



THYE HUA KWAN
MORAL CHARITIES

TO SERVE MANKIND



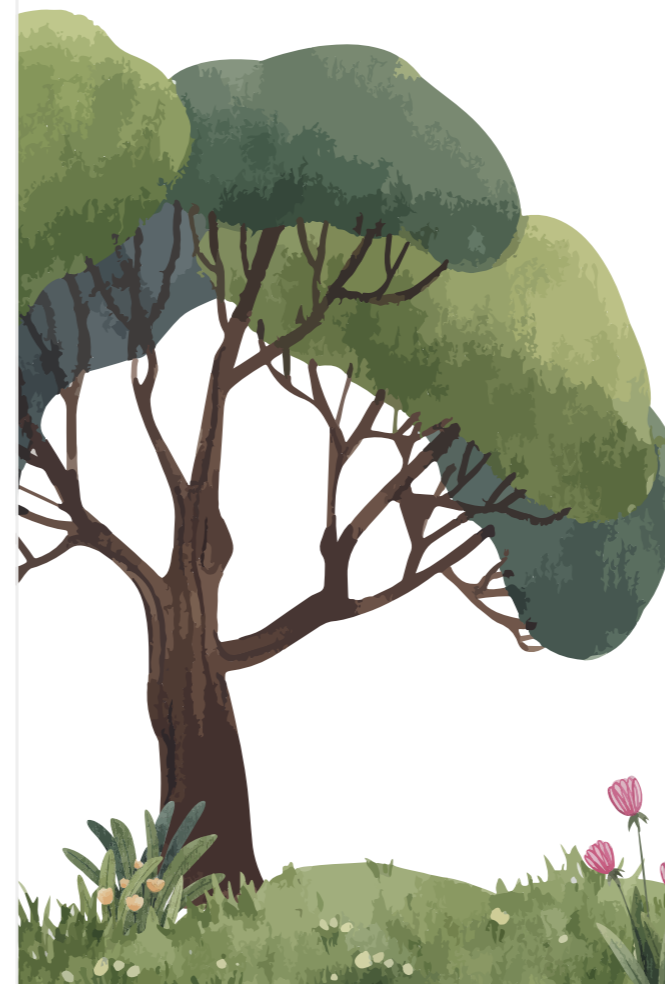
ANNUAL REPORT
FY2022-2023

Contents

Chairman’s Message	2
CEO’s Message	3
About Us	4
Service Overview	5
Board of Directors	6
Management	11
Impact at a Glance	12
Highlights of the Year	13
Disability Services	15



Early Intervention for Children Services	20
Elderly and Home Care Services	23
Family Services	29
Therapy Services	34
Empowering Our People	37
THK MC’s Strategic Plan	39
Governance	44
THK Group Services Directory	55



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Chairman's Message



I feel incredibly honoured and humbled to deliver this message as the Chairman of Thye Hua Kwan Moral Charities (**THKMC**). The past year has been very eventful, as we continued our mission to make a difference to the community we serve. Despite the challenging post-pandemic environment, I am very proud of the notable progress and significant milestones achieved across our operations. We were able to do this because of the dedication and hard work of our people, along with all the help and support from our other key stakeholders and partners. Our Service Centres embarked on various initiatives by collaborating with community and strategic partners, often leveraging new technologies, to achieve service excellence, productivity improvement and sustainable growth.

I would like to extend my appreciation to the Board for their tremendous support and commitment that helped shape **THKMC's** growth over the years. In particular, I would like to express my heartfelt gratitude to former Chairman and current Vice-Chairman Mr Lee Kim Siang, whose passion and visionary

leadership have been crucial in building **THKMC** to become a well-established homegrown charity it is today that touches the lives of many. With his wealth of experience and wise counsel, we will no doubt continue to benefit immensely from having Mr Lee remain on the Board as a Vice-Chairman.

We would like to thank former Board members Mr Samuel Ang, Mr Zulkifli Bin Baharudin and Ms Cheah Sheau Lan for their invaluable service and contributions while they were serving the Board and Committees. We are grateful to Ms Cheah for agreeing to stay on in the Investment and Tender Award Committees after her retirement from the Board. We also welcomed three new Board members – Mr Sim Gim Guan, Professor Alex Siow and Mr Tan Hong Boon whose wealth and diversity of experience and expertise would certainly add tremendous value to the Board.

The year also saw the appointment of Mr Jason Lee as the new Chief Executive Officer of **THKMC** on 1 March 2023. The CEO position had been vacant for some time. As we geared up to meet the new challenges of tomorrow, it was pivotal to give top priority to fill this most critical leadership position. In his years taking on various senior management roles at **THKMC**, Jason had amply demonstrated remarkable leadership qualities, passion, commitment and resourcefulness that enabled him to consistently deliver very commendable results. The Board is delighted with Jason's appointment and looks forward to work with him and his team to steer **THKMC** to loftier aspirations and goals in serving and helping the communities.

Moving forward, we will focus on developing and implementing strategies that will ensure that we continue to be able to meet the challenges and demands of the evolving social landscape. Quality, impact and sustainability of our services will remain the key areas of priority. We will continue to invest in developing our people, build our talent pool and strengthen our community partnerships. We also aim to promote a strong innovation culture that empowers our people to proactively and productively seek opportunities to improve, to grow, and to break new grounds in what they do.

Our mission to serve our communities to make a difference would have been impossible without the unwavering support and help of our key stakeholders. I would like to thank our supporting government agencies, donors, volunteers and partners for being our pillars of strength and support always. My big 'thank you' also goes to our management and staff for their devotion, commitment and tireless efforts in carrying out our mission. Together, let us continue to serve our communities to the best of our abilities.

Mr Chang Long Jong
Chairman
Thye Hua Kwan Moral Charities



CEO's Message



I'm excited to share that this fiscal year has been filled with remarkable accomplishments and well-deserved recognition. On the organisational front, **THKMC** has proudly achieved the bizSAFE3 certification in December 2022, recognising our ongoing commitment to risk management, workplace safety, and health (WSH) performance. We have also been honoured with the esteemed Charity Transparency Award 2022 by the Charity Council, recognising our exceptional work and exemplary practices.

This year, our dedicated Services celebrate with four prestigious awards from the Ministry of Social and Family Development (MSF). The Friends of MSF Award has been bestowed upon **THK** Disability Services, **THK** Family Service Centre @ Jurong and Ms LowHwee San (Divisional Director, Early Intervention for Children Services), highlighting their outstanding contributions. In addition, **THK** Family Service Centre @ MacPherson has also been recognised with the MSF Community Cares Award for its invaluable efforts in nurturing and improving lives within the Singaporean community. We have also actively championed various community awareness projects, focusing on family violence prevention and family harmony programmes, empowering our society as a whole.

THK Elderly and Home Care Services has proudly achieved two prestigious Gold Community Care Excellence Awards (CCEA) in 2022, specifically in the Productivity Improvement and Clinical Improvement categories. These accolades underscore our commitment to deliver exceptional care and achieve remarkable advancements.

Our dedicated teachers from the EIPIC Centres have also received acclaims from South View Primary School for their active collaboration, exchange programmes and learning opportunities, which have significantly contributed to support students with developmental and learning challenges.

In line with our dedication to enhance our service offerings, we are delighted to announce the official opening of **THK** Therapy Space @ Bukit Timah. This state-of-the-art facility offers a comprehensive range of therapies including physiotherapy, occupational therapy, speech therapy, and language therapy for adults, ensuring enhanced accessibility and utmost care for our esteemed clients.

As we continue our mission of serving the community, especially in the post-pandemic climate and evolving social service landscape, **THKMC** is embarking on a transformation journey. Our focus is to establish a sustainable business model through innovative initiatives, technological advancements, enhanced customer experience, and elevated service quality. Simultaneously, we are committed to develop our internal capabilities for talent retention, growth and recruitment.

Taking on the role of CEO, I am fully committed to lead **THKMC** into the future as a forward-thinking, technology-driven organisation that thrives on innovation. By doing so, we will better meet the needs of our vast community of over 55,000 beneficiaries and the larger Singapore population.

None of our achievements would have been possible without the strong support of our valued stakeholders, including our funding ministries, Board, management, staff, donors, volunteers and clients. Your trust in **THKMC** has been the driving force behind our growth and accomplishments. I humbly request your continued support as we expand our horizons, deepen our impact, and create lasting change in the lives of those we serve.

Mr Jason Lee
Chief Executive Officer
Thye Hua Kwan Moral Charities



About Us

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)

201130733N

Banker

Oversea-Chinese Banking Corporation Limited

Registered Address

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

Auditor

Deloitte Singapore



VISION

One **THK**,
Empowering the
Community



MISSION

To Serve Mankind – 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

Service Overview



Board of Directors



Mr Chang Long Jong
Chairman

Appointed Chairman on 1 August 2022
Appointed Board Member on 1 October 2017

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



Mr Lee Kim Siang
Vice-Chairman

Appointed Vice-Chairman on 1 August 2022
Appointed Board Member on 13 October 2011

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



Mr Ng Kok Kiang Lawrence
Vice-Chairman

Appointed Vice-Chairman on 1 August 2022
Appointed Board Member on 1 April 2016

- Board Member, **THK** Nursing Home Ltd
- CEO, **THK** Moral Society
- Assistant Secretary, **THKMS** Management Committee
- Director, Super Talent Childcare Ltd



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 and **THK** Nursing Home Ltd
- Advisor to Sengkang Central GROs



Er Ong Ser Huan
Secretary

Appointed Secretary on 1 August 2022
Appointed Board Member on 1 June 2017

- Board Member, Ang Mo Kio-**THK** Hospital and **THK** Nursing Home Ltd
- Vice-Chairman, **THK** Moral Society, Banyan Home at Pelangi Village and Chee Hoon Kog Moral Promotion Society
- Chairman, Chee Hoon Kog Nursing Home, Serangoon Moral Family Service Centre and Enkon International Consulting Engineers Pte Ltd



Ms Cheah Sheau Lan
Member

Appointed on 1 April 2013
Retired on 31 March 2023

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



Mr Cheong Kah Meng
Member

Appointed on 16 May 2020

- Superintendent, Banyan Home @ Pelangi Village



Mr Ching Chiat Kwong
Member

Appointed on 14 August 2018

- Board Member, Ang Mo Kio-**THK** Hospital, Ren Ci Hospital, **THK** Moral Society and **THK** Nursing Home Ltd
- Executive Director & Chief Executive Officer, Oxley Holdings Ltd



Mr Ramasamy Dhinakaran
Member

Appointed on 10 July 2019

- Managing Director, Jay Gee Group of Companies
- Vice-Chairman, Hindu Endowment Board
- Director, Little India Arcade Pte Ltd
- Board of Trustees, Singapore University of Social Sciences and Sri Ruthra Kaliamma Temple
- Council Member, Singapore Business Federation and Singapore Retailers Association



Mr Ardi Saban Hardjoe
Member

Appointed on 20 November 2019

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



Mr Koh Poh Kwang
Member

Appointed on 27 September 2018

- Honorary 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 Sim Gim Guan
Member

Appointed on 17 May 2022

- Executive Director, Singapore National Employers Federation
- Member of National Council of Social Service ComChest Committee, National Volunteer and Philanthropy Centre HR Committee, National Arts Council StARTS Fund Committee



Professor Alex Siow Yuen Khong
Member

Appointed on 20 June 2022

- Board Member, Ang Mo Kio-**THK** Hospital Ltd
- Executive Chairman, Dart Consulting & Training Pte Ltd
- Director, Alex Siow & Associates
- Non-Executive Director of Toffs Technologies, Red Alpha, KSC Consulting and Findjobs Pte Ltd
- Independent Director, Tee International Ltd



Mr Tan Hong Boon
Member

Appointed on 1 April 2022

- Executive Director, Singapore Capital Markets of Jones Lang LaSalle Property Consultants Pte Ltd
- Executive Committee Member of the Singapore Estate Agents Association (SEAA)
- Board of External Examiners of the Ngee Ann Polytechnic's Diploma in Real Estate Business Course



Associate Professor Teng Su Ching
Member

Appointed on 14 February 2022

- President of Loving Heart Multi-Service Centre & Volunteer Centre @ Jurong East



Mr Ang Seong Kang Samuel
Member

Appointed on 31 March 2019

Resigned on 3 June 2022

- Chairman, Neubits Pte Ltd and Radium Investments Pte Ltd



Mr Zulkifli Bin Baharudin
Member

*Appointed on 10 November 2011
Retired on 4 January 2023*

- 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, STT GDC Indonesia JVCo Pte Ltd (Singapore), Suffolk Pte Ltd (Singapore), Symasia Foundation Ltd (Singapore), Virtus Holdco Ltd (UK) and Wealth Gate Pte Ltd (Singapore)
- Commissioner, PT STT GDC Indonesia



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

Appointed on 1 November 2018

- Executive Director and Group General Manager, Oxley Holdings Ltd
- Deputy Chairman of Oxpay Financial Ltd

Management



Mr Jason Lee

Chief Operating Officer

Appointed Chief Executive Officer on 1 March 2023



Dr Katijah Dawood

Senior Divisional Director, Family Services



Ms Chua Mui Lee

Divisional Director, Human Resources



Mr Andy Lee

- Divisional Director, Elderly Services
- Divisional Director, Home Care Services



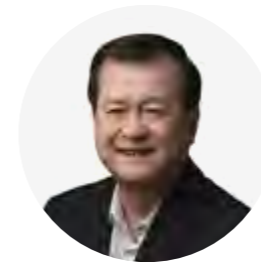
Ms Low Hwee San

Divisional Director, Early Intervention for Children Services



Ms Fatima Mustafa

Divisional Director, Strategy and Innovation



Mr Ong Kam Chow

Divisional Director, Finance



Ms Agatha Tan

Divisional Director, Disability Services



Mr Richard Tan

- Divisional Director, Corporate Communications
- Divisional Director, Therapy Services



Mr Teo Choon Chuan

Divisional Director, Admin and Projects

Impact at a Glance



51
Service Centres
in Singapore



1,125
Staff Strength



722
Volunteers



74,388
Clients Supported

Summary of Financial Performance



\$94,247,217

Total Income

\$85,322,592

Total Expenditure

Highlights of the Year

2022 was a year of accolades and recognition for **THKMC**.



bizSAFE3 Certification

THKMC received the bizSAFE3 certification in December 2022, which certifies that **THKMC** has risk management, workplace safety and health capabilities in place, and is compliant.



Charity Transparency Award 2022

THKMC was also a proud recipient of the Charity Transparency Award 2022, awarded by the Charity Council, which recognised charities' excellent work and best practices.

Friends of MSF Awards 2022

THKMC received four awards from the Ministry of Social and Family Development (MSF) – the Friends of MSF Award to **THK** Disability Services, **THK** Family Service Centre @ Jurong, and to Ms Low Hwee San (Divisional Director, Early Intervention for Children Services); as well as the MSF Community Cares Award to **THK** Family Service Centre @ MacPherson, in recognition of our contributions to nurture and improve lives in the Singapore community.





Community Care Excellence Awards 2022

THK Elderly & Home Care Services received two Gold Community Care Excellence Awards (CCEA) 2022 in the Productivity Improvement and Clinical Improvement categories.



Partner Award

Our Early Intervention for Children Services received recognition by South View Primary School for the active collaboration, exchange programmes and learning opportunities provided by our EIPIC teachers, to assist school teachers in supporting students with developmental and learning issues.

Official Launch of **THK** Therapy Space @ Bukit Timah

THK Therapy Space @ Bukit Timah was officially opened in April 2022, which offers physiotherapy, occupational, speech and language therapies for adults, to make therapy services more accessible to our clients.



Disability Services

THK Disability Services believes in enabling the lives of individuals with disabilities. Our Homes and Centres remove barriers and create an inclusive and accessible environment that trains and enables persons with disabilities to participate fully in education, employment, accommodation, transportation and other domains of society. **THK** Disability Services aims to promote inclusivity, equal opportunities and empowerment to our clients, to enhance their confidence and independence, and foster their overall well-being to assimilate with the society.



Engagement with Minister Ong Ye Kung at **THK** Home for Disabled @ Sembawang

Minister of Health and Member of Parliament for Sembawang Group Representation Constituency (GRC), Ong Ye Kung, visited **THK** Home for Disabled @ Sembawang on 17 June 2022. A tour of the Home was conducted where Minister observed the programmes run by the Home for residents' engagement and interacted with some of our residents.



Uplifting Safety Standards for Our Homes

THK Home for Disabled @ Sembawang represented **THK** Disability Services as the facility for bizSAFE Level 3 certification. **THKMC** was awarded the certification in December 2022. Both **THK** Home for Disabled @ Sembawang and **THK** Home for Disabled @ Eunost also attained the SG Clean Quality Mark in 2022.

In addition, **THK** Home for Disabled Adults @ Chai Chee conducts regular fire safety exercises and evacuation drills to ensure that our staff are confident and equipped with the skills and knowledge to respond in the event of an emergency. In 2022, we also conducted a night Fire Evacuation Drill as part of our training to boost our staffs' confidence and preparedness.



Celebrating Our Nurses

In the first week of August 2022, **THK** Home for Disabled Adults @ Chai Chee celebrated Singapore Nurses' Day. A recitation of the Nurses' Pledge and Candle Lighting Ceremony were part of the celebrations for the event. All nursing staff received goodie bags and enjoyed special meals as our way of thanking our nurses for their service and dedication to the profession.



Cognitive Activities through Technology

Leveraging on technology, our staff used tablets and iPads to enhance the cognitive abilities of our residents. They used interactive apps like alphabet tracing, mathematics, and memory games to improve the attention span, cognitive abilities, and psychosocial skills of our clients. This programme helped engage our clients in fun and stimulating activities to support their skill development.



Celebrating Inclusion of Persons with Disabilities in Our Community

Together with Youth Corps Singapore, **THK** Disability Services and **THK** EIC Services marched alongside other partners at the Purple Parade - Singapore's largest movement to support inclusion and celebrate abilities of Persons with Disabilities.



Harvesting Greens, Planting Hope

THK Home for Disabled @ Sembawang collaborated with students from the Singapore University of Social Sciences (SUSS) to run activities with hydroponic systems to introduce horticulture to our residents. Horticulture enables our residents to develop their fine motor skills through packing, planting, harvesting and washing of planters. Through this partnership, SUSS students will gain a greater understanding of sustainable food supply, our community, and become advocates for the disability sector through their interactions with our residents. Harvested plants are distributed to the Sembawang community by our residents and the SUSS students as part of our community outreach.



Our Day Activity Centres also embarked on a horticulture programme to provide sensory play for our clients, as well as encourage interactions with volunteers from RSVP Singapore. As a result, our clients have learnt basic horticultural skills, and enjoyed the fruits of their labour. They harvested the green beans they planted and cooked them as part of their meals.



Empowering Our Clients through Knead with Love Bakery

Our Knead with Love Consultancy at **THK** Pan-Disability Centre @ Eunos is a social enterprise developed and supported by raiSE Reimagine. So far, 3 graduated trainees from our Knead with Love Bakery have successfully been placed under open employment.

In February 2023, our Knead with Love Bakery obtained the Singapore Food Agency Certification and is now halal certified.



Providing Better Support for Our Clients

THK Day Activity Centre @ Chai Chee and **THK** Autism Centre @ Geylang Bahru reached a major milestone when we stratified out clients based on their sensory needs and level of support in April 2022. This process empowered our staff to run programmes based on standardised abilities, leading to fewer meltdowns and greater emotional stability among our clients.

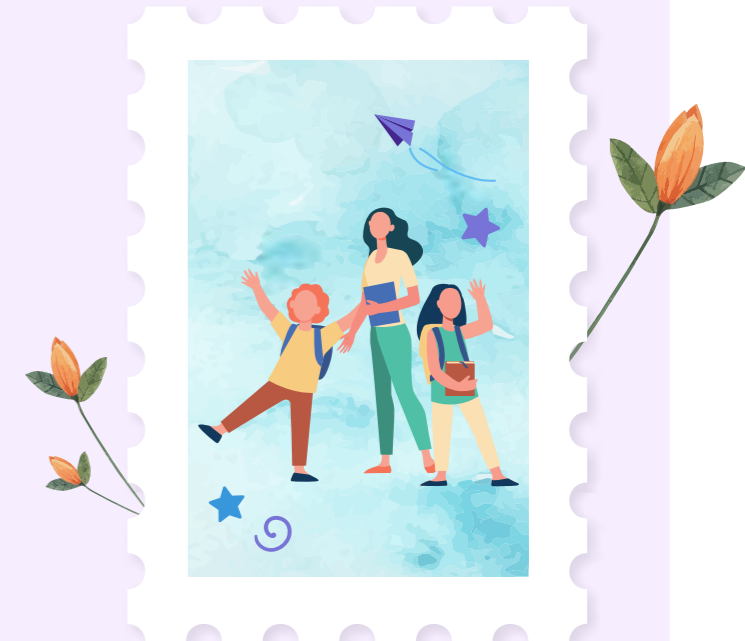


Beautifying the Spaces Around Our Community

As part of the collaboration between NParks and the Jalan Besar Town Council to create an inclusive community garden, our clients completed two murals in the Geylang Bahru area with the help of our art therapist. Our clients continue to enjoy the sensory experience during their weekly outings to the community garden.

PLANS FOR THE YEAR AHEAD

1. Introduce new group keyworker systems to support our residents and their family members
2. Develop staff professional capabilities to equip them with relevant skillsets to perform at work
3. Establish a closer relationship with community partners for greater collaboration
4. Continue to develop community initiatives with companies and tertiary institutions to create awareness and promote inclusion
5. Foster community awareness for disability with the constituency, companies and tertiary institutions
6. Techbooster implementation by integrating new technologies to enhance quality of care for our residents



Early Intervention for Children Services

THK Early Intervention for Children (EIC) Services provides early intervention and family support, to help young children aged up to seven years old with developmental delays.

THK's four Early Intervention Programme for Infants and Children (EIPIC) Centres adopt a child-centred approach to help young children with developmental needs attain their full potential through meaningful and fun interactions. Our nurturing teachers and holistic environments also help improve children's socio-emotional skills, allowing them to be better integrated into the society. Our programmes are conducted using evidence-based practices, and are constantly improved through research, evaluation and data-driven innovations to improve child and family outcomes.

Our Development Support and Learning Support (DS-LS) Programme supports children who require lower levels of early intervention support and a shorter-term engagement.



**4 THK EIPIC CENTRES SUPPORTED
>700 CLIENTS
THROUGH 2022**

EIPIC Centre @ Ang Mo Kio

EIPIC Centre @ Choa Chu Kang

EIPIC Centre @ Tampines

EIPIC Centre @ Woodlands



Partners for Inclusive Practice (PIP)

PIP started as a 1-year pilot to reach out and support inclusion in mainstream preschools and concluded in September 2022 with favourable results. The project involved an EI team who carried out support activities with 11 preschool teachers from 2 partner preschools – M.Y World Preschool and Super Talent Childcare. Many preschool teachers found PIP useful, and their confidence and skills in using inclusive strategies improved.

Waitlist Engagement – Building Blocks of Communication (WE-BBC)

In February 2022, we launched the pilot of WE-BBC, a caregiver tele-coaching programme in which experienced Early Intervention (EI) professionals use video-conferencing and recording to coach parents individually on improving their child's social communications skills through play, while they wait for a place in our EIPIC programme.

Findings showed that parents felt more confident in understanding and communicating with their children, and 83% of the children in the pilot improved their social communications skills. The pilot aims to run for two more cycles through June 2023, and has gained ECDA's interest in engaging families prior to enrolment, in view of the long national EIPIC waitlist.





Division for Early Childhood and International Society on Early Intervention Conference 2022

Our team of EI and research staff presented 2 papers and 1 poster on the WE-BBC and PIP programmes at the Division for Early Childhood of the Council for Exceptional Children and the International Society on Early Intervention Joint Conference, held in Chicago from 27 – 30 September 2022. Divisional Director for **THK** EIC Services, Ms Low Hwee San, was also invited by early intervention expert Dr Robin McWilliam to co-present on “Leadership in Implementation of Evidence-Based Practices” alongside other international representatives.



Divisional Director for **THK** EIC Services, Ms Low Hwee San, received the Friends of MSF Award

Ms Low Hwee San, Divisional Director for **THK** EIC Services, received the Friends of MSF Award by the Ministry for Social and Family Development on 27 January 2023 at the Suntec Convention Centre.

The Friends of MSF Award is presented to individuals or organisations who have made significant contributions to nurture and improve lives in the Singapore community in projects under the purview of the Ministry of Social and Family Development (MSF).



Elderly and Home Care Services



THK Elderly and Home Care Services supports seniors in our community. **THKMC**'s 18 Active Ageing Centres engage seniors recreationally and provide opportunities for them to foster strong social bonds. With regular programmes and activities to engage our seniors, our Active Ageing Centres also provide additional support services such as referrals for eldercare-related matters to ensure a person-centred approach to our care.

Additionally, **THK** Young at Heart encourages volunteerism and life-long learning in our seniors through programmes and activities tailored to provide opportunities for them to stay connected and socialise in the community. **THK** Seniors Group Homes also provides assisted living facilities to help vulnerable seniors stay connected to the community while ageing gracefully.

THK Home Care Services reaches out to homebound and vulnerable seniors in the community to provide holistic care and assistance. Such services include assistance with activities of daily living, personal hygiene, home nursing, daily meal deliveries and medical escort and transport.



**SUPPORTS
32 SENIORS**
across 3 Seniors Group Homes



**ENGAGED
1,228 CLIENTS**
under **THK** Cluster Support



**SERVED
11,743 CLIENTS**
across 18 Active Ageing Centres



Empowering Seniors to Age Well

Our Active Ageing Centres (AACs), formerly named Seniors Activity Centres, serve seniors in our community aged 60 years and above requiring social support. Our staff at our 18 AACs islandwide support seniors to age well, get timely access to quality care, and foster strong social connections.



With the transformation of our care model to encourage a more holistic suite of services for our seniors, **THK** Elderly Services strives to promote active living and strong social interactions in the community.



Reimagining AACs

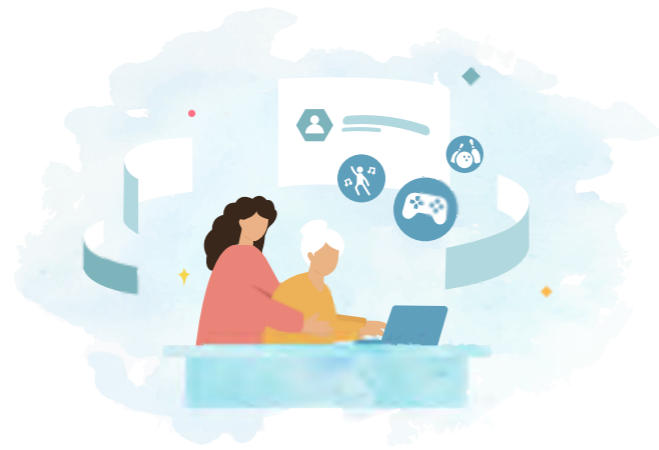
THKMC signed a Memorandum of Understanding (MOU) with the Agency for Integrated Care, SAGE Counselling Centre, and Tsao Foundation, and a Collaboration Agreement (CA) with Singapore General Hospital (SGH). Minister for Health, Mr Ong Ye Kung witnessed the MOU and CA signing ceremony held at **THK** AAC @ Beo Crescent on 19 August 2022. With this collaboration, residents and their families in the Beo Crescent community will benefit from greater support through a better integrated care system across health and social platforms.

THKMC thanked private sector partners such as IKEA, Google, and SymAsia-Yeo Family Foundation for the transformation of the Centre under the 'Re-imagining Active Ageing Centres' initiative, which provided enhanced facilities for our seniors to experience.



Engaging Seniors through Digitalisation

Accenture Singapore Health collaborated with **THK** AAC @ Toa Payoh 15 to conduct weekly engagement sessions for our seniors using digital games and devices. Through this initiative, the volunteers encouraged our seniors to engage in digital learning and fitness through technology. These weekly activities have helped our seniors overcome their technological barriers, and demonstrate that exercise can be fun and easy. Through virtual games like bowling, sports and dancing, our seniors enjoyed learning to use digital gadgets while keeping active and healthy.



Celebrating as One Community

On 1 August 2022, the first mass community event organised by **THK** Elderly Services since the pandemic, our seniors and community partners celebrated our nation's birthday at the National Day event at **THK** AAC @ Bedok. Deputy Prime Minister (DPM) Heng Swee Keat interacted with the seniors and joined in the celebration. DPM Heng also celebrated Nurses' Day with our nurses from **THK** Home Care Services, and expressed appreciation for their dedication to care for our community.



HOME CARE SERVICES



6,212 CLIENTS

served under Home Care Services Programmes



610 CLIENTS

received Medical Escort Transport Services islandwide



154 CLIENTS

under both Meals on Wheels and Medical Escort Transport



757 CLIENTS

received Meals on Wheels Services islandwide



Maintaining Excellence in Service Quality Standards

In October 2022, **THK** Home Care Services was awarded two Gold Community Care Excellence Awards (CCEA) 2022 in the Productivity Improvement and Clinical Improvement categories by the Agency for Integrated Care.

The Productivity Improvement Award recognises our team's creation of sustainable last-mile solutions through optimising resources for a greener value chain, to optimise efficiency and build operational resilience among our staff to ensure continuity of care.





The Clinical Improvement Award highlights our team's efforts to create accessibility to preventive health through community nursing and primary care collaboration. This initiative included curating programmes for our seniors' wellbeing and raising awareness of the healthcare resources available within the community through our AACs. Intervention efforts also included upskilling our staff in infection and preventive controls, as well as health coaching, health assessments for chronic illness, medication compliance, and end-to-end service provision of COVID-19 vaccinations through our Mobile Vaccination Team.

PLANS FOR THE YEAR AHEAD

1. IHH – Integrated Home Health (June 2023)
2. HPC(+) – (Apr 2023 onwards)
3. CREST- Post-Diagnostic Support for Dementia (Apr 2023 onwards)
4. Cluster Support (Ang Mo Kio, Bedok and Geylang Cluster) converting to Community Case Management Service
5. Enhancement on Eldercare IT system (ECIT)
6. Tele-health @ AAC – Beo Crescent AAC (on-going), Fengshan 114 (coming soon) and Bedok Radiance (coming soon)
7. Partnering with CFS on the micro jobs for seniors
8. Collaborating with AACs to create micro jobs for our seniors to help with meal deliveries within the service area boundary to optimise resources and promote active ageing.



Family Services



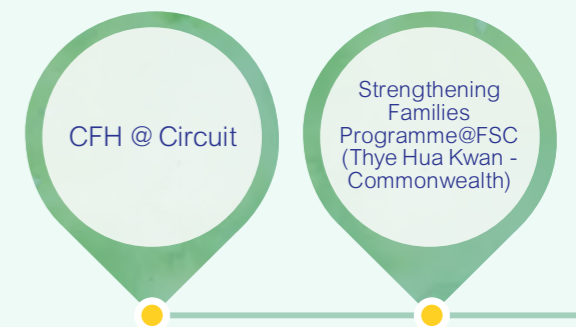
THK Family Services assists families in navigating through their issues by providing support to enable social empowerment through the programmes and resources provided by the five **THK** Family Service Centres (FSC) and **THK** Centres for Family Harmony (CFH).

THK FSCs and CFHs provide assistance to low-income and vulnerable individuals and families who need support in meeting their social needs, to improve their stability and well-being at every stage of their life. Our Social Work Practitioners (SWPs) provide case management on family, financial, housing and employment issues. **THK** FSCs also provide assistance to help these individuals and families better cope with their personal, social, and emotional issues.

5 THK FAMILY SERVICE CENTRES



2 THK CENTRES FOR FAMILY HARMONY



1 THK-SG CARES VOLUNTEER CENTRE @ BOON LAY



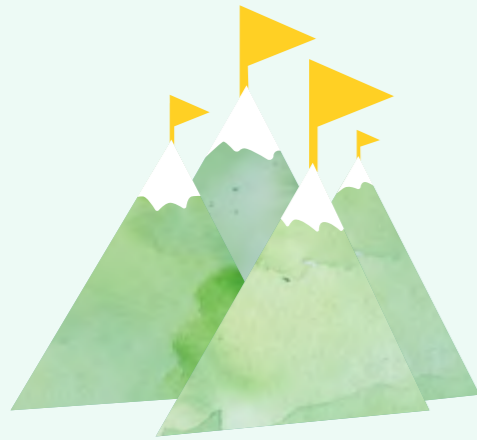
Clients assisted by FSCs and CFHs

- 10,657** Casework and Counselling (unique clients)
- 452** Groupwork
- 10,434** Community Work

SG Cares Volunteer Centre @ Boon Lay

- 31,184** Beneficiaries
- 41** Partners

KEY PROJECTS AND GROUPWORK



- | | |
|----------------------------|--------------------------------------|
| 1. OK7 | 9. The Children's Workshop |
| 2. Brotherhood 4 | 10. Super-Parent |
| 3. Building Blocks | 11. BYAY (Be Yourself, Act Yourself) |
| 4. Be YOUTH! | 12. Falling Into Confidence |
| 5. Mindful Parenting Group | 13. Mummies For Life |
| 6. Membina | 14. Daddies For Life |
| 7. SIMCharge | 15. Fun Kids @ CFH |
| 8. OurKampung | |

KEY PROGRAMMES

1. Mobile Library
2. Family Connectors



THK Centre for Family Harmony @ Circuit

Centre for Family Harmony @ Circuit (CFH @ Circuit) provides Family Support Programmes and takes on piloted services and programmes for families. It supports the other centres in administrative and identified professional matters as and when necessary.

Key Programmes:

- PSP: Positive Parenting Programme (Triple P)
- Signposts

Strengthening Families Programme@FSC (Thye Hua Kwan - Commonwealth)

Strengthening Families Programme@FSC (Thye Hua Kwan - Commonwealth) helps divorcing couples cope with the arduous divorce process and refocus their attention away from an acrimonious relationship towards co-parenting in the best interest of their children.

Key Programmes:

- | | |
|--|--|
| • Family Transition Triple P Programme | • Children of Divorce Intervention Programme (CODIP) |
| • FUN Kids Programme | • Online Counselling |
| • Co-Parenting Programme (CPP) | |

THK SG Cares Volunteer Centre @ Boon Lay

THKMC was appointed by MCCY in 2019 to build volunteer management capabilities, broker sustainable partnerships between volunteering groups, and work with service providers to meet their needs for volunteers, in order to encourage Singaporeans to step up and take up different acts of kindness.

Thanks a Million (TAM) Networking & Appreciation Session

TAM is an initiative where the Community Work Team sought to demonstrate appreciation for stakeholders in recognition of their efforts in building and extending resources for the community. The event involved about 50 stakeholders within five THK FSC service boundaries. TAM provided a platform to introduce the Community Work Team to the community partners, exchange ideas and resources, and discuss potential opportunities for collaboration to better serve our clients in the community. The team extended their appreciation to the stakeholders through a buffet lunch and certificate presentation ceremony.



Family Connectors Celebrating Families

This annual event celebrates the achievements and efforts of our families from their participation in the Family Connectors programme over the past months. It was held carnival-styled at Orchidville and provided families with the opportunity to have fun together with the other families, THKMC staff and community partners. A total of 104 families attended the event.





Highlights for the Year

- FAM@FSC (**THK** CFH - Commonwealth) received National Association of Child Contact Centres (NACCC)'s re-accreditation
- Principal Social Worker, Ben Ang Jingyou, from FSC @ Bedok North received the Family Violence Dialogue Group (FVDG) Appreciation Awards at the National Family Violence Networking System Conference in November 2022 from Ms Sun Xueling, Minister of State for Social and Family Development & Home Affairs
- **THK** Family Services received an Appreciation Award by the National University of Singapore (NUS) in November 2022 in recognition of the organisation's support to the NUS Social Work field education
- **THK** Family Service Centre @ Jurong received the Friends of MSF Award by the Ministry of Social and Family Development (MSF) in December 2022
- **THK** Family Service Centre @ MacPherson received the MSF Community Cares Award by the Ministry of Social and Family Development (MSF) in December 2022

Projects and Partnerships for the Year

- FSC @ Tanjong Pagar x Singlife's outreach partnership to conduct face-to-face outreach at rental blocks. 37 Singlife volunteers distributed 692 care packs to residents.
- FSC @ Tanjong Pagar conducted a Mindfulness Groupwork Programme between August to October 2022. A total of 10 participants have benefitted from this 8-week programme, which is based on the Mindfulness for Life (MBCT-L) programme designed to cultivate mindful awareness in the participants so as to achieve a greater sense of well-being, kindness and resilience.
- FSC @ MacPherson set up an Alumni Network for the SIMCharge Groupwork, which is a programme for single mothers started in 2019. The SIMCharge Alumni Network aims to provide a platform to foster continuous mutual support for single mothers.
- FSC @ Bedok North's Brotherhood Programme was invited to participate in the National Family Violence Symposium in November 2022 where a workshop was conducted, and the Brothers (clients) performed the song "A Better Man" live to more than 500 social work practitioners. In addition, in February 2023, 11 Brothers facilitated 4 weekly groupwork sessions with inmates in the prison.



- Our Keluarga (OK) 7 community groupwork programme, which supports family members who have an affliction with drugs to stop the addiction, welcomed its eighth year with an active membership of 80 participants. The OK7 team also actively conducts sharings thrice annually to inmates in prison, as well as recruit inmates and their families into OK7 as a form of sharing resources and to form a recovery support network to help them to lead healthy and better lives.



- Our FSCs also conducted regular Parenting Workshops for parents, to strengthen their support to their children. These workshops include a Mental Wellness Workshop (virtual) on 9 April 2022, Mental Health Issues faced by Pre-teens Workshop (virtual) on 6 and 7 May 2022, Speaking The Language of Love – Parent-Child Bonding Session (virtual) on 18 June 2022, Cyber Wellness Workshop (virtual) on 16 July, 19 August and 26 August 2022, Communications Workshop (virtual) on 5 November 2022, and Lego Building Workshop on 10 December 2022.



- In line with MSF's Year of Celebrating SG Families, **THK** Family Services coincides this campaign with National Parks Board's One Million Trees Movement with a Tree Planting Event on 19 November 2022 at Fort Canning Park. Minister for Social and Family Development, Mr Masagos Zulkifli graced the event and launched the tree planting event alongside Executive Director (NParks, Gardens & Nature Reserves) Dr Leong Chee Chiew, **THK**MC Chairman Mr Chang Long Jong and CEO Mr Jason Lee.



Therapy Services

THK Therapy Services provides quality and optimised therapy services for adults and children, which includes physio therapy, occupational therapy and speech language therapy, that support and give the best care to our clients in recovering their functional abilities. Based on client's individual needs, we offer individual, paired and combined disciplines therapy at our centres, client's home, or via tele-practice.



Creating Greater Accessibility to Therapy Services in Our Community

In April 2022, **THK** Therapy Services officially opened **THK** Therapy Space @ Bukit Timah, located within the Bukit Timah Community Club. The Opening Ceremony was officiated by Ms Sim Ann, advisor to Bukit Timah Grassroots Organisations.

With the opening of **THKMC**'s second Day Rehabilitation Centre, **THK** Therapy Space @ Bukit Timah enhances accessibility of therapy services to residents staying in and around the Bukit Timah area, especially for homebound seniors. The centre offers a full suite services ranging from Physiotherapy, to Occupational Therapy, and Speech Language Therapy. The centre also offers home therapy to bring the services to the doorstep of homebound seniors.



Reaching Out to Our Community

THK Children Therapy Centres (CTC) piloted the Preschool Screening Programme in September 2022, where complimentary speech and language screening for preschoolers were conducted across 5 preschools within the Queenstown Vicinity. Our Speech Language Therapists worked with the students to evaluate their risk of speech and/or language delay, and held 2 online Parent Talks covering developmental milestones, red flags for delayed development, and strategies to support speech and language development.

On 25 October 2022, **THK** CTC participated in CPS XPlains, a series of talks hosted by Child Protection Services, for Child Protection Officers (CPOs) managing individuals who may have developmental issues. The sharing, attended by 50 CPOs, provided **THK** CTC the opportunity to share the rehabilitation and support services offered by **THK** Therapy Services.



15 preschoolers were screened for speech and language difficulties



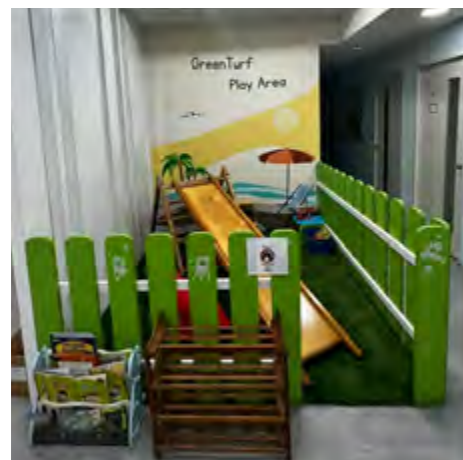
15 parents and teachers participated in the online Parent Talks

Enhancing Our Services to Better Support Our Clients



Paired Therapy and Combined Disciplines Therapy

THK CTC introduced 2 new therapy services in September 2022 – Paired Therapy and Combined Disciplines Therapy. Paired Therapy is conducted with 1 therapist to 2 clients, while Combined Disciplines Therapy comprises 2 therapists of different disciplines working with one client during the session. These new services allow our team to better cater to the varying needs of our children, and provide greater support for their learning and development.



Improving our Facilities for Our Clients

To cater to the increasing need for a bigger space for children to engage in during therapy sessions, **THK** CTC @ Queenstown opened a second gym area to meet the needs of our clients. The opening of the second gym has allowed more children to be within sight during their sessions, and also provide a safe space for them to participate in gym activities during sessions.

Since the easing of strict Safe Management Measures, **THK** CTC has upgraded and opened the Play Area at **THK** CTC @ Queenstown on 15 November 2022. GreenTurf sponsored the turf as floor padding for the Play Area at the Queenstown centre. The reopening of the Play Area has kept the children entertained while waiting for their therapy sessions.

PLAN FOR THE YEAR AHEAD

1. Strengthen collaboration between **THK** Therapy Services and private sector partners
2. Collaborate with Community Centres in the vicinity for public education talks on safety precautions and wellness.



Empowering Our People



Strengthening Engagements within THKMC

We organised a bimonthly Manager's Familiarisation Sessions for new management staff to better engage them within the organisation and encourage cross-divisional interaction. CEO Mr Jason Lee also carries out engagement sessions at various Centres to understand operational issues and strengthen communications opportunities for Centre staff.



Encouraging A Culture of Learning

THKMC organised its inaugural Learning Festival in March 2023, a 2-day event encouraging our staff to learn in the areas of leadership, service, creativity, and personal effectiveness. Speakers from different sectors shared their expertise generously with our staff across various centres.



Transforming Our Employee Experience

As part of fostering a strong organisational culture, THKMC piloted the HEARTbeat Experience for all our new employees. This is a 6-month onboarding programme for new hires to experience the various aspects of our services such as visiting Centres, and fun activities to know fellow colleagues by taking photos with cross-department colleagues!



Driving Leadership Excellence in Talent Development

In collaboration with the National University of Singapore, 20 of our staff across our services and headquarters embarked on a 12-week Emerging Leadership Programme, which trains our potential leaders on leadership management and skills through workshops, group coaching sessions and project work.

Striving Towards Excellence

In November 2022, THKMC was recognised as the Most Supportive Employer by Social Service Institute.

THKMC's Strategic Plan

Our Vision Statement - **One THK, Empowering the Community**, embodies THKMC's intent to work together as a group leveraging on the strengths of our individual Services to bring about a truly distinctive value proposition for our stakeholders. This drives THKMC to engage our clients and the community with the intent of empowering them to leverage on their intrinsic capacities for an independent life.

We have reached the end of the 2nd year of THKMC Strategic Plan implementation (FY 2021-2023) and in this FY, there are 5 Key Strategic Thrusts that are of focus. Sustainability has been brought to the fore for greater emphasis and it goes beyond environmental sustainability to include financial and organisational sustainability.

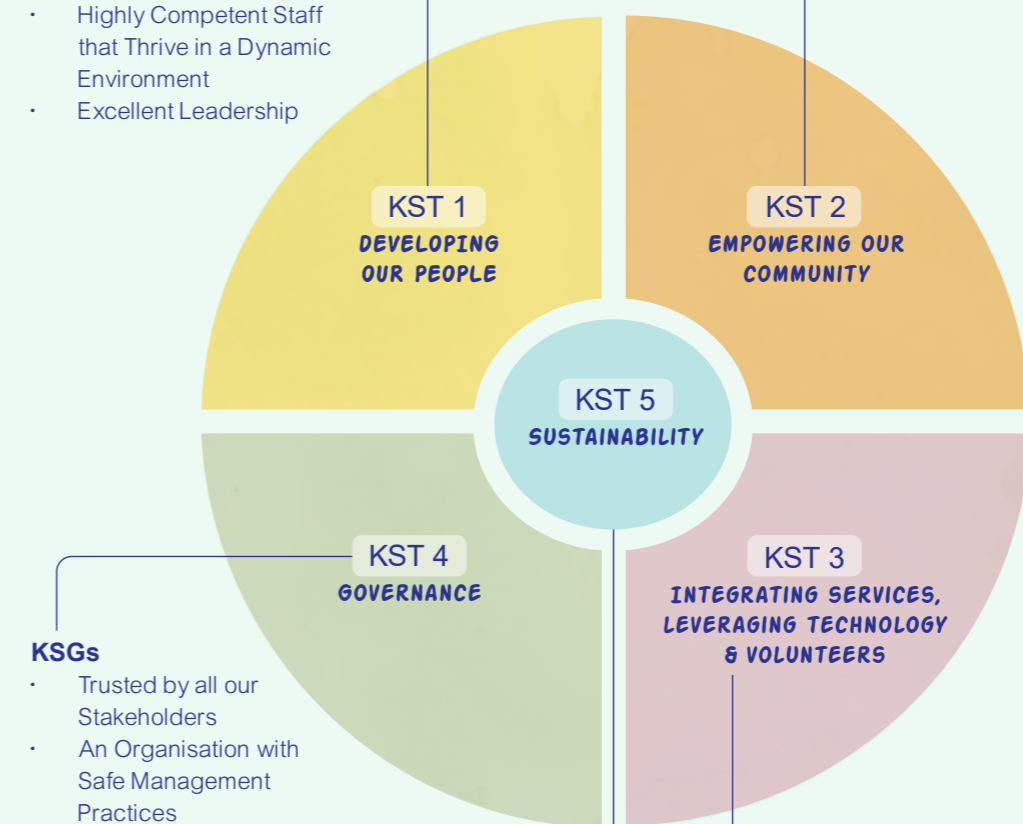
5 KEY STRATEGIC THRUSTS (KSTs)

KSGs

- Increase Retention of Talents
- Strong & Cohesive Culture (HEART)
- Highly Competent Staff that Thrive in a Dynamic Environment
- Excellent Leadership

KSGs

- Positive Client Experience
- Be a Thought Leader in the Social Sector



KSGs

- Trusted by all our Stakeholders
- An Organisation with Safe Management Practices

KSGs

- Branding as One **THK**
- Communicate as One **THK** to strengthen linkages and standing with a network of Community Partners
- An Environmentally Sustainable Organisation
- A Financially Sustainable Organisation

KSGs

- Provide Integrated Client Services within **THKMC**
- Increase the Value Proposition for our Clients through Technology Integration
- Increase the Value Proposition for our Clients by Integrating Volunteers in our Services and Programmes

KSGs AND IMPACT AREAS

The 15 Key Strategic Goals work collectively to impact **THKMC's** Balance Scorecard which comprises of 7 areas of impact.



OUR CLIENTS

- Providing integrated client services within **THKMC**
- Trusted by all our stakeholders

SERVICE QUALITY

- Positive client experience

COLLABORATION

- Increase the value proposition for our clients by integrating volunteers in our services and programmes
- Communicate as One **THK** to strengthen linkages and standing with a network of community partners



THYE HUA KWAN MORAL CHARITIES

INTERNAL PROCESSES

- Increase retention of talents
- Strong and cohesive culture (HEART)
- Increase the value proposition for our clients through technology integration
- Branding as One **THK**
- To be an Environmentally Sustainable Organisation
- An organisation with safe management practices

THOUGHT LEADERSHIP

- Be the thought leader in the social sector

LEARNING & DEVELOPMENT

- Highly competent staff who thrive in a dynamic environment
- Excellent leadership

FINANCIAL

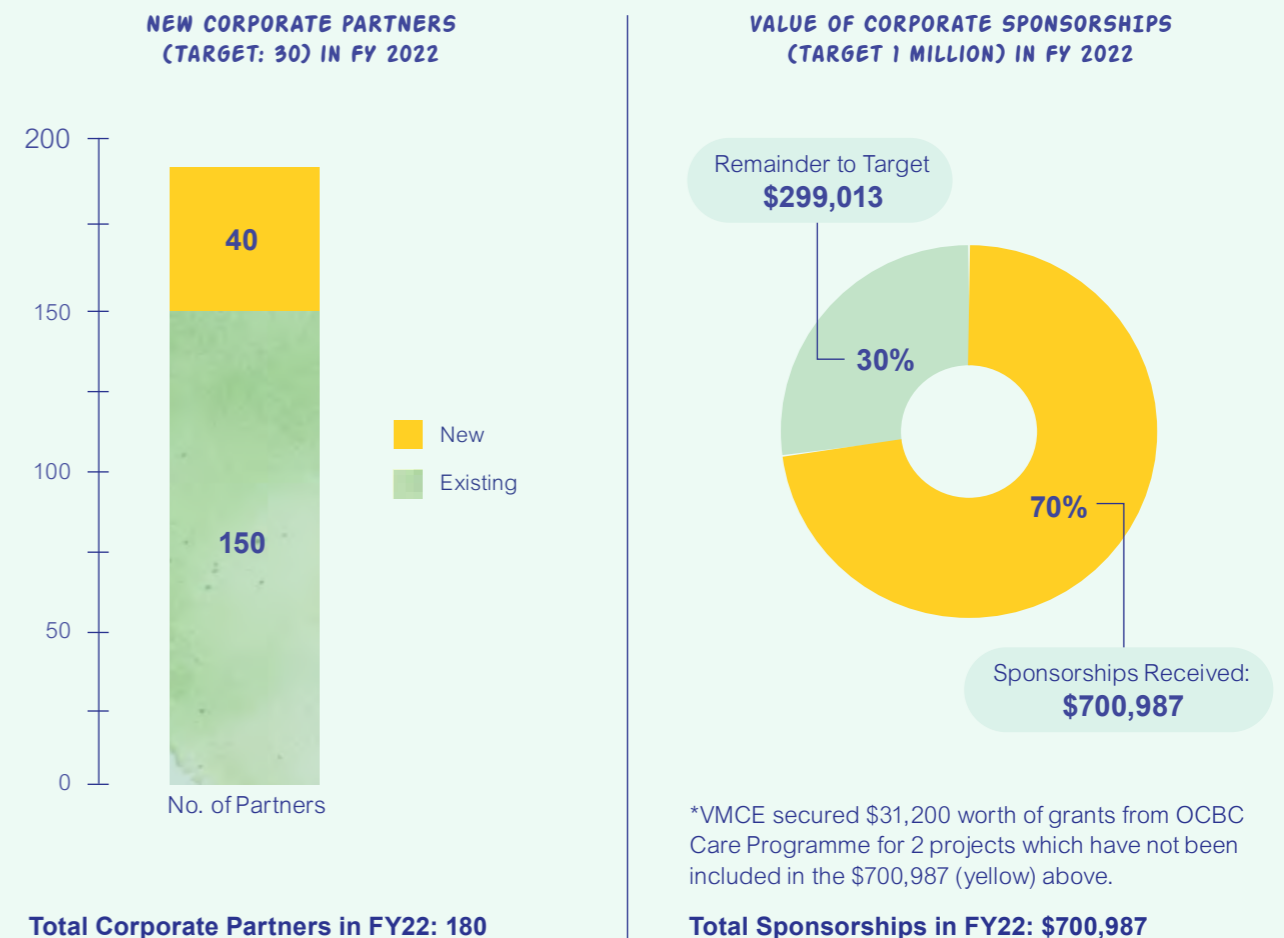
- To be a financially sustainable organisation

Key Achievements in FY2022

Key Strategic Goal	Notable Achievements
Increase in Retention of Talents	87.2% of the talents identified have been retained surpassing the target of 50% set for FY22
Increase in the Value Proposition for our Clients through Technology Integration	<ul style="list-style-type: none"> • 84% reduction in time spent by staff for tasks assisted by new technologies introduced in the programmes and services • 100% of Clients/staff adopted the technologies introduced • 80% of clients and staff rated their experience in the use of the technologies as good (4 out of 5)
Trusted by All Stakeholders	Received the Charity Transparency Award in 2022 marking the upholding of governance standards required of Charities
Organisation with Safe Management Practices	THKMC received the bizSAFE 3 certification, highlighting our workplace safety and health management efforts
Branding as One THK	<p>A brand perception survey was conducted among 1,700 individuals comprising of clients, general public, volunteers and Board members</p> <p>The returns indicated 75.7% of service users have a positive perception of THKMC and 73.3% are likely to recommend THKMC to anyone in need of our services</p>

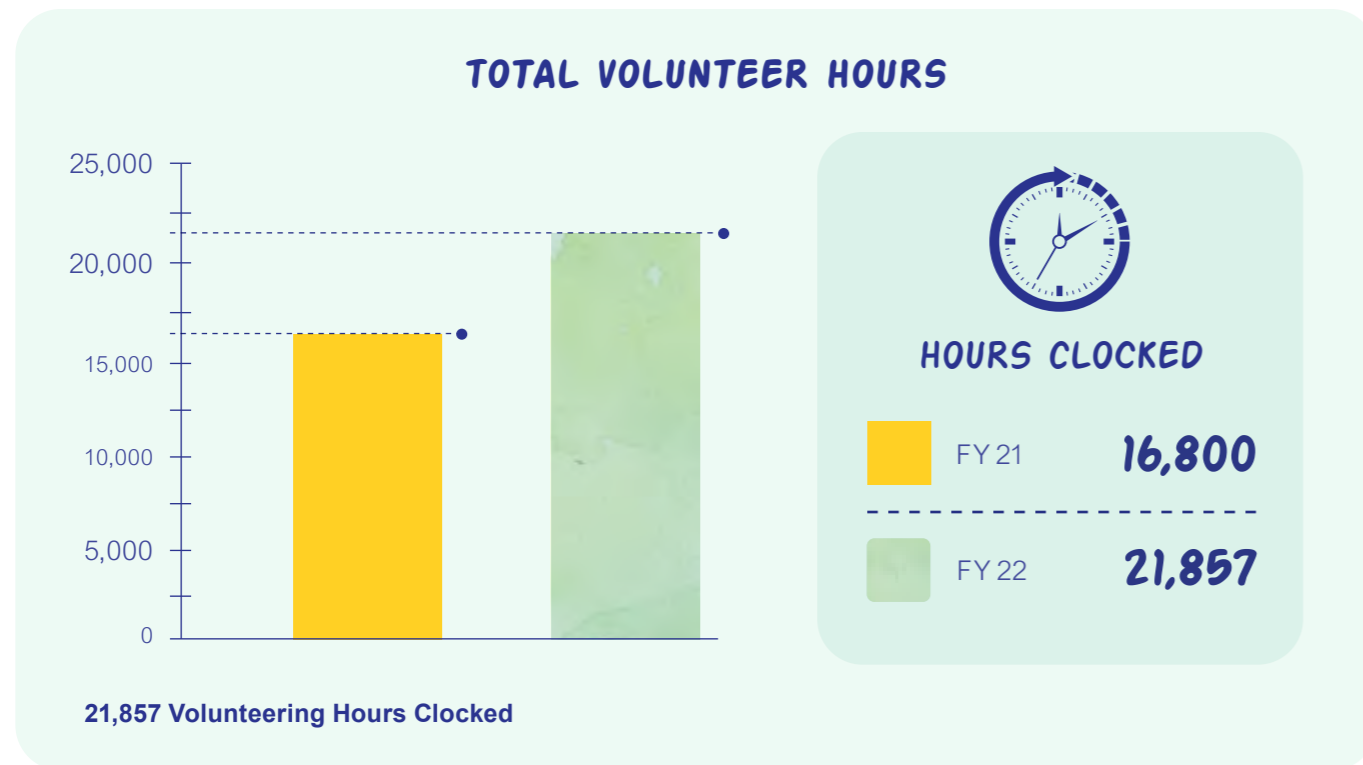
Corporate Partnership and Volunteers

CORPORATE PARTNERSHIP (KPIs)



TOTAL VOLUNTEERS FOR FY22





Encouraged and Heartened with Many More Helping Hands

The Volunteer Management and Community Engagement (VMCE) department at **THKMC** reaches out to corporate and individual volunteers who share the passion for lending a helping hand to those in need. Post-pandemic, we have seen an increase in benefits-in-kind contributions, such as daily rations and volunteers in larger groups at our centres and homes. Heartened and encouraged by the show of support and love displayed by the community to meet the growing number of cases that need assistance, **THKMC** warmly welcomes new volunteers to join us and other fellow volunteers to further our mission of helping.

Two Different Corporate Entities with a Common Purpose to Uplift

When corporates embrace the spirit of volunteering, it gives their employees the opportunity to gain a deeper understanding of the challenges faced by various segments of society, foster empathy, compassion, and create a positive impact on those around them. Corporates that actively encourage and support volunteering and giving demonstrate their commitment to social responsibility and community engagement, ultimately becoming a beacon of positive change. Two such corporate entities in 2022 were Singapore Airlines and MediaCorp with the help of generous Singaporeans.



Singapore Airlines joined our Meals on Wheels (MOW) Programme in late 2021. Subsequently, Singapore Airlines increased the frequency they volunteered to bring food to the home-bound elderly through MOW from monthly to weekly; and at each MOW session, between 20 to 30 SIA employees from flight attendants to IT personnel, volunteered.

Ravi C. Nadeson, SIA's CSR co-ordinator for MOW said, "MOW has grown in popularity amongst us." He continued, "Working with the THKMC team gives us the feeling that we are working with fellow colleagues. They work with precision, care, and fervour and ... with high integrity."

SIA was given the top award in **THKMC's** Volunteer Appreciation Event in 2022 for its contributions to the MOW Programme.



In 2022, MediaCorp did a Care and Share charity drive during Christmas, and used their various media platforms to focus the spotlight on people in need. Through MediaCorp's unwavering efforts, the number of items from the generosity of their partners and donors to **THKMC's** beneficiaries more than doubled to 660 boxes of rations compared to the previous year. The empathy shown by MediaCorp, its partners and Singaporeans went a long way in helping **THKMC's** beneficiaries.

VMCE hopes that the active engagement by these exemplary corporates inspire others to join the movement of giving to those in our community who need a helping hand and contribute to a brighter future for all.



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 are experienced specialists in their respective fields and collectively bring considerable knowledge and experience to the Board. Board members elect among themselves various positions in the Board, including 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 standing committees. All Committee members are appointed by, 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.

Executive Committee assists the Board to guide the Chief Executive Officer / Chief Operating Officer and Senior Management on the implementation of strategies / business plans and resolution of operational issues in an efficient and timely manner, as well as monitoring Senior Management’s performance, which helps relieve the Board from these matters.

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 the Management on matters relating to Enterprise Risk Management (ERM).

Finance Committee assists the Board to oversee THKMC’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 THKMC, 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 THKMC, 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’s Senior Management and ensuring that THKMC’s technology programmes support its business objectives and strategies while ensuring cyber security measures are in place and complied.

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.

Volunteer Management and Development Committee assists the Board to manage volunteering needs across THKMC Divisions and enhance volunteering experiences.

Board and Committees Meeting Attendance

Name	Appointment	Attendance	Percentage of Attendance
THKMC Board			
Mr Chang Long Jong*	Chairman	4/4	100%
Mr Lee Kim Siang*	Vice-Chairman	4/4	100%
Mr Ng Kok Kiang Lawrence*	Vice-Chairman	4/4	100%
Mr Koh Juay Meng*	Treasurer	4/4	100%
Er Ong Ser Huan*	Secretary	4/4	100%
Ms Cheah Sheau Lan*	Member	4/4	100%
Mr Cheong Kah Meng*	Member	4/4	100%
Mr Ching Chiat Kwong* & Alternate Member Mr Shawn Ching Wei Hung	Member	4/4	100%
Mr Ramasamy Dhinakaran*	Member	3/4	75%
Mr Ardi Saban Hardjoe*	Member	4/4	100%
Mr Koh Poh Kwang*	Member	3/4	75%
Mr Sim Gim Guan*	Member	2/4	50%
Prof Alex Siow*	Member	2/3	67%
Mr Tan Hong Boon*	Member	4/4	100%
A/Prof Teng Su Ching*	Member	3/4	75%
Mr Ang Seong Kang Samuel*	Member	1/1	100%
Mr Zulkifli Bin Baharudin*	Member	1/3	33%

Name	Appointment	Attendance	Percentage of Attendance
Executive Committee			
Mr Chang Long Jong*	Chairman	1/1	100%
Mr Lee Kim Siang*	Member	1/1	100%
Ms Cheah Sheau Lan*	Member	1/1	100%
Mr Ramasamy Dhinakaran*	Member	0/1	0%
Mr Koh Juay Meng*	Member	1/1	100%
Mr Lawrence Ng*	Member	1/1	100%
Er Ong Ser Huan*	Member	1/1	100%

Audit and Risk Committee			
Mr Ramasamy Dhinakaran*	Member	4/4	100%
Mr Lee Kim Siang*	Member	4/4	100%
Prof Alex Siow*	Member	4/4	100%

Finance			
Mr Koh Juay Meng*	Chairman	4/4	100%
Mr Zulkifli Bin Baharudin*	Member	0/3	0%
Ms Cheah Sheau Lan*	Member	1/1	100%
Mr Ardi Saban Hardjoe*	Member	3/3	100%
Mr Lee Kim Siang*	Chairman	1/1	100%
Mr Lawrence Ng*	Member	3/3	100%

Programmes and Services Committee			
Mr Lee Kim Siang*	Chairman	4/4	100%
Ms Cheah Sheau Lan*	Member	1/1	100%
Mr Koh Juay Meng*	Member	4/4	100%
Mr Lawrence Ng*	Member	3/4	75%
Mr Tan Hong Boon*	Member	2/2	100%

Human Resources Committee			
Mr Chang Long Jong*	Chairman	4/4	100%
Mr Ang Seong Kang Samuel*	Member	1/1	100%
Mr Lawrence Ng*	Member	4/4	100%
Mr Sim Gim Guan*	Member	4/4	100%
A/Prof Teng Su Ching*	Member	3/4	75%

Name	Appointment	Attendance	Percentage of Attendance
Investment Committee			
Mr Phillip Tan Eng Seong	Chairman	5/5	100%
Ms Cheah Sheau Lan*	Member	5/5	100%
Mr Lee Kim Siang*	Member	5/5	100%

Technology Committee			
Prof Alex Siow*	Chairman	4/4	100%
Mr Dennis Ang	Member	3/4	75%
Mr Ang Seong Kang Samuel*	Member	1/1	100%
Mr Koh Juay Meng*	Member	4/4	100%
Mr Bruno Lopez*	Member	0/1	0%
Stepped down on 10 Aug 2022			

Volunteer Management and Development Committee			
Mr Koh Juay Meng*	Chairman	4/4	100%
Mr Nicholas Chee	Member	2/2	100%
Mr Lau Sien Hui	Member	2/2	100%
Mr Lawrence Ng*	Member	4/4	100%
Mr Alex Pek	Member	3/4	75%
Ms Alice Tay	Member	4/4	100%
Mr Tan Hong Boon*	Member	2/3	67%

Note: *Director of **THKMC** Board

Terms 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 has 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 continuing as a director of the **THKMC** Board. His 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 **THKMC**'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.

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

Remuneration of Three Highest Paid Staff

\$50,000 to \$100,000	-
\$100,001 to \$200,000	-
\$200,001 to \$300,000	2
\$300,001 to \$400,000	1

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

\$50,000 to \$100,000	-	-
\$100,001 to \$200,000	-	-
\$200,001 to \$300,000	1	Mr Lee Kim Siang
\$300,001 to \$400,000	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.

Financial Management and Internal Control

Internal Control Systems for Financial Matters in Key Areas

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

Reserves Position and Policy

- The reserves of the Charity provide financial stability and the means to develop **THKMC's** activities. **THKMC** intends to maintain the reserves at a level sufficient for its operating and long-term charitable needs. The Board reviews the level of reserves regularly for the Charity's continuing obligations.
- The objective of the **THKMC's** reserve management is to maintain strong and healthy capital ratios in support of its operations.
- The **THKMC's** aims to maintain sufficient level of accumulated funds to meet three years of its budgeted operating expenditure. The **THKMC** regularly reviews and manages its reserves to ensure optimal capital structure, taking into consideration the future capital requirements of the **THKMC'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 **THKMC'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 **THKMC** 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 **THKMC's** Conflict of Interest policy. The Board has put in place documented procedures for Board members and staff to declare actual or potential conflicts of interests upon appointment, annually and on a need-to basis. Board members are to abstain from decision-making on matters where they have a conflict of interest. The full policy document can be found at www.thkmc.org.sg.

Risk Management

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

Regular monitoring, systematic and periodic review of risk exposures underline the key focus of the **THKMC'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 **THKMC**. The full policy document can be found at www.thkmc.org.sg.

Privacy Policy

Collection, use, disclosure or otherwise processing of personal data of our service users on behalf of government ministries or statutory boards will be in accordance with guidelines set out in the government's data management policy. **THKMC** will comply with the relevant requirements under the government's data management policy. The full policy document can be found at www.thkmc.org.sg.

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 FY22/23 was declared as follows:

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

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
Human Resource and Volunteer² Management				
13	The Board approves documented human resource policies for staff.	5.1	Complied	
14	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
15	There are processes for regular supervision, appraisal and professional development of staff	5.5	Complied	
16	There are volunteer management policies in place for volunteers.	5.7	Complied	
Financial Management and Internal Controls				
17	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
18	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
19	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
20	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
21	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure. Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 22 if "No")	6.2.1	Complied	
22	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if "No")		Yes	
23	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity. Did the charity receive donations in kind during the financial year? (skip item 24 if "No")	7.2.2	Complied	Yes
24	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	
Disclosure and Transparency				
25	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings. Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if "No")	8.2	Complied	No
26	No governing board member is involved in setting his own remuneration.	2.2		NA
27	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated. Does the charity employ paid staff? (skip items 28, 29 and 30 if "No")	8.3		NA
28	No staff is involved in setting his own remuneration.	2.2	Complied	

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
29	The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	
30	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity. The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
Public Image				
31	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

THK Group Services Directory

Religious Institution

Thye Hua Kwan Temple
71 Fernvale Link
Singapore 797539
Tel: 6513 9321

THK Angsana Home @ Pelangi Village
14 Buangkok Green
Singapore 539755
Tel: 6489 8707

Community Hospital

Ang Mo Kio - Thye Hua Kwan Hospital
17 Ang Mo Kio Avenue 9
Singapore 569766
Tel: 6453 8033

THK Therapy Hub
150A Mei Chin Road #02-01
Singapore 140150
Tel: 6471 4270

Nursing Home

THK Nursing Home @ Hougang
48 Hougang Avenue 8
Singapore 538793
Tel: 6812 9840

THK Children Therapy Centre @ Queenstown
150A Mei Chin Road #02-01
Singapore 140150
Tel: 6471 4270

THK Nursing Home Home Care Services
48 Hougang Avenue 8
Singapore 538793
Tel: 6841 2128

THK Children Therapy Centre @ MacPherson
121 Paya Lebar Way
#01-2859 Singapore 381121
Tel: 6805 9480

THK Senior Care Centre @ Kaki Bukit
534 Bedok North Street 3 #01-814
Singapore 460534
Tel: 6241 1808

THK Therapy Space @ Ang Mo Kio 257
257 Ang Mo Kio Avenue 4 #01-67
Singapore 560257
Tel: 6459 9139

TCM Clinics

THK TCM Medical Clinic (Ang Mo Kio)
17 Ang Mo Kio Avenue 9
Singapore 569766
Tel: 6450 6172

THK Therapy Space @ Bukit Timah
20 Toh Yi Drive, Bukit Timah
Community Club, #04-01
Singapore 596569
Tel: 6655 3246

THK TCM Medical Centre (Taman Jurong)
337 Tah Ching Road #01-01
Singapore 610337
Tel: 6795 1185

Disability Services

Homes for Destitute

THK Moral Welfare Home
301 Henderson Road
Singapore 108931
Tel: 6273 2239

THK Home For Disabled @ Eunos
THK Hostel For Disabled @ Eunos
THK Home For Disabled Adults @ Eunos
20 Jalan Eunos
Singapore 419494
Tel: 6745 9926

THK Home For Disabled Adults @ Chai Chee
2 Chai Chee Lane
Singapore 469030
Tel: 6441 7640

THK Day Activity Centre @ Chai Chee
72 Geylang Bahru
#01-3018 / 3032
Singapore 330072
Tel: 6906 7106

THK Home for Disabled @ Sembawang

7 Sembawang Walk
Singapore 756977
Tel: 6208 8128

THK Pan-Disability Centre @ Eunos

3 Eunos Crescent #01-2577
Singapore 400003
Tel: 6846 1171

THK Autism Centre @ Geylang Bahru

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

Elderly Services**THK Active Ageing Centre @ Ang Mo Kio 208**

208 Ang Mo Kio Avenue 1 #01-1019
Singapore 560208
Tel: 6456 2611

THK Active Ageing Centre @ Ang Mo Kio 257

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

THK Active Ageing Centre @ Ang Mo Kio 645

645 Ang Mo Kio Avenue 6 #01-4937
Singapore 560645
Tel: 6554 7298

THK Active Ageing Centre @ Bedok

12 Bedok South Avenue 2
#01-610 Singapore 460012
Tel: 6242 2483

THK Active Ageing Centre @ Beo Crescent

44 Beo Crescent #01-67
Singapore 160044
Tel: 6376 3023

THK Active Ageing Centre @ Boon Lay

190 Boon Lay Drive #01-242
Singapore 640190
Tel: 6264 6065

THK Active Ageing Centre @ Bukit Batok

235 Bukit Batok East Avenue 5 #01-21
Singapore 650235
Tel: 6566 5303

THK Active Ageing Centre @ Bukit Merah View

118 Bukit Merah View #02-101
Singapore 150118
Tel: 6276 4761

THK Active Ageing Centre @ Cassia

52 Cassia Crescent #01-155
Singapore 390052
Tel: 6917 2507

THK Active Ageing Centre @ Kaki Bukit

509B Bedok North Street 3 #02-157
Singapore 462509
Tel: 6241 6691

THK Active Ageing Centre @ MacPherson

90 Pipit Road #01-103
Singapore 370090
Tel: 6745 6696

THK Active Ageing Centre @ Taman Jurong

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

THK Active Ageing Centre @ Telok Blangah Crescent

3 Telok Blangah Crescent #01-504
Singapore 090003
Tel: 6276 1216

THK Active Ageing Centre @ Toa Payoh 15

15 Lorong 7 Toa Payoh #01-579
Singapore 310015
Tel: 6251 6504

THK Active Ageing Centre @ Indus 79

79 Indus Road #01-451
Singapore 161079
Tel: 6276 3283

THK Active Ageing Centre @ Chong Pang

131 Yishun Street 11 #01-237
Singapore 760131
Tel: 6690 0110

THK Active Ageing Centre @ Fengshan 101

101 Bedok North Avenue 4 #01-1958
Singapore 460101
Tel: 6208 2653

THK Active Ageing Centre @ Fengshan 114

114 Bedok North Street 2 #01-240
Singapore 460114
Tel: 6245 6993

THK Active Ageing Centre @ Bukit Merah View (Henderson)

93 Henderson Road #01-210
Singapore 150093
Tel: 6273 8291

THK Young At Heart

650 Ang Mo Kio Street 61
#01-09 Yio Chu Kang Vista
Singapore 560650
Tel: 6556 4833

THK CREST @ Tanjong Pagar-Tiong Bahru

44 Beo Crescent #01-57
Singapore 160044
Tel: 6924 2951

THK Seniors Group Home @ Ang Mo Kio 257

257 Ang Mo Kio Avenue 4 #01-67
Singapore 560257
Tel: 6926 5329

THK Seniors Group Home @ Indus

79 Indus Road #01-451
Singapore 161079
Tel: 6276 3283

THK Seniors Group Home @ Pipit

93 Paya Lebar Way #01-3057
Singapore 370093
Tel: 6846 1228

THK CCMS @ Ang Mo Kio

650 Ang Mo Kio Street 61 #01-09
Yio Chu Kang Vista
Singapore 560650
Tel: 6556 4833

THK CCMS @ Bedok

13 Bedok South Road #01-625
Singapore 460013
Tel: 6241 8171

THK CCMS @ Geylang

93 Paya Lebar Way #01-3057
Singapore 370093
Tel: 6846 1228

Home Care Services**THK Home Health Services****THK Home Personal Care Services****THK Interim Caregiver Services**

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

Home Help Services (East & West)**THK Meals on Wheels****THK Medical Escort & Transport Services****East Region Team**

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

West Region Team

152 Mei Ling Street #01-08
Singapore 140152
Tel: 6473 6113 / 6589 0694

Meal Centres**THK Free Meal Centre @ Toa Payoh**

31 Lorong 5 Toa Payoh #01-663
Singapore 310031
Tel: 6250 3827

Family Services**THK Family Service Centre @ Bedok North**

554 Bedok North Street 3 #01-241
Singapore 460554
Tel: 6449 1440

THK Family Service Centre @ MacPherson

91 Paya Lebar Way #01-3023
Singapore 370091
Tel: 6741 4255

THK Family Service Centre @ Tanjong Pagar

18 Jalan Membina #04-01
Singapore 164018
Tel: 6270 6711

THK Family Service Centre @ Jurong

183B Boon Lay Avenue #01-716
Singapore 642183
Tel: 6716 9466

THK Family Service Centre @ Bukit Panjang

139 Petir Road #01-448
Singapore 670139
Tel: 6767 1740

THK Centre For Family Harmony @ Circuit

37 Circuit Road #02-455
Singapore 370037
Tel: 6747 7514

FAM@FSC (Thye Hua Kwan CFH – Commonwealth)

54 Commonwealth Drive #01-566
Singapore 142054
Tel: 6357 9188

SG Cares Volunteer Centre @ Boon Lay

183B Boon Lay Avenue #01-716
Singapore 642183
Tel: 6716 9466

Early Intervention for Children Services

THK Development Support and Learning Support Programme (THK DS-LS)

313 Ang Mo Kio Avenue 3 #01-2322
Singapore 560313
Tel: 6499 9379

THK EIPIC Centre @ Choa Chu Kang

606 Choa Chu Kang Street 62 #01-139
Singapore 680606
Tel: 6762 9125

THK EIPIC Centre @ Woodlands

716 Woodlands Drive 70 #01-124
Singapore 730716
Tel: 6362 2483

THK EIPIC Centre @ Tampines

424 Tampines Street 41 #01-188
Singapore 520424
Tel: 6783 5338

THK EIPIC Centre @ Ang Mo Kio

313 Ang Mo Kio Avenue 3 #01-2322
Singapore 560313
Tel: 6499 9379

Super Talent Childcare (Membina)

18 Jalan Membina #03-01 / 02
Singapore 164018
Tel: 6276 4243

Super Talent Childcare (MacPherson 122)

122 Paya Lebar Way #01-2903
Singapore 381122
Tel: 6844 3550

Super Talent Childcare (MacPherson 93)

93 Paya Lebar Way #01-3039
Singapore 370093
Tel: 6741 8359

Super Talent Childcare (Ang Mo Kio)

218 Ang Mo Kio Avenue 1 #01-925
Singapore 560218
Tel: 6552 1058

Super Talent Student Care Centre @ Bukit Panjang

141 Petir Road #01-270
Singapore 670141
Tel: 6767 1770

Super Talent Student Care @ Punggol Walk

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

Super Talent Student Care @ Sengkang

71 Fernvale Link
Singapore 797539
Tel: 6539 9601 / 6767 1770

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

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