

ANNUAL REPORT

Proudly We Serve, Humbly We Learn

20
17



Vision

To be a shining testimony of God's great love and compassion in eldercare.

Mission

**We provide quality care, bring joy and comfort,
and honour the dignity of residents in a caring Christian environment.**

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All Saints Home at a Glance

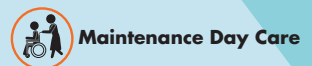
Nursing Home

All Saints Home is an Institution of a Public Character (IPC number: HEF0062/G) that provides comprehensive and professional nursing home and senior care services to residents and clients from all backgrounds. We strive to provide life-centric quality care that brings joy and comfort, and honours the dignity of residents in a caring Christian environment.

Bethel Presbyterian Church, All Saints Memorial Chapel, Telok Ayer Methodist Church, St. Andrew's Cathedral and the Presbyterian Synod came together to set up All Saints Home in 1986. It was a humble 30-bed home, headed by the late Reverend Lee Huai Kwang. Since then, by the grace of God, we have expanded into four centres with a total bed capacity of 734, strategically located across Singapore.



Key:



Silver Lifestyle Club

All Saints Home also provides senior care centre services under our Silver Lifestyle Club branding. We rebranded our senior care centre services to fight the stigma of senior care centre being a grey and depressive place. Our experience in caring for our residents have shown us that there is plenty of life and energy in the elderly and with the right programmes, we can keep them engaged and active.

Our Silver Lifestyle Clubs offer a comprehensive suite of services that include maintenance day care, dementia day care, community rehabilitation services, centre-based nursing and home-care services. Our staff keep our clients busy and active with sing-a-long sessions, table top games, card games, quizzes, outings for fresh air time, rehabilitation exercises and more.

4 Clubs 1 Family

Tampines Centre



- 40 maintenance day care places
- 30 general & enhanced dementia day care places
- 60 active rehabilitation & maintenance exercise sessions
- 10 centre-based nursing places



Yishun Centre



- 16 maintenance day care places
- 60 active rehabilitation & maintenance exercise sessions



Yishun Central



- 21 maintenance day care places
- 49 general dementia day care places
- 5 enhanced dementia day care places
- 60 active rehabilitation & maintenance exercise sessions
- Home-care services
- 10 centre-based nursing places



Yishun Fern Grove



- 21 maintenance day care places
- 49 general dementia day care places
- 5 enhanced dementia day care places
- 60 active rehabilitation & maintenance exercise sessions
- Home-care services
- 10 centre-based nursing places



Our Impact in 2018

857

residents served, including those who have been discharged or passed on.


432

clients served at our Silver Lifestyle Clubs.

0

contractures developed at All Saints Home.

20%

of residents went on Chinese New Year home leave for increased family engagement. 

24

residents weaned off diaper use.



5

speciality discipline champions formed in the areas of Wound Care, Infection Control, Palliative, Psychiatric and Dementia.

89% ↓

drop in monthly average percentage of residents being hospitalised due to NGT-related issues.

7

workdays saved per month due to improved process efficiency from NGT project.

19

workdays saved per month per centre due to improved process efficiency from showering project.

100% 

wheelchair-bound residents given choice in bath time due to showering project.

4

hours saved per day for each centre on average due to change of falls alert device.

2

new accreditations attained as a training centre - ISC in Health Care for Home Care and Dementia Care.

158

residents showed improvement from rehabilitation.

66.5%

of community rehabilitation clients showed improvement.

67

community rehabilitation clients successfully discharged back to the community/work.

2018 Significant Events



President Halimah Yacob's Visit

President Halimah Yacob graced our Tampines centre in January, interacting with our residents, clients and staff to gain a greater understanding of what we do.



FunWalk Carnival

Our inaugural FunWalk Carnival fundraising event was held at Gardens by the Bay, creating a fun day out for our residents, clients, volunteers and staff.



OCBC Cycle

Our contingent of cyclists participated in the OCBC Cycle, cycling 23km each to raise funds for All Saints Home.

January

February

May

Chinese New Year Reunion Lunch & Lohei

We organised reunion lunches and *lohei* sessions for our residents and clients at all four centres to bring the joy of the Chinese New Year festivities to our residents and clients.





Minister Grace Fu's Visit

Minister Grace Fu visited our Jurong East centre in August to celebrate National Day with our residents, clients, volunteers and staff.



Thanksgiving Dinner

We thanked our faithful donors and sponsors at our Thanksgiving Dinner held at Grand Copthorne Waterfront Hotel for their support and generosity over the year.

July August September November



Durian & Mango Parties

The bumper crop of durians this year and a generous donor allowed us to organise durian and mango parties for our residents. For many of them, this was the first opportunity in years for them to taste the king of fruits.



Charity Golf

Our annual charity golf challenge saw 152 golfers gather in friendly competition to raise funds for All Saints Home.



Residents' Day

To honour our residents, we organise Residents' Day at all four centres. With games, performances, prizes, goodie bags and more, it's a fun-filled in-house event for all.

Chairman's Message



Growing Alongside the Nation

Since 1986, All Saints Home has been guided by our vision of being a shining testimony of God's great love and compassion in eldercare, with the mission to provide quality care, bring joy and comfort, and honour the dignity of our residents in a caring Christian environment.

By the grace of God, we have grown from a 30-bed nursing home at Poh Huat Road to our current capacity of 734 beds spread over four centres offering residential and respite care as well as rehabilitation services. We also operate senior care centres under our Silver Lifestyle Club (SLC) branding at our Tampines and Yishun centres, as we believe that seniors can continue to be engaged in an active and fulfilling lifestyle. Our SLCs provide maintenance day care, dementia day care, community rehabilitation, centre-based nursing and home care services.

We are pleased that we were awarded the licences to operate two new SLCs in 2018, bringing our total number of SLCs to four. The two new SLCs at Yishun Central and Yishun Fern Grove have successfully commenced operations in December 2018 and March 2019 respectively. They allow us to serve an additional 150 maintenance and dementia day care clients, and 120 rehabilitation clients.

Providing Life-centric Care for Active Ageing

At All Saints Home, we aim to provide life-centric care that goes beyond meeting the physical needs of our residents and clients. We want to fulfil their psychological, social and emotional needs through active ageing initiatives with the help of our volunteers.

We brought residents to places of interest such as Gardens by the Bay, S.E.A. Aquarium and the neighbourhood. We organised *pasar petang* or afternoon markets where our residents and clients can play games and win prizes. In-house events such as Chinese New Year Lohei & Reunion Lunch with invited next-of-kin, Residents' Day and durian and mango parties sponsored by our donors further liven up our residents and clients' daily routine. We organised a FunWalk Carnival, held at the Bay East Bridge, Gardens by the Bay last year. The residents, family members, staff and volunteers all enjoyed an invigorating morning walk before playing games at the carnival.

Our care staff have also implemented various therapies including art, music, table tennis and pet therapy. As part of pet therapy, our staff and volunteers led groups of residents and clients, many with dementia, to attend equine-assisted learning sessions. We are delighted that the therapy produced positive results especially in the development of the seniors' social-emotional skills.

Our residents and clients also regularly enjoy visits from children as young as pre-school age all the way to university students through our Intergenerational Programme which began in 2018. Their visits brought much joy and smiles to our centres. During these sessions, the children and youth interacted with our residents through performances, sing-a-long sessions and arts and craft activities. These programmes and initiatives have been very well received by our residents.

We continuously look for ways to improve our care model. Currently, we have a dedicated dementia ward at our Jurong East Centre. With the increased demand for dementia-related care services, we are planning to double the dementia ward capacity at our Jurong East centre from 49 to 98. Renovation works will begin this year. In addition, we intend to make all four centres more dementia-friendly even though the other centres do not have dedicated dementia wards. We will embark on environmental enhancements such as redesigning our signages, making better use of colours to highlight important visual elements and changing our lightings to accommodate the changes in vision that occur due to ageing and dementia.

A Heart of Gratitude

On behalf of the Board of Directors and the Management team, I would like to convey our sincere thanks to all our staff who strive to exemplify our core values of Compassion, Assurance, Respect and Excellence in their daily work. I would like to congratulate those staff who won national awards in recognition of their outstanding performance and dedication to their profession.

To our donors and sponsors, our deepest gratitude goes out to you. Your generous donations and sponsorships at our fundraising events such as the Charity Golf Challenge and Thanksgiving Dinner have enabled us to acquire equipment such as the JUVO mats, lifting hoists and others. These items have helped to increase our staff's productivity, allowing them to focus more on the care of our residents and clients. The donations have also allowed us to defray some of the operational costs such as the purchase of supplies and consumables needed by our residents and clients.

We are grateful for the subvention from the government, which makes up 70% of our total income.

We are blessed with a faithful volunteer group and are grateful for the time and effort they spend with our residents and clients. We would also like to thank our founding churches and our chaplaincy team for ministering to the spiritual needs of our Christian residents and clients.

We thank the Almighty Lord for His providence and protection and we pray for His continued blessing upon All Saints Home in the years ahead.

Ng Keok Boon
Chairman

CEO's Message



Proudly We Serve

At All Saints Home, we put our residents' and clients' interests, needs and well-being first in all that we do. Our model of care places emphasis on a life-centric approach. This means that we do not just address the physical needs of our elderly, but also their psychological and social needs to enrich their quality of life as a shining testimony of God's great love and compassion in eldercare.

One of the ways we put this into action is in the food we serve. Instead of serving plain meals that only meet their basic nutritional needs, we want the meals we serve our residents and clients to feed their hearts as much as their bodies. Our kitchen teams put in special effort to create tasty meals for our residents and clients, such as dishing up healthier versions of hawker-style food that evoke memories and joy. I am pleased that we have received positive feedback from our residents and clients and their loved ones about this initiative.

We also believe that our residents should not be cut off from the community at large simply because they require long-term care. We want to bring the community back into the lives of our residents. To achieve this, we have implemented a two-pronged approach. Firstly, we bring the community in to interact with our residents and clients. We achieve this by recruiting volunteers and also through initiatives such as the Intergenerational Programme. Secondly, we bring our residents and clients out to the community, to places of interest as well as the surrounding neighbourhood for fresh air time. This raises the visibility of our centres, ensuring that our residents and clients become part of the fabric of the neighbourhood and not kept behind four walls all day.

We apply our life-centric approach to the therapies that we provide too. We piloted the *pasar petang* or afternoon market at our Jurong East centre last year, with game booths where our residents and clients can participate by accumulating stamps to exchange for prizes. We will be rolling this initiative out to all four centres this year.

Practically, this life-centric model of care translates into initiatives that require more effort on the part of our staff and volunteers, but our residents and clients receive significantly better care.

Humbly We Learn

As we expand our operations, we discover more learning opportunities which we welcome with a humble heart. We want to rise to the challenge of not just providing more but having a nimble approach to providing life-centric care that is not only better, but different, enabling us to provide quality care, bring joy and comfort, and honour the dignity of residents in a caring Christian environment.

As servant leaders, part of this goal is for us to not only learn, but also educate. We want to reach out to the community to raise awareness of the needs of our elderly and how the community can come together to support one of the most vulnerable demographics of our society. In line with the national thrust to build a more dementia-friendly community, All Saints Home published a guidebook with the essential information of caring for persons with dementia in an easy-to-read format to share with the general public what they can do to support persons with dementia.

In preparation for the future need for more dementia care services, we are also building up our dementia care capabilities and have been certified as an Approved Training Centre to conduct the ITE Skills Certificate in Health Care (Dementia Care) course. We are also preparing for gerontology students who wish to do their industrial attachments with us, and look forward to learning from each other.

Together as One

As we close one chapter and move on to the next, All Saints Home would like to express our heartfelt thanks to everyone who made the past year such a rewarding one. All the work that we do here would not be possible without the All Saints Home family.

Thanks to our generous donors and sponsors, we managed to replace ageing equipment and invest in new technology to raise our efficiency and productivity. Our Hougang centre underwent its cyclical maintenance, and now sports a fresh new coat of paint in addition to other upgrading works. We have replaced old and damaged wheelchairs, pressure relief mattresses and percussion sets. A new learning management system integrates e-learning into our training arsenal, increasing convenience and flexibility. We have also managed to raise sufficient funds to purchase lifting hoists which relieve the physical strain on our care staff. These have all contributed to freeing up time for our staff, allowing them to focus more on our residents and clients and raise the standard of care. Your contributions have made a direct impact on our residents and clients, providing them with comfort in their twilight years. We thank you for your continued trust and support.

Our care staff are always on the ground, tirelessly doing the best for those under our care. Many of our care staff are from countries such as India, the Philippines, Indonesia, Myanmar, Malaysia, Sri Lanka and more. We welcome them to be part of the All Saints Home family and will do our utmost to help them integrate and settle here – to make this their home away from home.

We are also blessed with a pool of dedicated volunteers who regularly bring joy and happiness to our residents and clients. We are truly grateful for all that you do for the elderly in our care. The time that you spend with them touches their lives; your efforts are deeply treasured and appreciated by all.

By the grace and blessings of our Lord, the All Saints Home family have had another fruitful year. With God's help, we confidently look forward to the year ahead.

Michael Tay
CEO

Board of Directors



	Name	Board Designation	Occupation	Term of Office
1	Ng Keok Boon	Chairman (from 2017 to current)	Head Engineering (Land Systems), DSTA	Board Member since 2013
2	Richard Tan Chuan Lye	Vice-Chairman (from 2017 to current)	Adjunct Associate Professor, NUS	Board Member since 2016
3	Tan Hua Joo	Honorary Treasurer (from 2016 to current)	Managing Director, Capstone Aluminium Pte Ltd	Board Member since 2016
4	Pauline Ang Hooi Yeong	Vice-Honorary Treasurer (from 2018 to current)	Advocate and Solicitor, Goodwins Law Corporation	Board Member since 2017
5	Loh Li Cheng	Honorary Secretary (from 2016 to current)	HR Director, LGT Bank (Singapore) Ltd	Board Member since 2015
6	Chua Lip Wei	Board Director	Company Director, Tat Hwa (1969) Private Limited	Board Member since 2016
7	Dr Yeap Eng Hooi	Board Director	Family Physician	Board Member since 2016
8	Lee Shee Koeng	Board Director	Director, DP Architects Pte Ltd	Board Member since 2016
9	Lim Kim Choon	Board Director	Director, The Stratch Group	Board Member since 2017
10	Rev Wong Shyun Jye	Board Director	Associate Pastor, Bethel Presbyterian Church	Board Member since 2018

Board Committees

FINANCE COMMITTEE

Chairman	: Mr Tan Hua Joo
Vice-Chairman	: Ms Pauline Ang Hooi Yeong
Secretary	: Ms Kan Mei Yan (Head, Finance)
Member	: Mr Tan Huat Seng

FACILITIES COMMITTEE

Chairman	: Mr Lee Shee Koeng
Secretary	: Mr John Lim (Head, Facilities & Logistics)
Members	: Mr Edward Kway Siak Hwee : Mr Sunny Tan Chuan Long

HUMAN RESOURCE COMMITTEE

Chairman	: Ms Loh Li Cheng
Secretary	: Ms Chan Foong Yee (Head, HR)
Members	: Dr Yeap Eng Hooi : Mr Chua Hong Tong : Mr Chua Hung Seng : Rev Wong Shyun Jye

FUNDRAISING COMMITTEE

Chairman	: Mr Jim Seah Boon Kwang
Secretary	: Mr Richard Quah (Director, Fundraising)
Members	: Mr Gary Gan Hee Ann : Mr Andrew Tan Wah Heng : Mr Chua Lip Wei : Mr Lim Kim Choon

INFORMATION TECHNOLOGY COMMITTEE

Chairman	: Mr James Hung Kek Ing
Vice-Chairman	: Mr Alex Lim Yak Tai
Secretary	: Mr Joseph Zhang (Head, IT)
Members	: Mr Lee Shee Koeng : Ms Ko Hui Yun

AUDIT AND RISK COMMITTEE

Chairman	: Mr Richard Tan Chuan Lye
Vice-Chairman	: Dr Yeap Eng Hooi
Secretary	: Ms Kathryn Ng (Head, Risk Control & Compliance)
Members	: Ms Loh Li Cheng : Mr Lim Kim Choon : Mr Gary Gan Hee Ann

NOMINATION COMMITTEE

Members	: Mr Ng Keok Boon : Mr Richard Tan Chuan Lye : Mr Tan Hua Joo : Ms Loh Li Cheng : Rev Wong Shyun Jye
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GOVERNMENT – APPOINTED MEDIFUND COMMITTEE

Chairman	: Mr Gary Gan Hee Ann
Members	: Ms Joanne Tay Soi Hoon : Ms Julie Lim Joo Hiang : Mr Jeremy Pang Boon Kiang : Mr Tan Boon Hui

Management Team



1. Michael Tay
Chief Executive Officer

2. Ko Hui Yun
Chief Operating Officer

3. Tan Lai Suan
Director, Nursing

4. Dr Lee Yun
Head, Medical

5. Pak Chee Meng
Head, Silver Lifestyle Club

6. Kan Mei Yan
Head, Finance

7. Alaris Wong
Head, Corporate Affairs &
Administration

8. Tiffany Ng
Head, Procurement

9. Kathryn Ng
Head, Community Relations
Head, Risk Control and Compliance

10. John Lim
Head, Centre Operations
Head, Facilities & Logistics

11. Poon Kit Sun
Lead, Medical Social Worker

12. Chan Foong Yee
Head, Human Resources

13. Shruthi John
Head, Rehabilitation

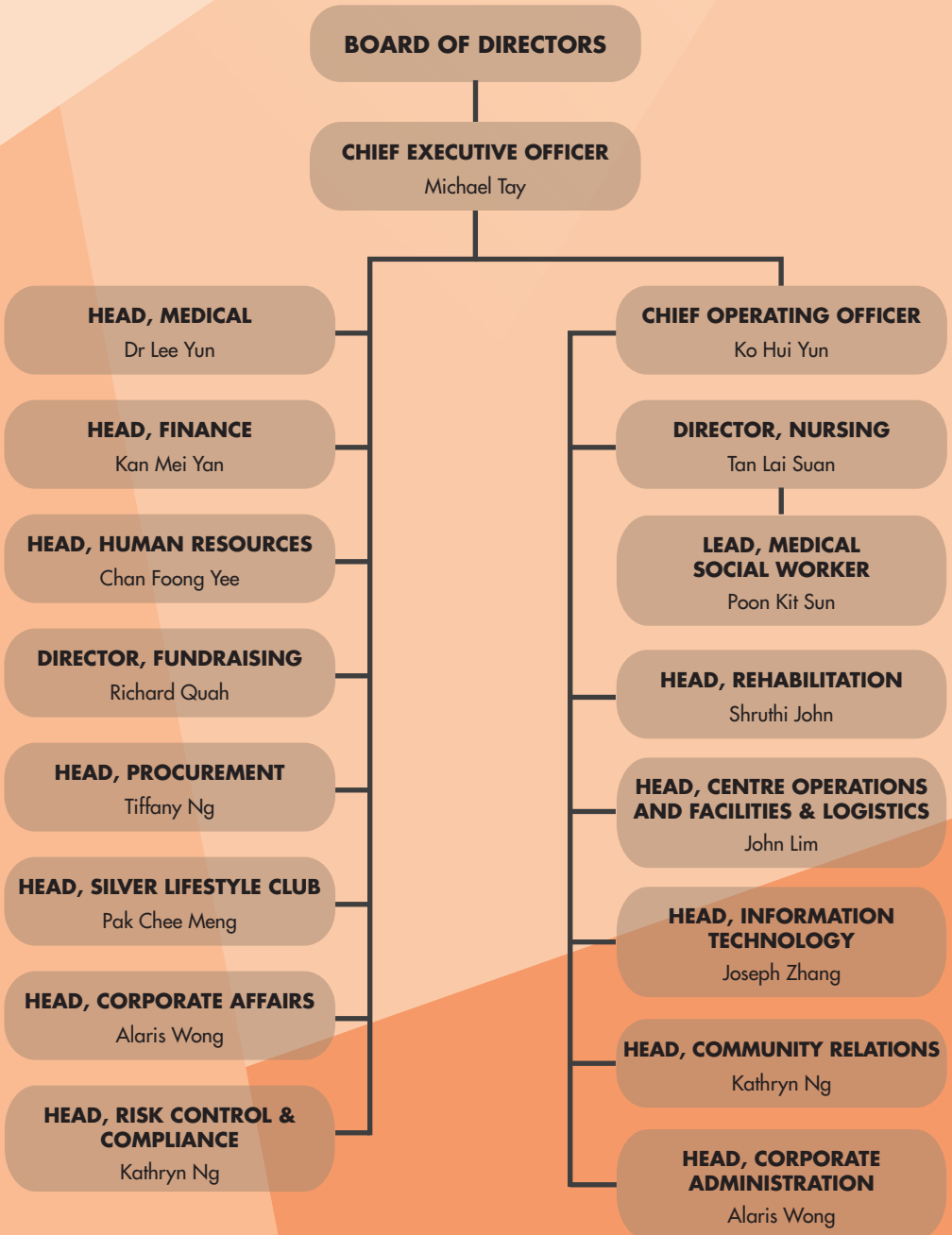
14. Rev Daniel Teh
Lead Chaplain

15. Richard Quah*
Director, Fundraising

16. Joseph Zhang*
Head, Information Technology

***Not in photo**

Organisational Structure



Who We Are

Every function in the All Saints Home family is connected to each other, striving to provide quality care, bring joy and comfort, and honour the dignity of residents in a caring Christian environment. Our three core functions are Medical, Nursing and Rehabilitation, and all the other functions serve and support our core services. Every function is essential to the smooth running of the organisation. Here is a snapshot of each function and what we do.

Facilities & Logistics

Our facilities & logistics team is in charge of keeping our facilities in good condition which includes cyclical maintenance and any other upkeep required at our centres. The team also manages our fleet of transporters to serve the needs of our centres.

Medical Social Workers

Our medical social workers advise potential residents and clients on the admissions process, help with subsidies, mediate and even help with end-of-life planning, amongst other duties.

Rehabilitation

Our rehab team conducts both physiotherapy and occupational therapy in addition to horse, art, music, cooking and animal-assisted therapies for our residents and clients.

Nursing

One of our core services, our nurses and care staff are always on the ground, providing round-the-clock psychosocial care in addition to physical care to our residents.

Medical

Our in-house doctors don't just treat our residents when they require acute care but also conduct 6-monthly medical reviews.

Daycare

Our daycare team designs and conducts programmes for both maintenance and dementia day care clients, keeping them active physically, cognitively and socially.

Centre Operations

Our operations team ensures that the day to day operational needs of our centres are met smoothly, ensuring a clean and comfortable environment for all.

Kitchen

Our kitchen team cooks tasty and nutritious meals that are reviewed by our dietician, including healthier versions of hawker-style food, to suit the various dietary needs of our residents and clients.

Volunteers

We are blessed with a pool of faithful volunteers who regularly interact with our residents and clients, fulfilling their psychosocial needs through games, music and performances.

Finance

The Finance Department is responsible for the management and accountability of all finances of the organisation. This includes proper accounting of all operational financial transactions, monitoring and tracking of all funding and grants, timely financial and management reporting to both internal and external stakeholders and ensuring compliance to all regulatory rules and requirements.

Community Relations

Our community relations team does outreach and volunteer management in addition to advising our volunteers on appropriate programmes to best engage our residents and clients.

Risk Control & Compliance

Our risk control and compliance department ensures that each department's operations minimises risks and is compliant with regulatory requirements.

Chaplaincy

Our chaplaincy team ministers to our Christian residents, clients and staff, providing chapel services and overseeing our spiritual needs. They also manage a pool of dedicated ministry volunteers who help to support this meaningful ministry.

Corporate Affairs & Administration

Our corporate affairs & administration team handles administrative duties, front desk operations and corporate communications. The team also upholds the corporate image of the organisation.

Human Resources

Our HR team ensures that All Saints Home is able to attract and retain our valuable talents through our robust compensation and benefits, manpower development, career roadmap and fair performance management.

Fundraising

The fundraising team looks into raising the funds required to aid the Home's operations through fundraising events and activities. They also manage our pool of donors and sponsors, keeping them updated on the Home's operations.

Information Technology

Our IT department oversees our digital security while maintaining our servers, IT equipment and peripherals.

Procurement

Our procurement team is responsible for the acquisition of supplies and services at competitive rates and in compliance with the regulations we follow as an IPC.

A Day in the Life of an All Saints Home Resident

Mr. Chow Kan Foo has been a resident of our Hougang centre for over a year. Having helped support his family by hawking his mother's cooked food since he was 9 years old, he's no stranger to hard work. Since he joined the All Saints Home family, he has made friends with his fellow residents and made great improvements in his rehabilitation. What's more, he encourages his friends to take their rehab seriously too and they've all seen significant improvements! His cheerful and energetic personality is a pleasure to have around the centre. Here's how he spends his days at All Saints Home:

7.30am



Mr. Chow wakes at around 7.30 in the morning and washes up. He changes into a fresh outfit (he prefers it oversized as it's airier), then watches a little TV and reads while waiting for breakfast. He was a taxi driver until he was hospitalized due to his health conditions in 2016. This hasn't stopped him from keeping up with his skills – he studiously pores over new editions of street directories to learn about new roads in Singapore!

After breakfast, Mr. Chow rests for a while then it's time for rehab. Mr. Chow is exceptionally dedicated – when he was first admitted to All Saints Home, he was unable to walk at all. Today, after daily rehabilitation sessions, he can walk with a walking frame and even climb the stairs to the second floor! He also has improved muscle strength in both his upper and lower limbs. Mr. Chow enjoys using the various rehab equipment in the rehab room, which tailors the exercises to his capabilities.



8.00am



Breakfast is served. Mr. Chow loves noodles and is partial to a soft-boiled egg. However, items such as oatmeal and hard-boiled eggs are also available for those who prefer something lighter for breakfast.

After rehab indoors, Mr. Chow and our rehab staff continue exercising outside before the sun gets too hot. Shout out to our rehab team who tirelessly push and encourage our residents and clients to maintain and even improve their physical capabilities.



9.00am

9.45am

7.30pm



After dinner, our residents watch TV and keep up with their favourite soap operas. Then it's lights out at around 7.30pm to rest until the next day. Good night!

5.00pm



Our residents have free time after activities, until dinner. Dinner is served at 5pm – today it's pan-fried fish and veggies with rice and soup. The afternoon snack at *pasar petang* hasn't affected Mr. Chow's appetite at all and he leaves his tray clean. Mr. Chow is on friendly terms with our staff, even offering his extremely effective special ointment to our staff if he finds out they've got muscle aches.

3.30pm



After *pasar petang*, Mr. Chow is ready for his shower. All Saints Home embarked on a showering process improvement collaborative with 10 other nursing homes in 2018. By designing and implementing a more streamlined showering process, we are now able to offer our residents their choice of shower timeslots in the morning or afternoon. Not only does this empower our residents to make decisions about their daily schedule, it also saves us up to 45 minutes a day in our showering process!

After all that exercise, it's time for lunch. Today, it's hawker-style fried *kway teow*! Our residents look forward to hawker-style food once a week. It's one of the ways we try to practise a life-centric care model to serve our residents' psychological, social and emotional needs in addition to their physical care needs.

After lunch, our residents usually take a nap. Afternoon activities, whether our staff or volunteers, will begin at 1.30pm at the earliest. Today, our staff have organised *pasar petang* or afternoon market. Our residents get a number of "dollars" in the form of stickers that they earn through participating in activities. They can use these "dollars" to play games, buy special food, or even clothes and trinkets. He decides to show himself a little selfcare and gets his cuticles cleaned at the manicure station.

After playing games, Mr. Chow wants to do some shopping. He gets himself a brand-new drinking bottle, before treating himself to a teatime snack of pork and seafood porridge, coffee, *siew mai* and cake made by our staff. On days where there are no planned programmes, Mr. Chow enjoys keeping his mind stimulated by playing mahjong with his friends.



11.00am



1.30pm



2.30pm

A Day in the Life of a Silver Lifestyle Club Client

Mdm. Tupaz Margaret Teresa has been coming to our Tampines Silver Lifestyle Club since December 2015. She is happy to come to our Tampines centre from Monday to Friday and is always willing to extend a helping hand to newcomers to our Silver Lifestyle Club. Join us as we show you how Mdm. Tupaz stays engaged on a typical day at our Silver Lifestyle Club!

9.30am



Mdm. Tupaz waits with her family below her block for our transporter. Our staff helps her in, securely fastens her seat belt and they're off to pick up other daycare clients who live nearby.

10.00am



Upon arriving at our Tampines centre, Mdm. Tupaz dons the client vest. Our staff then proceeds to check her blood pressure and temperature. Everything's fine, so the day begins!

10.15am



If we have volunteers around, our Silver Lifestyle Club clients may join in the activities. Today, Mdm. Tupaz is participating in the Intergenerational Programme where students as young as preschool age come and interact with our residents and clients. Otherwise, our staff conducts various activities such as lively sing-a-long sessions with our clients.

Mdm. Tupaz needs a bathroom break. She's independent and able to make her way to the washroom herself, but for clients who need assistance, our staff will lend a helping hand.



10.45am

Lunchtime! We offer a communal family style meal for our clients here, where they are free to take as much as they want. Our kitchen whips up healthy and nutritious meals that are reviewed by our dietician and suitable for our client's dietary requirements. Mdm. Tupaz says grace before digging in to her meal of stewed chicken, veggies, soup and rice.



11.30am

After lunch, it's time for a snooze. Our clients head to the resting area and nap for an hour or so. We limit their nap time and keep them engaged so that they can sleep better at night.



12.15pm

4.35pm



The transporter is here. Our staff helps Mdm. Tupaz to board safely and sees her off. Until tomorrow!

The day is over, and our clients start making their way home. Mdm. Tupaz is still in high spirits and she jokes and boogies with our daycare staff as she waits to board the transporter.



4.30pm

Once our clients are done with tea, it's free activity time! Mdm. Tupaz has a soft spot for card games, so our staff often play a few rounds with her. She also colours and plays table top games with other clients. One of the most popular activities among our clients is mahjong!



3.15pm

After nap time, our clients help out by folding some laundry. This kills two birds with one stone: not only does this serve as occupational therapy for our clients, it also helps our ops team by reducing the amount of laundry they have to fold! We are very grateful for our clients' help.

Our clients receive rehabilitation services when they are with us. Mdm. Tupaz does rehab twice a week. During her session, our rehab team guides her through the various exercises. She has shown great improvement over the years with better mobility, balance, muscle strength and endurance. This enables her to continue dancing and helping her daughter prepare meals at home.

After all that effort, it's time for a tea break! Today, our kitchen provided fried bee hoon.



1.30pm



2.00pm



3.00pm

Life of an All Saints Home Volunteer

Mr. Edmund Quek is a long-time volunteer with All Saints Home and is the Advisor and Founding Member of the All Saints Home Volunteer Group. He received the Healthcare Humanity Award in 2018 for his steadfast service with us. He is also a recipient of the NCSS 10 Years Volunteering Award 2014. This year, we want to shine the spotlight on this veteran volunteer and find out what motivates him to sacrifice so much of his personal time to bring smiles and joy to our elderly residents and clients.



Edmund receiving his Healthcare Humanity Award in 2018 from Dr Amy Khor

1. What motivated you to apply to volunteer with ASH?

A: Thinking back to 2005, I have always felt that it is my privilege to be given the opportunity to set up the volunteer group at All Saints Home. Experiencing the simple smiles and happiness of the elderly motivated me to volunteer with All Saints Home.

2. Did you have volunteering experience before volunteering with ASH?

A: Before 2005 (the year I started the All Saints Home volunteering group in Tampines), I was volunteering with Sree Narayana Mission Nursing home in Yishun for 6 years and fulfilled the role of volunteer chairperson for over a year.

3. What can someone expect out of volunteering?

A: The expectations about volunteering I would share are spending valuable time wholeheartedly with some of the elderly residents during the usual Saturday service. We will accompany the residents and play games such as Bingo, mass games and do handicrafts. We organise and plan the activities to ensure that they are what the residents enjoy and really like, because we are doing this to bring them joy. If we find that there is any activity which the residents do not seem to be enjoying happily, we will change the programme accordingly as we treat them like our friends. Seeing the delight on their faces also brings us joy.



Edmund passing out some much needed drinks at our FunWalk Carnival 2018

4. What do you do as a volunteer at ASH? Describe a typical day for you if you are volunteering.

A: The All Saints Home volunteer group comes every Saturday. Our volunteering activities start from 2pm:

2pm: We start with a briefing and orientation where we will run through the day's programme and ensure that everyone is on the same page.

2.30pm: We begin preparations for the activity of the day and start wheeling the residents down.

3pm: The programmes begins! From Bingo games, which are a hot favourite among the residents, to other mass games and even handicrafts such as making festive decorations, we keep the residents busy and engaged.

4pm: We wheel the residents back to their wards and conduct singing sessions there. We usually sing oldies which the residents enjoy.

5pm: We will conduct a debrief and sharing session, where we will see what was well received and what we can improve upon next time.



Edmund with two other regular volunteers and three of our staff during a volunteer session with Mediacorp and the JoyRiders

5. What motivates you to encourage others to volunteer at All Saints Home?

A: It's important for more residents/elderly to have one-to-one interaction and attentive care as this meets their psychological and social needs. We have found that during our volunteering service, we will always need more volunteers to come forward, especially as we have 4 centres now.

I always encourage our volunteers to embark on a wonderful life VOYAGE with us: "Volunteering Offers You A Great Experience!" Doing volunteering work is already part of my life and it is a routine which I cannot do without. I believe this is an experience that will enrich all volunteers' lives.

6. How do you juggle between your full-time job and volunteering?

A: It is about time management, and definitely my job and family come first before volunteering. I manage my time by prioritising the key tasks to complete weekly and daily. I would delegate roles and tasks to my volunteer leaders who have been helping in their respective areas. Finally, the passion keeps me going, even if I have to sacrifice some sleep or my gym routines. Sometimes I have to miss a Saturday volunteering service, and I will feel that I am missing my friends (the residents). Nevertheless, it is very possible to strike a balance between your responsibilities to your job and family and volunteering, and I highly encourage people to try and engage in this worthwhile VOYAGE!

7. Were there any special incidents/residents that left an impression on you?

A: Special experience sharing would be during outings: Seeing the residents enjoy themselves so much with their joyful smiles during shopping trips, visits to fun fair carnivals and even the River Safari, to name just a few trips, makes me feel rewarded by the warmth and love. Our regular volunteers feel the same too.

8. Do you have any words of advice to aspiring volunteers?

A: Follow your heart and continue to create caring and meaningful moments during volunteering because this journey is for the residents, for the nursing staff and for ourselves. Life is to enjoy seeing others being touched by your actions. You can look forward to forming strong friendships and bringing love and compassion to the residents and clients.

Our Fundraising Events

All Saints Home organises four fundraising events every year. These events enable our staff from all our centres to gather and work together with our volunteers, donors, sponsors and community partners to raise funds for our residents and clients. The events are part of our life-centric care model and double up as opportunities for our residents and clients to join in the fun and activities.

FunWalk Carnival

The inaugural All Saints Home FunWalk Carnival was held on 5 May 2018. Keeping in line with the dress code, our residents, clients, next-of-kin, volunteers, staff, donors, sponsors and invited guests joined us at Bay East Bridge at Gardens by the Bay in their best Hawaiian outfits for a day of activity and fun. Senior Minister of State for Health, Dr Amy Khor, joined us as the Guest-of-Honour and flagged-off the participants. After an invigorating morning walk, all the guests headed back to the Bay East Bridge to enjoy the food, games and entertainment at the carnival.



In addition to live food stations such as cup corn, slushies, *kacang puteh* and *tutu kueh*, we organised games. With his engaging and infectious energy, the emcee Chris Henson got the crowd into high spirits for the inter-centre games. The four centres pit their skills against each other in team tele-match relay events, limbo rock and a specially prepared dance performance. During the best-dressed competition, the candidates also got to strut their stuff, providing our judges the opportunity to crown our very own Mr and Mrs Aloha!



All Saints Home Riders @ OCBC Cycle

Since 2017, All Saints Home has been fielding a contingent of cyclists to participate in the annual OCBC Cycle, comprising All Saints Home staff, friends and volunteers from Bethel Church. In 2018, we sent 55 cyclists led by Elder Gary Gan, each cycling a whopping 23km to help raise funds and awareness for All Saints Home. Each cyclist proudly wore a custom-made cycling jersey, emblazoned with our C.A.R.E. values and the tagline **Cycling for our Elderly**.



This event not only raises funds for All Saints Home but also acts as a touchpoint for our staff, volunteers and management to mingle and bond together through a common love for cycling.

Despite the gruelling challenge of the 23km route, our staff thoroughly enjoyed themselves. Many were repeat cyclists who cheerfully helped the newbies along on their first OCBC Cycle. Ultimately, all our participants this year walked away with an OCBC finisher medal! At the end of it, participants sat down together and enjoyed a light-hearted celebratory picnic.



Charity Golf Challenge

The All Saints Home Charity Golf Challenge celebrated its 12th year running in 2018. A total of 38 flights – 152 golfers – gathered at Seletar Country Club to participate in a hearty game of golf. Many were long-time supporters of All Saints Home, having participated in our previous Charity Golf Challenges. The event culminated with a sumptuous sit-down dinner for all. The Lady of the Night was our boisterous emcee Fei Fei, who entertained everyone with her jokes and antics.

The dinner also featured a Reverse Auction, where dinner guests contributed funds towards new therapy items for our four centres. One of the new therapies introduced included equestrian therapy sessions for our residents and clients, allowing them the opportunity to interact with retired horses in a controlled environment. With reported benefits such as promoting emotional growth and delaying the onset of mental health issues, this therapy is especially beneficial for our residents and clients with dementia.

Under the enthusiastic auctioneering of Nick Seah, a long-time supporter of the Charity Golf Challenge, our generous donors came through for us and we managed to raise enough funds for the targeted therapy items.



Thanksgiving Dinner

To celebrate another successful year, All Saints Home hosted its 32nd Thanksgiving Dinner to thank our generous donors, sponsors, volunteers and friends. Held at the Grand Copthorne Waterfront Hotel, our guests, residents and clients enjoyed a night of delicious food and entertaining performances in the company of family and friends.

Gracing the event was Minister of Health, Mr Gan Kim Yong, who in his welcome address, praised All Saints Home for being an invaluable community partner in ensuring that quality healthcare remains accessible and affordable to seniors from all walks of life.

The programme for the night included a performance by our residents and staff who presented a combined act which had them playing swing-bar guitars accompanied by a sing-a-long.

Another highlight of the Thanksgiving Dinner was the Silent Auction that showcased many of our residents' artworks, framed by renowned master framer Ms Angie Mui. We also held a Reverse Auction where the emcee Chris Henson rallied the crowd to fund various therapies such as art therapy, cooking therapy and sewing therapy that will directly benefit our residents and clients.



Our In-house Events

In addition to fundraising events, we often hold events in-house for our residents and staff. Here are some of the highlights of 2018!

Chinese New Year Lohei & Reunion Lunch

Festive periods are usually times of joy, but they can also trigger loneliness for some – especially if they are living away from their loved ones. Chinese New Year is a holiday that places great importance on family and togetherness, so we organised a Chinese New Year *lohei* and reunion lunch for our residents at all four centres and invited their next-of-kin. Our residents and guests partook of a healthy yet sumptuous meal specially prepared by our in-house F&B teams and enjoyed a fun *lohei* session.



Residents' Day



Our residents are at the heart of all that we do at All Saints Home, so we organise Residents' Day twice a year at each centre to celebrate our residents and let them enjoy performances as well as fun and games.

Our creative staff designed games for our residents to play, while our generous donors sponsored useful prizes for our residents to win. Our faithful volunteers spent their time interacting with our residents, and even put on wonderful performances for them!

Hand Hygiene Day



Hand hygiene is an extremely important practice in healthcare. It plays a key role in infection prevention and control. To celebrate Hand Hygiene Day, we had carnivals at each centre, organised by our care staff, to remind and emphasise the importance of hand hygiene in our daily work.

Our staff ran with the theme and hand-made props, a photobooth, created quizzes, made games and rehearsed for lively dance and sketch performances just for this day.

All Saints Home Dinner & Dance



We held our inaugural staff Dinner & Dance at Singapore Expo in 2018. An opportunity for our staff to let their hair down and have fun, we also honoured many of our staff for their faithful service with the presentation of various awards during the dinner.

All the attendees came dressed in their finest and received a goodie bag as well as an entry into a blessing draw with many prizes sponsored by our Board of Directors and management team. Of course, our night shift staff were not forgotten and they received a special catered meal and appreciation token in lieu of the dinner.

Zar Ni & Naing Naing's Wedding



A love story that began in All Saints Home bloomed and on 23 November, Zar Ni, our Supervisor, Centre Operations and Naing Naing, our Health Care Assistant, got married in our Hougang Centre's chapel. The warm and homely ceremony was presided over by our Chaplain Reverend Daniel Teh.

The beautiful bride walked down the aisle with our CEO, surrounded by friends and fellow members of the All Saints Home family. We wish Zar Ni and Naing Naing a blessed marriage and may they live happily ever after!

Christmas Celebrations



As the year drew to a close, we took this opportunity to reflect on the year that passed and give thanks to Lord for His blessings. As a Christian organisation that serves residents and clients from all races and religions, we want to honour the meaning of Christmas and spread the Yuletide joy among our staff.

We held intimate Christmas celebrations at each centre, where our staff prayed together, sang Christmas carols, played games, received tokens of appreciation for their service and enjoyed a special dinner.

Awards



In 2018, we held our inaugural Dinner & Dance for our staff. During the event, we honoured our staff who had won awards during the year. Here is the list of award winners:

National Awards

Nurses' Merit Award

CI, Naw Paw Ray

Community Care Excellence Awards Silver Awards (Individual)

CI, Aye Aye Maw

SAMSW, Ho Cheng Kam

Clinical Quality Improvement Award (Merit)

PT Supervisor, Sudha Chandran

SPTA, Paulraj Christosushiraj

NA, Anastacio Anna Joy Fuentes

11th Allied Health Innovative Practice Award - 1st Prize

MSW, Poon Kit Sun

NC, Lee Tiang Hong

AMSW, Evelyn Ng

Healthcare Humanity Awards (Volunteer Category)

Edmund Quek

Continuous Improvement Awards - Showering

ACI, King Joyce

CI, Cahatian Niel Caderao

EN, Ambales Kristy Ann Pantal

EN, Mapangdol Fe Sapil

Continuous Improvement Awards - NGT Feeding

CI, Naw Paw Ray

ACI, Wijendra Don Kusumalatha

EN, Catherine Cabolatazan Estoesta

EN, Marcelo Esteban Andres

Continuous Improvement Awards - Hand Hygiene

SN, Tactocan Robertson Joe Anochenf

CI, Nan Aye Aye Maw

SN, Dela Cruz Cherry Ann Antinor

SN, Peria Allenburg Anas

EN, Castillo Christian Kelvin Pavia

Long Service Awards

10 Years

SSN, Gloria Foo Mee Lan

SPTA, Domingo Sagcob Chappay

EN, Catherine Cabilatatan Estoesta

SEN, Yatanar Kyaw

15 Years

SSN, Naw Eh Christ Paw

SSN, Safiah Binte Shaikh Omar Mattar

5 Years

Driver, Madivalan S/O Jaganathan

NA, Sarco Warren Christopher Orbeta

HA, Nyein Chan Moe

HA, Repeso Adrian Bjorne Mahilum

HA, San San Win

NC, Chan May Chee

Adm Officer, May Chan

SPT, Khin Soe Soe Yee

DC Sup, Joanna Ng

Driver, Lim Chong Hock

EN, Cabarrubias Aldwin Nadera

SHA, Khin Moe Chan

Lead Chef, Tony Tai

NA, Garing Arvie Jan Balon

EN, Garbanzos Ana Katrina Chua

NA, Penaso Rowell Dalaodao

Clinical Practice Commendation

Level 2 @ Tampines Centre

Level 2 @ Hougang Centre

Level 2 @ Yishun Centre

Level 3 @ Jurong East Centre

Rehab @ Yishun Centre

Outbreak Commendation

For swift response efforts in handling the fire and foodborne disease in 2017:

Tampines Centre

For swift response efforts in handling a foodborne disease in 2017:

Hougang Centre

CARE in Action

Bangloy Bangyod Julius Kege-E

Maskarino Bryan Vidal

Alicia Lalruatfeli

Domingo Sagcob Chappay

Golingab Sheena Marie Padsungay

Cablarda Genyrose Delos Santos

Jahau Vanlalbeli

Taldo Mirzi Therese Fernando

Naw San San Mon

Ceniza Devie Fuenzalida

Mi Mi Soe

Eswaran Pandeaswaran

Saw Moe Kyaw Kyaw Htay

Banagen Chester Burgos

Saw Jimp Wales

Aung Kyaw Kyaw

Caliope Obando Palo

Delalamon Camilo Jr De Leon

Khin Moe Chan

Teoh Ai Peng

Evelyn Ng

Natingor Christy Muffet Meguillo

Dela Calzada Ronaldo Ray Parilla

Soriano Venus Samar

Corporate Governance

All Saints Home continues to adhere to the Charities Act and the Code of Governance for Charities & Institutions of a Public Character. Our operations are regulated by Ministry of Health (MOH) and the Agency for Integrated Care (AIC). We are also a registered Society and a full member of the National Council of Social Service (NCSS).

We also have internal controls in place for all functions of the organisation including Nursing, Medical, Rehabilitation, Silver Lifestyle Club, Medical Social Work, Community Relations, Fundraising, Human Resource, Corporate Affairs & Administration, Procurement, Risk Control & Compliance, Centre Operations, Facilities & Logistics and Information Technology.

All Saints Home's corporate governance is supported by the Board of Directors, consisting of 10 members and the Board's sub committees. The sub committees include the Finance, Human Resource, Audit & Risk, Facilities, Fundraising, Information Technology, and Government-Appointed MediFund Committees. Terms of reference have been established for all sub committees. These are reviewed periodically by the Board to ensure they remain relevant.

Roles and Responsibilities of the Board of Directors

The Board of Directors:

- Fosters the short and long-term success of All Saints Home consistent with the Board's responsibility, giving consideration to the legitimate interests held by other stakeholders including employees, residents, clients, authorities, and communities; and
- Provides stewardship for All Saints Home, to oversee the conduct of the Home's services and to supervise the Management, who is responsible for the day-to-day operations of the Home. In supervising the conduct of the homes, the Board, through the Chief Executive Officer (the "CEO") will set the standards of conduct for All Saints Home; and
- Sets the strategy and risk appetite for the Home and approves capital and operating plans presented by the Management for the achievement of the strategic objectives it has set. Implementation of the strategy set by the Board is delegated to the CEO and the Management team.

Board Governance

- All Board Members do not receive any remuneration for their service on the Board.
- No Board Member has served on the Board for more than 10 consecutive years.
- No Staff Member sits on the Board.

The Board has developed a board skills matrix which serves as a guide to ascertain that there is diversity of skills among members of the board to provide constructive deliberation on matters relating to All Saints Home.

Board of Directors Attendance at Board Meetings

Board meetings were held on 27 January 2018, 24 March 2018, 04 August 2018 and 27 October 2018.

Board Member	Designation	Attendance in FY2018
Mr Ng Keok Boon	Chairman	4 out of 4
Mr Richard Tan Chuan Lye	Vice Chairman	4 out of 4
Ms Loh Li Cheng	Honorary Secretary	4 out of 4
Mr Tan Hua Joo	Honorary Treasurer	3 out of 4
Ms Pauline Ang Hooi Yeong	Vice Honorary Treasurer	4 out of 4
Mr Lee Shee Koeng	Board Director	2 out of 4
Mr Lim Kim Choon	Board Director	3 out of 4
Mr Chua Lip Wei	Board Director	0 out of 4
Dr Yeap Eng Hooi	Board Director	4 out of 4
Rev Wong Shyun Jye (appointed on AGM2018)	Board Director	2 out of 2
Mr Tan Huat Seng (stepped down on AGM2018)	Previously Vice Honorary Treasurer	2 out of 2

KEY CORPORATE GOVERNANCE INITIATIVES

Conflict of Interest Policy

All Board Members and Staff are required to comply with All Saints Home's Conflict of Interest Policy. They are to act in the best interests of the organisation with clear policies and procedures to declare, prevent and address any conflict of interest.

Whistleblowing Policy

A Whistleblowing Policy is in place to provide an avenue for employees or external parties to raise concerns over any suspected wrongdoing such as fraud, serious control or compliance breaches, and ethical matters or violation of laws. Channels are provided whereby a whistleblower may, in good faith, contact the Audit and Risk Committee Chairman directly without fear of reprisal, discrimination or adverse consequences. The channels are as follows:

Email	chair.auditriskcom@allsaintshome.org.sg
Mail	Private & Confidential The Audit and Risk Committee Chairperson All Saints Home (Tampines) 11 Tampines Street 44 Singapore 529123

Risk Management Policy

All Saints Home's risk management framework includes a risk management policy which sets out the process for the regular identification, assessment and monitoring of risks. It also includes how risks identified are recorded and the control measures developed around the management of key risks. The policy also emphasises the importance of timeliness of incident reporting such as the escalation of emergency or contingency events.

Reserves Policy

	2018 SGD	2017 SGD
Unrestricted fund	30,148,373	25,275,518
Annual Operating Expenditures	28,403,987	26,954,781
Ratio of Reserves to Annual Operating Expenditure	1.06	0.94

The Home will maintain its reserve policy at a level which is at least equivalent to a minimum of half a year of the current operating expenses. The management regularly reviews the amount of reserves that are required to ensure that they are adequate to fulfil the Home's continuing obligations and provide financial stability to the Home's beneficiaries, donors and supporters.

Key Management Compensation Disclosure

	2018 SGD	2017 SGD
Salaries and bonus	1,851,474	1,834,529

Number of key management in remuneration bands:

	2018 SGD	2017 SGD
SGD 50,000 and below	3	-
SGD 50,001 – SGD 100,000	9	6
SGD 100,001 – SGD 150,000	3	6
Above SGD 150,001	3	3

Key management personnel are the chief executive officer and those senior officers having authority and responsibility for planning, directing and controlling the activities of the Home, directly or indirectly. The above amounts for key management compensation are for 18 (2017: 15) key management personnel.

Financial Statements Overview

Statement of Financial Position

As at 31 December 2018

	2018	2017
	SGD	SGD
ASSETS		
Current Assets	39,065,458	32,887,024
Non-Current Assets	6,499,077	7,433,711
TOTAL ASSETS	45,564,535	40,320,735
FUNDS AND LIABILITIES		
Current Liabilities	4,353,987	4,389,936
Funds	41,210,548	35,930,799
TOTAL FUNDS AND LIABILITIES	45,564,535	40,320,735

Statement of Financial Activities

For the financial year ended 31 December 2018

INCOME

Voluntary and Fundraising Income	1,579,594	2,228,313
Investment Income	311,528	201,782
Grants and Government Subvention	23,883,158	23,717,999
Income from Charitable Activities	7,318,696	7,177,412
Other Income	183,866	179,155
TOTAL INCOME	33,276,842	33,504,661

EXPENDITURE

Cost of Generating Voluntary and Fundraising Income	219,523	223,367
Charitable Activities	21,113,813	19,714,841
Other Operating and Administration Expenditure	7,045,851	6,994,273
Governance Costs	24,800	22,300
TOTAL EXPENDITURE	28,403,987	26,954,781
NET SURPLUS FOR THE YEAR	4,872,855	6,549,880

FINANCIAL STATEMENTS

31 December 2018

ALL SAINTS HOME

Unique Entity Number: S87SS0068F

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REPORT IN COMPLIANCE WITH CHARITIES REGULATIONS

For the financial year ended 31 December 2018

All Saints Home was set up and registered as a society on 7 July 1987. It was registered under the Singapore Charities Act, Chapter 37 (the "Charities Act") on 18 March 1993. All Saints Home is also an Institution of a Public Character ("IPC") and a full member of National Council of Social Service ("NCSS").

Unique Entity Number: S87SS0068F

IPC Number: HEF0062/G (Validity: 17 July 2018 to 16 July 2021)

Registered Office: 5 Poh Huat Road, Singapore 546703

Centres:

All Saints Home (Hougang)	5 Poh Huat Road, Singapore 546703
All Saints Home (Tampines)	11 Tampines Street 44, Singapore 529123
All Saints Home (Yishun)	551 Yishun Ring Road, Singapore 768681
All Saints Home (Jurong East)	20 Jurong East Avenue 1, Singapore 609792
All Saints Silver Lifestyle Club @ Yishun Central	2 Yishun Avenue 9 #01-02 Singapore 768898
All Saints Silver Lifestyle Club @ Yishun Fern Grove	Blk 674 Yishun Avenue 4 #01-11 Singapore 760674

Board of Directors: The Board of Directors was appointed at the Annual General Meeting held on 21 April 2018.

Mr. Ng Keok Boon	Chairman
Mr. Tan Chuan Lye	Vice Chairman
Ms. Loh Li Cheng	Honorary Secretary
Mr. Tan Hua Joo	Honorary Treasurer
Ms. Pauline Ang Hooi Yeong	Vice Honorary Treasurer
Mr. Chua Lip Wei	Board Director
Mr. Lee Shee Koeng	Board Director
Dr. Yeap Eng Hooi	Board Director
Mr. Wong Shyun Jye	Board Director
Mr. Lim Kim Choon	Board Director

Legal Advisor: Ms. Pauline Ang

REPORT IN COMPLIANCE WITH CHARITIES REGULATIONS

For the financial year ended 31 December 2018

Key Employees:	Mr. Michael Tay Shen Chin	Chief Executive Officer
	Ms. Ko Hui Yun	Chief Operating Officer
	Ms. Tan Lai Suan	Director, Nursing
	Dr. Lee Yun	Head, Medical
	Mr. John Lim Chee Beng	Head, Centre Operations and Facilities & Logistics
	Mr. Richard Quah Boon Hock	Director, Fundraising
	Ms. Kan Mei Yan	Head, Finance
	Ms. Tiffany Ng Mui Tiang	Head, Procurement
	Ms. Chan Foong Yee	Head, Human Resource
	Mr. Joseph Zhang Nan Hua	Head, Information Technology
	Ms. Kathryn Ng Siow Lang	Head, Community Relations and Risk, Control & Compliance
	Mr. Pak Chee Meng	Head, Silver Lifestyle Club
	Ms. Sankavan Krishnamurthi Shruthi	Head, Rehab
	Ms. Alaris Wong Meiwen	Head, Corporate Affairs and Administration
	Mr. Poon Kit Sun	Lead Medical Social Worker

Bankers: The Development Bank of Singapore Limited
United Overseas Bank Limited
Oversea-Chinese Banking Corporation

Auditor: P G Wee Partnership LLP
Chartered Accountants of Singapore
79 Anson Road #07-03
Singapore 079906
Tel: 6220 8858

DIRECTORS' STATEMENT

For the financial year ended 31 December 2018

The directors present their report to the members together with the audited financial statements of All Saints Home (the "Home") for the year ended 31 December 2018.

Opinion of the directors

In the opinion of the directors, the financial statements are drawn up so as to present fairly, in all material respects, the financial position of the Home as at 31 December 2018 and of the financial performance, changes in funds and statement of cash flows of the Home for the year ended on that date in accordance with the Societies Act, Chapter 311, Charities Act, Chapter 37, and Singapore Financial Reporting Standards ("FRS").

The Board of Directors approved and authorised these financial statements for issue.

Directors

The directors of the Home in office at the date of this report are as follows:

Chairman	Mr. Ng Keok Boon
Vice Chairman	Mr. Tan Chuan Lye
Honorary Secretary	Ms. Loh Li Cheng
Honorary Treasurer	Mr. Tan Hua Joo
Vice Honorary Treasurer	Ms. Pauline Ang Hooi Yeong
Board Director	Mr. Chua Lip Wei
Board Director	Mr. Lee Shee Koeng
Board Director	Dr. Yeap Eng Hooi
Board Director	Mr. Wong Shyun Jye
Board Director	Mr. Lim Kim Choon

DIRECTORS' STATEMENT

For the financial year ended 31 December 2018

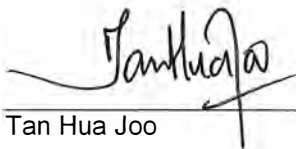
Independent auditor

The independent auditor, P G Wee Partnership LLP, has expressed their willingness to accept re-appointment.

On Behalf of the Board of Directors,



Ng Keok Boon
Chairman



Tan Hua Joo
Honorary Treasurer

11 February 2019

INDEPENDENT AUDITOR'S REPORT

To the Members of All Saints Home

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of All Saints Home (the "Home"), which comprise the statement of financial position as at 31 December 2018, and the statement of financial activities, statement of changes in funds and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Societies Act, Chapter 311 (the "Societies Act"), the Singapore Charities Act, Chapter 37 (the "Charities Act") and other relevant regulations (the Charities Act and Regulation) and Financial Reporting Standards in Singapore (FRSs) so as to present fairly, in all material respects, the state of affairs of the Home as at 31 December 2018 and the results, changes in funds and cash flows of the Home for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing (SSAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Home in accordance with the Accounting and Corporate Regulatory Authority (ACRA) Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (ACRA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for other information. The other information comprises the Directors' Statement and Report In Compliance With Charities Regulations.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report the fact. We have nothing to report in this regard.

INDEPENDENT AUDITOR'S REPORT

To the Members of All Saints Home

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the provisions of the Societies Act, the Charities Act and Regulations and FRSs, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Home's ability to continue as going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Home or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Home's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risk of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedure that are appropriate in the circumstances, but not for the purpose of expressing a opinion on the effectiveness of the Home's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosure made by management.

INDEPENDENT AUDITOR'S REPORT

To the Members of All Saints Home

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Home's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosure are inadequate, to modify our opinion. Our conclusion are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Home to cease continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on other Legal and Regulatory Requirements

In our opinion:

- a. The accounting and other records required to be kept by the Home have been properly kept in accordance with the provisions of the Societies Regulations enacted under the Societies Act, the Charities Act and Regulations; and
- b. The fund-raising appeals held during the reporting year have been carried out in accordance with Regulation 6 of the Societies Regulations issued under the Societies Act and proper accounts and other records have been kept of the fund-raising appeal.

During the course of our audit, nothing has come to our attention that causes us to believe that during the year:

- a. the Home has not used the donation moneys in accordance with its objectives as required under regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- b. The Home has not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations



P G Wee Partnership LLP
Public Accountants and
Chartered Accountants
Singapore

11 February 2019

STATEMENT OF FINANCIAL ACTIVITIES

For the financial year ended 31 December 2018

	Note	Unrestricted Funds	
		2018 SGD	2017 SGD
INCOME			
Income from generated funds			
- Voluntary income	4	369,401	399,308
- Fundraising activities	5	1,210,193	1,829,005
- Interest income		311,528	201,782
- Operating grants		1,831,073	1,055,022
Amortisation of deferred capital grants	18	1,815,027	1,930,265
Government subvention	6	20,237,058	20,732,712
Income from charitable activities	7	7,318,696	7,177,412
Other income	8	183,866	179,155
Total income		<u>33,276,842</u>	<u>33,504,661</u>
EXPENDITURE			
Cost of generating funds			
- Fundraising activities	5	140,251	133,505
- Depreciation of donated ambulances	13	79,272	89,862
Charitable activities expenditures	9	21,113,813	19,714,841
Other operating and administration expenditures	10	7,045,851	6,994,273
Governance costs			
- Auditor's remuneration		24,800	22,300
Total expenditures		<u>28,403,987</u>	<u>26,954,781</u>
Net surplus for the year		<u>4,872,855</u>	<u>6,549,880</u>

The accompanying notes form an integral part of these financial statements

STATEMENT OF FINANCIAL POSITION

As at 31 December 2018

	Note	2018 SGD	2017 SGD
Assets			
Non-current assets			
Property, plant and equipment	13	6,499,077	7,433,711
Total non-current assets		<u>6,499,077</u>	<u>7,433,711</u>
Current assets			
Inventories	14	194,995	207,453
Trade and other receivables	15	7,466,223	6,454,264
Other assets	16	690,168	665,201
Cash and cash equivalents	17	30,714,072	25,560,106
Total current assets		<u>39,065,458</u>	<u>32,887,024</u>
Total assets		<u>45,564,535</u>	<u>40,320,735</u>
Funds and liabilities			
Unrestricted funds			
General fund		30,148,373	25,275,518
Designated funds	18	7,379,755	8,513,296
Total unrestricted funds		<u>37,528,128</u>	<u>33,788,814</u>
Restricted funds			
Building fund	19	284,156	284,156
Community Silver Trust	20	3,398,264	1,857,829
Total restricted funds		<u>3,682,420</u>	<u>2,141,985</u>
Total funds		<u>41,210,548</u>	<u>35,930,799</u>
Current liabilities			
Trade and other payables	21	3,683,528	3,640,766
Other liabilities	22	670,459	749,170
Total current liabilities		<u>4,353,987</u>	<u>4,389,936</u>
Total funds and liabilities		<u>45,564,535</u>	<u>40,320,735</u>

The accompanying notes form an integral part of these financial statements

STATEMENT OF CHANGES IN FUNDS

For the financial year ended 31 December 2018

	Unrestricted Funds		Restricted Funds		Total Funds SGD
	General Fund SGD	Designated Fund SGD	Building Fund SGD	Community Silver Trust SGD	
Opening Balance at 1 January 2018	25,275,518	8,513,296	284,156	1,857,829	35,930,799
Surplus for the year	4,872,855	-	-	-	4,872,855
Receipts	-	695,966	-	3,371,508	4,067,474
Expenditure	-	(14,480)	-	(1,831,073)	(1,845,553)
Amortisation for the year	-	(1,815,027)	-	-	(1,815,027)
Closing Balance at 31 December 2018	30,148,373	7,379,755	284,156	3,398,264	41,210,548
Opening Balance at 1 January 2017	18,725,638	9,951,847	284,156	960,814	29,922,455
Surplus for the year	6,549,880	-	-	-	6,549,880
Receipts	-	558,722	-	2,133,325	2,692,047
Expenditure	-	(67,008)	-	(1,236,310)	(1,303,318)
Amortisation for the year	-	(1,930,265)	-	-	(1,930,265)
Closing Balance at 31 December 2017	25,275,518	8,513,296	284,156	1,857,829	35,930,799

The accompanying notes form an integral part of these financial statements

STATEMENT OF CASH FLOWS

For the financial year ended 31 December 2018

	Note	2018 SGD	2017 SGD
Cash flows from operating activities			
Surplus for the year		4,872,855	6,549,880
<i>Adjustments for:</i>			
Amortisation of deferred capital grants	18	(1,815,027)	(1,930,265)
Depreciation of property, plant and equipment	13	1,827,258	2,005,417
Inventories written off	14	806	187
Interest income		(311,528)	(201,782)
Impairment (Reversal) of receivables		18,037	(37,563)
Loss on disposal of plant and equipment		387	840
Bad debts written off	15	375	31,755
Waiver of ambulance and other service fees		88,562	27,304
Transfer to restricted cash		103,045	(13,537)
Operating surplus before working capital changes		<u>4,784,770</u>	<u>6,432,236</u>
Changes in Working Capital			
Inventories		11,652	17,669
Trade and other receivables		(1,118,933)	(1,810,948)
Other assets		(24,967)	50,404
Trade and other payables		42,762	(241,240)
Other liabilities		(78,711)	(11,795)
Cash flow generated from operations		<u>3,616,573</u>	<u>4,436,326</u>
Interest received		311,528	201,782
Net cash flows generated from operating activities		<u>3,928,101</u>	<u>4,638,108</u>
Cash flows from investing activities			
Purchase of plant and equipment		(893,198)	(716,380)
Proceed from sales of plant and equipment		187	93
Government grants on capital expenditure		2,221,921	1,388,729
Net cash flows generated from investing activities		<u>1,328,910</u>	<u>672,442</u>
Cash flows from financing activities			
Net cash flows generated from financing activities		<u>-</u>	<u>-</u>
Net increase in cash and cash equivalents		5,257,011	5,310,550
Cash and cash equivalents at beginning of year		25,018,130	19,707,580
Cash and cash equivalents at end of year	17	<u>30,275,141</u>	<u>25,018,130</u>

The accompanying notes form an integral part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2018

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. General Information

All Saints Home (“Home”) is incorporated and situated in Singapore. The Home registered office is located at 5 Poh Huat Road Singapore 546703. The Home was registered as a society on 7 July 1987 under the Societies Act, Chapter 311. On 18 March 1993, it was registered as a Charity under the Charities Act, Chapter 37 and has been accorded the status of an Institution of a Public Character (“IPC”) for the period from 17 July 2018 to 16 July 2021.

The principal activities are to provide residential care, respite care, centre-based services such as day care, day rehabilitation, day dementia care and centre-based nursing procedures. The Home’s vision is to be a shining testimony of God’s great love and compassion in eldercare.

The financial statements include the state of affairs and the results of the following centres:

1. All Saints Home (Hougang)
2. All Saints Home (Tampines)
3. All Saints Home (Yishun)
4. All Saints Home (Jurong East)
5. All Saints Silver Lifestyle Club @ Yishun Central
6. All Saints Silver Lifestyle Club @ Yishun Fern Grove

These financial statements for the year ended 31 December 2018 were approved and authorised for issue by Board of Directors on the date shown on Directors’ Statement.

2. Significant Accounting Policies

Basis of Accounting

The financial statements of the Home have been prepared in accordance with the Singapore Charities Act, Chapter 37 (the “Charities Act”) and Singapore Financial Reporting Standards (“FRS”).

The financial statements expressed in Singapore Dollar (“SGD”) are prepared in accordance with the historical cost convention except as disclosed, where appropriate, in the accounting policies below.

The preparation of financial statements in conformity with FRS requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management’s best knowledge of current events and actions, actual results may ultimately differ from those estimates.

The accounting policies adopted are consistent with those of the previous financial year except in the current financial year, the Home has adopted all the new and revised standards and interpretations of FRS (“INT FRS”) that are effective for annual periods beginning on or after 1 January 2018. The adoption of these standards did not have any material effect on the financial performance or position of the Home. Had there been any adjustments made, the Home will apply the modified retrospective approach during the transition period.

2. Significant Accounting Policies (continued)

Funds

The Home maintains restricted funds and unrestricted funds. Funds set up for specific purposes are classified as restricted funds. All income and expenses other than those attributable to restricted funds and common overheads are recorded in the unrestricted fund's statement of financial activities.

In order to ensure observance of limitations and restrictions placed on the use of resources available to the Home, the financial statements of the Home are maintained substantially in accordance with the principles of "fund accounting" whereby the resources for various purposes are classified for accounting and reporting purposes into specific funds that are in accordance with activities or objectives specified.

Functional and Presentation Currency

Items included in the financial statements are measured using the currency of the primary economic environment in which the Home operates ("the functional currency"). The financial statements are presented in Singapore Dollar ("SGD"), which is the Home functional and presentation currency.

All financial information presented are denominated in Singapore Dollar unless otherwise stated.

Revenue Recognition

These accounting policies are applied on and after the initial application date of FRS 115, 1 January 2018.

Revenue is measured based on the consideration to which the Home expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Revenue is recognised when the Home satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

(a) Rendering of Services

The Home provides patient services and organises social activities, events and programmes, where they are sold separately. Revenue generated from patient services, social activities, events and programmes are recognised when the services have been performed and rendered.

(b) Donation

General donations, contributions from members and appeal donations are recognised at a point in time when the receipts are obtained and under the control of the Home.

2. Significant Accounting Policies (continued)

(c) Grant/Subsidy

Government grants are recognised at a point in time when there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Where the grant relates to an asset, the fair value is recognised as deferred capital grant on the statement of financial position and is amortised to profit or loss over the expected useful life of the relevant asset by equal annual instalments. A government grant and/or subsidy, that becomes receivables as compensation for expenses or losses already incurred, is recognised as income in income and expenditure in the period in which it becomes receivables.

Grant and/or subsidy as deferred capital grants is recognised in income and expenditure on a systematic basis over the useful life of the asset.

(d) Interest Income

Interest income is recognised over time using the effective interest rate method.

(e) Donation in Kind

Goods donated are recorded at values based on a reasonable estimate of their value. Assets which are donated for resale or consumption are not recorded when received if the value of such assets are not material and it is not practical to ascertain the value of the items involved. No value is ascribed to volunteer services.

The recognition of donation in kind revenue is limited to donations where the Home takes possession and the Home is original recipient of the donation. Donation in kind revenue is recognised at a point in time when the control of the goods is transferred to the Home, generally on delivery of the goods.

Prior to 1 January 2018, revenue is recognised to the extent that it is probable that the economic benefits will flow to the Home and the revenue can be reliably measured, regardless of when the payment is made. Revenue comprises the fair value of the consideration received or receivables for rendering of services, net of rebates and discounts, taking into account contractually defined terms of payment. Revenue are recognised as follows:

(a) Rendering of Services

Revenue generated from social activities, events and programmes are recognised when services are rendered.

(b) Donation

General donations, contributions from members and appeal donations are recognised on receipt basis.

(c) Grant/Subsidy

Government grants are recognised when there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Where the grant relates to an asset, the fair value is recognised as deferred capital grant on the statement of financial position and is amortised to profit or loss over the expected useful life of the relevant asset by equal annual installments. A government grant and/or subsidy, that becomes receivables as compensation for expenses or losses already incurred, is recognised as income in income and expenditure in the period in which it becomes receivables.

Grant and/or subsidy as deferred capital grants that is recognised in income and expenditure on a systematic basis over the useful life of the asset.

2. Significant Accounting Policies (continued)

(d) Interest Income

Interest income is recognised on a time-proportion basis using the effective interest rate method.

(e) Donation in Kind

Goods donated are recorded at values based on a reasonable estimate of their value. Assets which are donated for resale or consumption are not recorded when received if the value of such assets are not material and it is not practical to ascertain the value of the items involved. No value is ascribed to volunteer services.

The recognition of donation in kind revenue is limited to donations where the Home takes possession and the Home is original recipient of the donation.

Retirement Benefit Costs

Contributions to defined contribution retirement benefit plans are recorded as an expense as they fall due. Contributions made to government managed retirement benefit plan such as the Central Provident Fund which specifies the employer's obligations are dealt with as defined contribution retirement benefit plans.

Employee Leave Entitlement

Employee entitlements to annual leave are recognised as a liability when they accrue to the employees. The estimated liability for leave is recognised for services rendered by employees up to the end of the reporting year.

Operating Leases

Leases of assets in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) is recognised as an expense in income and expenditure on a straight-line basis over the period of the lease.

When an operating lease is terminated before the lease period has expired, any payment required to be made to the lessor by way of penalty is recognised as an expense in income and expenditure the period in which termination takes place.

Income Taxes

The Home is a registered Charity under the Charities Act, Chapter 37 and is exempted from income tax.

2. Significant Accounting Policies (continued)

Property, Plant and Equipment

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses.

Depreciation is calculated on the straight-line method to write off the cost of the assets over their estimated useful lives. The estimated useful lives have been taken as follows:

Building	-	30 years
Motor vehicles	-	5 years
Computer and software	-	3 to 5 years
Furniture and fittings	-	5 years
Renovation	-	5 years
Medical equipment	-	3 years

The residual values, estimated useful lives and depreciation method are reviewed, and adjusted as appropriate, at end of each reporting year.

Fully depreciated assets are retained in the accounts until they are no longer in use.

No depreciation is made on renovation in progress until such time as the relevant assets are completed and are ready for its intended use.

On disposal of an item of property, plant and equipment, the difference between the net disposal proceeds and its carrying amount is recognised in income and expenditure.

Impairment of Non-Financial Assets

The Home assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists or when annual impairment assessment for an asset is required, the Home makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs to sell and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets. In assessing value in use, the estimated future cash flows expected to be generated by the asset are discounted to their present value. Where the carrying amount of an asset exceeds its recoverable amount, the asset is written down to its recoverable amount.

Impairment losses are recognised in income and expenditure.

An assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in income and expenditure.

Inventories

Inventories consisting of consumables are stated at the lower of cost and net realisable value on a first-in first-out basis.

2. Significant Accounting Policies (continued)

Financial Assets

(a) The accounting for financial assets before 1 January 2018 under FRS 39 are as follows:

(i) At initial recognition

Financial assets are recognised when, and only when, the Home becomes a party to the contractual provisions of the financial instrument.

When financial assets are recognised initially, they are measured at fair value, plus, in the case of a financial asset not at fair value through profit or loss, directly attributable transaction costs.

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in the statement of financial activities is recognised in income and expenditure.

All regular way purchases and sales of financial assets are recognised or derecognised on the trade date i.e. the date that the Home commits to purchase or sell the asset. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in the marketplace concerned.

Loans and Receivables

Financial assets with fixed or determinable payments that are not quoted in an active market are classified as loans and receivables. Subsequent to initial recognition, loans and receivables are measured at amortised cost using the effective interest rate method. Gains and losses are recognised in income and expenditure when the loans and receivables are derecognised or impaired, and through the amortisation process.

(ii) Impairment of Financial Assets

The Home assesses at end of each reporting year whether there is any objective evidence that a financial asset is impaired.

Assets Carried at Amortised Cost

If there is objective evidence that an impairment loss on financial assets carried at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account. The amount of the loss is recognised in income and expenditure.

When the asset becomes uncollectible, the carrying amount of impaired financial assets is reduced directly or if an amount was charged to the allowance account, the amounts charged to the allowance account are written off against the carrying value of the financial asset. To determine whether there is objective evidence that an impairment loss on financial assets has been incurred, the Home considers factors such as the probability of insolvency or significant financial difficulties of the debtor and default or significant delay in payments.

If in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed to the extent that the carrying value of the asset does not exceed its amortised cost at the reversal date. The amount of reversal is recognised in the income and expenditure.

2. Significant Accounting Policies (continued)

(b) The accounting for financial assets from 1 January 2018 under FRS 109 are as follows:

(i) At initial recognition

At initial recognition, the Home measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial assets. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

(ii) At subsequent measurement

Debt instrument

Debt instruments of the Home mainly comprise of cash and bank deposits and trade and other receivables.

There are three prescribed subsequent measurement categories, depending on the Home's business model in managing the assets and the cash flow characteristic of the assets. The Home managed these group of financial assets by collecting the contractual cash flow and these cash flows represents solely payment of principal and interest. Accordingly, these group of financial assets are measured at amortised cost subsequent to initial recognition.

The Home assesses on forward looking basis the expected credit losses associated with its debt instruments carried at amortised cost.

For trade receivable, the Home applied the simplified approach permitted by the FRS 109, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

The general 3 stage approach is applied for cash and bank deposit. Credit loss allowance is based on 12-month expected credit loss if there is no significant increase in credit risk since initial recognition of the assets. If there is a significant increase in credit risk since initial recognition, lifetime expected credit loss will be calculated and recognised.

Cash and Cash Equivalents

Cash and cash equivalents include bank and cash balances and on demand deposits with financial institutions. For the statement of cash flows, the items include cash and cash equivalents less cash subject to restriction. Other financial assets and financial liabilities at fair value through income and expenditure are presented within the section on operating activities as part of changes in working capital in the statement of cash flows.

Financial Liabilities

Financial liabilities are recognised when, and only when, the Home becomes a party to the contractual provisions of the financial instrument. Financial liabilities are initially recognised at fair value of the consideration received plus, in the case of a financial liability not at fair value through profit or loss, directly attributable transaction costs and subsequently measured at amortised cost using the effective interest rate method.

Gains and losses are recognised in income and expenditure when the liabilities are derecognised as well as through the amortisation process. The liabilities are derecognised when the obligation under the liability is extinguished.

2. Significant Accounting Policies (continued)

Provisions

A provision is recognised when there is a present obligation (legal and constructive) as a result of past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at end of each reporting year and adjusted to reflect the current best estimate.

Critical Judgements, Assumptions and Estimation Uncertainties

The preparation of the Home's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future.

Key Sources of Estimation Uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting year, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Useful Lives of Property, Plant and Equipment

Property, plant and equipment are depreciated on a straight-line basis over their estimated useful lives. Management anticipate the useful lives of these property, plant and equipment to be within 3 to 30 years. The carrying amount of the Home's property, plant and equipment at 31 December 2018 are disclosed in note 13 to the financial statements. Changes in the expected level of usage and technological developments could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised.

Provision for Expected Credit Losses ("ECLs") of Trade Receivables

The Home uses a provision matrix to calculate ECLs for trade receivables. The rate is initially based on the Home's historical observed default rates. The Home will calibrate the rate to adjust historical credit loss experience with forward-looking information. At every reporting date, the historical default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances of forecast of economic conditions. The Home's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. The information about the ECLs on the Home's trade receivables is disclosed in note 15 to the financial statements.

3. Related Party Relationships and Transactions

FRS 24 defines a related party as a person or entity that is related to the reporting entity and it includes (a) A person or a close member of that person's family if that person: (i) has control or joint control over the reporting entity; (ii) has significant influence over the reporting entity; or (iii) is a member of the key partners personnel of the reporting entity or of a parent of the reporting entity. (b) An entity is related to the reporting entity if any of the following conditions apply: (i) The entity and the reporting entity are members of the same group. (ii) One entity is an associate or joint venture of the other entity. (iii) Both entities are joint ventures of the same third party. (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity. (v) The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity. (vi) The entity is controlled or jointly controlled by a person identified in (a). (vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key partners' personnel of the entity (or of a parent of the entity).

3.1 Key management compensation:

	2018	2017
	SGD	SGD
Salaries and bonus	1,851,474	1,834,529

Number of key management in remuneration bands:

	2018	2017
	SGD	SGD
SGD 50,000 and below	3	-
SGD 50,001 – SGD 100,000	9	6
SGD 100,001 – SGD 150,000	3	6
Above SGD 150,001	3	3

Key management personnel are those chief executive officer and senior officers having authority and responsibility for planning, directing and controlling the activities of the Home, directly or indirectly. The above amounts for key management compensation are for 18 (2017: 15) key management personnel.

4. Voluntary Income

	2018	2017
	SGD	SGD
Donations	266,947	291,228
Donation in kind	102,454	108,080
	<u>369,401</u>	<u>399,308</u>

Donations are recognised at point in time.

5. Fundraising Activities

	2018	2017
	SGD	SGD
Charity Golf	197,054	412,446
Thanksgiving Dinner	810,565	1,187,719
Flag Day	-	163,679
OCBC Cycle	65,312	65,161
FunWalk	137,262	-
	<hr/>	<hr/>
	1,210,193	1,829,005
<i>Less: Fundraising expenses</i>		
Charity Golf	41,884	46,904
Thanksgiving Dinner	65,852	74,776
Flag Day	-	3,572
OCBC Cycle	5,544	5,308
Funwalk	24,536	-
Other fundraising activities	2,435	2,945
	<hr/>	<hr/>
	140,251	133,505
Surplus from fundraising activities	<hr/> <hr/>	<hr/> <hr/>
	1,069,942	1,695,500

6. Government Subvention

	2018	2017
	SGD	SGD
Recurrent operating subvention	15,121,784	13,389,167
Rental subvention	1,741,707	2,102,844
Special employment credit	47,292	99,839
Replacement ratio	538,205	1,463,581
Salary adjustment exercise grant	2,180,744	3,237,751
Wage credit scheme	108,561	67,280
Others	498,765	372,250
	<hr/>	<hr/>
	20,237,058	20,732,712

7. Income from Charitable Activities

	2018	2017
	SGD	SGD
Home fees	4,891,200	4,852,076
Medical supplies and services	1,023,111	1,019,465
Income from Senior Care Centre	616,682	584,353
Ambulance services	723,003	668,773
Admission fees	23,050	22,400
Medical consultation	40,968	29,343
Bad debts recovered	682	1,002
	<hr/>	<hr/>
	7,318,696	7,177,412

8. Other Income

	2018	2017
	SGD	SGD
Clinical attachment	-	20,270
Others	183,866	158,885
	<u>183,866</u>	<u>179,155</u>

9. Charitable Activities Expenditures

	2018	2017
	SGD	SGD
Bad debts written off	375	31,755
Employee benefits expenses (note 11)	17,006,577	16,063,710
Food and refreshment	1,134,864	1,145,549
Impairment (Reversal) of receivables	18,037	(37,563)
Inventories written off	806	187
Medical supplies and services costs	2,752,757	2,376,099
Resident welfare	97,405	96,077
Sanitary and utensils	14,430	11,723
Waiver of ambulance and other service fees	88,562	27,304
	<u>21,113,813</u>	<u>19,714,841</u>

10. Other Operating and Administration Expenditures

	2018	2017
	SGD	SGD
Building cost recovery	220,000	220,000
Depreciation of property, plant and equipment (note 13)	1,747,986	1,915,555
GST adjustment on claimable input tax – current year	310,092	280,405
– prior years	121,597	107,747
Land lease	1,741,546	1,683,566
Loss on disposal of plant and equipment	387	840
Maintenance contracts	343,611	311,663
Rental of office equipment	20,420	19,680
Repair and maintenance	627,478	585,579
Utilities	880,199	805,243
Others	1,032,535	1,063,995
	<u>7,045,851</u>	<u>6,994,273</u>

11. Employee Benefits Expenses

	2018	2017
	SGD	SGD
CPF contribution, skills development levy and foreign worker levy	2,756,952	2,488,487
Salaries and bonus	12,566,706	12,210,274
Staff welfare	1,682,919	1,364,949
	<u>17,006,577</u>	<u>16,063,710</u>

The average number of staff employed by the Home is 525 (2017: 519).

12. Income Tax Benefit (Expense)

The Home is a registered charity under the Charities Act 1982 and is exempted from income tax under Section 13U of the Income Tax Act.

13. Property, Plant and Equipment

	Building SGD	Motor Vehicles SGD	Computer and Software SGD	Furniture and Fittings SGD	Renovation SGD	Medical Equipment SGD	Renovation in Progress SGD	Total SGD
Cost								
At 1.1.2017	9,878,483	954,746	1,203,380	4,918,119	2,580,317	1,342,920	-	20,877,965
Additions	-	-	35,242	297,700	105,912	121,276	156,250	716,380
Disposal/ Written off	-	-	(232,421)	(3,141,223)	(15,605)	-	-	(3,389,249)
At 31.12.2017 and 1.1.2018	9,878,483	954,746	1,006,201	2,074,596	2,670,624	1,464,196	156,250	18,205,096
Additions	-	-	271,403	151,861	62,230	149,130	258,574	893,198
Disposal/ Written off	-	(66,002)	(14,880)	(1,435)	-	-	-	(82,317)
At 31.12.2018	9,878,483	888,744	1,262,724	2,225,022	2,732,854	1,613,326	414,824	19,015,977
Accumulated Depreciation								
At 1.1.2017	5,260,754	588,780	738,250	3,859,332	1,031,089	676,079	-	12,154,284
Depreciation for year	329,283	117,720	216,612	373,553	514,521	453,728	-	2,005,417
Disposal/ Written off	-	-	(232,421)	(3,140,290)	(15,605)	-	-	(3,388,316)
At 31.12.2017 and 1.1.2018	5,590,037	706,500	722,441	1,092,595	1,530,005	1,129,807	-	10,771,385
Depreciation for year	329,283	107,130	225,945	410,584	482,713	271,603	-	1,827,258
Disposal/ Written off	-	(66,002)	(14,880)	(861)	-	-	-	(81,743)
At 31.12.2018	5,919,320	747,628	933,506	1,502,318	2,012,718	1,401,410	-	12,516,900
Net Carrying Amount								
At 31.12.2018	3,959,163	141,116	329,218	722,704	720,136	211,916	414,824	6,499,077
At 31.12.2017	4,288,446	248,246	283,760	982,001	1,140,619	334,389	156,250	7,433,711

13. Property, Plant and Equipment (continued)

The building was built on leased land from Singapore Land Authority with leased term commencing from 21 April 2016 and ending on 20 April 2019.

The depreciation expense is as follows:

	2018	2017
	SGD	SGD
Depreciation of property, plant and equipment	1,747,986	1,915,555
Depreciation of donated ambulances	79,272	89,862
	<u>1,827,258</u>	<u>2,005,417</u>

14. Inventories

	2018	2017
	SGD	SGD
Consumables	<u>194,995</u>	<u>207,453</u>
Statement of financial activities		
- Inventories recognised as an expense in cost of supplies	1,478,384	1,453,161
- Inventories written off	<u>806</u>	<u>187</u>

15. Trade and Other Receivables

	2018	2017
	SGD	SGD
Trade receivables	582,096	547,726
Less: Allowance for impairment	(58,408)	(40,371)
	<u>523,688</u>	<u>507,355</u>
Other receivables	25,449	38,931
Government grants receivables (a)	6,707,826	5,798,778
GST receivables	44,590	37,195
Fixed deposit interest receivables	164,670	72,005
	<u>7,466,223</u>	<u>6,454,264</u>

Trade receivables are non-interest bearing and are generally on 14 days' credit term.

(a) Included in government grants receivables are mainly operating grant receivables from MOH.

Evaluation of impairment

The Home evaluates whether there is any objective evidence that trade receivables are impaired and determines the amount of impairment loss as a result of the inability of the patients to make required payments. The Home determines the estimates based on the ageing of the trade receivables balance and credit worthiness. If the financial condition of the patients were to deteriorate, actual write offs would be higher than estimated. In cases where the above process is not feasible, a collective evaluation of impairment is performed.

15. Trade and Other Receivables (continued)Receivables that are past due but not impaired

The Home has trade receivables amounting to SGD 523,688 (2017: SGD 507,355) that are past due at the end of reporting year but not impaired. These receivables are unsecured and the analysis of the ageing at the end of the reporting year is as follows:

	2018	2017
	SGD	SGD
<i>Trade receivables past due</i>		
Less than 30 days	224,574	232,593
31 to 60 days	229,966	211,117
61 to 90 days	69,148	63,645
	<u>523,688</u>	<u>507,355</u>
	2018	2017
	SGD	SGD
<i>Movement in allowance for impairment</i>		
Balance at beginning of year	40,371	77,934
Bad debts written off during the year	(375)	(31,755)
Increase (Decrease) in allowance recognised during the year	18,412	(5,808)
Balance at end of year	<u>58,408</u>	<u>40,371</u>

16. Other Assets

	2018	2017
	SGD	SGD
Deposits	470,544	471,036
Prepayments	219,624	194,165
	<u>690,168</u>	<u>665,201</u>

17. Cash and Cash Equivalents

	2018	2017
	SGD	SGD
Cash in hand and cash at bank	2,538,955	3,593,580
Fixed deposits	28,175,117	21,966,526
	<u>30,714,072</u>	<u>25,560,106</u>
Fixed deposit pledged for banking facilities (a)	(117,785)	(117,374)
Monies received on behalf of Medifund account (note 22)	(321,146)	(424,602)
Cash and cash equivalents in statement of cash flows	<u>30,275,141</u>	<u>25,018,130</u>

(a) Fixed deposit is pledged to bank for letter of guarantee issued by bank to lessor of premise.

Fixed deposit are placed with financial institutions and mature within 1 to 12 months (2017: 1 to 12 months) from year end. The effective interest rate is 0.35% to 1.89% (2017: 0.35% to 1.28%) per annum.

18. Designated Funds

	2018	2017
	SGD	SGD
(1) Government Capital Grants:		
Balance at beginning of year	4,429,591	4,900,017
Less: Transfer to statement of financial activities	(470,426)	(470,426)
Balance at end of year	<u>3,959,165</u>	<u>4,429,591</u>
(2) Donation of Ambulances from Lee Foundation		
Balance at beginning of year	157,845	249,116
Add: Funds received	250,000	-
Less: Transfer to statement of financial activities	(78,832)	(91,271)
Balance at end of year	<u>329,013</u>	<u>157,845</u>
(3) Office Renovation and Cyclical Maintenance Fund		
Balance at beginning of year	61,548	110,748
Less: Transfer to statement of financial activities	(49,200)	(49,200)
Balance at end of year	<u>12,348</u>	<u>61,548</u>
(4) Nursing and Medical Equipment Funds		
Balance at beginning of year	318,505	22,950
Add: Funds received	153,800	313,260
Less: Transfer to statement of financial activities	(28,049)	(17,705)
Balance at end of year	<u>444,256</u>	<u>318,505</u>
(5) Day Care and Rehabilitation Centre		
Balance at beginning of year	-	20,469
Less: Transfer to statement of financial activities	-	(20,469)
Balance at end of year	<u>-</u>	<u>-</u>
(6) Tampines Centre Ward Conversion		
Balance at beginning of year	66,976	126,023
Less: Transfer to statement of financial activities	(54,268)	(59,047)
Balance at end of year	<u>12,708</u>	<u>66,976</u>
(7) Hougang Centre Ward Conversion		
Balance at beginning of year	3,295	42,824
Less: Transfer to statement of financial activities	(3,295)	(39,529)
Balance at end of year	<u>-</u>	<u>3,295</u>
(8) Deferred Capital Grant		
Balance at beginning of year	908,288	1,145,844
Add: Funds received	-	181,288
Less: Transfer to statement of financial activities	(389,087)	(418,844)
Balance at end of year	<u>519,201</u>	<u>908,288</u>

18. Designated Funds (continued)

	2018	2017
	SGD	SGD
(9) Haze Equipment		
Balance at beginning of year	13,812	21,701
Less: Transfer to statement of financial activities	(7,889)	(7,889)
Balance at end of year	<u>5,923</u>	<u>13,812</u>
(10) New Homes		
Balance at beginning of year	337,239	334,310
Add: Funds received	268,700	33,974
Less: Transfer to statement of financial activities	(44,049)	(31,045)
Balance at end of year	<u>561,890</u>	<u>337,239</u>
(11) Pre-operating New Homes Fund		
Balance at beginning of year	804,496	1,387,416
Less: Transfer to statement of financial activities	(547,630)	(582,920)
Balance at end of year	<u>256,866</u>	<u>804,496</u>
(12) Senior Care Centre		
Balance at beginning of year	203,589	330,579
Less: Transfer to statement of financial activities	(121,954)	(126,990)
Balance at end of year	<u>81,635</u>	<u>203,589</u>
(13) Healthcare Productivity Fund		
Balance at beginning of year	31,120	15,850
Add: Funds received	23,466	30,200
Less: Transfer to statement of financial activities	(20,348)	(14,930)
Balance at end of year	<u>34,238</u>	<u>31,120</u>
(14) Sinking Fund		
Balance at beginning of year	1,176,992	1,244,000
Less: Expenditure	(14,480)	(67,008)
Balance at end of year	<u>1,162,512</u>	<u>1,176,992</u>
Total designated funds	<u>7,379,755</u>	<u>8,513,296</u>

19. Building Fund

Building fund is a fund set up by the Home to cater for expansion and other capital projects relating to the building infrastructure.

20. Community Silver Trust

	2018	2017
	SGD	SGD
Balance at beginning of year	1,857,829	960,814
<i>Add: Receipts</i>		
Community Silver Trust – Matching Grant	3,371,508	2,133,325
<i>Less: Expenditure</i>	(1,831,073)	(1,236,310)
Balance at end of year	<u>3,398,264</u>	<u>1,857,829</u>

The Community Silver Trust (“CST”) is a government matching grant of one dollar for every donation dollar raised by eligible centres to encourage more donations and provide additional resources for service providers in the intermediate and long-term care sector. The grant will enhance capabilities and provide value-added services to achieve higher quality care.

21. Trade and Other Payables

	2018	2017
	SGD	SGD
Trade payables	1,148,511	769,049
Accruals	2,522,816	2,864,165
Other payables	12,201	7,552
	<u>3,683,528</u>	<u>3,640,766</u>

Trade payables are non-interest bearing and are normally settled on 30 days' terms.

22. Other Liabilities

	2018	2017
	SGD	SGD
Refundable deposits	329,054	324,568
Monies held on behalf of Medifund Account	321,146	424,602
Advance receipts	20,259	-
	<u>670,459</u>	<u>749,170</u>

Medifund Account relates to monies received on behalf of Medifund (note 17).

23. Operating Lease Commitments

At the end of the reporting year, the Home has outstanding commitments under non-cancellable operating leases in respect of lease of land and equipment which fall due as follows:

	2018	2017
	SGD	SGD
<i>Rental payables</i>		
Not later than one year	1,646,669	1,781,998
Later than one year but not later than five years	2,363,662	2,805,091
More than five years	3,520,000	3,740,000
	<u>7,530,331</u>	<u>8,327,089</u>

24. Reserves Policy

	2018	2017
	SGD	SGD
Unrestricted fund	30,148,373	25,275,518
Annual Operating Expenditures	28,403,987	26,954,781
Ratio of Reserves to Annual Operating Expenditure	<u>1.06</u>	<u>0.94</u>

The Home will maintain its reserve policy at a level which is at least equivalent to a minimum of half a year of the current operating expenses. The management regularly reviews the amount of reserves that are required to ensure that they are adequate to fulfil the Home's continuing obligations and provide financial stability to the Home's beneficiaries, donors and supporters.

25. Financial Risk Management Objectives and Policies

The main risks from the Home's financial instruments are interest rate risk, liquidity risk and credit risk. The policies for managing each of these risks are summarised below.

Interest Rate Risk

The Home exposure to interest rate risk arises primarily from their fixed deposits. All of the Home's financial assets and liabilities at floating rate are contractually repriced at intervals of less than 12 months (2017: less than 12 months) from the end of the reporting year.

Sensitivity Analysis for Interest Rate Risk

The following carrying amounts of interest-bearing borrowings of the Home that are exposed to interest rate risk:

	2018	2017
	SGD	SGD
Fixed deposits	<u>28,175,117</u>	<u>21,966,526</u>

At the end of the reporting year, if SGD interest rates had been 0.5% (2017: 0.5%) lower/higher with all other variables held constant the home's net surplus for the year would have been SGD 140,876 (2017: SGD 109,833) higher/lower.

25. Financial Risk Management Objectives and Policies (continued)

Liquidity Risk

Liquidity risk is the risk that the Home will not be able to meet its financial obligations as and when they fall due. The management's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities.

The Home reviews its working capital requirements to assess the adequacy of cash and cash equivalents to finance the operations.

Analysis of Financial Instruments by Remaining Contractual Maturities

The table below summarises the maturity profile of the Home's financial assets and liabilities at the end of the reporting year based on contractual undiscounted repayment obligations.

	2018		2017	
	1 year or less SGD	Total contractual cash flow SGD	1 year or less SGD	Total contractual cash flow SGD
<i>Financial assets</i>				
Trade and other receivables	7,524,631	7,524,631	6,494,635	6,494,635
Other assets	470,544	470,544	471,036	471,036
Cash and cash equivalents	30,714,072	30,714,072	25,560,106	25,560,106
	<u>38,709,247</u>	<u>38,709,247</u>	<u>32,525,777</u>	<u>32,525,777</u>
<i>Financial liabilities</i>				
Trade and other payables	3,683,528	3,683,528	3,640,766	3,640,766
Other liabilities	670,459	670,459	749,170	749,170
	<u>4,353,987</u>	<u>4,353,987</u>	<u>4,389,936</u>	<u>4,389,936</u>
Total net undiscounted financial assets	<u>34,355,260</u>	<u>34,355,260</u>	<u>28,135,841</u>	<u>28,135,841</u>

Credit Risk

Credit risk refers to the risk that the counterparty will default on its contractual obligations resulting in a loss to the Home. The Home's exposure to the credit risk arises primarily from trade and other receivables. For other financial assets (including cash and cash equivalents), the Home minimise credit risk by dealing exclusively with high credit rating counterparties.

The Home has adopted a policy of only dealing with creditworthy counterparties. The Home performs ongoing credit evaluation of its counterparties' financial condition and generally do not require a collateral.

The Home considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period.

The Home has determined the default event on a financial asset to be when internal and/or external information indicates that the financial asset is unlikely to be received, which could include default of contractual payments due for more than 90 days or there is significant difficulty of the counterparty.

To minimise credit risk, the Home has developed and maintained the Home's credit risk gradings to categorise exposures according to their degree of risk of default. The credit rating information is supplied by the Home's own records to rate its patients. The Home considers available reasonable and supportive forward-looking information which includes the following indicators:

25. Financial Risk Management Objectives and Policies (continued)

- Internal credit rating
- External credit rating
- Actual or expected significant changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligations
- Actual or expected significant changes in the operating results of the debtor
- Significant increases in credit risk on other financial instruments of the same debtor
- Significant changes in the expected performance and behaviour of the debtor, including changes in the payment status of debtors in the group and changes in the operating results of the debtor

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 90 days past due in making contractual payment.

The Home determined that its financial assets are credit-impaired when:

- There is significant difficulty of the debtor
- A breach of contract, such as a default or past due event
- It is becoming probable that the debtor will enter bankruptcy or other financial reorganisation
- There is a disappearance of an active market for that financial asset because of financial difficulty

The Home categorise a receivable for potential write-off when a debtor fails to make contractual payments more than 90 days past due. Financial assets are written off when there is evidence indicating that the debtor is in severe financial difficulty and the debtor has no realistic prospect of recovery.

The Home's current credit risk grading framework comprises the following categories:

Category	Definition of category	Basis for recognising expected credit loss (ECL)
I	Counterparty has a low risk of default and does not have any past-due amounts	12-month ECL
II	Amount is >90 days past due or there is evidence indicating the asset is credit-impaired (in default).	Lifetime ECL – credit-impaired
III	There is evidence indicating that the debtor is in severe financial difficulty and the other debtor has no realistic prospect of recovery	Amount is written off

The table below details the credit quality of the Home's financial assets, as well as maximum exposure to credit risk by credit risk rating categories:

	Note	Category	12-month of lifetime ECL	Gross carrying amount SGD	Loss allowance SGD	Net carrying amount SGD
31 December 2018						
Trade receivables	15	Note 1	Lifetime ECL (simplified)	582,096	(58,408)	523,688
					<u>(58,408)</u>	

Trade receivables (Note 1)

For trade receivables, the Home has applied the simplified approach in FRS 109 to measure the loss allowance at lifetime ECL. The Home determines the ECL by using a provision matrix, estimated based on historical credit loss experience based on past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions. Accordingly, the credit risk profile of trade receivables is presented based on their past due status in terms of the provision matrix.

	Less than 30 days SGD	31 to 60 days SGD	61 to 90 days SGD	More than 90 days SGD	Total SGD
31 December 2018					
ECL rate	0%	0%	0%	100%	
Estimated total gross carrying amount at default	224,574	229,966	69,148	58,408	582,096
ECL	-	-	-	(58,408)	(58,408)
					<u>523,688</u>
31 December 2017					
Total gross carrying amount	232,593	211,117	63,645	40,371	547,726
Allowance for impairment	-	-	-	(40,371)	(40,371)
					<u>507,355</u>

Information regarding loss allowance movement of trade receivables is disclosed in Note 15.

Exposure to Credit Risk

The Home has no significant concentration of credit risk. The Home has credit policies and procedure in place to minimise and mitigate its credit risk exposure.

26. Fair Value of Financial Assets and Financial Liabilities

The carrying amounts of cash and cash equivalents, trade and other current receivables and payables, provisions and other liabilities and amounts payable approximate their respective fair values due to the relatively short- term maturity of these financial instruments.

27. Donations Receipts

The Home enjoys a concessionary tax treatment whereby qualifying donors are granted tax deduction for the donations made to the Home. The quantum of the tax deduction for each calendar year may vary in accordance with the Singapore Budget. The Institution of Public Character status granted to the Home for general donations is for the period from 17 July 2018 to 16 July 2021 under the Health Endowment Fund Decentralised Scheme.

	2018		2017	
	Tax deductible donations SGD	Non Tax deductible donations SGD	Tax deductible donations SGD	Non Tax deductible donations SGD
Donations	225,053	41,894	195,035	96,194
Fundraising activities	1,027,101	183,092	1,270,442	558,563
Designated funds	422,500	250,000	346,434	800
	<u>1,674,654</u>	<u>474,986</u>	<u>1,811,911</u>	<u>655,557</u>

28. Classification of Financial Assets and Liabilities

The following table summarises the carrying amount of financial assets and liabilities recorded at the end of the reporting year.

	2018	2017
	SGD	SGD
Financial assets at amortised cost	38,650,839	-
Loans and receivables (including cash and cash equivalents)	-	32,485,406
Financial liabilities at amortised cost	4,353,987	4,389,936

29. New Accounting Standards and FRSs Interpretations

At the date of authorisation of these financial statements, the following FRSs, INT FRSs and amendments to FRS that are relevant to the Home were issued but not yet effective:

Description	Effective for annual periods beginning on or after
FRS 116: Leases	1 January 2019

The nature of the impending changes in accounting policy on adoption of FRS 116 is described below.

FRS 116 Leases

FRS 116 requires lessees to recognise most leases on statement of financial position to reflect the rights to use the leased assets and the associated obligations for lease payments as well as the corresponding interest expense and depreciation charges. The standard includes two recognition exemption for lessees – leases of ‘low value’ assets and short term leases. The new standard is effective for annual periods beginning on or after 1 January 2019.

The Home has performed a preliminary assessment based on currently available information, and the assessment may be subject to changes arising from ongoing analysis until the Home adopts FRS 116 in 2019.

On the adoption of FRS 116, the Home expects to recognise right-of-use assets of SGD 6,319,877 and lease liabilities of SGD 6,598,275 for its leases previously classified as operating leases, with a corresponding decrease in the opening retained earnings of SGD 278,398.

How You Can Help



Donate

Every dollar counts. Your donation goes towards our operational costs and will directly make an impact on our elderly residents and clients. As an Institution of a Public Character (IPC number: HEF0062/G), all donations above \$50 will be issued with a receipt for Income Tax Exemption of 2.5 times the amount donated. To send us a cheque, please make a crossed cheque to “**All Saints Home**” and mail it to:

All Saints Home

Front Desk

11 Tampines Street 44

Singapore 529123

Alternatively, you can donate online at www.giving.sg/all-saints-home.

Donate in Kind

We are happy to receive donations-in-kind for consumable items that our residents and clients require on a regular basis such as specialised milk, adult diapers, biscuits without cream filling, toothbrush, toothpaste and more. For more details, please contact us at fundraising@allsaintshome.org.sg.

Volunteer

Our volunteers play a significant role in tending to the social needs of our residents and clients. Companionship and interactions through games, sing-a-long sessions and outings with our elderly are just some of the ways you can help to affirm their connection to the community at large. If you wish to volunteer with us, contact our Community Relations team at cr.team@allsaintshome.org.sg.

We look forward to your continued support.

To download the full Annual Report 2018, please visit our website at **www.allsaintshome.org.sg**.
Alternatively, scan the following QR code:



Thank you!

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All Saints Home (Jurong East)

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All Saints Silver Lifestyle Club @ Yishun Central

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Tel: 6351 1460 | Fax: 6481 2445

All Saints Silver Lifestyle Club @ Yishun Fern Grove

Blk 674, Yishun Ave 4, #01-11
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Tel: 6351 1470 | Fax: 6219 3210



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Compassion Assurance Respect Excellence