



**THYE HUA KWAN**  
**MORAL CHARITIES LTD**



# Celebrating a Collective Milestone

Annual Report 2021-2022

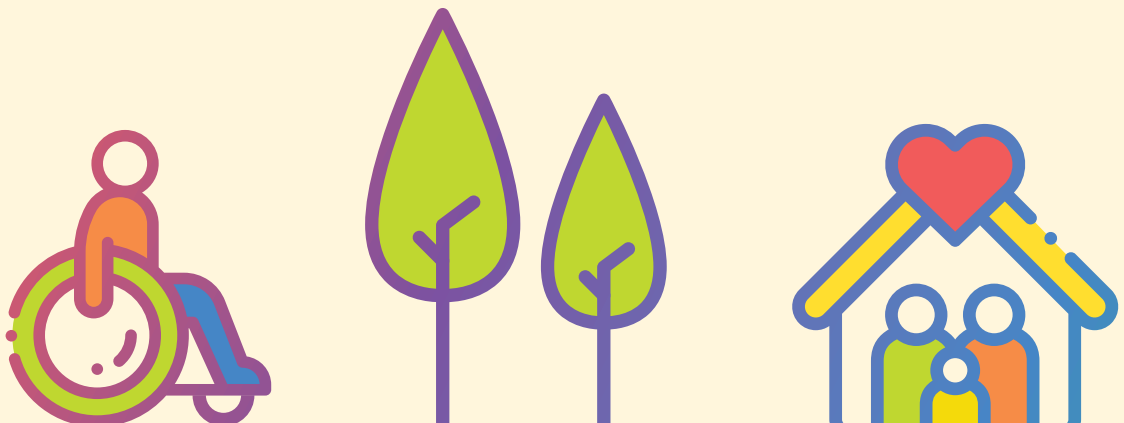


# THKMC started out with a mission ten years ago.

This passion-filled journey that traces back to 2011 is one where we respect and empower people regardless of their race, colour, creed, language, culture and religion.

**2011**

- Thye Hua Kwan Moral Charities (**THKMC**) was incorporated, merging nine IPCs consisting of about thirty social services and five Seniors Activity Centres (SACs) under our parent company **THK** Moral Society



## 2012

- **THK** Seniors Group Home @ Pipit
- **THK** EIPIC Centre @ Ang Mo Kio
- **THK** EIPIC Centre @ Tampines
- **THK** SAC @ Toa Payoh
- **THK** SAC @ Ang Mo Kio 645 (now known as **THK** AAC @ Ang Mo Kio 645)
- **THK** SAC @ Ang Mo Kio 257 (now known as **THK** AAC @ Ang Mo Kio 257)

## 2013

- **THK** Home Care Services
- **THK** Social Service Hub @ Bukit Batok East (now known as **THK** SAC @ Bukit Batok East)
- **THK** Problem Gambling Recovery Centre (ceased)
- **THK** Cluster Support
- **THK** CREST @ Bedok (ceased)
- **THK** CREST @ North (ceased)
- **THK** CREST @ Central (Beo Crescent)
- **THK** Chong Pang Social Service Hub (now known as **THK** SAC @ Chong Pang)
- **THK** Seniors Services @ Taman Jurong (now known as **THK** AAC @ Taman Jurong)

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# That mission has not changed today.

When unifying values underpin a shared purpose, every day is meaningful and enriching – for us and the people whose lives we touch.



## 2014

- **THK** Day Rehabilitation Centre @ Ang Mo Kio 257
- **THK** SAC @ Ang Mo Kio 208 (now known as **THK** AAC @ Ang Mo Kio 208)

## 2015

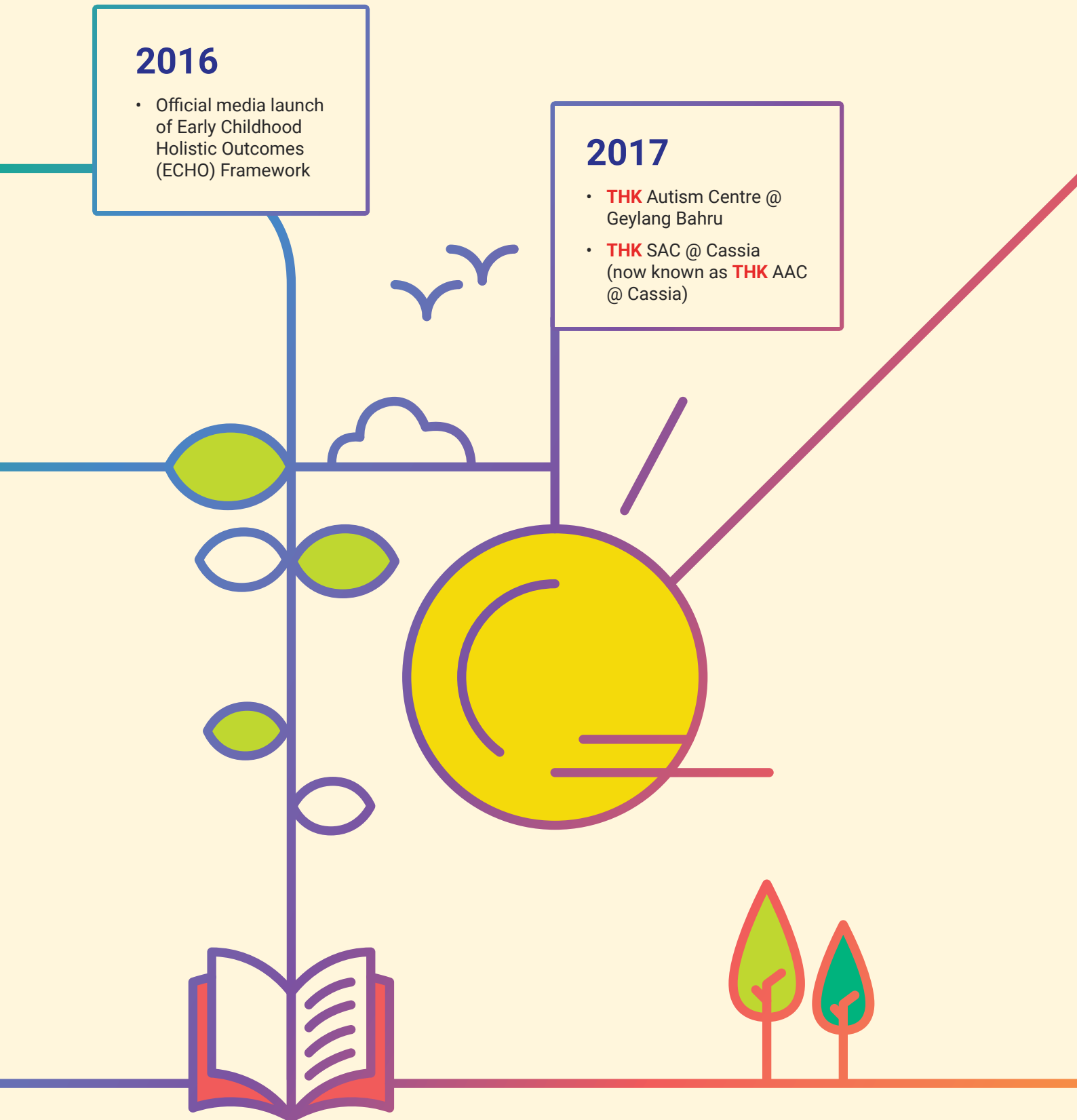
- **THK** Divorce Support Specialist Agency (now known as FAM@FSC (Thye Hua Kwan CFH – Commonwealth))
- **THK** SAC @ Beo Crescent (now known as **THK** AAC @ Beo Crescent)
- **THK** Children Therapy Centre @ MacPherson
- **THK** Seniors Group Home @ Ang Mo Kio 257
- **THK** Seniors Group Home @ Indus
- **THK** Young At Heart
- Launch of **THK** Aviators by the Volunteer Management Unit

## 2016

- Official media launch of Early Childhood Holistic Outcomes (ECHO) Framework

## 2017

- **THK** Autism Centre @ Geylang Bahru
- **THK** SAC @ Cassia (now known as **THK** AAC @ Cassia)

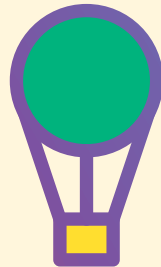


# We will push on with our mission tomorrow.

Through rallying like-minded people with the same passion to join us, we are confident of making good advance forward as One **THK**.

## 2018

- Launch of **THK** Paddy Project
- Launch of **THK** Craft of Hope



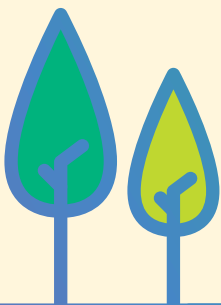
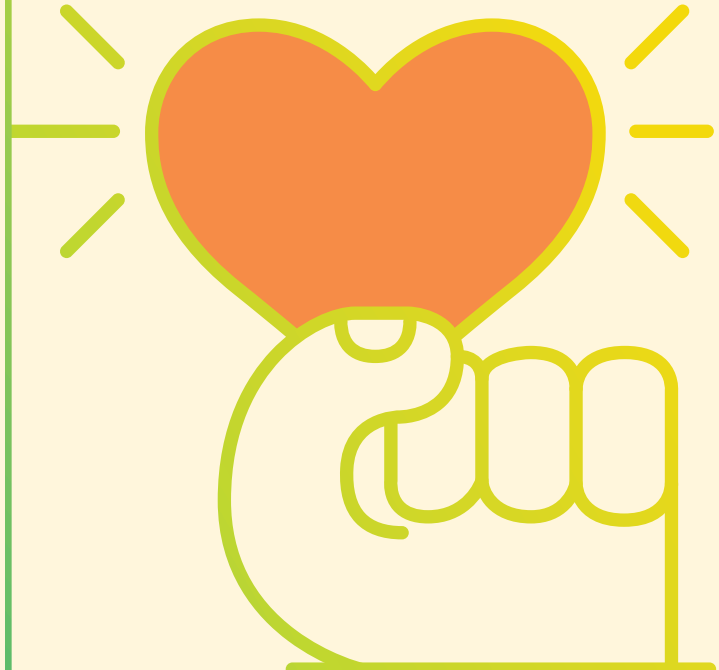
## 2019

- Launch of SG Cares Volunteer Centre @ Boon Lay



## 2021

- **THKMC** 10<sup>th</sup> Anniversary Celebrations
- Launch of Race to Raise Fundraiser
- Launch of Bakery Programme at **THK** Pan-Disability Centre @ Eunos
- **THK** Home Care Services awarded National Healthcare Innovation & Productivity (HIP) Award
- **THK** Therapy Space @ Bukit Timah
- Launch of Research Unit at **THK** Early Intervention for Children (EIC) Services
- Launch of Research Unit at **THK** Family Services
- **THKMC** is the first Social Service Agency (SSA) to achieve nine tripartite standards under the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP)



# About Us

## An Overview of THKMC

Thye Hua Kwan Moral Charities (THKMC) Limited was incorporated on 13 October 2011 under the Charities Act (Chapter 37) as a charity. We achieved an IPC (Institution of a Public Character) status on 18 November 2011.

### Unique Registration Number (UEN)

2011307733

### Registered Address

1 North Bridge Road  
#03-33 High Street Centre  
Singapore 179094

### Banker

Oversea-Chinese Banking  
Corporation Limited

### Auditor

KPMG LLP



## Our Vision

One THK, Empowering  
the Community

## Our Mission

We help anyone who needs  
help with full respect to his or  
her race, colour, creed,  
language, culture and religion.

## Core Values

- H**umanity
- E**mpathy
- A**ccountability
- R**espect
- T**eamwork





## Our Services

### For Elderly and Sick



#### Elderly Services

- 15 **THK** Active Ageing Centres (AACs)
- 5 **THK** Seniors Activity Centres (SACs)
- 4 **THK** Cluster Support
- 3 **THK** Seniors Group Homes
- **THK** Chong Pang Wellness Centre
- **THK** Community Resource, Engagement and Support Teams (CREST)
- **THK** Young At Heart



#### Home Care Services

- **THK** Home Health Services
- **THK** Home Help Services
- **THK** Home Personal Care Services
- **THK** Interim Caregiver Services
- **THK** Meals on Wheels (MOW)
- **THK** Medical Escort & Transport Services
- **THK** Care Close to Home (C2H) Programme (ceased in March 2022)



### For Family

#### Family Services

- 5 **THK** Family Service Centres (FSCs)
- **THK** Centre for Family Harmony @ Circuit
- FAM@FSC (Thye Hua Kwan CFH – Commonwealth)
- SG Cares Volunteer Centre @ Boon Lay



### For Children and Youth

#### Early Intervention for Children (EIC) Services

- 4 **THK** Early Intervention Programme for Infants and Children (EIPIC) Centres
- **THK** Development Support and Learning Support Programme (DS-LS)



### For Persons with Disabilities

#### Disability Services

- **THK** Home for Disabled @ Eunos
- **THK** Hostel for Disabled @ Eunos
- **THK** Home for Disabled Adults @ Chai Chee & Day Activity Centre
- **THK** Home for Disabled @ Sembawang
- **THK** Autism Centre @ Geylang Bahru
- **THK** Pan-Disability Centre @ Eunos



### Therapy Services

#### Therapy Services

- **THK** Therapy Hub
- 2 **THK** Day Rehabilitation Centres
- **THK** Home Therapy Programme
- 2 **THK** Children Therapy Centres

# Year at a Glance

## Key THKMC Highlights

- Outreach to **>50,000** people
- **70+** programmes and services for the community
- **>600** volunteers
- **>16,800** volunteering hours clocked
- **6,636** training hours clocked by **737** employees at **THiNK** Institute



## THK Elderly Services

- About **6,500** seniors benefited from **THK** SAC and **THK** AAC programmes
- **1,135** vulnerable seniors received support from **THK** Cluster Support
- **38** seniors stay in **3** **THK** Seniors Group Homes
- **304** clients benefiting from **THK** CREST
- Outreached to **560** seniors through **THK** Young At Heart

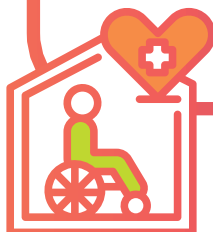
## THK Home Care Services

- **3,223** clients benefited from **THK** Home Personal Care, **THK** Interim Caregiver and **THK** Home Health Services
- **806** clients used **THK** Medical Escort & Transport Services
- **1,447** clients used **THK** Meals on Wheels Services



## THK Family Services

- **3,832** clients received support from **5** **THK** Family Service Centres
- **695** clients were assisted by **THK** Centre for Family Harmony @ Circuit and FAM@FSC (Thye Hua Kwan CFH – Commonwealth)
- **18,897** clients benefited from the outreach of SG Cares Volunteer Centre @ Boon Lay
- Reached out to over **40,000** residents through **THK** Family Service Centres' door-to-door community work





### THK Early Intervention for Children Services

- **>93%** of parents agree/strongly agree that the **THK** EIPIC programme is beneficial for their child
- **>250** children received support under the **THK** Development Support and Learning Support Programme
- **THK** EIPIC Centres serve an average of **>620** enrolled children throughout the year



### THK Disability Services

- **40** clients stay at **THK** Hostel for Disabled @ Eunos
- **>300** residents live at **THK** Home for Disabled @ Eunos, **THK** Home for Disabled @ Chai Chee and **THK** Home for Disabled @ Sembawang
- **47** clients are supported with services provided by **THK** Autism Centre @ Geylang Bahru and **THK** Day Activity Centre @ Chai Chee
- **98** clients benefited from services provided by **THK** Pan-Disability Centre @ Eunos



### THK Therapy Services

- **>66,000** therapy hours, served more than **38** Social Service Agencies
- **>750** home therapy sessions were completed in the year

## Chairman's Message

Despite the challenges of COVID-19, we are thankful that services to our more than 50,000 beneficiaries are largely unaffected, as we pivoted the ways we served them. We switched to tele-rehab for therapy services, or using our Seniors Activity Centre (SAC) colleagues to deliver meals to those who are confined to their homes in ensuring that our Meals on Wheels (MOW) programme is uninterrupted.

"The road ahead is uncertain, and we do not know what the future holds but there remains plenty to be done. We will continue to look for areas where **THKMC** can help, especially in Elderly Services, as we continue our mission of helping those in need."



**THK** Home Care Services received the National Healthcare Innovation & Productivity (HIP) Award. In focusing on our staff and recognising their contributions to the work we do, **THKMC** became the first Social Service Agency to achieve all nine Tripartite Standards under the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP). Several of our staff were recognised nationally for their individual contributions including Dr Katijah Dawood, Senior Divisional Director for **THK** Family Services who received the Outstanding Social Worker Award, and Ms Ivy Chew, Head of Department (Transition Support) for **THK** Early Intervention for Children (EIC) Services, who received the Outstanding Early Intervention Professional Commendation Award from the Early Childhood Development Agency (ECDA).

The pandemic also drew us closer as a community and we are thankful to the many generous donors and volunteers who have stepped forward to offer us not only monetary

support or support in kind such as masks, Personal Protective Equipment (PPE), sanitisers and even food items, but also their time in reaching out to the beneficiaries under our more than 70 programmes and services supporting families, elderly, children and persons with disabilities.

2021 also marked an important milestone for **THKMC** as we celebrated our 10<sup>th</sup> Anniversary. To commemorate the event, we launched a "Race to Raise" fundraiser to support low-income families during these hard times. Together with the community we walked, ran, and cycled a total of 49,116km to raise \$122,900 and provide grocery vouchers for 1,229 families in need. We have also put together a time-capsule of items and memorabilia to remind ourselves and future generations of the journey we took and our mission of helping those in need, with respect to their "race, colour, creed, language, culture and religion".

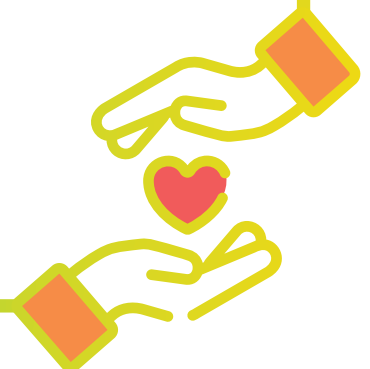
The 10<sup>th</sup> Anniversary also meant some of our key Board Members

who began the journey with us have reached their maximum tenure of 10 years under the Code of Governance and have to retire. We are grateful to Mr James Koh, Mr Richard Eu and Mr Goh Tok Mong, and would like to thank them for their dedication and wisdom in helping to guide **THKMC** to where we are today. Our successes would not have been possible without their invaluable contributions and advice. At the same time, we would also like to thank our partners and key stakeholders, such as the various government ministries, agencies, donors, volunteers and staff for their unwavering support.

The road ahead is uncertain, and we do not know what the future holds but there remains plenty to be done. We will continue to look for areas where **THKMC** can help, especially in Elderly Services, as we continue our mission of helping those in need.

**Mr Lee Kim Siang**  
Chairman

*Thye Hua Kwan Moral Charities*



## Board of Directors



### Mr Lee Kim Siang

#### Chairman

*Appointed Chairman on 13 October 2011*

*Appointed Board Member on 13 October 2011*

- Chairman, **THK** Moral Society
- Director, **THK** Holdings Pte. Ltd., **THK** Management Services, Moral Enterprise for the Disabled Ltd., Ang Mo Kio-**THK** Hospital Ltd and **THK** Nursing Home Ltd.
- Member, SingHealth Regional Health System Community Partnership Council.
- Sole Proprietor, Lee Kim Siang & Co



### Mr Zulkifli Bin Baharudin

#### Vice-Chairman

*Appointed Vice-Chairman on 1 June 2019*

*Appointed Board Member on 10 November 2011*

- Board Member, Ang Mo Kio-**THK** Hospital Ltd and **THK** Nursing Home Ltd.
- Executive Chairman, ITL Corporation
- Non-Executive Director, 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)



### Mr Koh Juay Meng

#### Treasurer

*Appointed Treasurer on 1 June 2019*

*Appointed Board Member on 14 August 2018*

- Chairman, RSVP Singapore and **THK** Disability Services Management Committee
- Board Member, Ang Mo Kio-**THK** Hospital Ltd and **THK** Nursing Home Ltd.
- Adviser to Sengkang Central GROs



### Mr Eu Yee Ming Richard

#### Secretary

*Appointed Secretary since 1 June 2019*

*Appointed Board Member on 1 April 2013*

*Retired on 31 March 2022*

- Chairman, Eu Yan Sang International Ltd., SUTL Enterprise Limited and Tuan Sing Holdings Ltd.
- Board Member, Ang Mo Kio-**THK** Hospital Ltd and **THK** Nursing Home Ltd.



### Mr Ang Seong Kang Samuel

#### Member

Appointed Board Member on 31 March 2019

- Chairman, Neubits Pte. Ltd. and Radium Investments Pte. Ltd.



### Mr Ardi Saban Hardjoe

#### Member

Appointed Board Member on 20 November 2019

- Board Member, Banyan Home @ Pelangi Village, **THK** Angsana Home @ Pelangi Village
- CEO, Ang Mo Kio-**THK** Hospital Ltd and **THK** Nursing Home Ltd.
- Director, Super Talent Childcare Ltd.
- Member, **THKMS** Management Committee and Banyan Home @ Pelangi Village Management Committee



### Mr Chang Long Jong

#### Member

Appointed Board Member on 1 October 2017

- Board Member, **THK** Nursing Home Ltd. and Vividthree Holdings Ltd.
- Group Chief Executive Officer, mm2 Asia Ltd.



### Ms Cheah Sheau Lan

#### Member

Appointed Board Member on 1 April 2013

- Board Member, **THK** Nursing Home Ltd., Tsao Foundation and Plantrip Pte Ltd
- Member, Committee for Humanitarian Assistance and International Relief, Singapore Red Cross Society
- Member, Audit Committee, SingHealth Fund Ltd.

## Board of Directors



**Mr Cheong Kah Meng**

**Member**

*Appointed Board Member on  
16 May 2020*

- Superintendent, Banyan Home @ Pelangi Village



**Mr Ching Chiat Kwong**

**Member**

*Appointed Board Member on  
14 August 2018*

- Vice-Chairman, **THK** Moral Society and **THK** Nursing Home Ltd.
- Board Member, Ang Mo Kio-**THK** Hospital Ltd
- Chairman, Oxpays Financials Ltd.
- Executive Director, Oxley Holdings Ltd.



**Mr Goh Tok Mong**

**Member**

*Appointed Board Member on  
13 October 2011  
Retired on 14 February 2022*

- Vice-Chairman, **THK** Moral Society, Chee Hia Kog Moral Society and Theng Hai Huay Kuan
- Board Member, **THK** Nursing Home Ltd.
- Director, **THK** Holdings Pte Ltd
- Hon. Secretary, Singapore Federation of Moral Missions
- Advisor, Chung-Lim Community Overseas Association



**Mr James Koh Cher Siang**

**Member**

*Appointed Board Member on 10 November 2011  
Retired on 31 March 2022*

- Board Director, CapitaLand Hope Foundation
- Member of Independent Review Committee, Ministry of Home Affairs



**Mr Koh Poh Kwang**

**Member**

*Appointed Board Member on 27 September 2018*

- Hon. Chairman, Whampoa Constituency Citizens' Consultative Committee
- Advisor, Nam Hai Keing, Singapore Koh Clan Association, Sunshine Arts and Culture Society, Tio Ann Third District Association and Whampoa Merchants' Association





### Mr Ng Kok Kiang Lawrence

#### Member

Appointed Board Member on 1 April 2016

- Board Member, **THK** Nursing Home Ltd.
- CEO, **THK** Moral Society
- Assistant Secretary, **THKMS** Management Committee
- Vice President, Loving Heart Multi-Service Centre (LHMSC)
- Director, Super Talent Childcare Ltd, Loving Heart Multi-Service Centre (Jurong) and Queenstown Multi-Service Centre



### Er Ong Ser Huan

#### Member

Appointed Board Member on 1 June 2017

- Board Member, Ang Mo Kio-**THK** Hospital Ltd and **THK** Nursing Home Ltd.
- Vice-Chairman, **THK** Moral Society, Banyan Home @ Pelangi Village and Chee Hoon Kog Moral Promotion Society
- Chairman, Chee Hoon Kog Nursing Home, Serangoon Moral Family Service Centre and Enkon International Consulting Engineers Pte Ltd.
- Shareholder, Armstrong Engineering Pte Ltd, and Pioneer Industrial and Electrical Engineering Pte Ltd



### Mr Ramasamy Dhinakaran

#### Member

Appointed Board Member on 10 July 2019

- 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)



### A/Prof Teng Su Ching

#### Member

Appointed Board Member on 14 February 2022

- President of Loving Heart Multi-Service Centre & Volunteer Centre @ Jurong East
- Director at the Singapore University of Social Sciences



### Mr Shawn Ching Wei Lun

#### Alternate Board Member to Mr Ching Chiat Kwong

Appointed Board Member on 1 November 2018

- Executive Director and Group General Manager, Oxley Holdings Ltd.

# Management Team



**Mr Jason Lee**  
**Chief Operating Officer**  
 Appointed on 1 April 2019

## HEADQUARTERS



**Mr Ong Kam Chow**  
**Divisional Director**  
**Finance**  
 Appointed on  
 12 September 2011



**Mr Teo Choon Chuan**  
**Divisional Director**  
**Admin and Projects**  
 Appointed on  
 15 June 2017



**Ms Chua Mui Lee**  
**Divisional Director**  
**Human Resources**  
 Appointed on  
 26 January 2021



**Ms Fatima Mustafa**  
**Divisional Director**  
**Strategy and**  
**Innovation**  
 Appointed on  
 1 April 2021

## SERVICE DIVISIONS



**Dr Katijah Dawood**  
**Senior Divisional Director**  
**THK Family Services**  
 Appointed on 17 August 2005



**Ms Agatha Tan**  
**Divisional Director**  
**THK Disability Services**  
 Appointed on 1 January 2018



**Mr Andy Lee**  
**Divisional Director**  
**THK Elderly Services**  
 Appointed on 1 April 2021  
 and concurrently  
**THK Home Care Services**  
 Appointed on 1 January 2021



**Ms Low Hwee San**  
**Divisional Director**  
**THK Early Intervention for**  
**Children (EIC) Services**  
 Appointed on 1 April 2019



**Mr Richard Tan**  
**Divisional Director**  
**THK Therapy Services**  
 Appointed on 1 February 2021  
 and concurrently  
**Corporate Communications (HQ)**  
 Appointed on 1 March 2022

# Journeying Together as One **THK**

Our journey over the past decade has been one filled with warm memories and marked by strong camaraderie. As we prepare to journey into the next 10 years and beyond, let us take a moment to reflect on how far we have come – as One **THK**.



## Celebrating as One THK

**THKMC** turned 10 in 2021. This is a meaningful milestone achieved through the cohesive efforts of our people, our partners and our volunteers. To honour the unique spirit of One **THK**, we organised two events in 2021 to commemorate our achievements in this decade – and ready ourselves for the next decade.

### Race to Raise Fundraising Initiative

Kicking off the 10<sup>th</sup> anniversary celebrations and in line with our vision of “Empowering the Community”, we held a fundraiser event that activated **THKMC** as well as our partners, volunteers and the public. Held between 1 December 2021 to 31 January 2022, the initiative aimed to rally everyone to run, walk and/or cycle to complete 10,000km and raise \$100,000 for low income families.

Ahead of the close of the race period on 1 January 2022, we clocked over 49,000km – far exceeding the original goal of 10,000km. Additionally, a total of \$122,900 was raised and distributed to 1,229 low income families in the form of grocery vouchers.

Besides 195 individual donors, contributions from corporate sponsors such as Eu Yan Sang Pte Ltd, Eng Leng Contractors

Pte Ltd, Sheng Siong Group, S.K Rosenbauer Pte Ltd, IFAST Corporation Ltd, Telescience Singapore Pte Ltd and The Community Foundation of Singapore were instrumental to the success of the Race to Raise fundraising programme. In **THKMC**'s collaborations with HungryPanda and SGBikes, we also received \$2,400 for 1,200 downloads of the HungryPanda app, and free publicity on these app platforms.

In an effort to thank the donors for their generosity, a **THKMC** Donors' Appreciation Ceremony was held on 24 February 2022, with Adviser to MacPherson Grassroots Organisations, Ms Tin Pei Ling, as the Guest-of-Honour. An online donor wall featuring sponsors, partners and stories from beneficiaries was also created on our Race to Raise microsite.



**>49,000km**  
ran, walked and cycled



**\$122,900**  
raised



Benefited  
**1,229**  
low income families



← Grassroots Adviser to MacPherson Grassroots Organisations, Ms Tin Pei Ling attending the THKMC's Race to Raise Donor's Appreciation Ceremony as Guest-of-Honour.

"We felt that there is no better way to help us all remind ourselves of the reason for our existence for the past 10 years. We decided that we do this as One THK to raise funds for families in need."

– Mr Jason Lee, Chief Operating Officer, THKMC

"I hope that our work reflects our dedication towards serving our community, and that these grocery vouchers are able to help our clients through hard times as they work hard to put food on the table. We always strive to empower the lives we reach out to, and ensure dignity for all."

– Mr Lee Kim Siang, Chairman, THKMC

### Quotes from Beneficiaries

"I'm elated to receive the vouchers! Thank you, THKMC, for empowering me through your support and care."

"I am grateful to THKMC for their support all these years. With this gift, I can use the vouchers to buy groceries for my family."

"I am happy and thankful to be receiving the vouchers from THKMC! I can now buy more nutritious food for my children!"



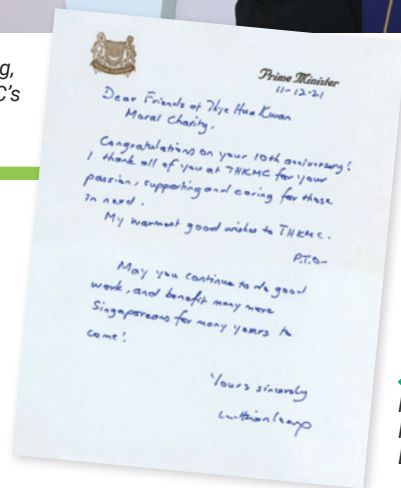
↑ Ms Tin Pei Ling distributing vouchers to one of the Race to Raise beneficiaries.

## THKMC 10<sup>th</sup> Anniversary Celebrations

On 11 December 2021, over 1,000 THKMC staff, volunteers, partners and beneficiaries came together physically and virtually to celebrate THKMC's 10<sup>th</sup> Anniversary and witness the launch of "Knead with Love", THK Pan-Disability Centre @ Eunost baking programme. Although in-person attendees were limited due to the pandemic's safe management measures, the spirit of togetherness and like-mindedness was unmistakable.



↑ THKMC Chairman, Mr Lee Kim Siang, addressing the attendees at THKMC's 10<sup>th</sup> Anniversary Celebration.



← Personal note from Prime Minister Lee Hsien Loong.

This spirit was further galvanised by the playing of the 10<sup>th</sup> Anniversary commemorative video, and a special video comprising well-wishes from Minister for Finance Mr Lawrence Wong, Minister for Health Mr Ong Ye Kung, Minister

for National Development & Minister-in-charge of Social Services Integration Mr Desmond Lee, and heads of agencies from Agency for Integrated Care (AIC), National Council of Social Services (NCSS), SG Cares and SG Enable.



↑ "Knead with Love" THK Pan-Disability Centre @ Eunost baking programme was officially launched at THKMC's 10<sup>th</sup> Anniversary Celebration.

As part of the celebrations, a time capsule containing the fond memories of THKMC's 10-year long journey was sealed. Notably, apart from items contributed by each of the six Service Divisions and Headquarters, Prime Minister Lee Hsien Loong also penned a personal note to commend THKMC's good work over the years and sent his well-wishes for the team. The Guest-of-Honour at the event, Minister for Social and Family Development and Second Minister for Health Mr Masagos Zulkifli joined in the fun, adding his message to the time capsule before it was sealed. The time capsule will be opened on THKMC's 20<sup>th</sup> Anniversary.

A large mural made up of painted handprints of **THKMC**'s staff was erected at the event, making for an attractive showpiece. However, more significantly, the mural is symbolic of each staff's commitment towards empowering the community as One **THK**.

Other highlights of the celebration included the cutting of the **THKMC** 10<sup>th</sup> Anniversary cake specially baked by clients of the **THK** Pan-Disability Centre @ Eunos, the "**THK** Got Talent" competition, and the honouring of our long service awardees.



↑ Volunteers were recognised for contributing to **THKMC**'s vision of empowering the community.



Over  
**1,000**  
attended the  
hybrid event



**10<sup>th</sup> Anniversary  
door gifts**  
were baked by clients from  
the **THK** Pan-Disability  
Centre @ Eunos



↑ **THKMC** Chairman, Mr Lee Kim Siang was joined by Guest-of-Honour Minister for Social and Family Development and Second Minister for Health, Mr Masagos Zulkifli to cut the 10<sup>th</sup> Anniversary cake with Mr James Koh (left).

## About Knead with Love

Knead with Love is a baking programme introduced by the **THK** Pan-Disability Centre @ Eunost in mid-2020. The baking programme – with support from FiNE TEA, a Long Jing bubble tea and gelato brand, and Innobake – aims to empower clients with multiple disabilities by providing them with vocational training, and ultimately enabling them to earn an income with their baking skills. Through learning the basics of baking, the clients will have opportunities to enjoy gainful employment in the future and realise their aspirations of self-worth and a sense of belonging in society.



## Unified by Positive Experiences



**THKMC's** mission of serving all mankind and the value of humanity resonate with me strongly. I am proud of our integrated approach across divisions to provide quality care, as well as our colleagues who serve with compassion while ensuring that their clients' voices are heard. I hope that we can collate these best practices and share them with sector partners for mutual learning.

– Jana Ho, Assistant Senior Social Worker,  
**THK** Family Services



In my years of work with **THKMC**, nothing makes me happier than to see the smiles on patients' faces and knowing that I have helped to improve their health and well-being.

– Cathy Balang Mamaril, Nursing Aide,  
**THK** Home Care Services



Being a single parent, a cancer survivor and having been out of the working environment for such a long period of time, I am grateful to **THKMC** for giving me the opportunity to work and provide my family and me with the stability we need. I'm proud to work for **THKMC**, an organisation that serves mankind with sincerity.

– Dahlia Saaban Hardjo, Admin Executive,  
**THKMC** Headquarters



# Keeping Progress On Track

Our programmes and services drive our collective action to uplift lives and make a difference. By staying unwavering on our course, our commitment saw us rising above challenges brought by the pandemic in the past year – as One **THK**.



## Ensuring Seniors Are Cared For

Seniors deserve our respect and concern. The growth and prosperity our nation enjoys today are the results of their hard work yesterday – we are standing on the shoulders of giants. Now that they are advanced in years, it is our turn to care for them. They are an integral fabric of our community.

The pandemic and various safe management restrictions had affected the operational capacity of our centres. More significantly, the well-being of seniors in the community was adversely impacted. Not only do many of these seniors belong to the vulnerable group with varying health issues, some of them also have no family support. Therefore, our support during these challenging times was especially critical.

### THK Active Ageing Centres and THK Seniors Activity Centres

With the rapid growth of the ageing population in the community, there is a strong demand for services offering holistic support to seniors, and allowing them to age in place. Through **THK** Active Ageing Centres (**THK** AACs) and **THK** Seniors Activity Centres (**THK** SACs), **THKMC** offers opportunities for seniors to build strong social connections, take part in recreational activities and contribute to the community. Through fostering friendly and familiar environments at the centres, **THK** AACs and **THK** SACs make sure that seniors feel welcomed.

Additionally, the centres proactively reach out and engage seniors, monitor frail and homebound ones as well as provide appropriate referrals to other social service agencies on their behalf. Where necessary, arrangements are made for volunteers to carry out home visits for seniors living in the area.

As part of the offerings at **THK** SACs, the centres manage emergency alert response calls to provide ambulatory and first aid services to seniors in surrounding areas. To augment services in safeguarding the seniors' physical health, Community Nurse Posts are also set up in these centres to help seniors with the scheduling of their medical appointments, blood pressure monitoring, and medication compliance. These services are manned by approachable staff versed in various dialects and languages.

Periodically, health screenings are organised to check on the seniors' dental health, vision and hearing across various centres. One such session sponsored by OCBC saw 50 seniors from **THK** AAC @ Boon Lay first attending an eyecare talk conducted by qualified optometrists, followed by an eye check-up. The eye check-up encompassed testing of eye power, measuring of eye pressure and checking on the front and back of the eyes to detect potential eye diseases such as cataract, glaucoma, diabetic retinopathy, infection, etc.



↑ Health talks are regularly organised at the **THK** AACs to teach seniors how to take care of their health, detect illnesses early and enhance their existing functional capabilities.

In January 2022, AIC organised an Annual Functional Screening for Ang Mo Kio residents, and partnered with both **THK** AAC @ Ang Mo Kio 645 and AIC community partner AWWA CREST team. This functional screening included dental, vision, hearing and mental health screening for the residents. A total of 50 seniors participated in this screening, and approximately 40% of them were assessed to be in the early stage of dementia, and in borderline state of depression. These seniors were referred to appropriate care services.

In an effort to encourage vaccination among seniors, a few **THK** SACs worked with the Agency for Integrated Care (AIC) to arrange for mobile vaccination teams to administer COVID-19 vaccines at the centres and seniors' homes. The same arrangements were made for influenza vaccines to cater to the seniors' convenience. The outcome of these programmes made medical care more accessible and convenient for seniors.

However, recognising that mental health and social health are equally pivotal to the total wellness of seniors, the centres kept up with the momentum of programmes by working closely with community partners like hospitals and Community Development Councils (CDCs), whilst keeping to the safe management guidelines. A notable programme that checked all the requirements for holistic wellness was the Keep Active Keep Involved (KAKI) project.

Held on a regular basis across **THK** SACs, the KAKI



↑ The KAKI project is a staple programme held at **THK** SACs to engage seniors in art, exercise, music, dancing and drumming activities to advocate positive physical, medical, nutrition and social health.

project focuses on physical, medical, nutrition and social health of seniors. Through educational sessions and activities advocating positive values in these areas, seniors are equipped with knowledge and resources to enjoy better quality of life. One such effort was STEP, a fall prevention education programme, arranged by **THK** SAC @ Fengshan 114. Activities organised under the KAKI project include (but are not limited to) art, exercises, music, dancing and drumming.

Over and above the KAKI project, seniors are invited to attend digital learning classes as well as introduced to the joys of urban farming. One such session held at **THK** AAC @ Toa Payoh 15 taught seniors how to grow edible plants at home. In another art therapy programme – Zentangle – initiated by a volunteer at **THK** SAC @ Ang Mo Kio 208, seniors not only got to create their own art with the use of simple shapes and patterns, but also improved their focus.

Noting that seniors were feeling vulnerable and isolated as a result of the pandemic safe management measures, the teams at various centres stepped up their befriending programmes during the year.

Through visits and regular updates on happenings in the neighbourhood, seniors received emotional and social support – and familiarised themselves with who they can turn to for assistance in times of need. Between November 2021 to February 2022, **THK** SAC @ Ang Mo Kio 208 leveraged volunteers from Ministry of Social and Family Development (MSF) under the MSF Befriending Programme to extend reach to vulnerable seniors.



About

**6,500**

seniors benefited from **THK** SAC and **THK** AAC programmes



**20**

**THK** SACs and **THK** AACs

## THK Cluster Support

With **THK** AACs and **THK** SACs, **THKMC** reaches out to a large spectrum of seniors. While these seniors may come from diverse backgrounds and have different health concerns, they often have the support of their families. Comparatively, seniors in **THK** Cluster Support programme often have no or low family support.

Hence, **THK** Cluster Support’s case workers play a key role in providing these seniors with social and health support and intervention through case management, monitoring and counselling services. In addition, they oversee the training and deployment of volunteers under the **THK** Caring Assistance from Neighbours (CAN) programme for home visits. These home visits are especially pertinent for monitoring the well-being of frail and vulnerable seniors who are socially isolated either as a result of their mobility issues

or their cognitive/psychiatric conditions, enabling timely intervention in detected self-neglect and health deterioration cases.

The mission of **THK** Cluster Support is to ensure that the health and social needs of these vulnerable seniors are met – so that they can age in place with integrity and dignity, and stay integrated in the community for as long as possible.

To achieve this mission, **THK** Cluster Support engages relevant government ministries and agencies as well as community and healthcare partners in regular case discussion and case conferences. Furthermore, from reports and progress notes submitted by the CAN Carers, corresponding clinical referrals and medical escorts are arranged or appropriate social support services are activated.

### DID YOU KNOW?

Many CAN Carers are seniors too. They volunteer their time to befriend their more vulnerable peers in the community.



↑ Under **THK** Cluster Support, partners are accordingly roped in to offer complementary support services the seniors need.



↑ Seniors under **THK** Cluster Support are encouraged to stay active and participate in activities organised by the SAC or AAC near their place.



**1,135**

vulnerable seniors received support from **THK** Cluster Support

## THK Seniors Group Homes

Similar to seniors in **THK** Cluster Support, seniors in the **THK** Seniors Group Homes programme typically have no or low family support. Unlike the former, seniors in this programme co-reside in designated homes which are specifically renovated and fitted with elder-friendly and safety features.

In order to maintain their general state of health and prevent premature institutionalisation, **THK** Seniors Group Homes programme coordinators carry out basic health monitoring such as blood pressure and glucose monitoring by tapping on the Senior Nurse from **THK** Home Care Services. Every three

months, **THK** Seniors Group Homes @ Pipit also collaborates with Tan Tock Seng Hospital to provide medical advice. Further, each **THK** Seniors Group Homes also works closely with **THK** SACs and **THK** Cluster Support to ensure **THK** Seniors Group Homes residents are engaged in community activities as well as supported by case management.

Due to tightened pandemic measures during the year, the **THK** Seniors Group Homes team had to provide support differently. Phone calls were made in lieu of physical visits. On top of that, to limit their need to get out of the house, cooked meals were delivered under the

AIC Meal Support Programme through Meals on Wheels (MOW), and assistance provided for procuring groceries and necessities. However, as residents were mostly staying indoors, when **THK** Seniors Group Homes @ Pipit was scheduled for maintenance from 28 September 2020 to July 2021, measures were taken to expedite the maintenance.

By fostering a healthy support infrastructure and peer network among residents, **THK** Seniors Group Homes strives to build an inclusive community where seniors are not socially isolated and can age in place comfortably.



**38**

seniors stay in 20 **THK** Seniors Group Homes



**3**

**THK** Seniors Group Homes



↑ Seniors Group Homes are renovated and fitted with elder-friendly and safety features.

## THK Community Resource, Engagement and Support Teams

First piloted in 2012, **THK** Community Resource, Engagement and Support Teams (CREST) is set up to serve at risk seniors or seniors suffering from depression, dementia and other mental conditions, as well as their caregivers who may be susceptible to or suffering from caregiver stress. Besides linking them to support services, **THK** CREST also provides these seniors and their caregivers basic emotional support and encourages early diagnosis and intervention to ensure continuum of care.

Through organising joint outreach and community engagement efforts with

other **THKMC** services and community partners like religious organisations, schools and grassroots organisations, **THK** CREST seeks to raise public awareness about mental health – educating them about signs and symptoms of dementia and depression, and providing them with tips on how to manage depression, dementia and other mental health conditions.

One such instance saw **THK** CREST collaborating with various **THK** AACs and SACs under the Healthy Ageing Promotion Programme for You (HAPPY) to distribute flyers and bento sets to promote active ageing and importance

of mental health. In another partnership with **THK** AAC @ Beo Crescent and the Group's Community of Care teams, **THK** CREST reached out to seniors living in the area to conduct dementia and depression screening.

During the year, 12 sessions of art jamming workshops were arranged. The four seniors who participated in these lessons learnt to express themselves through art and meaningfully engage with life from Ms Annastazia Tay, Peer Support Specialist. A selection of their works were showcased online and in a physical exhibition held at Jurong Regional Library between 12 and 20 March 2022.



# 304

clients benefited from **THK** CREST



↑ At the art jamming workshops, participants learn to express themselves through art and meaningfully engage with life.

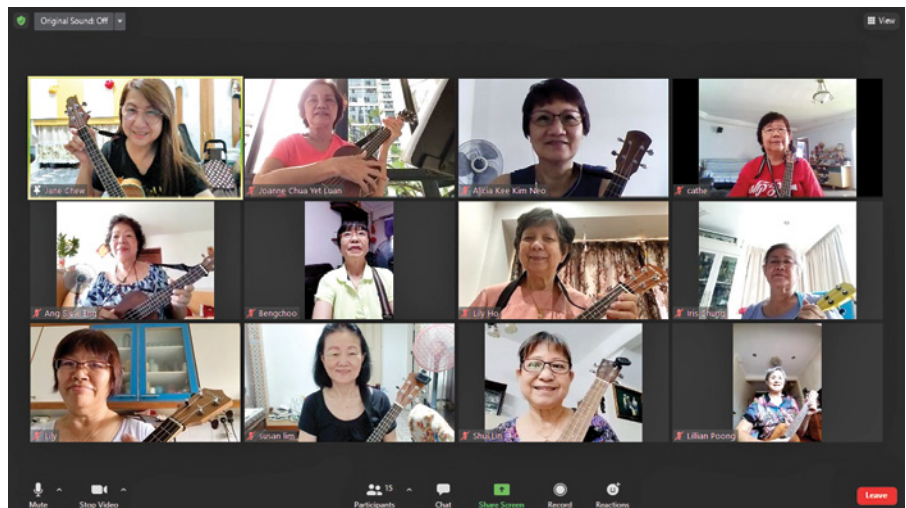
## THK Young At Heart

Into its seventh year of operation, **THK** Young At Heart offers a unique model of senior engagement. By encouraging volunteerism among members, the centre aims to promote a sense of kampong spirit among the seniors as they join and contribute actively to the centre's activities.

This year, amidst the pandemic, students of class 2K from Raffles Institution brought seniors some cheer by putting together a special care pack comprising music and craft videos, pine disinfectant, Nescafé coffee packs, disinfectant wipes, cream crackers and masks. Delighted and touched to receive the caring gesture, the seniors and the centre reciprocated and conveyed their heartfelt gratitude to the students, teachers and staff of Raffles Institution with a digital thank-you card.

Another activity that **THK** Young At Heart strove to maintain during the pandemic was ukulele lessons. First started in 2019 as a weekly special interest group for like-minded seniors, the ukulele sessions had to be shifted online and conducted via Zoom when the pandemic hit Singapore. The weekly Zoom sessions were well attended. Subsequently, when

safe management measures were relaxed, the ukulele sessions were also made available in a hybrid format with a small group of in-person attendees. Currently, about 15 seniors continue to take part in the weekly ukulele lessons via Zoom as it allows them to play, learn and gather with friends in the comfort of their own home without having to wear a mask.



↑ During the pandemic, the weekly ukulele interest group lessons were shifted online to be in compliance with the safe management measures and keep the attendees safe.



↑ **THK** Young At Heart facilitated the ukelele sessions for less tech savvy seniors at the centre, but keeping to safe distancing guidelines.



Outreached to

**560**

seniors through  
**THK** Young At Heart

## Enhancing Living Standards at Home

During the pandemic, seniors are encouraged to stay at home. Recognising that our home care services can make a significant difference for these seniors and adults with permanent disabilities and their caregivers in these unprecedented times, we buckled down to support their needs whether it is to help them manage chronic health conditions and personal hygiene, or arranging for transport to their medical appointments and delivering warm healthy meals to them.

Under **THK** Home Care Services, we go beyond offering specific services to cater to our clients' various needs. We tailor our services to match their needs so as to ensure that they are supported in the areas that matter most. Ultimately, our goal is to empower our clients to live in their homes and the community for as long as possible.

Amongst which, **THK** Home Personal Care Services (HPC) and **THK** Interim Caregiver Services (ICS) were the most popular. Under **THK** ICS, we reach out to patients pending discharge from restructured or community hospitals. We assist them with the monitoring of vital signs, personal hygiene, and cognitive and physical activities while long-term care arrangements are being made for the patient.



↑ **THK** Home Care Services help clients manage their chronic health conditions at home through medication checks and blood pressure monitoring.

Meanwhile, for **THK** HPC, our trained staff not only provide medication reminders and personal hygiene care, but also engage clients in mind stimulation activities such as learning how to use digital gadgets and simple exercises. In addition, our staff offer senior-sitting services so as to give caregivers some much needed respite from their caregiving responsibilities. Where necessary, we will help them to run errands.

Notably, with the integration of **THK** Care Close to Home (C2H) programme into **THK** HPC

starting from January 2021, we have already successfully converted over 100 clients from C2H programme to HPC.

At times, our clients need specific support for their home-based medical and/or nursing needs. For these clients, we support them with **THK** Home Health Services (HH). Through which, they learn to manage their chronic health conditions at home. Significantly, by equipping them with these essential health knowledge, they can reduce the frequency of inpatient admissions, ease caregiving stress and delay the onset of serious health conditions.





**3,223**

clients benefited from **THK** Home Personal Care, **THK** Interim Caregiver and **THK** Home Health Services



**806**

clients used **THK** Medical Escort & Transport Services



**1,447**

clients used **THK** Meals on Wheels Services

Complementary to these services, as part of **THK** Home Care Services, we help make logistical arrangements to accompany and/or transport seniors for their medical appointments and follow-up visits with our **THK** Medical Escort & Transport Services (MET). We also deliver warm healthy meals under **THK** Meals on Wheels (MOW) for seniors and adults with disabilities on a daily basis to promote better living and eating.

Our work at **THK** Home Care Services is integral to the continuum of work we do at **THKMC**. That is why during the year, **THK** Home Care Services worked seamlessly with various **THK** SACs across Singapore to set up Nurse Posts at the centres. Over 850 seniors benefited from this programme. Further, our focus to provide client-centred care also saw us piloting the Home Personal

Care + (HPC+) programme with Yishun Community Hospital. The same suite of **THK** HPC services were provided to the three clients in this programme. In another collaboration, we contribute to improving quality of care in the future through the Senior Supportive Living Proof of Concept Project by AIC.

This same passion and commitment to quality service led us to leverage technology to redesign our workflow and operating processes during the year. These efforts to enhance service delivery across five key care programmes were subsequently rewarded when we garnered the top award in the National Healthcare Innovation and Productivity (HIP) Awards 2021. It is not only the first time **THKMC** has bagged the Excellence Champion Medal, but also a first for a community care organisation.

**DID YOU KNOW?**

**THKMC** is the first community care organisation to ever win the Excellence Champion Medal in the National Healthcare Innovation and Productivity (HIP) Awards.



↑ **THKMC** was awarded the Excellence Champion Medal in the National Healthcare Innovation and Productivity Awards.



↑ To support clients with mobility and disability issues, **THK** Home Care Services deliver warm healthy meals to them under the **THK** Meals on Wheels programme.

## Encouraging Greater Harmony in Family Life

Family is the basic building block of society. That is why it is important to build strong families which in turn offer healthy environments for children to grow up in. Our five **THK** Family Service Centres (FSC), **THK** Centre for Family Harmony @ Circuit (CFH @ Circuit) and FAM@FSC (Thye Hua Kwan CFH – Commonwealth) serve to support this purpose. Our activities at SG Cares Volunteer Centre @ Boon Lay also indirectly contribute towards this end.

At **THKMC**, we understand that each family's circumstances are unique. Hence, our services are organised to ensure that the diverse needs of these families are met. For example, **THK** FSC's broad range of services cater to both low-income and vulnerable individuals and families, while **THK** CFH @ Circuit focuses on children from divorced or separated families.

Besides facilitating supervision for access and transfer under the Supervised Exchange and Visitation programme to ensure that these children can have safe and regular contact with the separated parent, **THK** CFH @ Circuit also provides counselling on issues pertaining to access and parenting. This led to the centre's appointment as

a Parenting Support Provider (PSP) for evidence-based parenting programmes such as Positive Parenting Programme (Triple P) for primary and secondary schools in Boon Lay and Taman Jurong in 2019. In January 2022, **THK** CFH @ Circuit was once again awarded the tender for provision of supervised access services for adults for another two years.



Triple P (Positive Parenting Programme) is an evidence-based programme that equips parents with techniques to promote their children's psychological, social and emotional competence. Triple P is built on a tiered system that provides different degrees of parental support.

↑ From 15 to 19 November 2021, a community walkathon "Walk With Me 2021" was held to raise funds for the lower income families.

The success of **THK** CFH @ Circuit in divorce related work was also instrumental to FAM@FSC (Thye Hua Kwan CFH – Commonwealth) being designated as one of the anchoring agencies in divorce support and specialised services – where children and non-residential parents meet with supervised exchange and visitation. In October 2021, the services of FAM@FSC (Thye Hua Kwan CFH – Commonwealth) were further expanded to provide marital and

divorce support services in Boon Lay and Taman Jurong areas. In line with this development, **THK** CFH @ Circuit and **THiNK** Institute (TI) jointly organised a Family Transitions Triple P training for staff from **THK** CFH @ Circuit and FAM@FSC (Thye Hua Kwan CFH – Commonwealth) in November 2021.

Like other social service agencies, committed volunteers matched to community causes they are passionate about

is central to the smooth operation of **THKMC**. Hence when we were appointed as the operator of the SG Cares Volunteer Centre @ Boon Lay in 2019, we worked closely with volunteering groups and service providers to broker sustainable partnerships between them. Three years on, SG Cares Volunteer Centre @ Boon Lay continues to promote strong community partnerships that are effective in meeting the community’s needs.

### What’s New @ **THKMC**

Starting March 2021, we have a dedicated **THK** Family Services Research Unit. Taking an investigative and evidence-based approach, we undertake research projects relating to Family Services. Subsequently, findings are published as papers and presented internally and externally. The aims of which are to inform policies and practices as well as encourage innovation.

To date, **THK** Family Services Research Unit has completed and presented one study, “Marital Dissolution and Social Family Issues among **THK** FSC Clients”. Three other studies are ongoing.



↑ **THK** Family Services actively rallies school partners to champion meaningful ground-up initiatives for clients.



**3,832**

clients received support from **THK** FSC



**695**

clients were assisted by **THK** CFH @ Circuit and FAM@FSC (Thye Hua Kwan CFH – Commonwealth)



**18,897**

clients benefited from the outreach of SG Cares Volunteer Centre @ Boon Lay

## Congrats to Dr Katijah Dawood!

Dr Katijah Dawood received the highest accolade for social workers “Outstanding Social Worker Award” from President Halimah Yacob at the 22<sup>nd</sup> Outstanding Social Worker Award (OSWA) ceremony. The award acknowledges Dr Katijah’s dedication to championing the rights of children and families affected by violence and divorce in the past 30 years.

“When parents are in conflict, children blame themselves or suffer in silence. So we don’t just journey alongside them and offer healing, we also educate parents to focus on the children’s needs. Eventually, when the children cope and start enjoying their lives, the positive stories they share are memorable and a motivation for us.”

– Dr Katijah Dawood, Senior Divisional Director, **THK** Family Services, Awardee for “Outstanding Social Worker Award”



### DID YOU KNOW?

About 70 **THKMC** staff comprising Executive Committee, management and staff from various divisions gathered for a two-day Strategic Progress Planning Meeting on 22 and 23 March 2022 to share their experiences, learning and plans for the year ahead.

## THK FSCs

**THK** FSCs have clients from vastly different family compositions and backgrounds. For that reason, we regularly review our services and programmes at our five centres to ensure that they align with the needs of the community.

Above and beyond casework and providing information and referrals to connect clients to relevant community resources, **THK** FSCs use Group Work Programmes to provide targeted help to clients with similar needs. The community aspect is also introduced methodically to encourage community efforts to help with the cause.

## Group Work Programmes

For **THK** FSC, group work is an avenue for staff and clients to co-create a safe place to build relationships, share, support and empower one another in their growth journeys. Signature programmes under group work are Brotherhood, Our Keluarga (OK), SIMCharge, Our Kampung, Adventure for Life (AFL) and Talented.

With the aim of supporting men in their change journey to become a better man, a better father and a better husband, Brotherhood regularly organises online group work intervention, family bonding activities, exercises and focus group discussions. To date, 30 male clients have taken part in the programme. In contrast, SIMCharge seeks to strengthen social and emotional well-being of single mothers. Today, 15 single mothers have benefited from the programme.

Concurrently, the OK programme which is into its seventh run in 2021, has helped nearly 100 clients since its launch in 2015, while Our Kampung successfully concluded two runs since its setup in 2020. Notably, the OK initiative is further segmented into OK Women, OK Men, OK Youth and Children and OK Community, adopting a targeted approach towards supporting each group.



↑ The aim for engaging youths in the Taman Jurong and Boon Lay areas in group work is to encourage them to learn from these community activities.



Different from these group work, AFL and Talented place the spotlight on youths and children respectively. In the former, AFL completed a one-year group work with 47 students aged between 14 and 15 years old from Serangoon, Jurong and Westwood Secondary schools. The programme that alternated between weekly group work and one-to-one mentoring, received positive feedback and the success story of one of the youths was even featured in The Straits Times. In the latter, about 32 children aged nine to 11 years old from low support and low income families attended the programme from August to December 2021.



↑ 47 students from Serangoon, Jurong and Westwood Secondary schools completed a one-year Adventure for Life group work.



**30**  
male clients benefited from Brotherhood



**15**  
single mothers received support through SIMCharge



Almost  
**100**  
clients took part in the Our Keluarga programme



**47**  
youths participated in Adventure for Life



**32**  
children attended the Talented programme

## Community Work

Through community work, **THK** FSC aims to bring the well-being of individuals to the forefront through rallying the community to work together with **THK** FSCs and/or the individuals to foster a more caring community.

Under community work, **THK** FSCs has a portfolio of key programmes, including Walk with Me, Our Beloved Seniors (OBS), Mental Wellness Workshops, CommLink and Family Connectors (FC). The fundraiser event – Walk with Me 2021 – which took place between 15 and 19 November 2021 culminated in a virtual celebration on 4 December 2021. Rice bags and vouchers were distributed to identified beneficiaries. At the same time,

family centric initiatives that aim to build holistic wellness like OBS, CommLink and FC ensured that all family members are well supported.

Complementary to **THK** FSC's core community work programmes are a suite of community ground-up initiatives such as Young Green Learners, Belanja-A-Meal Hawkers Support programme, IT Talks for Seniors put together by Institute of Technical Education – West (ITE West), Art Jamming project championed by Ngee Ann Polytechnic students, etc. These ground-up efforts were central to enabling us to outreach to more segments of the community to positively impact their lives.



Reached out to over  
**40,000**  
residents through door-to-door community work



Close to  
**500**  
families participated in  
**10** FC workshops



**35**  
participants took part in ground-up initiative – Young Green Learners



35 children attending ↑ the "Young Green Learners" workshop learnt about life cycle of plants and made their own "ecology" environment to bring home.

Over 100 participants → attended the series of Wellness Workshops organised by **THK** Family Services.



## Intensive Case Management

**THK** FSC piloted the Trampoline+ programme with the objective of helping families that are confronted with multi-stressors such as financial difficulties, parenting problems, childcare challenges and psychological issues. Through using a mix of experiential activities, gamification components and goal attainment scales, case workers work with families across five domains – parenting, financial, family relationship, social support and self – to achieve predetermined progress milestones.

## THK CFH @ Circuit

In tandem with the specific needs of their clients, **THK CFH @ Circuit** has developed a suite of parenting, counselling and therapy programmes to prevent behavioural, emotional and developmental problems in children and teenagers and enhance the knowledge, skills, confidence and self-care for parents. For instance, the Triple P programme is organised into seminars, small group discussions and individual consultations to empower engagement most relevant to the plight of clients.

This year, the Triple P programme continued to receive compliments both for the programme content and the facilitators' effectiveness.

On top of that, topical online workshops such as "Understanding our children and their cyber activities", "Understanding our teens and their cyber activities" and "Transition to Secondary 1" were all well attended.

On a working level, **THK CFH @ Circuit** invited school counsellors, student welfare officers, allied educators and teachers from primary and secondary schools in Taman Jurong and Boon Lay to a "Parenting Matters!" networking session in July 2021. An information session was also held subsequently for preschools and childcare centres in the Boon Lay region.



↑ The Triple P programme is organised into seminars, small group discussions and individual consultations to empower engagement most relevant to the plight of clients.



Conducted

**108 individual and 24 group sessions** of Mandatory Parenting



**29 daddies** are in Daddies for Life

## FAM@FSC (Thye Hua Kwan CFH – Commonwealth)

Currently, FAM@FSC (Thye Hua Kwan CFH – Commonwealth) runs six signature programmes – Mandatory Parenting Programme, Children in Between for Parents and Children, Parenting Pact, Daddies for Life, Mommies for Life and FunKids – that prioritise supporting families going through divorce. Through adopting a blend of educational, consultative, counselling, interactive and fun-filled activities, FAM@FSC (Thye Hua Kwan CFH – Commonwealth) offers a safe space for expression, reflection, development and recuperation.



**>77% of parents** who attended Children in Between for Parents and Children learnt at least two parenting skills



**11 mommies** are in Mommies for Life



**453 parents** attended Parenting Pact



**16 children and their parents** engaged with FunKids

## SG Cares Volunteer Centre @ Boon Lay

SG Cares Volunteer Centre @ Boon Lay takes charge of training and upskilling of volunteers, engaging community through distributions and art programmes, and encouraging ground-up initiatives. Notwithstanding these regular programmes, SG Cares Volunteer Centre @ Boon Lay also organises regular food and ration distribution projects and drives in a bid to reach out to the wider community in Boon Lay and Jurong West.

### Training and Upskilling

Overcoming the restrictions of the number of participants for in-person activities, many SG Cares Volunteer Centre @ Boon Lay activities were held virtually. Recognising that volunteers may come across sensitive, personal data in the course of their work, PDPA sharing sessions were organised to enrich their knowledge in the aspect of data sharing and privacy. More than 200 volunteers benefited from these workshops.

On the other hand, the financial literacy and legal talks organised by SG Cares Volunteer Centre @ Boon Lay engaged nearly 160 participants on topics such as Family Violence, Financial Planning for your future and Marriage Rights. These sessions, especially the legal talks, were conducted in a safe space, allowing the attendees to remain anonymous but still pose questions via an online platform.

### Community Service through Art Programmes

In a challenging year like this, SG Cares Volunteer Centre @ Boon Lay reached out and collaborated with corporate and community partners, including Bold at Work, Majulah Community, Singapore Pools, Prudential and Lendlease, to arrange distribution drives as well as training programmes.

Meanwhile, art programmes under the With Love series saw youth volunteers teaching and learning alongside seniors in terrarium making and flower arrangement classes. Over 45 seniors took part in the programme. The Penpal programme also activated 150 Shuqun Primary School students to write to National Kidney Foundation (NKF) patients, frontliners and the elderly. Going through this exercise, students learnt the value of empathy.



**>45**

seniors took part in the classes under the With Love series



**150**

students were engaged in the Penpal programme



**44**

youths pitched their ideas for the Forging Intergenerational Bonds project

### Forging Intergenerational Bonds

The Forging Intergenerational Bonds project is a ground-up initiative that rallies youths from 15 to 35 years old to brainstorm and curate elderly-related programmes and activities that improve seniors' lives. Subsequent to the inaugural town hall session on 21 April 2021, 44 youths pitched their ideas to a consultative committee. Eventually, three teams that came up with sustainable ideas for volunteering, organising virtual tours for seniors and bringing back nostalgic memories for the seniors won the praise of the committee. Ongoing, these projects are conducted in hybrid formats, and reached out to AACs such as NTUC SilverACE (Boon Lay), St Joseph's Home, Sage Counselling, etc.



# Engaging the Young to Reach their Potential

The healthy growth and development of our youth today has a far-reaching impact to our collective future. Against that backdrop, we believe in inspiring, guiding and supporting the young through our **THK** Early Intervention Programme for Infants and Children (EIPIC) Centres and **THK** Development Support and Learning Support (DS-LS) Programme – so that they can reach their full potential.

**THK** Early Intervention for Children (EIC) Services' core programmes serve children under seven years old with developmental needs, and their families. EIPIC supports children who have been assessed by a paediatrician to require moderate to high levels of early intervention support, while our DS-LS Programme supports children who require lower levels of early intervention support and a shorter-term engagement.

## THK EIPIC Centres

Adopting an evidence-based, child-centred approach, our four EIPIC centres look to empower young children with developmental needs to gain skills that maximise their capability for independence. Besides creating holistic and nurturing environments with abundant learning opportunities to meaningfully engage children through everyday routines and activities, we work closely with their families to develop home-based strategies, tailored workshops and other services.

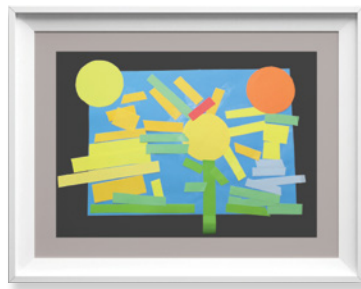
Notably, therapy services are integrated into classes and routines according to each child's needs. Intervention is helmed by a transdisciplinary team comprising early interventionists, social workers, case workers, psychologists, PE teachers, allied health therapists specialising in physiotherapy, occupational therapy, and speech and language therapy, as well as therapists specialising in music and art therapy.

EIPIC programmes are differentiated into three sub-programmes to cater to the diverse developmental needs of children. For children under 24 months, the Under-2s programme employs collaborative coaching to equip their caregivers with knowledge and skills to support their child's development, while children between two and six years old with moderate to high early intervention needs are enrolled in EIPIC @ Centre. EIPIC @ Centre is further differentiated for children in their different classes. Children who have made significant progress under EIPIC @ Centre will eventually transition to receiving support in their preschools under the Development Support Plus (DS-PLUS) programme, in which **THK** EIPIC Centres work hand-in-hand with preschool teachers to ensure that these children are able to participate well in their preschools.



↑ Therapy services are integrated into **THK** EIPIC classes and routines according to each child's needs.

Last year, **THK** EIC Services brought its annual art therapy exhibition online so that our little artists can continue to share their talents with the world in spite of the ongoing pandemic. Featuring over 90 artworks, the exhibition drew visitors to gain insights into the worlds of their creators and their unique personalities.



← 90 artworks were put up by young artists at the annual **THK** EIC art therapy exhibition.



**THK** EIPIC Centres serve an average of **>620** enrolled children throughout the year



**>93%**

of parents agree/strongly agree that the **THK** EIPIC programme is beneficial for their child



**4.43** out of 5

is the average rating of overall satisfaction

An online support group “Coffee Questions, Tea Talk” was also initiated on Facebook Live for parents on our waitlist, empowering them to support their child while awaiting placement in EIPIC. The group of over 270 members meets online every month to share and discuss topics. Relevant evidence-based readings and videos about early intervention and child development were also posted regularly.



↑ A support group “Coffee Questions, Tea Talk” was initiated on Facebook Live for parents on **THK** EIC Services’ EIPIC waitlist.

In January 2022, **THK** EIC Services provided transition support to around 10 Primary One South View Primary School children with special education needs over 24 sessions. Through working closely with both students and their class teachers, the sessions helped the children settle into class routines by applying life skills such as communication, building positive peer relationships and regulating emotions. Significantly, from journeying alongside students and teachers in this transition, **THK** EIC Services has acquired a deeper understanding of each party’s needs and challenges in the school context and the available resources that can help mitigate these. This knowledge in turn enables **THK** EIC Services to better prepare their graduating children for the next step of their learning.



↑ **THK** EIC services provided transition support to around 10 Primary One South View Primary School children with special education needs.

## THK DS-LS

The **THK** DS-LS team works closely with early childhood educators in preschools to determine suitable strategies and essential materials that support the children through classroom activities and routines. The team also shares tips and strategies with parents and caregivers to encourage the practising of new skills at home through daily routines.

Two packages – Development Support package and Learning Support package – are available under **THK** DS-LS. Focusing on either occupational therapy, speech and language therapy, educational therapy or psychological intervention, the Development Support package spans over 15 sessions. Meanwhile, the Learning Support package offers support in areas of literacy, language development, social skills group and handwriting over six to 10 sessions.



← **THK** DS-LS programme offers targeted therapy and developmental support in literacy, language, social skills and handwriting.

Above and beyond the regular activities, the team conducted a Zoom talk on “Preparing Your Child for Primary School” for parents from M.Y World preschools on 8 May 2021. Led by educational psychologist Bonnibel Tan, the event was well received – with 25 parents and some children on the DS-LS programme attending. At the webinar, parents were engaged on topics ranging from essential skills for school readiness to tips for coping with the transition, resulting anxiety and homework.



**>230**

children received support under the Development Support package



**>20**

children benefited from the Learning Support package

### DID YOU KNOW?

Ivy Chew, **THK** EIC Services’ Head of Department (Transition Support), received the “Outstanding Early Intervention Professional Commendation Award” in the Early Childhood Development Agency (ECDA) Awards for Excellence in Early Childhood Development 2021. This award attests to her professionalism, quality practices, dedication to strengthening partnerships between families and the community to positively impact lives of children with developmental needs, and passion in striving for excellence through continuing professional development.



## Enabling Capabilities for Better Self-care

At **THKMC**, we believe that people should be defined by their abilities and not discounted by their disabilities. Holding true to this in our day to day operations at **THK Disability Services**, we not only ensure that each client is treated with dignity and integrity, but also encouraged to not be limited by their physical and intellectual abilities.

Acknowledging that disabilities exist in many forms, **THK Disability Services** offers a comprehensive range of services to support clients with single and/or multiple disabilities, including hearing impairment, intellectual disabilities and persons with autism. By engaging them in activities that enhance their functional and social skills, we aim to boost their capability for self-care, maximise their level of independence, and possibly become gainfully employed.



→  
Residents of **THK Disabled Home for Adults @ Chai Chee** enjoying a game of seated badminton.

### Providing a Safe Shelter

In tandem with the objective of rendering holistic care to our clients, we provide both short and long-term residential care as part of our **THK Disability Services**. These homes are fully fitted with facilities such as therapy rooms, gyms, libraries, classrooms, nursing stations and isolation rooms to encourage a good balance between training and development, community living and social recreational activities. On top of that, **THKMC's** multidisciplinary teams support the residents by applying the Positive Behaviour Support framework.

Notably, of the three **THK Homes for Disabled**, **THK Home for Disabled @ Eunos** also offers hostel programme. Clients eligible for **THK Hostel for Disabled @**

**Eunos** are of a higher functioning level, able to travel independently, and possess a good prognosis of attaining independent life and work skills. Additionally, **THK Hostel for Disabled @ Eunos** also houses children with disabilities. For children under the programme, they will need to be enrolled in one of the Special Education schools and between the age of seven and 18.

This year had been a challenging one for the Homes as **THKMC** needed to take swift, decisive actions in line with the Ministry of Health's COVID-19 guidelines and restrictions. Nonetheless, in order to keep our residents and staff safe and healthy, the Homes implemented strict infection control measures by advocating regular COVID-19 tests and mass vaccination.



**DID YOU KNOW?**

Our Homes got a tech boost during the year! As part of National Council of Social Service (NCSS) Productivity project, we have:

- Digitised physical documents and forms with the eDatalogger
- Bolstered our security with a visitor registration and facial recognition access system and virtual fencing
- Strengthened our ability to prevent incidents and provide prompt care in the event of falls with video analytics surveillance

Furthermore, external physical events were put on hold, and mental health support was made available to residents and staff alike. One such instance was the social skills classes. Instead of involving volunteers, **THKMC** activated our intervention team to teach residents about appropriate social behaviours. Then when visiting was at one point disallowed at the Homes, we introduced weekly phone calls so that our residents can stay connected with their family and caregivers.

In an effort to keep our residents' spirits up, the Homes pushed ahead to organise a myriad of activities, including table-top games, meal preparation, music appreciation and art and craft, to encourage social interaction, motor skills coordination, self-expression and better community living skills. Apart from these day to day programmes, birthday, Christmas, Chinese New Year and National Day celebrations were held to enliven the residents.



**18**

children reside at **THK Home for Disabled @ Eunos**



**40**

clients stay at **THK Hostel for Disabled @ Eunos**



**>300**

residents live at **THK Home for Disabled @ Eunos**, **THK Home for Disabled Adults @ Chai Chee** and **THK Home for Disabled @ Sembawang**



→ *Classes are conducted periodically for residents at **THK Home for Disabled @ Sembawang** to enhance their self-expression, social interaction and community living skills.*



↑ **THK Home for Disabled @ Eunos** kept our residents' spirits up through engaging them in game activities during the pandemic.

## Supporting Everyday Living

One of the primary goals for **THK**'s Disability Services is to equip persons with intellectual disabilities and on the autism spectrum with functional and social skills so that they can live confidently and independently. Through engaging and exposing clients at **THK** Autism Centre @ Geylang Bahru and **THK** Day Activity Centre @ Chai Chee to training activities in daily living, community living, social and recreational, literacy and numeracy, behavioural management, sensory processing and pre-vocational, we seek to enhance our clients' decision-making capabilities.



↑ **THKMC's** Disability Services aims to equip persons with intellectual disabilities and on the autism spectrum with functional and social skills so that they can live confidently and independently.



47

clients are supported with services provided by **THK** Autism Centre @ Geylang Bahru and **THK** Day Activity Centre @ Chai Chee

### DID YOU KNOW?

The **THKMC's** 10<sup>th</sup> anniversary cake was baked by clients of **THK** Pan-Disability Centre @ Eunos.

## Realising Potential for Independence

For high functioning clients who are independent in most of their daily living activities, **THK** Pan-Disability Centre @ Eunos strives to arm them with skills and opportunities that would maximise their independence and economic self-sufficiency – ultimately bringing them a step closer towards integrating with the larger community.

Besides workshops in contract work, horticulture and bakery and pre-vocational skills training in hospitality, the centre also facilitates work engagements that are centre-based and at external work sites.

To better tailor to different learning abilities and styles of clients, the centre implemented an Interactive Learning Management System (LMS) during the year. The new bi-directional and interactive LMS platform allows instructors to incorporate more visually appealing materials into their teaching while also enabling clients to participate and pace themselves as the lesson is happening.

“Knead with Love”, the **THK** Pan-Disability Centre's baking programme was officially launched at **THKMC's** 10<sup>th</sup> anniversary celebration. With this programme, clients with multiple disabilities will be able to learn baking skills that enable them to secure gainful employment in the future.



98

clients benefited from services provided by **THK** Pan-Disability Centre @ Eunos

# Empowering Rehabilitation and Recovery

At the heart of **THKMC** is the well-being of every person in the community. We understand that sometimes severe illnesses, injuries and disabilities require long recuperation periods as well as adaptation to lifestyles. Unwavering, our colleagues at the **THK** Therapy Services are ever ready to walk the journey of rehabilitation and recovery with our clients.

Often, rehabilitation and recovery is a long-drawn process involving clients, their families and a team of allied health professionals. In order to ensure that our clients have access to holistic therapy services that are best tailored to their unique situation, **THK** Therapy Hub goes beyond offering therapy services to end clients with the recruitment, management and training of allied health professional therapists.

Translating these trainings into practice, **THKMC** offers both in-centre physiotherapy, occupational therapy and speech language therapy services as well as remote tele-rehab and off site home therapy services.



↑ **THKMC** offers in-centre physiotherapy, occupational therapy and speech language therapy services.

## Centre-based Therapy

**THKMC** has dedicated therapy and rehabilitation centres catering to young and school-going age children with developmental, learning and behaviour difficulties. By fostering a conducive environment at our **THK** Therapy Hub and two **THK** Children Therapy Centres, we are able to offer specialised and quality paediatric therapy and support services for children and their families.

Aside from children, our **THK** Day Rehabilitation Centres and **THK** Therapy Space @ Bukit Timah also support adults and seniors for their rehabilitation needs. With the aim of bringing rehabilitation therapy services to the community and bridging the gap between institutions and homes, our centres do not limit our assistance for clients to centre-based therapy activities. As part of our effort to ensure continuum of care for our clients, these centres also organise caregiver trainings.

In addition, we collaborate with other community partners and Resident Committees (RCs) to identify frail, weak or vulnerable persons who are at increased risk of falls, and educate them on fall risk prevention strategies as well as ways to maintain health and fitness. When these individuals are assessed to have potential to benefit from individualised therapy sessions, they will be encouraged to join the centre-based therapy sessions. Or if they are unable to attend the centre-based rehabilitation programmes, our centres provide the alternative of home therapy and tele-rehab sessions.



**>3,800**  
clients benefited from  
**THKMC's** centre-based  
therapy services

## Home Therapy

As a result of functional limitation, no access to transport options and lack of carer support, not all clients can attend centre-based rehabilitation programmes. For that reason, we employ a multidisciplinary client-centric approach – supporting them in the comfort of their homes and the community.

Made available to clients island-wide, our Home Therapy programme

encompasses rehabilitation, home-based exercises and home environment audits. To augment the effectiveness of the programme, tele-rehab was introduced to encourage the clients and their family members' proactive participation in the rehabilitation process. Thus far, tele-rehab has proven to be helpful in reinforcing the importance of home exercise, and for clients to take ownership of their

rehabilitation goal – without the physical presence of a therapist. This year, **THK** Home Therapy programme saw a 100% increase in referrals and the completion of over 750 home therapy sessions.

Separately, our **THK** Children Therapy Centres also launched a home-based speech language therapy and physiotherapy services in April and June respectively.



↑ The recent introduction of tele-rehab helps therapists to monitor client's progress at home effectively.



↑ Demand for **THK** Home Therapy programme increased by 100% during the pandemic.



**>70**

clients received home therapy



**>750**

home therapy sessions were completed in the year



**100%**

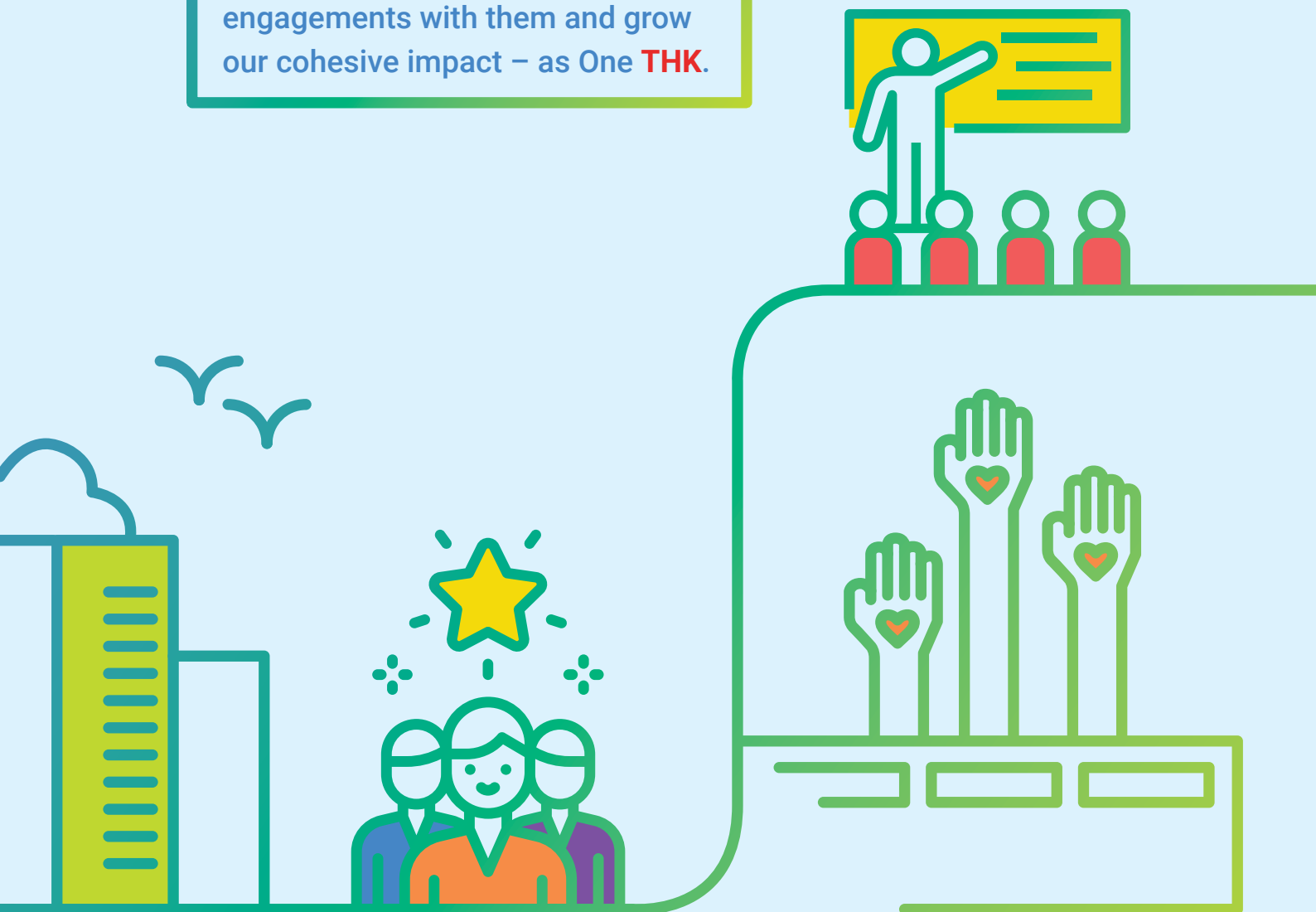
increase in home therapy referrals during the pandemic

On 4 September 2021, two speech language therapists from **THK** Children Therapy Centres conducted an online outreach talk on "Prelinguistic Skills: The Building Blocks of Language" for PCF Sparkletots teachers. The session was well attended by approximately 200 early childhood teachers.



# Rallying Support to Grow Impact

Our achievements were only possible because of the resilience of our people and the generous partnership of our corporate and individual volunteers. That is why we relentlessly seek to fortify our engagements with them and grow our cohesive impact – as One **THK**.

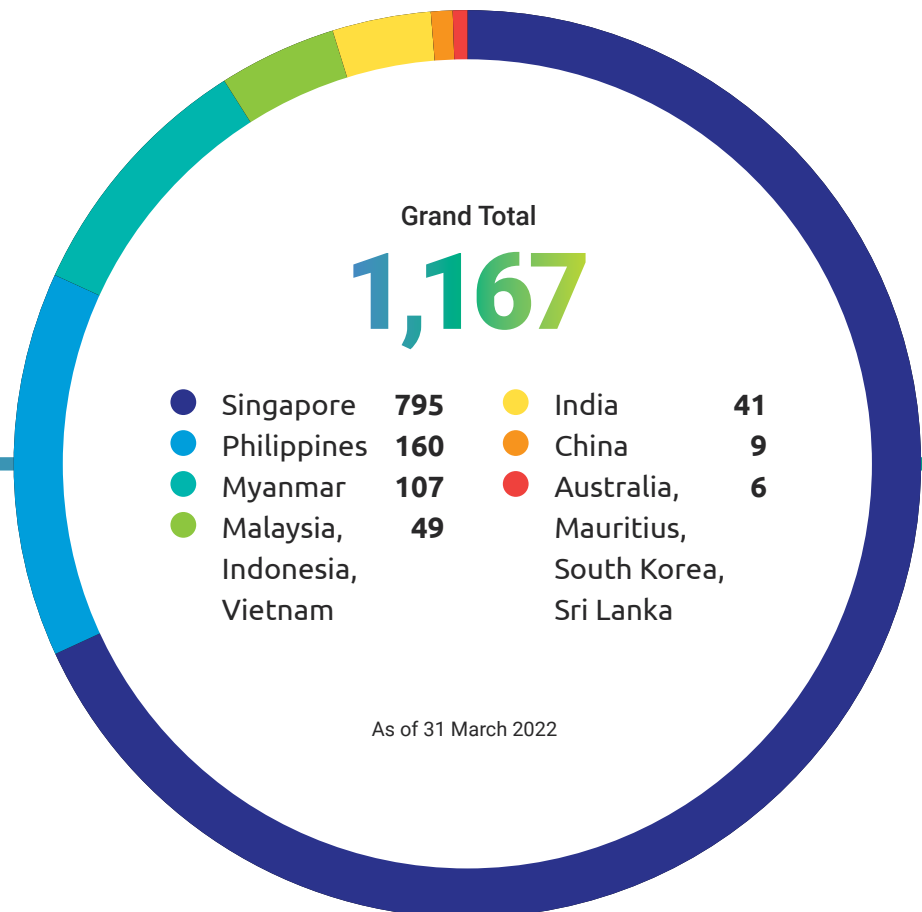


# Growing and Learning as One THK

We are one big family at **THKMC**. Although we may come from diverse backgrounds and nationalities, we share a common desire to uplift others and positively impact our community. This common purpose saw us overcoming challenges brought about by the pandemic and growing as One **THK** in 2021.

As an equal opportunity employer, we believe in providing a supporting environment that encourages teamwork and development regardless of nationality, race and age. Therefore, an organisation-wide review is conducted on our workforce demographics every year. This year, 94 staff are identified for the Retirement & Reemployment exercise.

## Demographics of Our Workforce



## Identified Staff for the Retirement & Reemployment Exercise



## Showing Support for Our Workforce

The pandemic brought numerous challenges for our staff. In order to better understand issues confronting our staff, we initiated a “Hear You Out!” series in August 2021. The seven sessions garnered a total of 221 questions and a participation rate of 41%. Subsequently, in November 2021, we also launched **THKMC**’s very first Employee Engagement Survey. It recorded an organisation-wide participation rate of 77%.

### DID YOU KNOW?

**THKMC** upgraded our Human Resource Information System to integrate Personnel Information, Leave, Attendance, Appraisal, Learning and Payroll modules. With this enhanced system, our staff can look forward to digitalised performance appraisals!

Complementary to these programmes, we also worked collaboratively with partners to improve our staff’s well-being throughout the year. While mental wellness and health talks strengthened their mental resilience, medical checks and health screenings safeguarded their physical health. Additionally, we provided subsidised counselling sessions for staff in need and engaging activities were organised to promote bonding and healthy lifestyle.

In recognition of the hard work and commitment of our staff during these challenging times, we paid out a higher performance bonus quantum in April 2021, and gave out an appreciation token and self-care pack in October 2021. A COVID appreciation bonus was also given to frontline staff at Home Care Services and Disability Services.

### DID YOU KNOW?

**THKMC** is the first Social Service Agency to Achieve all nine National Tripartite Standards under TAFEP.

The Human Resource Committee made an exception to allow staff to carry forward their excess annual leave above the usual provision, with more than 50% of **THKMC** staff benefiting from this arrangement.

During the year, staff benefits on self-care, dependent care and staff insurance were also reviewed and enhanced. In addition, we worked with consultants to align the job structure and all job grades at **THKMC**. We also conducted salary benchmarking to ensure that we remain competitive.

As part of developing our employees, we have kick-started projects which includes designing career progression pathways, competency and training roadmaps for all staff. We also commenced work on succession planning and developing our leaders.

Significantly, the various efforts led to **THKMC** becoming the first Social Service Agency to achieve all nine National Tripartite Standards, under the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP).



↑ We keep our staff safe and healthy through periodic medical checks and health screenings.



Nearly

**50%**

of contingent workforce from the Jobs Support Scheme and SGUnited pathways were converted to permanent staff

## A Tribute to Our Nurses on Nurses Day 2021

Our Home Care Services nurse, Hariati Sahak's dedication and commitment to care for her patients – Mr Panirel Chelvan and Madam Law Bee Neo – during the pandemic was spotlighted in The Straits Times and Berita Harian as a lead-up to Nurses Day 2021.

The pandemic disrupted medical care for some health conditions. As a result, Hariati had to frequently liaise with polyclinics on the patients' behalf to ensure that their medications are sufficient. The pandemic restrictions also meant that she could only hastily settle her lunch alone in her car between visits. On top of that, she had to take extra precaution to ensure that she stays safe as most of her patients are vulnerable to severe illness.

However, what truly sets Hariati apart for her patients is her care for them. Her regular visits help them better manage their conditions while her jolly ways warm their hearts. All her patients look forward to her visits and are grateful for her company and friendship.



↑ Hariati affectionately known to Mdm Law as "Missy" taking a walk with her.

## Investing in Our People

At **THKMC**, it is our belief that a team that learns together, grows together. That is why we set up **THinK** Institute (TI) in 2017. Although the COVID-19 pandemic and classroom learning restrictions meant that we had to pivot our physical, in-person classes to virtual ones in 2020, we remained undaunted. Instead, we built on this momentum of online learning in 2021 and went on to clock 6,636 training hours – an almost 30% increase compared to 2020. We also offered significantly more courses compared to 2020. Correspondingly, the number of staff benefiting from TI courses increased from 662 to 737.

TI courses are conducted by a mix of in-house and external trainers. Writing Winning Proposals was one such course delivered by our own Trainer. Then, in a collaboration with National University of Singapore (NUS), an Emerging Leaders Programme was launched to target high potential talents across **THKMC**.

### DID YOU KNOW?

Other than courses in Governance & Compliance, IT Application, Personal Effectiveness, Quality and Productivity and People Management, we added four additional course categories in 2021. They are Leadership Development, Management Development, Micro Learning Series (MLS) and Volunteer Management.



# 6,636

training hours clocked



# 737

employees trained



# 40

courses across  
9 course categories

## Courses Conducted by THink Institute in 2021/2022

Learning Roadmaps	Course Title
Leadership Excellence	<ul style="list-style-type: none"> <li>• Situational Leadership</li> <li>• Effective Performance Appraisal for Supervisors</li> <li>• Understand How Team Works</li> <li>• Competency-based Interviewing Skills (Interview &amp; Selection)</li> <li>• Finance for Non-Financial Managers</li> </ul>
Digital and Transformation	<ul style="list-style-type: none"> <li>• Introduction to Infographics</li> <li>• MS Excel Advanced / Intermediate Modules</li> <li>• Data Analysis for Beginner</li> <li>• Innovative Problem Solving and Decision Making</li> <li>• LEAN Tools &amp; Techniques for Productivity &amp; Efficiency</li> <li>• PDCA for Continuous Improvement / Project Planning Essentials</li> </ul>
Personal Growth	<ul style="list-style-type: none"> <li>• Communicating with Impact</li> <li>• Critical Thinking Strategies The NLP Way</li> <li>• DISC Profiling Workshop for Leaders / Staff</li> <li>• Effective Writing / Email Writing and Etiquette</li> <li>• Managing Differences through Effective Interpersonal Skills</li> <li>• Presenting with Confidence</li> <li>• Proactive Stress and Time Management</li> <li>• Working with Different Personalities</li> <li>• Writing Performance Objectives / Writing Winning Proposals</li> </ul>
Compliance and Governance	<ul style="list-style-type: none"> <li>• Enhanced Customised PDPA for THKMC</li> <li>• New Amendments on PDPA 2021</li> <li>• Writing SOP Depth with Clarity</li> </ul>
Volunteer Management	<ul style="list-style-type: none"> <li>• NCSS – Social Service Agencies Volunteer Management</li> <li>• SSI – Volunteer Programmes</li> <li>• Volunteer Training</li> </ul>

Beyond TI, we are committed to ensure that our existing staff get opportunities to further their personal development and career. This year, we awarded two deserving staff – Vicky Vikneshri Puminathan from Early Intervention for Children (EIC) Services and Stanley Lee See Yeow from Home Care (HC) Services – with the **THKMC** Sponsorship.



## Changing the Course from an Interim Job to a Fulfilling Career



**Vicky Vikneshri Puminathan**  
*Clinical Psychologist*  
 Completed Masters in Psychology  
 (Clinical) in August 2021

I joined **THK** EIC Services as an Associate Psychologist in 2016. It was my first time working in the community setting as an allied health professional, and I had little idea of what to expect. Thankfully, the lovely team at **THK** EIC Services was very welcoming. They helped me get acquainted with the community setting, and let me learn from and alongside them. The heart and soul that my colleagues poured into their work day after day, and their willingness to always go the extra mile despite challenges, never fail to touch and inspire me. The warm and

enriching work environment made me deviate from my original plan.

In 2019, my supervisors and colleagues encouraged me to apply for the National University of Singapore (NUS)'s Master of Psychology (Clinical) programme under **THKMC**'s sponsorship. The two-year full time programme was based on the scientist-practitioner model, so there was a combination of coursework, research and placement components. Returning to rigorous full-time learning with examinations after

having been out of school for some time took some adjusting. Furthermore, the ever-changing COVID measures during my hospital placements made it all the more challenging. Nonetheless, my experience in working with and supervising clients at **THK** EIC Services had provided me with a strong foundation for accelerated learning and core competency development for clinical practice across the lifespan. Of note, my placement at a paediatric hospital increased my exposure to child assessments and intervention techniques in a different setting.

My personal and professional growth in the last two years has better prepared me to support the children and their families we serve at **THK** EIC Services, both directly and through our transdisciplinary team. I am excited to return to the warm and enriching space of **THK** EIC Services, and support the team in delivering evidence-based services.

**“What started as an interim position for me to learn and gain experience prior to applying for my Master’s, unexpectedly morphed into a valuable and cherished career. I am very grateful to the management team for looking out for my professional development, and **THKMC** for the sponsorship!”**

## An Advocate of THK HEART Values



**Stanley Lee See Yeow**  
Assistant Programme Manager  
Completed Bachelor of Arts (Hons)  
in Business Logistics and Transport  
Management in March 2022

"It is my passion to help others and deliver quality service to my clients. Work has never been more rewarding than my time here, as I run programmes that benefit people in need of community support – in particular, the elderly."

I began my career in **THKMC** as a Transport Lead in 2018 and was given the opportunity to oversee operations of Meals on Wheels (MOW) and Medical Escort & Transport (MET) Programmes.

During the Circuit Breaker, I was tasked to lead the MOW team. It was very challenging. Having to comply with the ever-changing COVID-19 measures meant that I often only had 10 hours to plan and execute the plan. Apart from having to make immediate operational changes, I also have to deliver meals to an additional 450 needy clients island-wide. For 2.5 months during the Circuit Breaker, we implemented the plan without compromising our existing MOW operations while still ensuring that warm meals are delivered to these additional frail and elderly clients regardless of rain or shine.

In 2020, Mr Andy Lee, Divisional Director of **THK** Home Care Services, offered me the opportunity to further my studies in Business Logistic and Transport Management with the University of Greenwich. I applied and was granted the **THK** Staff Sponsorship Programme. It was definitely not easy to return to student life after 20 years. Plus, I had to study and work at the same time. However, thanks to **THKMC**'s support for lifelong learners and my **THKMC** colleagues – Dennis Oen and Arnie – who had also gone through the journey, my determination eventually triumphed.

I have successfully completed my study with Upper Second Class honours. My degree has strengthened my understanding of the finer details of daily operations. With these valuable newfound knowledge and skills, I am eager to value add to **THKMC**'s programmes, delivering quality services to all mankind.

On the other hand, we also contributed to the healthcare ecosystem through our support for the Career Conversion Programme (CCP) for Allied Health Professionals and the Work-Study Diploma Programme with the Institute of Technical Education (ITE). For which, we hired Lynn Amelia Binte Mohammad Hanip, and hosted five students respectively.

## Living the Passion for Sports and Community



**Lynn Amelia Binte Mohammad Hanip**  
*Physiotherapist, Bachelor of Science (Hons) in Physiotherapy*  
 Completed in August 2020

I started work at **THK** Therapy Hub as a Physiotherapist in July 2020 after my graduation from Singapore Institute of Technology (SIT) in August 2020. Prior to that, I was working as a Therapy Assistant in an acute hospital. My aspiration is to become a Physiotherapist – and I am thankful that **THKMC** is helping me to realise that with the sponsorship.

As a Physiotherapist, I have two passions – community and sports. I always feel that we can do more, and the opportunities to make a difference in our community are limitless. There are many people in the community who require intervention whether through education or prevention but may not be able to afford it due to rising costs of healthcare. Given the increasing emphasis on quality care for our elderly, I am passionate to contribute towards the growing community care sector.

Sports is my other passion. I always believe that sports unite people from diverse backgrounds. It provides a common ground for people to connect and network with one another. I volunteered as a Physiotherapist for SEA Games 2022, and this would not have been possible without my Head of Department (HOD) and Supervisor's support and encouragement.

My journey at **THK** Therapy Services is almost two years now, and there were many lessons learnt along the way. Particularly, I am grateful to my HOD, Kwok Boon Chong, and Supervisor, Mohsin, for their guidance and support. They are good mentors who care for my personal growth. They also always take time to check in with me on my well-being when challenges arise and ensure that I am adequately supported. I appreciate their every advice, and look forward to continue working alongside them to make a difference in **THKMC** and the community!

**“My work at THKMC enables me to integrate both my passion for the community and sports. Furthermore, THKMC offers opportunities for me to explore my interests and ambitions in various fields, not just the conventional Physiotherapy work.”**



## The Journey – From Trainee to Full-time Staff



**Muhammad Zulkhairi Zailani**  
Completed SGUnited Traineeships Programme and joined **THKMC** as a full-time employee in 2021

“The traineeship was instrumental in leading me onto paths that I would not have otherwise considered. Being a trainee offered a great avenue to experience the operations at different levels, the various job scopes and accompanying challenges.”

After completing my accountancy course at the ITE, I already knew that I won't be practising as an accountant because a desk-bound job is not for me. Therefore, when my friend shared with me about the SGUnited Traineeships Programme in September 2020, I decided to go for it and signed up for a traineeship with **THKMC**.

I was assigned to **THK** Seniors Activity Centre @ AMK 645. There, I had to plan and execute programmes for the elderly residents, which happened to be my forte as I had experience planning and organising activities for elderly cleaners in my secondary school. But job duties aside, the best part of the traineeship for me was seeing the smiles of the elderly clients whenever I greet them and their

enjoyment when taking part in the active-ageing programmes we had planned for them.

After the successful completion of my traineeship, I joined **THKMC** as a full-time employee in May 2021. The transition offered opportunities to take charge of new projects as well as added responsibilities. To boost my service delivery standards, I have plans to sign up for relevant courses.

## Sharing their Experiences with **THKMC**



“Engaged, enlightened and encouraged. It has been a meaningful and joyful experience working with the residents for the past one year.”

– Nur Syafiqah Bte Dahlan, Care Assistant, **THK** Home for Disabled Adults @ Chai Chee



“No Change? No Challenge! It has been a fulfilling and eye-opening experience.”

– Khoo Meow Ling, Care Assistant, **THK** Home for Disabled Adults @ Chai Chee



“I have enjoyed a very fruitful journey over the past year – being a part of the **THKMC** family. And I am still learning from my colleagues and peers in school. Whenever I come across any challenges, I know I can count on my colleagues to give me great advice!”

– Germaine Yeo Swee Chin, Care Assistant, **THK** Pan-Disability Centre @ Eunos



“Every day is a new experience!”

– Noor Arjuna Sari Bte Noor Hirwan, Care Assistant, **THK** Home for Disabled @ Eunos



“The past one year spent in **THK** Autism Centre @ Geylang Bahru was enriching, informative and fulfilling.”

– Jesper Ong Yi Jie, Programme Assistant, **THK** Autism Centre @ Geylang Bahru

## Going the Distance Together

At the core of our service delivery standards is our people. As far as we are concerned, each staff is unique – and so is their **THKMC** journey and experience. As we mark our 10<sup>th</sup> anniversary this year, we are taking the opportunity to also celebrate a few special individuals who have helped shape **THKMC**.

### Elderly Services



**Tan Wei Ling**  
Lead Centre Manager  
**THK** Active Ageing Centre  
@ MacPherson

**Q: Can you share a little about your journey with THKMC?**

**A:** I have been with **THKMC** for five years now. Although I had prior experience working with the community, my worldview was totally reshaped when I joined **THKMC**. The organisation's mission "To Serve Mankind" is perpetuated every day and in every aspect of our work.

**Q: What do you love about your work at THKMC?**

**A:** When I know that I have fulfilled my role as an enabler for seniors to age in place around people and in the community they are familiar with, I feel good. A huge part of inspiration also comes from working alongside a team of diverse individuals who are equally committed to prepare our nation for the silver tsunami. Of course, having seniors acknowledge our good work with verbal appreciation also provides an extra boost.

**Q: What are some useful tips you have for your colleagues?**

**A:** We should be transparent and candid with ourselves, our peers and our supervisors when confronted with problems at work. Be humble to consult others and accept guidance, even those who are more junior.

**Q: What is next for you at THKMC?**

**A:** The changing healthcare landscape coupled with an ageing population means that there are many innovations needed at the operational level. With support and empowerment from my management, I hope to work closely with my team to smoothen our work processes – and conquer any challenge that comes our way!



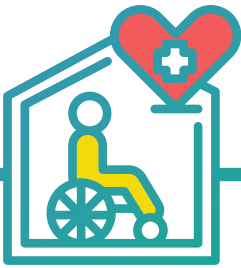
### Home Care Services



**Zeleela Binti Hydrose**  
Health Care Associate  
**THK** Home Personal Care

**Q: Can you share a little about your journey with THKMC?**

**A:** I joined **THKMC** in 2014 as a Health Care Associate, and my key responsibilities are to help clients do simple housekeeping and conduct mind stimulating activities with my dementia clients. In the course of my work, I get to meet different clients from different backgrounds, and see their situations first-hand. It is then up to us to try and help them as best as we can. But sometimes, we are unable to do it ourselves. At times like these, it is always very assuring to know that we can count on the strong support culture at **THKMC** – I love that about **THKMC**.



**Q: What do you love about your work at THKMC?**

**A:** When clients convey their sincere gratitude, it makes my day. Other times, the job satisfaction stems from seeing our services improving the lives of our clients and their family.

**Q: What are some useful tips you have for your colleagues?**

**A:** Speaking from my own experience, it pays to be patient. Sometimes, this could simply be offering a listening ear to clients who wish to be heard. At the end of the day, everyone deserves to be heard – because we are all human beings.

**Q: What is next for you at THKMC?**

**A:** I wasn't proficient in IT. But my team did not give up on me. With their support and guidance, I can now use a tablet to manage my day to day work. I feel empowered and confident and I look forward to putting my new skills to good use!



## Family Services



**Lee Leng Hwa**

*Cook cum cleaner*

**THK Centre for Family Harmony  
@ Circuit**

**Q: Can you share a little about your journey with THKMC?**

**A:** I joined THKMC in 2001. Back then, I was serving Thye Hwa Kwan Moral Student Care Centre (MacPherson). Subsequently, when THK Centre for Family Harmony @ Circuit took over the premises, I stayed on. My colleagues call me "Lian", and the children who come to the Centre usually address me as "Aunty Lee". Over the years, many of the children have grown up and no longer come to the Centre. But when I see them outside, they will still call me "Aunty Lee" and say "hello". This warms my heart and makes me feel that they have enjoyed their time with me at the Centre!

**Q: What do you love about your work at THKMC?**

**A:** Many of the clients and children who come to our Centre are from troubled families. It is my goal that when they are here, they can leave their problems behind temporarily and be comfortable. That is why I take it upon myself to ensure that the Centre is kept

sparkling clean for them, even if it means going in on Sundays to do the cleaning. I try and make them feel welcomed with a smile.

**Q: What are some useful tips you have for your colleagues?**

**A:** It is important to take pride in your work. When you do your work well, people will recognise it and show appreciation. Then when they give you compliments, you will feel motivated to do an even better job.

**Q: What is next for you at THKMC?**

**A:** My work at THKMC is more than just a job to me. It is my "home" and I find purpose caring for the Centre, the staff and serving the clients. I see myself as part of the team, so sometimes when I see them working very hard I would offer to buy lunch or cook dessert for them. Or if anyone of them needs another person to accompany them, I will volunteer – because good relationships makes work more fun. I will continue to do what I can.

## Early Intervention for Children (EIC) Services



**Michelle Choo Wanzhen**  
Educational Psychologist  
THK EIC Services

### Q: Can you share a little about your journey with THKMC?

**A:** I was fresh out of university when I joined THKMC. My work mainly involves working with young children with developmental and/or learning needs, and their families and schools. The aim is to address issues that may hinder their learning. In my time here, THKMC sponsored my Master's degree. The opportunity has empowered me to better support my clients and colleagues.

### Q: What do you love about your work at THKMC?

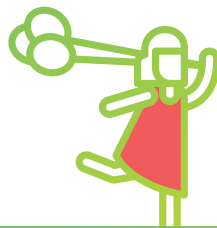
**A:** I love it when I see progress in the children. On top of that, I have very supportive colleagues and supervisors. Many of them come from different disciplines, hence every collaboration to support our clients is enriching. More importantly, knowing that my work can impact lives provides meaning and fulfilment!

### Q: What are some useful tips you have for your colleagues?

**A:** It can get emotionally tiring and challenging at times, especially when families grapple with the loss of hopes they have for their children. During these moments, it is important to remind yourself that you are not alone, your colleagues around you can help you manage these difficult times.

### Q: What is next for you at THKMC?

**A:** There are always new things to learn and opportunities for growth here. It is my wish to keep learning and growing – and ultimately apply my knowledge to help my clients and their families.



## Disability Services



**E Kasthoori**  
Case Worker  
THK Home for Disabled  
@ Sembawang

### Q: Can you share a little about your journey with THKMC?

**A:** I have been a case worker with THKMC since 2017. My core duties are to review admissions and discharges, and ensuring administrative requirements are duly carried out. Part of my job also entails developing an appropriate reward system to cultivate, promote and reinforce positive behaviour in residents. My journey with THKMC thus far has been fulfilling and heartwarming.

### Q: What do you love about your work at THKMC?

**A:** I get to help families in need as well as residents on a daily basis. Through counselling, behaviour management and emotional regulation programmes, I come to learn



more about the difficulties they face. Often, this deeper understanding inspires me to think of creative techniques to solve their issues. And when you observe that these ideas work, it is not only satisfying but also very heartening. Their joy is infectious, and their recognition and appreciation strengthen my motivation to keep going!

**Q: What are some useful tips you have for your colleagues?**

**A:** There isn't one definite type of intervention that can be used for every person, and it is also not certain that the first suggested intervention can help the residents. Language barriers and age differences can be a hindrance to obtaining the necessary information from families, so we have to be resourceful by getting information from relevant government organisations even if this may lengthen the process.

**Q: What is next for you at THKMC?**

**A:** It has been an enjoyable and fruitful five years. Notwithstanding hurdles and problems, I have learnt a lot from cases I have worked on. It has been an enriching and self-fulfilling journey. I hope to continue with what I am doing now.



## Therapy Services



**Siti Durriah Binte Pitchay**  
Senior Physiotherapist  
THK Therapy Services

**Q: Can you share a little about your journey with THKMC?**

**A:** I joined THKMC in the 2016 as a Paediatric Physiotherapist. One of my most memorable memories is of a boy who I bumped into at a mall, strolling with his mum. I saw him when he was a baby. At that time, his mum shared that doctors had doubts that he was going to be able to walk because he was very floppy and had growth problems. Seeing him walking independently without a stroller in the community and happily exploring his environment, means so much to me and my team!

**Q: What do you love about your work at THKMC?**

**A:** Working with children always makes my day. Every child is like a book with a story to tell – often it is a beautiful and resilient one. There will never be a day that is dull. At THK EIC Services, the team always works together to give the children the best care. I love how the teachers I worked with are highly capable to handle children with very severe physical needs.

It means a lot to me when the team is cohesive and works well together.

**Q: What are some useful tips you have for your colleagues?**

**A:** Being a community therapist comes with inherent challenges, especially when dealing with complex cases that require prompt and appropriate medical attention. At times like these, it is important to communicate clearly whether it is with the transdisciplinary team in school or our connections in hospitals. But this is always a work in progress, so we need to be flexible and adaptable.

**Q: What is next for you at THKMC?**

**A:** As a Physiotherapist, my greatest joy is when a child is able to gain independent mobility. For children with severe conditions, it feels great when you are able to maximise their abilities, allowing them to move and get into positions where they can play – which is a human right and a child's intrinsic function. I will keep at this meaningful mission.

## Many Helping Hands Make Light Work

The Volunteer Management and Community Engagement (VMCE) at **THKMC** reaches out to corporate and individual volunteers who share a passion for helping those in need. 2021 has been a challenging year for individuals and corporates to step up and contribute their time and effort to volunteer amidst the many restrictions brought on by the COVID-19 pandemic. However, many still rose to the challenge and found ways to reach out to those in need. The VMCE team is encouraged and heartened to welcome new volunteers to work alongside existing ones to further our mission of helping those in need.

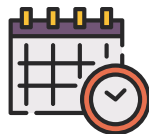
**THKMC** runs over 70 programmes and services every year. Many of which are supported by the many volunteers, who work alongside our staff. Their contributions enable us to continue growing **THKMC's** impact year after year. Our volunteers navigate the community to help those in need, and thus our volunteers are known as **THK** Aviators.



**>600**

volunteers

During the year, 616 **THK** Aviators joined us to work as One **THK** in empowering the community over the course of 16,826 hours. Together, we reached out to over 50,000 in the community. Amongst our warm-hearted **THK** Aviators are big corporates, small businesses and passionate individuals.



**>16,800**

volunteering  
hours clocked

The Volunteer Management Unit was moved from Corporate Communications Division to the Strategy and Innovation Division in April 2021 to drive the integration of volunteers as a critical resource in our programmes and services. In October 2021, the Volunteer Management Unit expanded to include outreach to Singapore's businesses for corporate volunteers with the growing interest in the area of Corporate Social Responsibility (CSR). The Volunteer Management and Community Engagement (VMCE) Unit focuses on recruitment, retention, recognition, and development of volunteers with a key recruitment target to increase the number of befrienders to 300 in 2022.

## Giving Knows No Age

An active volunteer of **THK SAC @ Ang Mo Kio 257** since 2014, Mr Tan Ah Koon shows no signs of slowing down as a senior citizen of 70. Even during the pandemic when seniors were identified as a vulnerable group, it did not stop Mr Tan from teaming up with our staff to distribute essential items to seniors living alone in rental blocks. He also distributed warm packed meals, household rations and face masks.

Mr Tan is a frontline “hero”, who does not let age get in the way of his passion to help those in need in the community. He shared that volunteering gives him a sense of purpose in being able to give back to the community.



↑ Mr Tan continues to volunteer at **THK SAC @ Ang Mo Kio 257** during the pandemic.

## Uplifting Others for a Better Life

Volunteering was not something 56-year-old Abdul Laili Bin Abdul Rahim would have considered if not for his wife’s encouragement. However, since he started, there is no stopping Mr Laili from stepping up and volunteering with **THKMC**.

His first assignment was to chaperone lonely seniors to places of interest. The

experience inspired him to reflect upon his life and led him to take on roles, such as a plumber, an electrician, and a driver, within the **THK SAC @ Henderson** and **THK AAC @ Bukit Merah View**. Over time he became the friendly neighbourhood handyman and a reliable help during social gatherings and excursions, and in ensuring smooth distribution of meals, come rain or shine.

A volunteer for 17 years now, Abdul Laili shared that becoming a **THK Aviator** has broadened his knowledge and enriched his experience in dealing with difficult situations. Putting what he learnt to good use, Abdul Laili rallies fellow volunteers to help with celebratory events and social activities. The smiles on seniors’ faces are his best rewards.



“I derive great joy from the smiles and laughter of people I helped. Being a volunteer opened up my social circle. I feel fortunate to have become friends with many **THKMC** staff and beneficiaries.”

– Abdul Laili

## Cooking from the Heart

Mr Low Boon Chuan is a long-time volunteer with **THKMC**. A humble and quiet man by nature, he goes to great lengths to support low-income seniors, stepping up to provide support whenever and wherever help is needed.

As the owner of Boon Keng Road Fish Head Bee Hoon, Mr Low not only contributes over 500 bowls of his comforting fish porridge to various SACs and AACs under **THKMC** every month, but also takes care of the planning and delivery of the congee. This year, he also treated attendees of the **THKMC** Donors' Appreciation Ceremony to warm fish porridge.

In 2021, Mr Low provided 1,200 seniors with cooked meals. But his spirit of giving does not stop there, as he goes out of his way to make time to support the seniors' urgent needs. A true volunteer leader, he readily lends his support to the **THKMC** staff when necessary.

Mr Low was recognised for his contribution to the community with the Friends of the Community Care Awards by Agency for Integrated Care (SME Category). Indeed, a well-deserved recognition for this volunteer champion!



↑ Mr Low completing the delivery of his piping hot congee to **THK** SAC @ Ang Mo Kio 645.



**1,200**  
cooked meals

## Encouraging Greener Lifestyles

Thirty OCBC staff volunteers banded together to organise an online microgreen-planting and salad-making workshop for seniors from **THK** SACs. This is part of **THKMC**'s drive for greater sustainability and move towards encouraging seniors to eat right.

Supported by a trainer, the volunteers engaged the seniors virtually via a step-by-step microgreen-planting process. From differentiating baby greens and microgreens, understanding nutritional facts of eating microgreens

to how to plant and harvest the vegetables, it was an interesting and fun session for all as attested by the many smiles seen, and laughter heard.

The event ended with a showdown among the seniors testing their skills in a salad-making activity. The seniors not only learnt about adopting a healthier-eating lifestyle through the event but had a safe, fun and refreshing day despite the gloom of the pandemic.



About  
**30**  
volunteers



↑ OCBC volunteers virtually showing seniors how to plant and harvest microgreens step-by-step.



## Stepping Out to Do Good Together

Marsh McLennan – **THKMC**'s new corporate volunteer – activated their team in support of our Duke-NUS Integrated Care Model (IGCM) research in November 2021. Marsh McLennan went on to do other volunteering activities with **THKMC** including senior homes' decluttering and spring-cleaning programme in March 2022.

In the inaugural collaboration with **THKMC**, a team of Marsh Cares volunteers versed in various languages including Chinese dialects, Malay and Tamil, reached out to seniors with different backgrounds and health requirements to seek their consent to come on board

the Duke-NUS IGCM research project.

The project proved to be obstacle-filled as many of the seniors were uncontactable by phone. As a result, the volunteers had to physically visit the seniors at their homes in order to secure their consent. Despite the difficulties, Marsh Cares volunteers completed the assignment in good time, paving the way for the Duke-NUS IGCM study to stay on track.

Thanks to Marsh Cares volunteers, **THKMC** together with our research partners would now be able to formulate an integrated care

model that would not only better support health and psychosocial needs of seniors, but also enable a more robust upstream healthcare for them.

Then in March 2022, Marsh Cares volunteers joined hands with other volunteers in our island-wide decluttering and spring-cleaning efforts. For this CSR activity, their team of volunteers decluttered and cleaned seniors' homes in the Telok Blangah area.

**“The long-term well-being of our society and the strength of Singapore’s economy depends on our ability to create a more sustainable and inclusive world, and we are glad to be able to contribute.”**

– Jordan Reichelt, Marsh Cares Singapore Leader



↑ Marsh Cares volunteer spring-cleaning a senior's home in Telok Blangah.

## Delivering Flavours of Love

Since December 2021, some 100 volunteers from Singapore Airlines (SIA) have been dedicating their time and energy to deliver packed meals, in groups of 20 to 25 at any one time, to seniors in our MOW Programme. Each time, the SIA volunteers covered a combined distance of 140km within three hours, because these packed

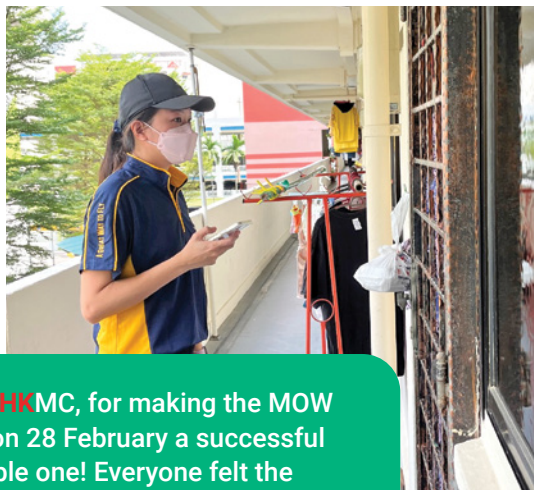
meals need to arrive at the seniors' place fresh and warm. This is made possible through the careful planning of routes.

The help of the volunteers freed our staff's time so that they can attend training and have co-creation sessions to improve service delivery for our clients.

Our seniors welcomed and enjoyed their encounters with the SIA volunteers and their "Acts of Service". Particularly, our seniors were awed that staff from our national carrier not only cared for in-flight passengers but also those living in the community – like the seniors.



↑ SQ volunteer delivering warm smile and warm meal to seniors under the MOW Programme.



"Thank you **THKMC**, for making the MOW Programme on 28 February a successful and memorable one! Everyone felt the synergy and positive vibes throughout the day and even made like-minded friends along the way. It was indeed heartwarming to see the smiles on the faces of the beneficiaries upon receiving their meals. I would do this again!"

– Carol, SIA Volunteer



Around  
**100**  
volunteers



Covered  
**140km**  
for each session of  
meals delivery

**BE A THK AVIATOR!**  
Let's make a difference together. Find out more at [www.thkmc.org.sg/volunteer](http://www.thkmc.org.sg/volunteer).



# Getting Ready for the Next Lap

Our journey in the past 10 years has been rewarding. Resolute and inspired to achieve our greater vision of empowering the community while staying true to our mission of serving mankind, we have mapped out a holistic plan to move forward – as One **THK**.



## Scoring New Achievements

Over the years, **THKMC**'s operations have grown in scale, scope and complexity. With a diverse portfolio of offerings across centres located island-wide, we recognise the importance of keeping everyone focused on our mission – serving mankind regardless of their race, colour, creed, language, culture and religion. Guided by our vision of empowering the community as One **THK**, we are determined to break new grounds and scale new heights.

### THKMC's Strategic Plan

**THKMC** is at an inflection point in our journey. As our nation transits from the COVID pandemic to an endemic state, we know that **THKMC** has to be an active participant to contribute towards a better and more sustainable future – for our clients, our community and our country. **THKMC**'s strategic plan outlines the key strategic

thrusts (KSTs) and key strategic goals (KSGs) to guide the organisation's transformation efforts.

This year, we reviewed the plan and refreshed it with the introduction of KST 5 – Sustainability. This new thrust amalgamates **THKMC**'s sustainability efforts across

organisational, financial and environmental initiatives.

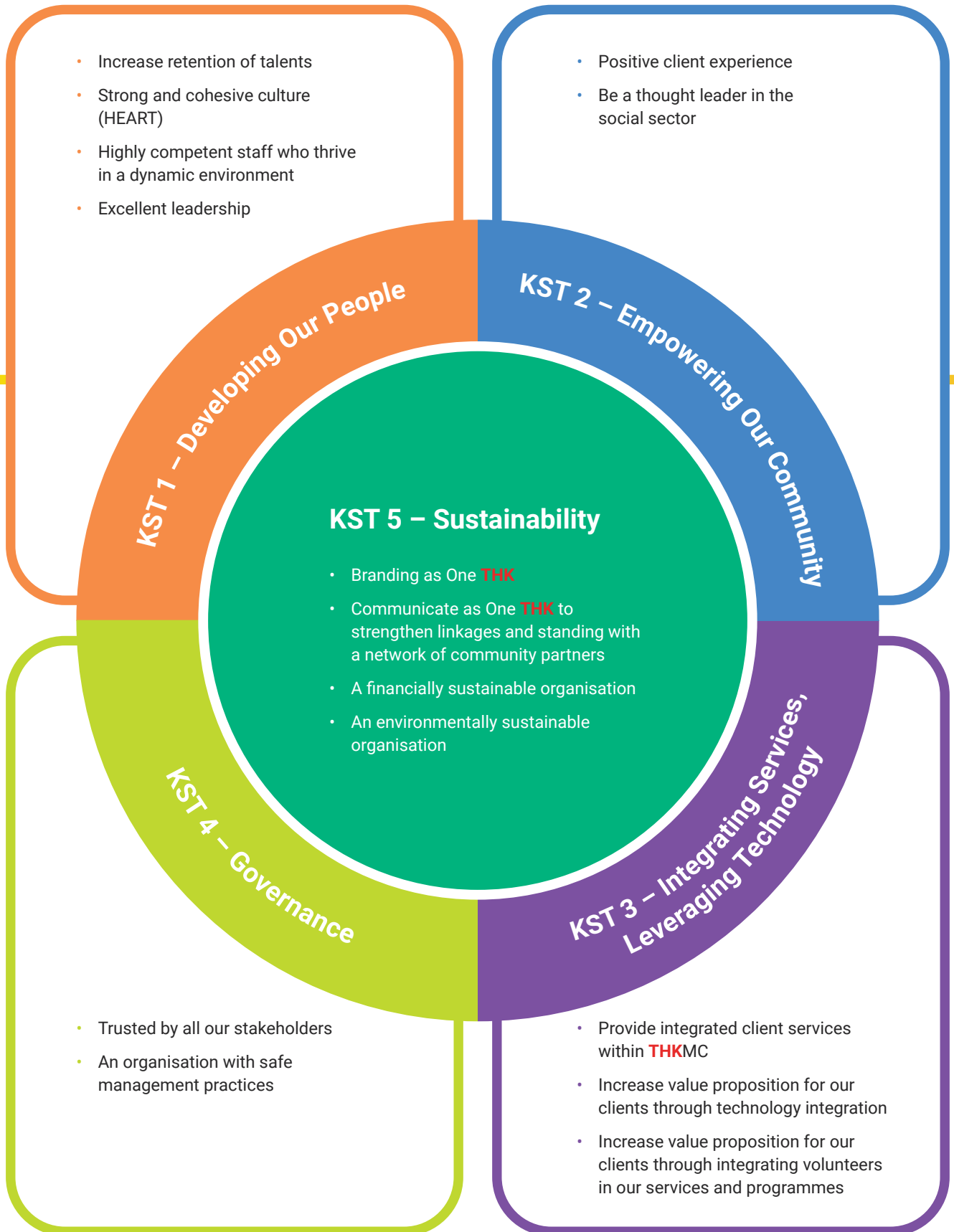
As we go about our daily business of doing good and serving mankind, we want to also protect our environment by adopting environmentally sustainable practices and minimising our carbon footprint.



↑ KST Sponsoring Directors exchange experiences and lessons learnt from the first year of **THKMC** Strategic Plan implementation.



↑ On the second day of the Strategic Progress Planning meeting, a half-day training session – Reinventing Work With Our Values was held.



## Achievements by Impact Areas for FY2021

The key achievements and impact of the Strategic Plan on **THKMC** in its first year of implementation are listed below.

Area of Impact	Key Achievements
<b>Our Clients</b>	<ul style="list-style-type: none"> <li>a. An Integrated Geriatric Care Model (IGCM) was developed and prototyped with some 263 seniors. The model is being refined and studied further for impact on both client outcomes (health + social) and customer satisfaction levels in terms of service delivery</li> <li>b. A Client Management Module (CMM) was developed for a consolidated view of clients for case management and enable ease of internal referrals for IGCM</li> <li>c. <b>THKMC</b> has been shortlisted for the Charity Transparency Award</li> <li>d. We achieved an average of 88.45% passing rate among staff in avoiding Phishing e-mails for FY21/22 surpassing target of 85% (Cybersecurity awareness well established among staff)</li> </ul>
<b>Service Quality</b>	On average, 75% of clients rated <b>THKMC</b> 's service 3.5 and above out of 5-point Likert Scale in the annual Customer Satisfaction survey for the respective Service Divisions.
<b>Collaboration</b>	<ul style="list-style-type: none"> <li>a. 2 networking sessions were held with Deputy Chief Executive Officer of Agency for Integrated Care (AIC) and Ministry of Social and Family Development (MSF)'s Director General of Social Welfare</li> <li>b. There were 2 collaboration efforts, one with National Healthcare Group (NHG) and Singapore General Hospital (SGH) on addressing population health issues</li> <li>c. 2 of <b>THKMC</b> Corporate Volunteers won AIC Friends of the Community Care Award 2021</li> <li>d. 2 areas of work were redesigned to enable volunteer integration as auxiliary manpower support (Teacher aides and FGD facilitation)</li> </ul>
<b>Internal Processes</b>	<p><b>Integration of Technologies in Our Services &amp; Programmes</b></p> <ul style="list-style-type: none"> <li>a. On average, 76% of clients/staff adopted technologies introduced (tele-rehab, Ohmni Robot and Client Management Module)</li> <li>b. On average 68% of clients/staff rated their experience with technology as good (4 out of 5 on a Likert Scale)</li> <li>c. On average, there was a 30% reduction in time spent by staff for tasks that were assisted by these technologies</li> <li>d. The breakeven on project funding were achieved within 7 months of implementation of the technologies</li> <li>e. 100% of technologies introduced were through funds sourced externally</li> </ul> <p><b>Talent Retention &amp; Development</b></p> <ul style="list-style-type: none"> <li>f. Established a Talent Identification Framework through which some 93 talents were identified across <b>THKMC</b></li> <li>g. Established criteria for identifying key positions &amp; successors</li> <li>h. An Emerging Leaders' Programme was curated with National University of Singapore (NUS) to groom the successors identified for key positions</li> <li>i. An Employee Engagement Survey (EES) was conducted across <b>THKMC</b> with an engagement score of 68% (i.e. staff who will stay and strive for <b>THKMC</b>)</li> </ul> <p><b>Safe Management Practices</b></p> <ul style="list-style-type: none"> <li>j. There were 0 fatalities across <b>THKMC</b></li> <li>k. All management staff have completed Level 1 BizSafe training and collectively drafted the <b>THKMC</b> Workplace Safety and Health Policy</li> <li>l. 100 staff have completed Level 2 BizSafe training course. They will form the Risk Assessment Teams at headquarters and the Service Divisions for identifying and mitigating risks in their respective areas</li> </ul>
<b>Thought Leadership</b>	<ul style="list-style-type: none"> <li>a. 2 research projects mooted at FSC – "Elder Abuse" and "Voices of Children from Divorced Families" have cleared ethics committees</li> <li>b. 2 pilot projects at Early Intervention for Children (EIC) Services – PIP (Partners in Inclusive Practice) and WE-BBC (Waitlist Engagement – Building Blocks of Communication) Pilot Programme</li> <li>c. There was also a review of the DS+ Programme Evaluation at EIC Services</li> <li>d. Disability Services – the Functional Rehabilitation Outcome Management (FROM) review commenced</li> </ul>
<b>Learning &amp; Development</b>	<ul style="list-style-type: none"> <li>a. Established career progression pathway for all job families</li> <li>b. Developed competency framework and training roadmaps for 1 job family in each Division</li> </ul>
<b>Financials</b>	<ul style="list-style-type: none"> <li>a. Headquarters expenditure is 75% of income earned as at 31 March 2022 (end-FY21/22) and this is well within the target set for headquarters expenditure to be 80% or below</li> <li>b. 68% of our centres broke even or made surpluses while 32% were in deficits in the financial year</li> </ul>

# 2023 Plans

## Human Resources



### Increase Retention of Talents

Staff retention is important to boost morale and motivate staff towards consistent good work performance and engagement. We continue to strengthen our efforts on staff well-being and development. We also participate in annual salary benchmarking and review to ensure competitiveness and fair compensation.

The adoption of all nine Tripartite Standards and being an active Human Capital Partner are testaments of our commitment towards an employer of choice.



### Foster Strong and Cohesive Culture

Creating a strong and cohesive culture in multi-services **THKMC** requires tremendous amount of time, energy, and resources. This deliberate and dedicated effort is necessary as culture is critical to preserve, renew and shape the organisation. This is especially so, as we progress in our transformation journey.

From our inaugural Employee Engagement Survey in late 2021, we heard the voices of our staff and work has commenced to improve the work environment and address staff's issues and sentiments. We are committed to work towards an environment in which people enjoy working with each other and feel they can do their best work.



### Developing Highly Competent Staff

To better develop our staff, **THKMC** is working on the career progression pathways and training roadmaps for each job family. This would allow us to identify the skills gaps and provide targeted training for each staff. Biyearly, **THKMC** also offers staff opportunities for academic sponsorships, which enables our staff to upgrade their skills and knowledge for career progression.



### Excellent Leadership

**THKMC** has launched a Mentoring Programme in April 2021 and have matched 20 mentees with 14 mentors. This is aligned with our goal on growing our Talent Pool. **THKMC** has also identified our talents through our Talent Management framework.

## THK Elderly Services and THK Home Care Services



### Developing People-centric Services

The **THK** Elderly Services' ambition is to become a service provider of choice, as well as effectively support our national healthcare system which is confronted with a bed-crunch situation in hospitals and nursing homes. To reach this target, **THK** Elderly Services will pursue a value-added business approach while prioritising the growth of our people and the expectations of our clients.



### Integrating Client Services

One of the goals of **THK** Elderly Services is to transit **THK** Seniors Activity Centres into **THK** Active Ageing Centres to become primary service distribution points in their regions. Through providing a one-stop touchpoint for clients, community care will become more accessible with shorter waiting times. As a next step, **THK** Elderly Services will reinforce collaboration and partnership among these centres.



### Growing Together

**THKMC**'s business model, particularly for our elderly services, is complex with latent opportunities to maximise productivity and cost effectiveness through cross training and dynamic deployment and regionalisation of manpower. In the year ahead, we will actively manage our human assets to achieve optimum human capital value and financial sustainability for **THKMC** and our clients.

## THK Family Services



### Contributing to Industry Intelligence

Building on the momentum of the completed study "Marital Dissolution and Social Family Issues among **THK** FSC Clients", three researches are ongoing at our newly established **THK** Family Services Research Unit. They are "Voices of Children in Coping with Parental Divorce: A Follow-up Study on Children's Journeys and Aspirations in Life", "Enhancing the Role of Social and Healthcare Professionals in Early Intervention in Elder Abuse in the Community", and "Strengthening Responses to Foreign Spouses Experiencing Family Violence". The first two researches, funded under the National Council of Social Service (NCSS) VWO-Charities Capability Fund, are slated for completion in May and June 2023 respectively. Meanwhile, the last research sponsored under the Singapore Institute of Technology Ignition Grant will be concluded in March 2024.



### Equipping Our Volunteers with Essential Skills

We see our volunteers as important resources to help us advance our vision. Therefore, we believe in training and upskilling them. Following the PDPA sharing sessions conducted this year, we are planning to organise more sessions based on a wider range of themes – so as to bolster awareness and their capacity to pay it forward.





### Engaging and Co-creating Programmes with Our Volunteers

Volunteers are central to the sustainability of some of our regular activities and ground-up initiatives such as Forging Intergenerational Bonds (FIB) and Navigating Life Together (NLT). With the successful conclusion of FIB's inaugural run, the team is looking to plan and conduct a second run with an emphasis on the mental health of seniors in the community. In contrast, as NLT is a fresh initiative, **THK** Family Services is looking to gather feedback for improvement after the sessions held at Jurong and Westwood Secondary Schools respectively.

Simultaneously, we seek to proactively engage our volunteers in programme development. Some examples of programmes that we co-develop with our volunteers are terrarium making and flower arrangement classes. In the months ahead, we look to initiate more meaningful art and craft programmes with their contributions.

### THK EIC Services



In the months ahead, **THK** Early Intervention Programme for Infants and Children (EIPIC) Centre @ Tampines will be undergoing renovations. As part of the renovation, the centre's layout will be modified for more effective space utilisation to better cater to its current capacity of 100 children. The renovated centre will also be fitted with more energy-efficient air conditioning and energy-saving lighting.

## THK Disability Services



### Serving Clients Better

At the heart of great client experiences is our ability to bridge the needs gap of our clients. Towards this end, the **THK** Disability Services is embarking on Phase 2 of Project FROM (Functional Re-Habilitation Outcome Measurement framework) with key partners, Institute of Mental Health (IMH) and Community Psychology Hub (CPH). The initiative will enable **THK** Disability Services to identify current gaps and recommended practices to right site clients and develop an appropriate programme matrix for each client based on an algorithm.



### Improving Client Experience and Staff Productivity

Increasingly, technology is harnessed to improve productivity, as well as enable better care and job satisfaction. To this end, the **THK** Disability Services looks to alleviate the intensity of client supervision with the use of artificial intelligence to monitor, analyse, and pre-empt incidents of concerns involving clients, improve response time of care staff on duty to such incidents, and support prompt incident reporting to SG Enable. To further lighten the workload of our staff, **THK** Disability Services will also be exploring the use of social robots to engage clients in activities.

At the same time, the **THK** Disability Services has plans to roll out a customised app to capture vital signs and chart behaviour monitoring, incident reports and client engagement activities. With these information, a tailored care plan and intervention can be accordingly developed for the clients.



### Enhancing Skills of Frontline Care Staff

The **THK** Disability Services will be setting up an Approved Training Centre to conduct ITE Skills Certificate in Health Care (Home Care) as well as Community Nursing for **THKMC**'s frontline care staff such as Healthcare Assistants, Nursing Aides and Care Assistants. The aim of which is to arm them with foundational knowledge in looking after clients with intellectual disabilities, and ways to interact and engage clients and deescalate incidents before professional help arrives.

In addition, training targets of 30 and 20 hours are set for nursing and non-nursing staff respectively to ensure that they are not only equipped to carry out their jobs well, but also emotionally resilient. **THK** Disability Services also provides staff with a sense of where they are in their career journey, how to reach the next stage of their career goals through developing tailored competency and training roadmaps and partnering them in their career journey.

## THK Therapy Services



### Reinforcing Connections with Community Partners

**THK** Therapy Services has recently been reorganised into three regional operating units, closely mapping with the three national healthcare clusters. This restructuring enables **THK** Therapy Services to work closely with regional healthcare providers to provide timely stepdown care to clients as they reintegrate into the community. With a focus on population health, **THK** Therapy Services will also step up on public engagement to share how therapists can enrich and improve the quality of life for seniors as they age in place.

# Governance

## THKMC BOARD

The **THKMC** Board is committed to maintaining high standards of governance aligned to the Charity's vision of serving mankind, while advancing operational effectiveness, sustainability and mutual trust with the public, donors and funders. The Board takes guidance from the Commissioner of Charities for legislations compiled for Large IPCs. Policies and procedures setting out applicable practices, checks and controls for managing **THKMC**'s operations are implemented in accordance with the Code of Governance for Charities and Institution of a Public Character.

### Board Selection and Recruitment

The Foundation Member, Thye Hua Kwan Moral Society (**THKMS**) recruits and nominates 10 to 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 among themselves 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.

### 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**:

- a) Audit and Risk Committee;
- b) Executive Committee;
- c) Finance Committee;
- d) Fundraising Committee;
- e) Human Resource Committee;
- f) Investment Committee;
- g) Programmes and Services Committee;
- h) Technology Committee and
- i) Tender Award Committee

All Committee members are appointed by the Board and are accountable to the Board. The decisions of the Committees 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 four times a year, with additional meetings at the discretion of the Committees.

# Governance

**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).

**Executive Committee** assists the Board to guide Chief Executive Officer / Chief Operating Officer 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.

**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.

**Fundraising Committee** assists and is mandated by the Board to oversee the fundraising activities of the Charity, with regular reporting to the Board.

**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.

**Investment Committee** recommends to the Board 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.

**Programmes and Services Committee** assists the Board in monitoring and reviewing programmes and services run by **THKMC** to ensure that the Charity's strategic intent 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.

**Technology Committee** assists the Board to oversee technology-related matters through advising **THKMC** Senior Management, and ensuring 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 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.

### Board and Committees Meeting Attendance

Name	Appointment	Meeting Attendance	Percentage of Attendance
<b>THKMC Board</b>			
Mr Lee Kim Siang <i>Chairman since 13 October 2011</i>	Chairman	4/4	100%
Mr Zulkifli Baharudin <i>Vice-Chairman since 1 June 2019</i>	Vice-Chairman	4/4	100%
Mr Koh Juay Meng <i>Treasurer since 1 June 2019</i>	Treasurer	4/4	100%
Mr Eu Yee Ming Richard <i>Secretary since 1 June 2019</i>	Secretary	4/4	100%
Mr Ang Seong Kang Samuel	Member	4/4	100%
Mr Ardi Saban Hardjoe	Member	4/4	100%
Mr Chang Long Jong	Member	4/4	100%
Ms Cheah Sheau Lan	Member	4/4	100%
Mr Cheong Kah Meng	Member	4/4	100%
Mr Ching Chiat Kwong			
Mr Shawn Ching Wei Hun <i>Alternate Board Member to Mr Ching Chiat Kwong</i>	Member	2/4	50%
Mr Goh Tok Mong <i>Retired on 14 February 2022</i>	Member	1/3	33%
Mr James Koh Cher Siang	Member	4/4	100%
Mr Koh Poh Kwang	Member	3/4	75%
Mr Ng Kok Kiang Lawrence	Member	4/4	100%
Er Ong Ser Huan	Member	4/4	100%
Mr Ramasamy Dhinakaran	Member	4/4	100%
A/Prof Teng Su Ching <i>With effect from 14 February 2022</i>	Member	1/1	100%
<b>Audit and Risk Committee</b>			
Mr Eu Yee Ming Richard*	Chairman	4/4	100%
Mr Ramasamy Dhinakaran*	Member	4/4	100%
Mr Lee Kim Siang*	Member	4/4	100%
<b>Finance Committee</b>			
Mr Lee Kim Siang*	Chairman	4/4	100%
Ms Cheah Sheau Lan*	Member	3/4	75%
Mr Zulkifli Baharudin*	Member	3/4	75%
Mr Koh Juay Meng*	Member	4/4	100%

# Governance

Name	Appointment	Meeting Attendance	Percentage of Attendance
<b>Human Resource Committee</b>			
Mr Chang Long Jong*	Chairman	4/4	100%
Mr David Ang <i>Demised on 1 September 2021</i>	Member	1/2	50%
Mr Goh Tok Mong* <i>Retired on 14 February 2022</i>	Member	0/4	0%
Mr Ang Seong Kang Samuel*	Member	4/4	100%
Mr Ng Kok Kiang Lawrence*	Member	4/4	100%
Mr Sim Gim Guan <i>With effect from 8 February 2022</i>	Member	1/1	100%
A/Prof Teng Su Ching <i>With effect from 8 February 2022</i>	Member	1/1	100%
<b>Investment Committee</b>			
Mr Philip Tan Eng Seong	Chairman	4/4	100%
Ms Cheah Sheau Lan*	Member	4/4	100%
Mr Lee Kim Siang*	Member	4/4	100%
<b>Programmes and Services Committee</b>			
Mr James Koh Cher Siang*	Chairman	4/4	100%
Ms Cheah Sheau Lan*	Member	3/4	75%
Mr Eu Yee Ming Richard*	Member	4/4	100%
Mr Lee Kim Siang*	Member	4/4	100%
Mr Ng Kok Kiang Lawrence*	Member	3/4	75%
<b>Technology Committee</b>			
Mr Ang Seong Kang Samuel*	Chairman	4/4	100%
Mr Bruno Lopez	Member	4/4	100%
Mr Dennis Ang	Member	3/4	75%
Mr Koh Juay Meng*	Member	4/4	100%
Prof Alex Siow	Member	4/4	100%
<b>Tender Award Committee</b>		<b>Remarks</b>	
Ms Cheah Sheau Lan*	Chairman	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 two members of the Committee. The Board's approval has to be sought for tender award greater than \$1 million in value.	
Mr Goh Tok Mong* <i>Retired on 14 February 2022</i>	Member		
Mr Ng Kok Kiang Lawrence*	Member		
Mr Lee Kim Siang*	Member		

\* Director of THKMC Board

### Term of Office

All Board members hold office for a period of one year. With the exception of Treasurer, Board members may be reappointed from year to year. The Treasurer shall not hold office for more than four consecutive years. Reappointment of the outgoing Treasurer may be considered after a lapse of at least two years. In the event Board members continue to serve after 10 consecutive years, the reasons for retaining the Board member(s) will be disclosed in the Annual Report.

Mr Lee Kim Siang and Mr Zulkifli Baharudin have served on the **THKMC** Board of Directors for more than 10 consecutive years. Thye Hua Kwan Moral Society (**THKMS**), the Foundation Member, and the Board of **THKMC** have reviewed and concluded that **THKMC** will continue to benefit from Mr Lee and Mr Zulkifli continuing as directors of the **THKMC** Board. Their expertise and in-depth knowledge of **THKMC**'s history, operations, growth potential, and strategic directions will continue to provide the Board with invaluable insights and guidance.

### 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; or
- 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 Chief Executive Officer. 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 Chief Executive Officer.

### 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.

# Governance

## 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, Chief Executive Officer, 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; and
- 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:

- a) Board members;
- b) Chief Executive Officer;
- c) Chief Operating Officer; and
- d) All Divisional Directors

## 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	Number of Staff
\$50,000 to \$100,000	-
\$100,001 to \$200,000	-
\$200,001 to \$300,000	3

### 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	Number of Staff	Name of Executive Head or Board Member with Whom the Staff Is a Close Family Member
\$50,000 to \$100,000	-	-
\$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 Human Resource Committee recommends to the Board for matters relating to the remuneration of C-suite staff such as Chief Executive Officer and Chief Operating Officer. Chief Executive Officer is responsible for setting the remuneration for Divisional Directors with final approval from the Human Resource Committee.

# Governance

## FINANCIAL MANAGEMENT AND INTERNAL CONTROL

### Internal Control Systems for Financial Matters in Key Areas

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

### Reserves Position and Policy

- a) 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.
- b) The objective of the Charity's reserve management is to maintain strong and healthy capital ratios in support of its operations.
- c) 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.

## 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](http://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](http://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 FY21/22 was declared as follows:

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
<b>Board Governance</b>				
1	<b>Induction and orientation</b> are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	<b>Are there governing board members holding staff<sup>1</sup> appointments? (skip items 2 and 3 if "No")</b>		No	
2	Staff does <b>not chair</b> the Board and does <b>not comprise more than one third</b> of the Board.	1.1.3		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) <b>can only serve a maximum of 4 consecutive years.</b>	1.1.7	Complied	
	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.			
5	All governing board members must submit themselves for <b>re-nomination and re-appointment</b> , at least once every 3 years.	1.1.8	Complied	
6	The Board conducts <b>self evaluation</b> to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
	<b>Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")</b>		Yes	
7	The charity discloses in its annual report the <b>reasons for retaining the governing board member who has served for more than 10 consecutive years.</b>	1.1.13	Complied	
8	There are <b>documented terms of reference</b> for the Board and each of its committees.	1.2.1	Complied	
<b>Conflict of Interest</b>				
9	There are documented procedures for governing board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members <b>do not vote or participate</b> in decision making on matters where they have a conflict of interest.	2.4	Complied	

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
<b>Strategic Planning</b>				
11	The Board <b>periodically reviews and approves the strategic plan</b> for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
12	There is a documented plan to <b>develop the capacity and capability</b> of the charity and the Board monitors the progress of the plan.	3.2.4	Complied	
<b>Human Resource and Volunteer<sup>2</sup> Management</b>				
13	The Board approves <b>documented human resource policies</b> for staff.	5.1	Complied	
14	There is a <b>documented Code of Conduct</b> for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	<b>Are there volunteers serving in the charity? (skip item 16 if "No")</b>		Yes	
16	There are <b>volunteer management policies</b> in place for volunteers.	5.7	Complied	
<b>Financial Management and Internal Controls</b>				
17	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
18	The Board ensures that <b>internal controls for financial matters</b> in key areas are in place with <b>documented procedures</b> .	6.1.2	Complied	
19	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
20	The Board ensures that there is a process to <b>identify, and regularly monitor and review</b> the charity's <b>key risks</b> .	6.1.4	Complied	
21	The Board approves an <b>annual budget</b> for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
	<b>Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 22 if "No")</b>		Yes	
22	The charity has a <b>documented investment policy</b> approved by the Board.	6.4.3	Complied	
<b>Fundraising Practices</b>				
	<b>Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if "No")</b>		Yes	
23	All collections received (solicited or unsolicited) are <b>properly accounted for</b> and <b>promptly deposited</b> by the charity.	7.2.2	Complied	
	<b>Did the charity receive donations in kind during the financial year? (skip item 24 if "No")</b>		Yes	
24	All donations in kind received are <b>properly recorded</b> and <b>accounted for</b> by the charity.	7.2.3	Complied	

## Governance

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
<b>Disclosure and Transparency</b>				
25	The charity discloses in its annual report –	8.2	Complied	
	(a) the number of Board meetings in the financial year; and			
	(b) the attendance of every governing board member at those meetings.			
	<b>Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if “No”)</b>		No	
26	No governing board member is involved in setting his own remuneration.	2.2		NA
27	The charity discloses the <b>exact</b> remuneration and benefits received by each governing board member in its annual report.	8.3		NA
	<u>OR</u>			
	The charity discloses that no governing board member is remunerated.			
	<b>Does the charity employ paid staff? (skip items 28, 29 and 30 if “No”)</b>		Yes	
28	No staff is involved in setting his own remuneration.	2.2	Complied	
29	The charity discloses in its annual report –	8.4	Complied	
	(a) the total annual remuneration for <b>each of its 3 highest paid staff</b> who each has received remuneration (including remuneration received from the charity’s subsidiaries) <b>exceeding \$100,000</b> during the financial year; and			
	(b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.			
	The information relating to the remuneration of the staff must be presented in bands of \$100,000.			
	<u>OR</u>			
	The charity discloses that <b>none</b> of its paid staff receives more than \$100,000 each in annual remuneration.			

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
30	<p>The charity discloses the number of paid staff who satisfies all of the following criteria –</p> <p>(a) the staff is a close member of the family<sup>3</sup> belonging to the Executive Head<sup>4</sup> or a governing board member of the charity;</p> <p>(b) the staff has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p>OR</p> <p>The charity discloses that there is no paid staff, being a close member of the family<sup>3</sup> belonging to the Executive Head<sup>4</sup> or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p>	8.5	Complied	

#### Public Image

31	The charity has a <b>documented communication</b> policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	
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#### Notes:

- <sup>1</sup> 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.
- <sup>2</sup> Volunteer: A person who willingly serves the charity without expectation of any remuneration.
- <sup>3</sup> 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.
- <sup>4</sup> Executive Head: The most senior staff member in charge of the charity's staff.

# THK Group Services Directory

## RELIGIOUS INSTITUTION 宗教组织

Thye Hua Kwan Temple  
太和观观宇  
71 Fernvale Link  
Singapore 797539  
Tel: 6513 9321

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## 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

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## 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)  
534 Bedok North Street 3  
#01-814 Singapore 460534  
Tel: 6241 1808

## TCM CLINICS 中医施诊所

**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)  
337 Tah Ching Road  
#01-01 Singapore 610337  
Tel: 6795 1185

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## 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)  
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)  
257 Ang Mo Kio Avenue 4  
#01-67 Singapore 560257  
Tel: 6459 9139

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

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## 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**  
太和观迟钝院  
2 Chai Chee Lane  
Singapore 469030  
Tel: 6441 7640

**THK Day Activity Centre  
@ Chai Chee**  
太和观日间活动中心 (菜市)  
72 Geylang Bahru  
#01-3018 / 3032  
Singapore 330072  
Tel: 6906 7106



**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)  
 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)  
 72 Geylang Bahru  
 #01-3018 / 3032  
 Singapore 330072  
 Tel: 6906 7106

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## 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

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## ELDERLY SERVICES 乐龄服务

**THK Active Ageing Centre**  
**@ Ang Mo Kio 208**  
 太和观活跃乐龄站 (宏茂桥208)  
 208 Ang Mo Kio Avenue 1  
 #01-1019 Singapore 560208  
 Tel: 6456 2611

**THK Active Ageing Centre**  
**@ Ang Mo Kio 257**  
 太和观活跃乐龄站 (宏茂桥257)  
 257 Ang Mo Kio Avenue 4  
 #01-67 Singapore 560257  
 Tel: 6459 9139

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

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

**THK Active Ageing Centre**  
**@ Boon Lay**  
 太和观活跃乐龄站 (文礼)  
 190 Boon Lay Drive  
 #01-242 Singapore 640190  
 Tel: 6264 6065

**THK Active Ageing Centre**  
**@ Bukit Batok East**  
 太和观活跃乐龄站 (武吉巴督东)  
 235 Bukit Batok East Avenue 5  
 #01-21 Singapore 650235  
 Tel: 6566 5303

**THK Active Ageing Centre**  
**@ Bukit Merah View**  
 太和观活跃乐龄站 (红山景)  
 118 Bukit Merah View  
 #02-101 Singapore 150118  
 Tel: 6276 4761

**THK Active Ageing Centre**  
**@ Cassia**  
 太和观活跃乐龄站 (加西雅)  
 52 Cassia Crescent  
 #01-155 Singapore 390052  
 Tel: 6917 2507

**THK Active Ageing Centre**  
**@ Kaki Bukit**  
 太和观活跃乐龄站 (加基武吉)  
 509B Bedok North Street 3  
 #02-157 Singapore 462509  
 Tel: 6241 6691

**THK Active Ageing Centre**  
**@ MacPherson**  
 太和观活跃乐龄站 (麦波申)  
 90 Pipit Road  
 #01-103 Singapore 370090  
 Tel: 6745 6696

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

**THK Active Ageing Centre**  
**@ Telok Blangah Crescent**  
 太和观活跃乐龄站 (直落布兰雅弯)  
 3 Telok Blangah Crescent  
 #01-504 Singapore 090003  
 Tel: 6276 1216

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

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

**THK Active Ageing Centre @**  
**Indus 79**  
 太和观活跃乐龄站 (印度士)  
 79 Indus Road  
 #01-451 Singapore 161079  
 Tel: 6276 3283

**THK Seniors Activity Centre**  
**@ Chong Pang**  
 太和观乐龄活动中心 (忠邦)  
 131 Yishun Street 11  
 #01-237 Singapore 760131  
 Tel: 6690 0110

**THK Seniors Activity Centre @ Fengshan 101**  
太和观乐龄活动中心 (凤山 101)  
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)  
114 Bedok North Street 2  
#01-240 Singapore 460114  
Tel: 6245 6993

**THK Active Ageing Centre @ Bukit Merah View (Henderson)**  
太和观活跃乐龄站 (红山景 - 亨德申分部)  
93 Henderson Road  
#01-210 Singapore 150093  
Tel: 6273 8291

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

**THK Young At Heart**  
太和观心不老  
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)  
44 Beo Crescent  
#01-57 Singapore 160044  
Tel: 6924 2951

**THK Seniors Group Home @ Ang Mo Kio 257**  
太和观乐龄合居之家 (宏茂桥257)  
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)  
79 Indus Road #01-451  
Singapore 161079  
Tel: 6276 3283

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

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

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

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

## 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  
131 Yishun Street 11  
#01-235 Singapore 760131  
Tel: 6690 0110

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## 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  
160 Paya Lebar Road  
#02-03 Singapore 409022  
Tel: 6242 8103 / 6589 0690

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

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## MEAL CENTRES 膳食中心

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

## **FAMILY SERVICES** **家庭服务**

**THK Family Service Centre**  
**@ Bedok North**  
太和观家庭服务中心 (勿洛北)  
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)  
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)  
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)  
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)  
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)  
37 Circuit Road  
#02-455 Singapore 370037  
Tel: 6747 7514

**FAM@FSC (Thye Hua Kwan CFH**  
**- Commonwealth)**  
位于家庭服务中心的巩固家庭  
计划 (太和观家和中心-联邦通道)  
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  
183B Boon Lay Avenue  
#01-716 Singapore 642183  
Tel: 6716 9466

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## **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)  
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)  
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)  
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)  
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)  
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)  
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)  
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)  
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)  
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)  
213C Punggol Walk  
#01-781 Singapore 823213  
Tel: 6443 1218

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