITURE

- Cyclical maintenance and renovation at **THK** Pan-Disability Centre @ Eunos, **THK** Home for Disabled Adults @ Chai Chee and **THK** EIPIC Centre @ Tampines amounting to about \$3.02 million.
- New IT devices and systems implementation amounting to about \$1.12 million.

CAPACITY UPGRADING

- The **THK** Family Service Centre (FSC) @ Tanjong Pagar is expanding its facilities with a new satellite office at the void deck of Block 105 Jalan Bukit Merah with the support of the Ministry of Social and Family Development. Clients will benefit from the greater convenience and the additional facilities. With two counselling rooms, an activity room and a meeting room, our staff will have the flexibility of conducting large programmes as well as small-scale ones. The satellite office is slated to open in Q2 2021.

NEW CENTRE

- **THK** TSD will be opening a new Day Rehab Centre in Bukit Timah. Therapy Space @ Bukit Timah will be located in the Bukit Timah Community Centre, with funding from the Ministry of Health. The opening of the Centre will allow **THK** TSD to reach out to clients in the western region of Singapore.

CONTACT US

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Singapore 797539
Tel: 6513 9321

COMMUNITY HOSPITAL 社区医院

Ang Mo Kio-
Thye Hua Kwan Hospital
宏茂桥-太和观医院
17 Ang Mo Kio Avenue 9
Singapore 569766
Tel: 6453 8033

NURSING HOME 疗养院

THK Nursing Home @ Hougang
太和观疗养院@后港
48 Hougang Avenue 8
Singapore 538793
Tel: 6812 9840

THK Nursing Home
Home Care Services
太和观疗养院
家务助理服务
48 Hougang Avenue 8
Singapore 538793
Tel: 6841 2128

THK Senior Care Centre
@ Kaki Bukit
太和观乐龄护理中心(加基武吉)
Blk 534 Bedok North Street 3
#01-814 Singapore 460534
Tel: 6241 1808

TCM & WESTERN CLINICS 中西医施诊所

THK Free Clinic (Western Medical)
@ MacPherson
太和观西医施诊所(麦波申)
Blk 91 Paya Lebar Way
#01-3023 Singapore 370091
Tel: 6741 4255

THK TCM Medical Clinic
(Ang Mo Kio)
太和观中医药中心(宏茂桥)
17 Ang Mo Kio Avenue 9
Singapore 569766
Tel: 6450 6172

THK TCM Medical Centre
(Taman Jurong)
太和观中医药中心(达曼裕廊)
Blk 337 Tah Ching Road
#01-01 Singapore 610337
Tel: 6795 1185

THERAPY SERVICES 治疗服务

THK Therapy Hub
太和观治疗中心
150A Mei Chin Road
#02-01 Singapore 140150
Tel: 6471 4270

THK Children Therapy Centre
@ Queenstown
太和观儿童治疗中心(女皇镇)
150A Mei Chin Road
#02-01 Singapore 140150
Tel: 6471 4270

THK Children Therapy Centre
@ MacPherson
太和观儿童治疗中心(麦波申)
Blk 121 Paya Lebar Way
#01-2859 Singapore 381121
Tel: 6805 9480

REHABILITATION & WELLNESS CENTRES 康复健中心

THK Day Rehabilitation Centre
@ Ang Mo Kio 257
太和观日间康复中心(宏茂桥257)
Blk 257 Ang Mo Kio Avenue 4
#01-67 Singapore 560257
Tel: 6459 9139

THK Therapy Space
@ Bukit Timah
太和观康复间(武吉知马)
20 Toh Yi Drive, Bukit Timah
Community Club, #04-01
Singapore 596569
Tel: 6655 3246

DISABILITY SERVICES 残疾服务

THK Home For Disabled
@ Eunos
太和观儿童迟钝院(友诺士)
THK Hostel For Disabled
@ Eunos
太和观迟钝宿舍(友诺士)
THK Home For Disabled Adults
@ Eunos
太和观成人迟钝院(友诺士)
20 Jalan Eunos
Singapore 419494
Tel: 6745 9926

THK Home For Disabled Adults
@ Chai Chee & Day Activity Centre
太和观迟钝院与
太和观日间活动中心(菜市)
2 Chai Chee Lane
Singapore 469030
Tel: 6441 7640

THK Home for Disabled
@ Sembawang
太和观成人静养院(三巴旺)
7 Sembawang Walk
Singapore 756977
Tel: 6208 8128

THK Pan-Disability Centre
@ Eunos
太和观残疾人服务(友诺士)
Blk 3 Eunos Crescent
#01-2577 Singapore 400003
Tel: 6846 1171

THK Autism Centre
@ Geylang Bahru
太和观自闭症中心(芽笼峇鲁)
Blk 72 Geylang Bahru
#01-3018 / 3032
Singapore 330072
Tel: 6906 7106

HOMES FOR DESTITUTE 福利院

THK Moral Welfare Home
德教慈善院
301 Henderson Road
Singapore 108931
Tel: 6273 2239

THK Angsana Home
@ Pelangi Village
德教安善福利院
14 Buangkok Green
Singapore 539755
Tel: 6489 8707

ELDERLY SERVICES 乐龄服务

THK Active Ageing Centre
@ Ang Mo Kio 645
太和观活跃乐龄站
(宏茂桥645)
Blk 645 Ang Mo Kio Avenue 6
#01-4937 Singapore 560645
Tel: 6554 7298

THK Active Ageing Centre
@ Boon Lay
太和观活跃乐龄站(文礼)
Blk 190 Boon Lay Drive
#01-242 Singapore 640190
Tel: 6264 3455

THK Active Ageing Centre
@Toa Payoh 15
太和观活跃乐龄站
(大巴窰15)
Blk 15 Lorong 7 Toa Payoh
#01-579 Singapore 310015
Tel: 6251 6504

THK Active Ageing Centre
@ Bedok Radiance
太和观活跃乐龄站(勿洛)
Blk 12 Bedok South Avenue 2
#01-610 Singapore 460012
Tel: 6242 2483

THK Active Ageing Centre
@ Beo Crescent
太和观活跃乐龄站(庙湾)
Blk 44 Beo Crescent
#01-67 Singapore 160044
Tel: 6376 3023

THK Active Ageing Centre
@ Taman Jurong
太和观活跃乐龄站
(达曼裕廊)
Blk 337 Tah Ching Road
#01-01 Singapore 610337
Tel: 6795 1185

THK Indus Moral CARE
太和观乐龄活动中心(印度士)
Blk 79 Indus Road
#01-451 Singapore 161079
Tel: 6276 3283

THK Seniors Activity Centre
@ Ang Mo Kio 257
太和观乐龄活动中心
(宏茂桥257)
Blk 257 Ang Mo Kio Avenue 4
#01-67 Singapore 560257
Tel: 6459 9139

THK Seniors Activity Centre
@ Ang Mo Kio 208
太和观乐龄活动中心
(宏茂桥208)
Blk 208 Ang Mo Kio Avenue 1
#01-1019 Singapore 560208
Tel: 6456 2611

THK Seniors Activity Centre
@ Bukit Merah View
太和观乐龄活动中心(红山景)
Blk 118 Bukit Merah View
#02-101 Singapore 150118
Tel: 6276 4761

THK Seniors Activity Centre
@ Henderson (Satellite 93)
太和观乐龄活动中心(亨德申)
Blk 93 Henderson Road
#01-210 Singapore 150093
Tel: 6273 8291

THK Seniors Activity Centre
@ Kaki Bukit
太和观乐龄活动中心(加基武吉)
Blk 509B Bedok North
Street 3 #02-157
Singapore 462509
Tel: 6241 6691

THK Seniors Activity Centre
@ MacPherson
太和观乐龄活动中心(麦波申)
Blk 90 Pipit Road #01-103
Singapore 370090
Tel: 6745 6696

THK Seniors Activity Centre
@ Telok Blangah Crescent
太和观乐龄活动中心
(直落布兰雅弯)
Blk 3 Telok Blangah Crescent
#01-504 Singapore 090003
Tel: 6276 1216

THK Seniors Activity Centre
@ Toa Payoh 31
太和观乐龄活动中心
(大巴窰 31)
Blk 31 Lorong 5 Toa Payoh
#01-663 Singapore 310031
Tel: 6250 3827

THK Seniors Activity Centre
@ Cassia
太和观乐龄活动中心(加西雅)
Blk 52 Cassia Crescent
#01-155 Singapore 390052
Tel: 6917 2507

THK Seniors Activity Centre
@ Fengshan 101
太和观乐龄活动中心(凤山 101)
Blk 101 Bedok North
Avenue 4 #01-1958
Singapore 460101
Tel: 6208 2653

THK Seniors Activity Centre
@ Fengshan 114
太和观乐龄活动中心(凤山 114)
Blk 114 Bedok North Street 2
#01-240 Singapore 460114
Tel: 6245 6993

THK Seniors Activity Centre
@ Bukit Batok East
太和观乐龄活动中心
(武吉巴督东)
Blk 235 Bukit Batok East
Avenue 5 #01-21
Singapore 650235
Tel: 6566 5303

THK Seniors Activity Centre
@ Chong Pang
太和观乐龄活动中心(忠邦)
Blk 131 Yishun Street 11
#01-235 Singapore 760131
Tel: 6690 0110

THK Chong Pang
Wellness Centre
太和观忠邦保健中心
Blk 131 Yishun Street 11
#01-237 Singapore 760131
Tel: 6690 0114

THK Young at Heart
太和观心不老
Blk 650 Ang Mo Kio Street 61
#01-09 Yio Chu Kang Vista
Singapore 560650
Tel: 6556 4833

THK CREST @ Central
(Beo Crescent)
太和观邻里咨询小组(中区)
Blk 44 Beo Crescent
#01-57 Singapore 160044
Tel: 6924 2951

THK Seniors Group Home
@ Pipit
太和观乐龄合居之家(比笔路)
Blk 93 Paya Lebar Way
#01-3057 Singapore 370093
Tel: 6846 1228

THK Seniors Group Home
@ Ang Mo Kio 257
太和观乐龄合居之家
(宏茂桥257)
Blk 257 Ang Mo Kio Avenue 4
#01-67 Singapore 560257
Tel: 6926 5329

THK Seniors Group Home
@ Indus
太和观乐龄合居之家(印度士)
Blk 79 Indus Road #01-451
Singapore 161079
Tel: 6276 3283

THK Social Service Hub
@ Chinatown Point
太和观社会服务中心(唐城坊)
133 New Bridge Road
#04-04 Chinatown Point
Singapore 059413
Tel: 6589 0690

THK Cluster Support
@ Ang Mo Kio
太和观乐龄社区支援服务(宏茂桥)
Blk 650 Ang Mo Kio Street 61
#01-09 Yio Chu Kang Vista
Singapore 560650
Tel: 6556 4833

THK Cluster Support
@ Bukit Merah
太和观乐龄社区支援服务(红山)
Blk 44 Beo Crescent #01-57
Singapore 160044
Tel: 6924 2951

THK Cluster Support
@ Geylang
太和观乐龄社区支援服务(芽笼)
Blk 93 Paya Lebar Way
#01-3057 Singapore 370093
Tel: 6846 1228

THK Cluster Support
@ Bedok
太和观乐龄社区支援服务(勿洛)
Blk 13 Bedok South Road
#01-625 Singapore 460013
Tel: 6241 8171

CARE CLOSE TO HOME PROGRAMME 邻里关怀居家护理

THK Care Close to Home (C2H)
@ Ang Mo Kio 257
太和观邻里关怀居家护理
(宏茂桥257)
Blk 257 Ang Mo Kio Avenue 4
#01-67 Singapore 560257
Tel: 6926 5329

THK Care Close to Home (C2H)
@ Beo Crescent
太和观邻里关怀居家护理(庙湾)
Blk 44 Beo Crescent #01-57
Singapore 160044
Tel: 6924 0375

THK Care Close to Home (C2H)
@ Bedok Radiance
太和观邻里关怀居家护理(勿洛)
Blk 13 Bedok South Road
#01-625 Singapore 460013
Tel: 6241 8171

THK Care Close to Home (C2H)
@ MacPherson
太和观邻里关怀居家护理
(麦波申)
Blk 90 Pipit Road #01-103
Singapore 370090
Tel: 6917 3162

THK Care Close to Home (C2H)
@ Telok Blangah Crescent
太和观邻里关怀居家护理
(直落布兰雅弯)
Blk 4 Telok Blangah Crescent
#01-460 Singapore 090004
Tel: 8822 3155

COMMUNITY BEFRIENDING PROGRAMME 社区友伴计划

THK Community Befriending
Programme (Boon Lay)
太和观社区友伴计划(文礼)
Blk 190 Boon Lay Drive #01-242
Singapore 640190
Tel: 6246 6065

THK Community Befriending
Programme (MacPherson)
太和观社区友伴计划(麦波申)
93 Paya Lebar Way #01-3057
Singapore 370093
Tel: 6846 1228

THK Community Befriending
Programme (Toa Payoh / Chong
Pang / Yio Chu Kang)
太和观社区友伴计划
(大巴窰 / 忠邦 / 杨厝港)
Blk 650 Ang Mo Kio Street 61
#01-09 Yio Chu Kang Vista
Singapore 560650
Tel: 6556 4833

THK Community Befriending
Programme (Taman Jurong)
太和观社区友伴计划(达曼裕廊)
Blk 337 Tah Ching Road
#01-01 Singapore 610337
Tel: 6795 1185

All are Welcome to See Us!

☎ 如您有任何问题, 请随时致电我们或请移步以下的服务中心进行咨询

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THK Community Befriending Programme (Bukit Batok East)
太和观社区友伴计划
(武吉巴督东)
Blk 235 Bukit Batok East
Avenue 5 #01-21
Singapore 650235
Tel: 6566 5303

DROP-IN DISABILITY PROGRAMME
成人残疾者临时托管计划

THK Drop-in Disability Programme @ Ang Mo Kio 645
太和观成人残疾者临时托管计划
(宏茂桥645)
Blk 645 Ang Mo Kio Avenue 6
#01-4937 Singapore 560645
Tel: 6554 7298

THK Drop-in Disability Programme @ Telok Blangah Crescent
太和观成人残疾者临时托管计划
(直落布兰雅弯)
Blk 3 Telok Blangah Crescent
#01-504 Singapore 090003
Tel: 6276 1216

THK Drop-in Disability Programme @ MacPherson
太和观成人残疾者临时托管计划
(麦波申)
Blk 90 Pipit Road #01-103
Singapore 370090
Tel: 6745 6696

THK Drop-in Disability Programme @ Bedok Radiance
太和观成人残疾者临时托管计划
(勿洛)
Blk 12 Bedok South Avenue 2
#01-610 Singapore 460012
Tel: 6242 2483

HOME CARE SERVICES
居家护理服务

THK Home Health Services
太和观居家医疗服务
THK Home Personal Care Services
太和观居家个人照料
THK Interim Caregiver Services
太和观短暂看护服务
Blk 131 Yishun Street 11
#01-235 Singapore 760131
Tel: 6690 0110

HOME HELP SERVICES (EAST & WEST)
家务助理服务 (东部 & 西部)

THK Meals on Wheels
太和观膳食派送

THK Medical Escort & Transport Services
太和观医疗陪诊及护送服务

East Region Team
东部团队
Blk 160 Paya Lebar Road #02-03
Singapore 409022
Tel: 6242 8103 / 6589 0694

West Region Team
西部团队
Blk 152 Mei Ling Street
#01-08 Singapore 140152
Tel: 6473 6113 / 6589 0694

MEAL CENTRES
膳食中心

THK Free Meal Centre @ Telok Blangah Crescent
太和观免费膳食中心
(直落布兰雅弯)
Blk 4 Telok Blangah Crescent
#01-500 Singapore 090004
Tel: 6270 9443

THK Free Meal Centre @ Toa Payoh
太和观免费膳食中心 (大巴窰)
Blk 31 Lorong 5 Toa Payoh
#01-663 Singapore 310031
Tel: 6250 3827

THK Free Meal Centre @ MacPherson
太和观免费膳食中心 (麦波申)
Blk 91 Paya Lebar Way
#01-3023 Singapore 370091
Tel: 6741 4255

THK Indus Moral CARE (Subsidised meals)
太和观乐龄活动中心 (印度士)
(餐食补贴)
Blk 79 Indus Road #01-451
Singapore 161079
Tel: 6276 3283

FAMILY SERVICES
家庭服务

THK Family Service Centre @ Bedok North
太和观家庭服务中心 (勿洛北)
Blk 554 Bedok North Street 3
#01-241 Singapore 460554
Tel: 6449 1440

THK Family Service Centre @ MacPherson
太和观家庭服务中心 (麦波申)
Blk 91 Paya Lebar Way
#01-3023 Singapore 370091
Tel: 6741 4255

THK Family Service Centre @ Tanjong Pagar
太和观家庭服务中心 (丹戎巴葛)
Blk 18 Jalan Membina #04-01
Singapore 164018
Tel: 6270 6711

THK Family Service Centre @ Jurong
太和观家庭服务中心 (裕廊)
Blk 183B Boon Lay Avenue
#01-716 Singapore 642183
Tel: 6716 9466

THK Family Service Centre @ Bukit Panjang
太和观家庭服务中心 (武吉班让)
Blk 139 Petir Road #01-448
Singapore 670139
Tel: 6767 1740

THK Centre For Family Harmony @ Circuit
太和观家和中心 (循环路)
Blk 37 Circuit Road #02-455
Singapore 370037
Tel: 6747 7514

THK Centre For Family Harmony @ Commonwealth
太和观家和中心 (联邦通道)
Blk 54 Commonwealth Drive
#01-566 Singapore 142054
Tel: 6357 9188

SG Cares Volunteer Centre @ Boon Lay
文礼关爱新加坡义工综合中心
Blk 183B Boon Lay Avenue
#01-716 Singapore 642183
Tel: 6716 9466

CHILDREN SERVICES
儿童服务

THK Development Support and Learning Support Programme (THK DS-LS)
太和观启发补助计划和学习辅助计划
313 Ang Mo Kio Avenue 3
#01-2322 Singapore 560313
Tel: 6499 9379

THK EIPIC Centre @ Choa Chu Kang
太和观婴儿与幼儿早期介入计划
(蔡厝港)
Blk 606 Choa Chu Kang Street 62
#01-139 Singapore 680606
Tel: 6762 9125

THK EIPIC Centre @ Woodlands
太和观婴儿与幼儿早期介入计划
(兀兰)
Blk 716 Woodlands Drive 70
#01-124 Singapore 730716
Tel: 6362 2483

THK EIPIC Centre @ Tampines
太和观婴儿与幼儿早期介入计划
(淡滨尼)
Blk 424 Tampines Street 41
#01-188 Singapore 520424
Tel: 6783 5338

THK EIPIC Centre @ Ang Mo Kio
太和观婴儿与幼儿早期介入计划
(宏茂桥)
Blk 313 Ang Mo Kio Avenue 3
#01-2322 Singapore 560313
Tel: 6499 9379

THK Super Talent Childcare (Membina)
太和观超智托儿所 (孟比那)
Blk 18 Jalan Membina
#03-01 / 02 Singapore 164018
Tel: 6276 4243

THK Super Talent Childcare (MacPherson 122)
太和观超智托儿所 (麦波申122)
Blk 122 Paya Lebar Way
#01-2903 Singapore 381122
Tel: 6844 3550

THK Super Talent Childcare (MacPherson 93)
太和观超智托儿所 (麦波申93)
Blk 93 Paya Lebar Way
#01-3039 Singapore 370093
Tel: 6741 8359

THK Super Talent Childcare (Ang Mo Kio)
太和观超智托儿所 (宏茂桥)
Blk 218 Ang Mo Kio Avenue 1
#01-925 Singapore 560218
Tel: 6552 1058

THK Super Talent Student Care Centre (Bukit Panjang)
太和观超智学童托管中心
(武吉班让)
Blk 141 Petir Road #01-270
Singapore 670141
Tel: 6767 1770

THK Super Talent Student Care Centre (Punggol Walk)
太和观超智学童托管中心
(榜鹅径)
Blk 213C Punggol Walk
#01-781 Singapore 823213
Tel: 6443 1218

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**THYE HUA KWAN
MORAL CHARITIES LIMITED**

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