



Lions Home
For The Elders
狮子乐龄之家

Affiliated to National Council of Social Service



Building Holistic and Integrated Care for the Elderly

ANNUAL REPORT 2017 / 18

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Our Vision

The Recognised Leading Service Provider in Health, Nursing and Aged Care.

Our Mission

Enabling the Elderly to Lead Enriched Lives through Holistic and Integrated Care.

Our Goals

- To provide love and care to all residents.
- To provide rehabilitation to residents aimed at maximising functional and cognitive abilities and to facilitate their return to the community and loved ones, whenever possible.
- To continually improve our standards and quality of care and services through research, training and education.

About Lions Home for the Elders

Initiated and established by Lions Clubs of Singapore, Lions Home for the Elders offers a spectrum of Aged Care services, caregiver and family support to assist families to meet the challenges of loved ones growing old. A Voluntary Welfare Organisation, the Lions Home actively promotes and employs best practices in providing a comprehensive range of services and programmes for the ageing population.

Our first community home was founded in 1980 and it housed 18 destitute and elderly residents. Over the years, we have expanded our services, capabilities and capacities to include a

holistic approach in Aged Care, and has grown to become one of Singapore's leading eldercare service provider in the community.

Today, Lions Home operates two fully equipped well designed nursing homes at Bishan and Bedok South, with capacity to house 384 residents. We have a team of 200 professional staff comprising nurses, care staff, doctors, allied health professionals such as physiotherapists, occupational therapists and speech therapists; as well as support services staff handling Social Welfare, Administration, Operations and Finance functions.



Chairman's Report

The Lions Home has come a long way since its early days when it first began as a community home to what it is today. It has grown substantially in providing the full spectrum of quality care, serving more than 300 seniors today.

FY 2017 / 2018 has been an extremely gratifying year for the Lions Home as it challenged itself to do more, to improve the lives of its residents. With a relentless drive for continuous improvement in its standard of care, the board of directors and key management staff of Lions Home embarked on a 2-day strategic planning workshop in June 2017. Facilitated by a consultant, the workshop's aim was to devise strategies and action plans to enhance the quality of life for residents, and cope with the demands that arise from the country's rapidly ageing population due to demographic shifts.

STRATEGIC DIRECTIONS

To keep abreast with the present and future developments of healthcare facilities and services, the team has charted new paths for the Home's strategic directions, identified underlying problems and developed six core strategies as advised by the consultant to work on:

Core Strategy 1 – Lead in Eldercare Practices

Take and maintain the lead in eldercare practices, and be recognised as leaders by stakeholders in the eldercare industry.

Core Strategy 2 – Ramp up Bed Capacity

In line with the Ministry of Health (MOH)'s effort to increase aged care capacity and nursing home capacity to 17,000 beds by 2020, the Lions Home will be significantly increasing the number of beds that it operates.

Core Strategy 3 – Enable the Elderly

Optimise access by the Home's beneficiaries (residents and home-care patients) to needed care services.

Core Strategy 4 – Enrich Lives

Focus on empowering the elderly to live enriched lives.

Core Strategy 5 – Provide Holistic Care

Develop the capabilities and capacity to provide holistic care to residents and their caregivers / families.

Core Strategy 6 – Integrate Service

Become a one-stop facility for its residents and their caregivers / families, integrate all in-house and external services to deliver the holistic care.

With a redefined vision and mission unveiled in beginning of 2018, the Home is ready for the future.

FROM HOME TO COMMUNITY

Efforts are ongoing to provide quality and value-added services to seniors who require specialised healthcare needs. Lions Home has been actively engaging with community partners such as Senior Activity Centres and eldercare centres, to introduce new services and programmes. This would enhance its services and equip it with a comprehensive range of eldercare services such as Home Nursing Service. Through collaborative partnerships, the

Home hopes to raise awareness of Lions Home's capability and employees' skill sets, and develop integration of care services within the community.

IMPROVING QUALITY OF CARE

Gearing towards a "Smart Nation", the Home leverages on new smart technology to provide an optimum environment to enhance the well-being of its residents. Assistive technology is employed for persons with disability and those who are going through rehabilitation, to boost their autonomy and help them age-in-place.

In the last year, we have utilised the Community Silver Trust or CST funding to purchase two units of HUR equipment (HUR), expected to arrive in July 2018, for the Senior Care Centre at Lions Home Bishan. Designed for strength training, HUR uses computerised training solutions and technology to motivate seniors to exercise and engage in rehabilitation. It is ideally suitable for seniors going through rehabilitation as well as for those who are training for strength maintenance and strength building purposes. Data is automatically stored for analysis and follow-up. HUR aims to increase independency of seniors as they take ownership of their own training schedule as the system displays all progress which is crucial to motivate them in their recovery process.

Another technology-based therapy that has attracted considerable interest among the Homes' residents is the Jintronix therapy, a virtual rehabilitation platform designed for use in occupational and physical therapy. Its therapeutic series consist of a comprehensive set of exercises and assessment, which combine traditional movements and exercises used in rehabilitation with virtual games and motion-sensing cameras, to make physical therapy more engaging for residents. It allows therapists to devise training routines for residents and adjust difficulty levels. It also tracks each resident's progress and ensures that all the exercises are performed accurately.

To increase memory stimulation and improve on cognitive skills, the Home has also introduced iPad tablet sessions to its residents. The technology-based session creates a positive impact on residents' quality of life and overall well-being as it promotes social interaction and engagement. With a touch of the screen, the iPad offers easy navigation and a more person-centred approach to support residents as they master new technology and gain greater independence in selecting and determining the types of activities that intrigue them.

These technology-based interventions have yielded significant improvements for the residents, and the Home hopes that more residents will continue to reap the benefits. The Home would like to place on record its thanks to the Government for the generous funding which made technology-based interventions a reality in the two Lions Homes.

The Lions Home will continue its focus on a strategy framework, to better optimise its resources to ensure long-term sustainability.



FINANCIAL STATUS

The Lions Home's audited financial statement for FY 2017 (ending 31 March 2018) showed an increase in the Home's total operating expenses of 12%, from \$13.8 million to \$15.4 million.

The majority of expenses came from staff cost, comprising 46% of its total operating expenses. The Home is constantly looking for skilled and committed staff to deliver quality care and services to its residents.

I am pleased to report that \$1.54 million of net donations were raised in FY 2017 (ending 31 March 2018), consisting of donations from public and fundraising efforts by the Lions Clubs of Singapore. In addition, government funding plays a pivotal role in helping to defray the expenses of running our two homes. The Lions Home has benefitted immensely from the various grants received from MOH. The funding and contributions we received went directly into the high operating expenses, activities, and services and programmes of both the Bishan and Bedok Homes. The Lions Home is indeed grateful to be able to continue bringing quality care to its residents.

LOOKING AHEAD

Challenges:

- Addressing the challenge of shortage of skilled manpower in the sector
- Focusing on the range and scope of services the Home is providing, in line with community needs and expectations with the amount of resources

- Managing finances so that it is able to optimise resources in the face of rising costs
- Inculcating the right mindset in facing the new realities and taking the necessary actions
- Preparing for greater responsibilities for residents with declining social support and increasing mental health issues.

As Chairman, I am deeply grateful to the Board, staff of Lions Home, Lions Clubs of Singapore, donors and sponsors (both corporate and individuals) and stakeholders for their invaluable contributions and commitment to the Home. Your efforts will continue to allow our residents to lead enriching lives, and enable us to continue our mission.

I would like to thank MOH, the Agency for Integrated Care (AIC) and all other healthcare partners for their unwavering support as we continue to provide the best possible care and meet the diverse needs of our seniors in our community. In spite of the challenges ahead, we are optimistic that our collective pursuit of the desired transformation in eldercare will succeed.

Thank you for being part of us and I look forward to your partnership in the coming years.

PDG Lion Isabel Cheong
Chairman

Board of Directors CY 2018



1. **PDG Lion Isabel Cheong**
Chairman of Lions Home
(Date of Appointment: 1 January 2015)
Retired Physiotherapist of National Council of Social Service
2. **PDG Lion Bobby Eng**
1st Vice Chairman
(Date of Appointment: 1 January 2015)
Managing Partner of Bob Eng & Partners (Public Accountants & Chartered Accountants Singapore)
3. **Lion Eric Koh**
2nd Vice Chairman
(Date of Appointment: 1 January 2018)
Director of LinkUPCRM Private Limited
4. **Lion Angeline Woo Rong Zheng**
Secretary
(Date of Appointment: 1 January 2015)
Director of GIP Property Ventures Pte Ltd
5. **Lion Chua Soo Chiew**
Treasurer
(Date of Appointment: 1 January 2016)
Public Accountant of Chua Soo Chiew & Associates PAC
6. **Lion Jonathan Sim**
Assistant Treasurer
(Date of Appointment: 1 January 2018)
Director of Asia Financial Consulting Pte Ltd
7. **PCC Lion Chin Siew Gim**
Immediate Past Chairman
(Date of Appointment: 1 January 2015)
Registered Architect of S G CHIN & ASSOCIATES Chartered Architects
8. **District Governor Lion Jerrick Tay**
Business Owner of VEGE (S) Station
9. **Lion Victor Lee**
Director
(Date of Appointment: 1 January 2015)
Advocate & Solicitor of Chambers Law LLP
10. **Lion Simon Ng**
Director
(Date of Appointment: 1 January 2018)
Project Manager of Everlast Projects Pte Ltd
11. **Lion Dr Steven Chong**
Director
(Date of Appointment: 1 January 2018)
Retired Director of China Operations, KS Distribution (Shanghai) Ltd
12. **Lion Aranea Chua**
Director
(Date of Appointment: 1 January 2017)
Business Owner of Clubssupplies
13. **Lion Francis Woo**
Director
(Date of Appointment: 1 January 2016)
Director of Red Star Event & Trading
14. **Lion Stuyvesant Lim**
Director
(Date of Appointment: 1 January 2017)
Director of Frontier Force Technology Pte Ltd
15. **Lion Samuel Tay**
Director
(Date of Appointment: 1 January 2018)
Managing Director of Kenford Resources & Marketing Pte Ltd
16. **Lion Tan Eng Siong**
Director
(Date of Appointment: 1 January 2017)
Accounts Executive of Sin Kee Famous Chicken Rice



- 17. Lion Chai Ming Voon**
Director
 (Date of Appointment: 1 January 2018)
Retired Principal Engineer of Defence Science & Technology Agency

- 18. Lion Lim Eng Heng**
Co-opted Director
 (Date of Appointment: 1 January 2018)
CEO / Director of Cast Laboratories Pte Ltd

- 19. Lion Shirley Lee**
Co-opted Director
 (Date of Appointment: 1 January 2018)
Retired Managing Partner of Incorform Corporate Management Team

- 20. Lion Mary Ong**
Co-opted Director
 (Date of Appointment: 1 January 2018)
Retired Chief Executive Officer of Bridge Mobile Pte Ltd, Bridge Alliance (A Singtel joint venture)

TRUSTEES (2018)

- 21. PCC Lion Lim Hon Chee**
- 22. PDG Lion David Lee**
- 23. PDG Lion Henre WH Tan**
- 24. PDG Lion Steven Seah**

HEARTFELT THANKS

The Lions Home expresses its sincere appreciation for the services of the following outgoing Management Board members who have completed their terms:

- **2nd Vice Chairman, 1st VDG Jeffrey Yang (2016 - 2017)**
- **Assistant Treasurer, Lion Goh Boo Han (2016 - 2017)**
- **Director Lion Albert Chew (2014 - 2017)**
- **Director Lion Richard Khoo Yong Ker (2016 - 2017)**
- **Director Lion Eric Koh (2016 - 2017)**
Lion Eric Koh continues to serve Lions Home as 2nd Vice Chairman.
- **Director Lion Mary Ong (2016 - 2017)**
Lion Mary Ong continues to serve Lions Home as Co-opted Director.
- **Co-opted Director Lion Dr William Choo (2017)**
- **Co-opted Director Lion Maureen Lee (2017)**
- **Co-opted Director Lion Peter Anthony Lim (2015 - 2017)**
- **Co-opted Director Lion Peter Tan (2016 - 2017)**

Organisation Chart CY 2018

CHAIRMAN

PDG Lion Isabel Cheong

EXCO / GOVERNANCE COMMITTEE

CHAIRMAN : PDG Lion Isabel Cheong
1ST VICE CHAIRMAN : PDG Lion Bobby Eng
2ND VICE CHAIRMAN : Lion Eric Koh
SECRETARY : Lion Angeline Woo Rong Zheng
TREASURER : Lion Chua Soo Chiew
ASSISTANT TREASURER : Lion Jonathan Sim
IMMEDIATE PAST CHAIRMAN : PCC Lion Chin Siew Gim
CONSTITUTION & BY-LAWS CHAIRMAN : Lion Victor Lee

HUMAN RESOURCE COMMITTEE

CHAIRMAN:
 PDG Lion Isabel Cheong

 PDG Lion Bobby Eng
 Lion Eric Koh
 Lion Chua Soo Chiew

OPERATION FOCUS

AUDIT COMMITTEE

CHAIRMAN:
 Lion Lim Eng Heng
(Co-opted)

 Lion Maureen Lee
 Lion Woo Sek Han

BUILDING & MAINTENANCE COMMITTEE

CHAIRMAN:
 Lion Simon Ng

 Lion Peter Tan
 Lion Tjen Hian Ka

CONTRACTS & PURCHASING COMMITTEE

CHAIRMAN:
 Lion Dr Steven Chong

 Lion Albert Chew

FINANCE COMMITTEE

CHAIRMAN:
 Lion Chua Soo Chiew

 PDG Lion Bobby Eng
 Lion Jonathan Sim

CORPORATE AFFAIRS COMMITTEE

CHAIRMAN:
 Lion Angeline Woo Rong Zheng

EDITORIAL SUB-COMMITTEE:
 Lion Dr Chey Chor Khoon
 Lion Gladys Lim
 Lion Mary Ong
 Lion Lily Tan
 Lion Eng Teal

MISSION / SERVICES

STRATEGIC PARTNERSHIP COMMITTEE

CHAIRMAN: Lion Eric Koh

FUNDRAISING COMMITTEE

CHAIRMAN:
 Lion Aranea Chua

GUIDELINES & GOVERNANCE:
 Lion Francis Woo
 Lion Stuyvesant Lim

LIONS CLUBS & CORPORATE:
 Lion Samuel Tay
 Lion Tan Eng Siong

VOLUNTEER COMMITTEE

CHAIRMAN:
 Lion Shirley Lee *(Co-opted)*

OUTREACH / MANAGEMENT:
 Lion Chai Ming Voon

OUTREACH / BISHAN COMMUNITY:
 Lion Stuyvesant Lim

SERVICE QUALITY COMMITTEE

CHAIRMAN:
 Lion Mary Ong *(Co-opted)*

Chief Executive Officer
 Ms Doreen Lye

Chief Operating Officer
 Mr Michael Foo

Director of Nursing
 Ms Patsy Pang

PROGRAMMES & RESIDENTS' FINANCIAL WELFARE COMMITTEE

CHAIRMAN:
 Lion Mary Ong *(Co-opted)*

Chief Executive Officer
 Ms Doreen Lye

Chief Operating Officer
 Mr Michael Foo

Director of Nursing
 Ms Patsy Pang

MEDIFUND COMMITTEE – APPROVED BY MINISTRY OF HEALTH

(1 APRIL 2017- 31 MARCH 2021)

CHAIRMAN: Lion Menon Dayanand

Lion Tan Soh Keng
 Lion Woo Fu Chu Sin
 Mr Chang Weng Foo Henry

Board Meeting Attendance

Board meeting attendance reported is based on Lions Home Financial Year (FY) April 2017 – March 2018.

Members of Lions Home Management Board are elected at the Annual General Meeting. Their term of office commences on 1 January following the Annual General Meeting and they serve for a term of two years.

Date of Board Meetings from FY April 2017 – March 2018:

1. **22 May 2017**
2. **31 July 2017**
3. **23 October 2017**
4. **22 January 2018**
5. **26 March 2018**

Lions Home held its **37th Annual General Meeting** on 23 September 2017.

BOARD MEMBER	DESIGNATION	ATTENDANCE IN FY APRIL 2017 – MARCH 2018
PDG Lion Isabel Cheong	<i>Chairman of Lions Home</i>	4 out of 5
PDG Lion Bobby Eng	<i>1st Vice Chairman</i>	5 out of 5
1st VDG Lion Jeffrey Yang <i>April 2017 – December 2017</i>	<i>2nd Vice Chairman</i>	2 out of 3
Lion Eric Koh <i>April 2017 – December 2017</i>	<i>Director</i>	3 out of 3
<i>January 2018 – March 2018</i>	<i>2nd Vice Chairman</i>	1 out of 2
Lion Angeline Woo Rong Zheng	Secretary	5 out of 5
Lion Chua Soo Chiew	Treasurer	5 out of 5
Lion Goh Boo Han <i>April 2017 – December 2017</i>	Assistant Treasurer	3 out of 3
Lion Jonathan Sim <i>January 2018 – March 2018</i>	Assistant Treasurer	1 out of 2
PCC Lion Chin Siew Gim	Immediate Past Chairman	4 out of 5
DG Lion Gilbert Tan <i>April 2017 – June 2017</i>	District Governor	1 out of 1
DG Lion Jerrick Tay <i>July 2017 – March 2018</i>	District Governor	0 out of 4
Lion Aranea Chua	Director	5 out of 5
Lion Victor Lee	Director	4 out of 5
Lion Stuyvesant Lim	Director	3 out of 5
Lion Tan Eng Siong	Director	2 out of 5
Lion Francis Woo	Director	2 out of 5
Lion Albert Chew <i>April 2017 – December 2017</i>	Director	3 out of 3
Lion Chai Ming Voon <i>January 2018 – March 2018</i>	Director	2 out of 2
Lion Dr Steven Chong <i>January 2018 – March 2018</i>	Director	2 out of 2
Lion Simon Ng <i>January 2018 – March 2018</i>	Director	2 out of 2
Lion Samuel Tay <i>January 2018 – March 2018</i>	Director	2 out of 2
Lion Mary Ong <i>April 2017 – December 2017</i>	Director	2 out of 3
<i>January 2018 – March 2018</i>	Co-opted Director	2 out of 2
Lion Dr William Choo <i>April 2017 – December 2017</i>	Co-opted Director	3 out of 3
Lion Maureen Lee <i>April 2017 – December 2017</i>	Co-opted Director	3 out of 3
Lion Peter Anthony Lim <i>April 2017 – December 2017</i>	Co-opted Director	3 out of 3
Lion Peter Tan <i>April 2017 – December 2017</i>	Co-opted Director	3 out of 3
Lion Shirley Lee <i>January 2018 – March 2018</i>	Co-opted Director	2 out of 2
Lion Lim Eng Heng <i>January 2018 – March 2018</i>	Co-opted Director	1 out of 2

Corporate Governance

BOARD OF DIRECTORS

The Lions Home for the Elders (LHE) is governed by a Board of Directors whose members are made up of volunteers according to its constitution. The Board's role is to provide leadership and directions to LHE, and ensure it maintains good corporate governance. It acts as one entity and represents the interest of the Home, by governing its affairs on behalf of the general members of Lions Clubs of Singapore. The Board plans strategically for the organisation and elects members with diverse professional expertise who will contribute to the long-term development of LHE. Board members do not receive any remuneration and benefits for their involvement at LHE, and none of them held any staff appointment.

Board meetings are held five times a year, excluding the Annual General Meeting, and board members submit Self-Assessment Declaration Forms annually. LHE does not have related entities.

BOARD NOMINATION AND ELECTION

Process and procedures for nomination, election and appointments to the Board shall be in compliance with LHE Constitution and By-Laws, and other legal requirements. The Constitution and By-Laws was last revised and approved by the Board of Directors on its Annual General Meeting held on 10 September 2016, and approved by ROS on 21 November 2016. Please visit LHE website (www.lionshome.org.sg) to view the full set of Constitution and By-Laws.

Lions members with the skills / expertise are encouraged to serve on the Board, to ensure there is a balanced mix of competencies to fulfil its vision, mission and goals.

FIDUCIARY DUTIES OF BOARD OF DIRECTORS

Duty of Loyalty

To place the interests of LHE first, and not to use one's appointment as a Director to further private interests. This includes the aspect of Confidentiality: members of the Board are obliged to keep LHE business private and not to discuss matters brought up during Board meetings with external parties.

Duty of Diligence

To act reasonably, prudently, and in good faith in making decisions, with due consideration of the current and future impact that the decisions made will have on LHE.

Duty of Obedience

To act within the scope of the governing policies of LHE operation and the governing laws of Singapore; to comply with the rules and regulations that apply to LHE as a Voluntary Welfare Organisation governed by Commissioner of Charities and Registrar of Societies.

COMMITTEES

The Board of Directors oversees several committees, each with different and specific functions and responsibilities, and chaired by Directors. These committees include the EXCO / Governance Committee, Audit and Finance Committees, Building and Maintenance Committee, Contracts & Purchasing

Committee, Corporate Affairs Committee, Human Resource Committee, Programmes & Residents' Financial Welfare Committee, Strategic Partnership Committee and the Service Quality Committee. Meetings are held regularly by these committees to provide advice and execute its responsibilities.

EXCO / Governance Committee

The EXCO / Governance Committee, chaired by the Chairman of Lions Home, consists of Board members, and is assisted and supported by LHE Chief Executive Officer. The Committee advises the Board of Directors on matters relating to the Board's governance, structure and processes, effectiveness of the Board and its members so as to ensure that the Board fulfils its legal, ethical and functional roles and responsibilities.

- Frequency of Meeting: At least 4 times a year
- Roles and Responsibilities of the EXCO / Governance Committee:
 - » To ensure that Board policies and procedures are in place, periodically reviewed, and recommend changes as required.
 - » To assist the Board in periodically updating and reviewing its primary areas of focus based on the strategic plan, the annual board assessment, and an annual review of a plan for board development in line with the organisation's mission, goals, objectives, programmes and services.
 - » To ensure LHE complies with Corporate Governance Policies and Guidelines.
 - » To ensure that the Board, its committees and members comply with guidelines as set out in the LHE Board of Directors Handbook.
 - » To provide process for succession of Board members and Chief Executive Officer.

Audit and Finance Committees

The Audit Committee assists the Board to safeguard the Home's assets and provide a channel of communication between the Board and external auditors. The Finance Committee, chaired by the LHE Treasurer, ensures that financial statements are properly prepared and audited in accordance with existing rules and regulations (Financial Reporting Standards). This Committee also ensures the legitimate use of Lions Home financial resources. Both committees meet few times a year to review and approve audited financial statements, and prepare the Annual Budget.

Building and Maintenance Committee

The Building Maintenance Committee advises, assesses and oversees the necessary upgrading and maintenance of both the Bishan and Bedok Homes.

Contracts & Purchasing Committee

The Contracts & Purchasing Committee receives and reviews proposals and quotations to ensure Procurement and contract services adhere to the Procurement Management Policy.

Corporate Affairs Committee

The Corporate Affairs Committee (comprises Editorial Sub-Committee) builds a positive image of LHE in promoting good relations with stakeholders.

Human Resource Committee

The Human Resource Committee assists the Board to ensure the formulation and implementation of Human Resource Policies and Procedures for employees of LHE. The committee meets twice yearly to deliberate on personnel matters and remuneration.

Programmes & Residents' Financial Welfare Committee

The Programmes & Residents' Financial Welfare Committee advises and familiarises the Board on matters relating to the operations and approaches of LHE programmes and service. These include providing assistance through thorough evaluation on residents and families' appeals for financial assistance.

Strategic Partnership Committee

The Strategic Partnership Committee (comprises Fundraising & Volunteer Committees) meets several times a year to plan and oversee fundraising strategies for the development of Lions Home programmes and services to achieve its vision and mission, whilst ensuring compliance of fundraising activities.

Service Quality Committee

The Service Quality Committee oversees and reviews all aspects of quality and services relating to the provision of care and services in support of getting optimal clinical, administration, operation and financial outcomes for LHE stakeholders and beneficiaries.

MANAGING RISKS

The Board has an oversight responsibility to ensure LHE maintains a proper system for risk management. The five categories of Risk include Financial Risks, Operations Risks, Workforce Risks, Beneficiaries / Clients Risks and Reputational Risks.

POLICIES**LOAN POLICY**

LHE has a Loan Policy that it will not grant any loans or make any donations to staff or external parties at all times.

PERSONAL DATA PROTECTION POLICY

LHE has a Personal Data Protection Policy which provides information on how we collect, use data and to whom we may disclose.

For any enquiry on personal data protection, please contact:

- Ms Doreen Lye, Chief Executive Officer (LHE)
Email: doreen.lye@lionshome.org.sg
- Ms Lena Iriawati, Assistant Manager, Corporate Communications (LHE)
Email: lena.iriawati@lionshome.org.sg

POLICY OF AVOIDANCE OF POTENTIAL CONFLICT OF INTEREST

LHE, including all its Directors and staff, shall avoid any conflict between their own respective personal, professional or business interests and the interests of LHE, in any and all actions taken by them on behalf of LHE in their respective capacities.

The Board of Directors reviews the conflict of interest policy annually and key staff declared conflict of interest at the beginning of each year (January).

Under any circumstance, in the event that any Director or staff shall have any direct or indirect interest in, or relationship with, any individual or organisation which offers to enter into any transaction with LHE, including but not limited to the following areas:

- a. any sale, purchase, lease or rental of any product or other asset, with any vendor.
- b. any vested interest in other organisations that have dealings or relationship with LHE.
- c. any joint ventures between LHE and external parties.
- d. recruitment of staff with close relationship (i.e. those who are more than acquaintances) with the current Board or Committee members or staff.
- e. the award of any contract or subcontract.

Such person shall give notice of such interest or relationship and shall thereafter refrain from discussing or voting on the particular transaction in which he / she has an interest, or otherwise attempting to exert any influence on LHE to affect a decision to participate or not participate in such transaction.

RESERVES POLICY

LHE has a Reserves Policy to ensure proper management of its resources in order to sustain a working capital for ongoing programmes and services for our beneficiaries. The policy of cash reserves ratio to operating expenditure is three years of LHE annual operating expenses. Such reserves shall be invested in principal guaranteed, risk-free investments.

WHISTLE BLOWING POLICY

A whistleblower is an employee of LHE who reports an activity that he / she considers to be illegal or dishonest to one or more of the parties specified in this Policy. The whistleblower is not responsible for investigating the activity or for determining fault or corrective measures. If an employee has knowledge of or a concern of illegal or dishonest fraudulent activity, the employee is to contact our Secretary, who is responsible for investigating and coordinating corrective actions, through email: angiewoo6008@gmail.com.

Code of Governance

FY 1 April 2017 – 31 March 2018

S/NO.	CODE DESCRIPTION	CODE ID	COMPLIANCE	EXPLANATION (IF THE CODE GUIDELINE IS NOT COMPLIED OR NOT APPLICABLE)
BOARD GOVERNANCE				
1	Are there Board members holding staff appointments?		No	
2	There is a maximum term limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman).	1.1.6	Complied	
3	The Board conducts regular self-evaluation to assess its performance and effectiveness.	1.1.10	Complied	
4	There are Board committees (or designated Board members) with documented terms of reference.	1.2.1	Complied	
5	The Board meets regularly with a quorum of at least one-third or at least three members, whichever is greater (or as required by the governing instrument).	1.3.1	Complied	
CONFLICT OF INTEREST				
6	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied	
7	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied	
STRATEGIC PLANNING				
8	The Board reviews and approves the vision and mission of the charity. They are documented and communicated to its members and the public.	3.1.1	Complied	
9	The Board approves and reviews a strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	
HUMAN RESOURCE MANAGEMENT				
10	The Board approves documented human resource policies for staff.	5.1	Complied	
11	There are systems for regular supervision, appraisal and professional development of staff.	5.6	Complied	
12	There is a system to address grievances and resolve conflicts.	5.11	Complied	
FINANCIAL MANAGEMENT AND CONTROLS				
13	The Board ensures internal control systems for financial matters are in place with documented procedures.	6.1.2	Complied	
14	The Board ensures reviews on the charity's controls, processes, key programmes and events.	6.1.3	Complied	
15	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	
16	The charity discloses its reserves policy in the annual report.	6.4.1	Complied	
17	Does the charity invest its reserves?		No	Reserves are placed in Term Deposits
FUNDRAISING PRACTICES				
18	Donations collected are properly recorded and promptly deposited by the charity.	7.2.2	Complied	
DISCLOSURE AND TRANSPARENCY				
19	The charity makes available to its stakeholders an annual report that includes information on its programmes, activities, audited financial statements, Board members and executive management.	8.1	Complied	
20	Are Board members remunerated for their Board services?		No	
21	Does the charity employ paid staff?		Yes	
22	No staff is involved in setting his or her own remuneration.	2.2	Complied	
23	The charity discloses in its annual report the annual remuneration of its three highest paid staff who each receives remuneration exceeding \$100,000, in bands of \$100,000. If none of its top three highest paid staff receives more than \$100,000 in annual remuneration each, the charity discloses this fact.	8.3	Complied	
PUBLIC IMAGE				
24	The charity accurately portrays its image to its members, donors and the public.	9.1	Complied	



Management Team



1. Ms Doreen Lye

Chief Executive Officer (Appointed 1 May 2016)

Executive Director (1 February 1998 – 30 April 2016)

Nurse Administrator (1995 – January 1998)

Saint Andrew's Community Hospital

2. Mr Michael Foo

Chief Operating Officer (Appointed 30 April 2018)

Deputy Executive Director (May 2016 – April 2018)

Lions Befrienders Service Association (Singapore)

3. Ms Patsy Pang

Director of Nursing (Appointed 26 March 2018)
Clinical Department

Assistant Director of Nursing (June 2016 – March 2018)

NTUC Health Nursing Home (Chai Chee)

4. Mr Joselito Jiporac

Assistant Director of Nursing
Clinical Department

5. Mrs Ho Huey Huey

Head
Finance Department

6. Ms Heng Hiang-Hiang

Head
Admin & Operations Department

7. Ms Florence Ho

Head
Human Resource Department

8. Ms Lena Iriawati

Assistant Manager, Corporate Communications
Corporate Affairs Department

9. Ms Dorothy Low

Assistant Manager
Public / Social Welfare Department

10. Ms Pratiti Kaji

Rehabilitation Manager
Rehabilitation Department

11. Ms Ramalingam Vasanthi

Senior Nurse Manager
Nursing Department

**TRAINING & EDUCATION
DEPARTMENT**

12. Ms Monica Jayarni
Senior Clinical Educator

13. Ms Pia Pagaduan Vallejo
Clinical Educator

SENIOR CARE CENTRE

14. Ms Du Juan
Assistant Nurse Manager

At a Glance

FY 1 April 2017 – 31 March 2018

LIONS HOME STAFF HEAD COUNT: 228

174
CARE
STAFF

33
SUPPORT
STAFF

21
ADMINISTRATIVE
STAFF



*All staff are appraised annually through open performance appraisal.

ASSISTED LIVING UNIT

11

ASSISTED LIVING UNIT
RESIDENTS SERVED
@ Bishan Home



TOTAL NUMBER OF ADMISSIONS: 98

61
ADMISSIONS
@ Bishan Home

37
ADMISSIONS
@ Bedok Home



MORTALITY RATE: 63



37
@ Bishan Home

26
@ Bedok Home

RESIDENTIAL CARE – BED OCCUPANCY

230 BEDS
@ Bishan Home

Total Number of Occupancy: 202

154 BEDS
@ Bedok Home

Total Number of Occupancy: 126



SENIOR CARE CENTRE @ LIONS HOME BISHAN

34
Clients

30
Newly enrolled
clients



STAFF TRAINING & EDUCATION

18,476
TRAINING HOURS
provided to newly recruited
healthcare staff for Structured
Orientation Programme

1,614
Number of times staff benefitted
from **IN-HOUSE REFRESHER
TRAINING COURSE**



REHABILITATION SERVICE FOR RESIDENTS



34,452
Direct Individualised
REHABILITATION INTERVENTIONS
(1 staff : 1 resident)

2,976
Times of **TAI CHI**

4,416
PSYCHO-SOCIAL
Group Activities

3,236
Times of
PARO THERAPY

631
Virtual rehabilitation
platform sessions
(JINTRONIX)

2,182
Sessions of cognitive
activities **USING IT INTERVENTIONS (TABLETS)**

SOCIAL WORK & ADVOCACY



98
FINANCIAL COUNSELLING
held with family members

175
Residents benefitted from **LIONS HOME ASSISTANCE** through Medifund

78
residents received help through **LIONS HOME SUBSIDY**

WEEKLY SOCIAL ACTIVITIES FOR RESIDENTS



1,827
Number of times residents **PARTICIPATED IN KACANG PUTEH STALL**

944
Times of **DRUM THERAPY**

4,312
Number of times residents **ENGAGED IN KOPITIAM**

994
Times of **SINGING LESSONS**

DEMENTIA MANAGEMENT & CARE



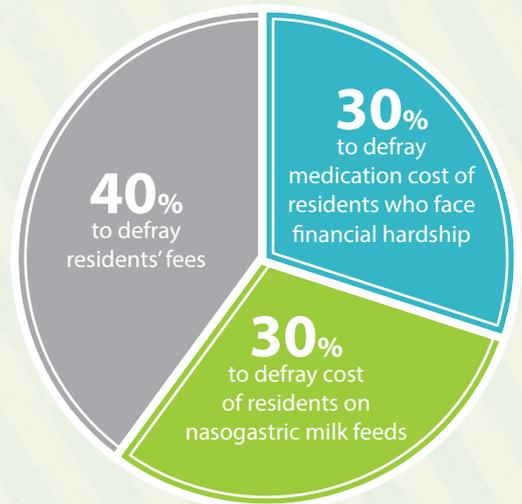
45
BISHAN RESIDENTS
benefitted from
Dementia Care Mapping

Fundraising Event

GIVE GIFTS. LIFT LIVES.

Lions Home for the Elders is grateful to and appreciative of all supporters for making the Lions Home Flag Day 2017 on Saturday, 11-November a great success. A total of 18 stations were set up island-wide as administration points to distribute 797 collection tins to 885 flag sellers.

The gross amount collected was \$205,707 (minus expenses \$10,545) and this amount raised would be used to defray the costs of running the two nursing homes located at Bishan and Bedok.



Highlights

5 & 6 JUNE 2017

Lions Home Board members and key staff participating in a 2-day Strategic Planning Workshop.



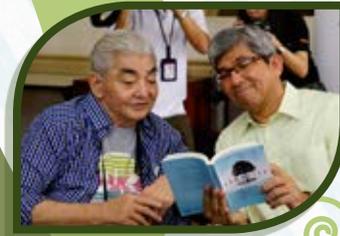
27 APRIL 2017

Staff putting up a stunning dance performance during the Lions Home Staff Night held at Hilton Hotel.



29 JULY 2017

Resident enjoying a good read by Dr Yaacob Ibrahim, then-Minister for Communications and Information, on National Reading Day.



8 AUGUST 2017

Official opening of the Kacang Puteh cart at the Lions Home Bedok.



20 OCTOBER 2017

LHE staff Madam Chong Ngee Moy (middle) and Siyvester Cheong (right) receiving a Bronze Award from Ms Heidi Rafman (left), Deputy Chief of ILTC Quality, Innovation and Productivity Division (AIC), during the final culinary cook-off (Share & Cook Sharing Session*) at Temasek Polytechnic Asian Kitchen.

*An initiative by AIC as part of the "Eat Well. Age Well. Live Well 2017" campaign. Photo courtesy: © Agency for Integrated Care Pte Ltd. Reproduced with Permission.



4 NOVEMBER 2017

Mrs Josephine Teo, then-Minister, Prime Minister's Office and Second Minister for Manpower and Home Affairs, adding some final touches to the newly painted wall mural during her visit to the Lions Home Bishan, in support of The Gardens at Bishan Neighbourhood Committee.



11 NOVEMBER 2017

Volunteers queuing up to return their tins on Lions Home Flag Day.



2 DECEMBER 2017

Guest of Honour, Mr Chee Hong Tat, then-Senior Minister of State for Health, receiving a token of appreciation from Chairman, PDG Lion Isabel Cheong at the Lions Home Recognition Night.



16 JANUARY 2018

A group photo after a successful event - Pandemic Preparedness Exercise (jointly organised by MOH and AIC).



Our Services



24-HOUR NURSING & CLINICAL CARE

Lions Home has a dedicated team of experienced nursing and care staff to provide 24-hour nursing and clinical care to our residents. We employ the services of General Practitioners who provide medical consultation three times a week and geriatricians and psycho geriatricians for their expertise in managing residents' mental well-being.



DEMENTIA MANAGEMENT & CARE

The Dementia Specific ward is designed to accommodate to the individual needs of the dementia residents in maintaining their dignity and self-esteem. Specially trained staff inculcate a culture of caring as residents learn to live with dementia, and engage dementia residents with a range of cognitive and social activities, such as Reminiscence therapy.



ASSISTED LIVING UNIT

The Assisted Living Unit (ALU) is built to bridge the care services between community-based living and living in a more controlled and restrictive environment of a nursing home. It provides the residents with dignity and quality of life. The ALU creates a sense of self-reliance and self-maintenance for the residents, while still providing 24-hour supervision and medical assistance.



SENIOR CARE CENTRE

The Senior Care Centre in the Lions Home in Bishan, is an integrated facility providing dementia day care, maintenance day care and social activities, rehabilitation, and centre-based nursing. Rehabilitation programmes are designed to enhance clients' physical mobility, and social activities involve residents in the community to maximise interaction.



REHABILITATION SERVICES

The physiotherapists and occupational therapists design individualised rehabilitation programmes in line with our clinical care plan for each resident. A combination of therapies, including the Speech Language Therapy, aimed at improving the quality of life, is provided for residents with functional impairments, chronic diseases and dementia. These tailored programmes help residents cope with their disability, provide support and comfort. Some of these therapies include:

- **Ball Games**
- **Bingo**
- **IT Intervention (Jintronix)**
- **IT Intervention (Tablets)**
- **PARO Therapy**
- **Tai Chi Classes**



SCHEDULED RESPITE CARE

The Scheduled Respite care is a short-term care service ideal for families who need temporary nursing care and lodging for their loved ones.



END-OF-LIFE CARE

The end-of-life care service provides our residents comfort and specialised care.



SOCIAL WORK & ADVOCACY

The Public and Social Welfare department offers financial counselling and assistance to residents' families to cope with hardships they may face. The team works closely with families and assesses residents' specific needs to ensure the best possible placement of residential care.





STAFF TRAINING & EDUCATION

The Lions Home is an advocate of ongoing training and upgrading of skills to ensure that all staff keep up-to-date with clinical advancements and development. The Home has established itself as a teaching nursing home to raise the profile and improve the image of the nursing profession. Certified by the Institute of Technical Education (ITE) as an OJT Centre, an approved On-the-job Training Centre, it offers clinical staff with professional education, on-the-job training and clinical research to improve knowledge and evidence-based practices.

Activities & Programmes

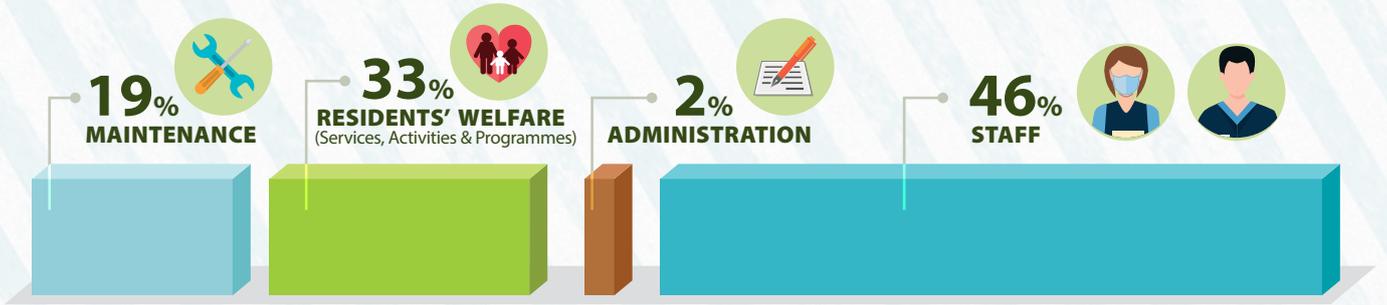


RESIDENTS' SOCIAL ACTIVITIES

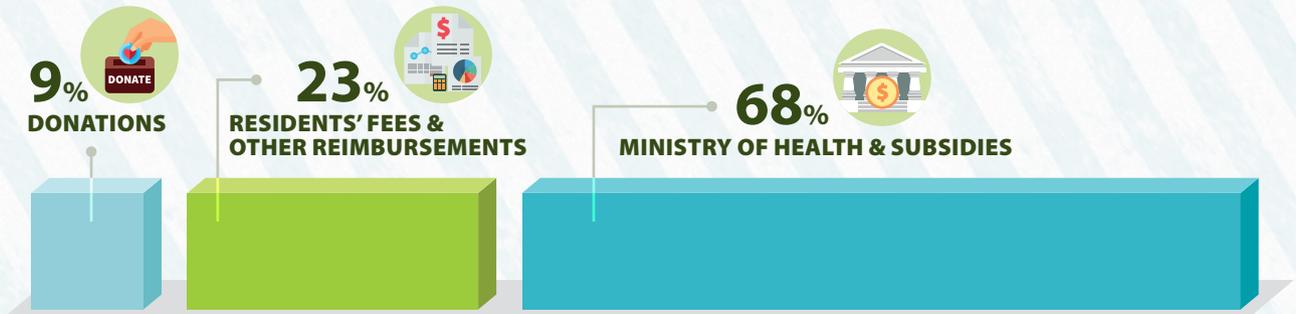
Our residents are actively engaged in an array of meaningful activities that provide ample opportunities to learn, grow and express themselves and have fun. These activities, which aim to stimulate the intellect, build strength and raise spirits, include:

- **Art and craft**
- **Cooking**
- **Kacang Puteh sessions**
- **Kopitiam sessions**
- **Music Therapy**
- **Outings to libraries, markets and shopping malls**
- **Singing lessons**

Operating Expenses As at end of March 2018



Source of Funds



Breakdown of Charity Dollar



For every \$1.00 Lions Home received in FY 2017 / 2018, \$0.83 went directly to:

- **Residents' Expenses**
 - » Care Staff & Medical Doctors
 - » Prescribed Standard Medication
 - » Physiotherapy, Occupational Therapy & Recreational Therapy
 - » Medical Consumables
 - » Nutritional Prescribed Milk Feeds
 - » Activities & Programmes
 - » Meals (served 6 times a day)
- **Other Related Staff Cost**
- **Maintenance of the facility**

The remaining \$0.17 are reserved to meet Lions Home's future needs and developments.



Financial Statements

STATEMENT BY THE MANAGEMENT BOARD

On behalf of the Management Board, we do hereby state that in our opinion, the financial statements of Lions Home For The Elders as set out on pages 21 to 32 are properly drawn up in accordance with the Societies Act, Chapter 311, Charities Act, Chapter 37 and other relevant regulations and Financial Reporting Standards in Singapore so as to present fairly, in all material respects, the financial position of the Society as at 31 March 2018, and of the financial performance, changes in accumulated fund and other funds and cash flows of the Society for the financial year ended on that date.

PDG Lion Isabel Cheong
Chairman

23 July 2018

Lion Chua Soo Chiew
Honorary Treasurer

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LIONS HOME FOR THE ELDERS

(Registered in Singapore under the Societies Act)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the accompanying financial statements of Lions Home For The Elders (the "Society") as set out on pages 21 to 32, which comprise the balance sheet as at 31 March 2018, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the financial 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 Societies Act, Chapter 311 (the "Societies Act"), the Charities Act, Chapter 37 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRSs") so as to present fairly, in all material respects, the financial position of the Society as at 31 March 2018 and the financial performance, changes in accumulated fund and other funds and cash flows of the Society 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 Society 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

The Management Board is responsible for the other information. The other information comprises the information included in the Annual Report but does not include the financial statements and our auditor's report thereon.

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 that fact. We have nothing to report in this regard.

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

The Management Board is responsible for the preparation and fair presentation of these financial statements in accordance with the Societies Act, Charities Act and Regulations and FRSs, and for such internal control as the Management Board 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 Board is responsible for assessing the Society's ability to continue as a 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 Society or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Society'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 risks 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 procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management Board.
- Conclude on the appropriateness of Management Board'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 Society'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 disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to 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 those charged with governance 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,

- (i) the accounting and other records required by the Society have been kept in accordance with the provisions of the Societies Regulations enacted under the Societies Act, the Charities Act and Regulations; and
- (ii) the fundraising appeal held during the financial year ended 31 March 2018 has 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 fundraising appeal.

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

- (i) the Society 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
- (ii) the Society has not complied with the requirements of Regulation 15 (Fundraising expenses) of the Charities (Institutions of a Public Character) Regulations.



Baker Tilly TFW LLP
Public Accountants and
Chartered Accountants
Singapore

23 July 2018



STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 March 2018

	Note	2018 \$	2017 \$
Income			
Ambulance reimbursement		43,569	38,635
Bank interest income		156,575	120,699
Diapers reimbursement		328,750	292,300
Escort service reimbursement		14,172	13,423
Fees received from residents		2,595,715	2,345,532
Fees received from senior care centre		280,641	176,172
Government operating grants		5,573,097	4,741,254
Medical reimbursement - Residents		189,389	167,334
Milk, Ryles Tubes reimbursement		85,919	71,612
Subsidy - Senior care centre		225,897	78,707
Subsidy - Enhance special employment		1,327,633	1,435,665
Subsidy - GST absorbed by government		186,949	170,812
Subsidy - Replacement ratio		356,934	300,538
Subsidy - Transitional Convalescent Facility government subsidy top up		-	75,642
Subsidy - Senior Mobility Fund		86,556	66,247
Subsidy - Land rental		1,080,830	1,090,617
Subsidy - Others		12,004	103,425
Sundry income		6,961	2,561
Transport - Senior care centre		102,405	75,146
Grant from MOH/CST (Bishan)	17	78,118	114,867
Grant from MOH/CST (Bedok)	18	363,169	82,275
Medifund Grant	19	810,700	938,840
Grant from AIC	20	16,164	56,334
Community Silver Trust	21	1,505,405	1,899,180
		15,427,552	14,457,817
Expenditure			
Administrative expenses	4	267,153	283,714
Establishment expenses	5	2,967,769	2,729,330
Residents' welfare	6	2,440,810	2,445,897
Staff costs	7	7,050,780	6,258,181
Medifund disbursement to residents	19	801,338	809,370
AIC funded programme	20	28,800	56,616
Community Silver Trust funded programme	21	1,888,757	1,246,390
		15,445,407	13,829,498
Other income			
Donations		1,200,968	1,411,677
Other appeal letters	8	138,949	213,718
Flag day	9	195,162	157,118
Lions Charity Show	10	-	749,648
		1,535,079	2,532,161
Total comprehensive income for the year		1,517,224	3,160,480

The accompanying notes form an integral part of these financial statements.

BALANCE SHEET

At 31 March 2018

	Note	2018 \$	2017 \$
Non-current asset			
Property, plant and equipment	11	5,636,473	5,909,371
Current assets			
Sundry receivables	12	938,811	2,843,257
Cash and cash equivalents	13	25,343,280	21,354,617
		26,282,091	24,197,874
Total assets		31,918,564	30,107,245
Current liabilities			
Sundry payables	14	865,632	763,544
Accrued operating expenses		630,885	438,878
		1,496,517	1,202,422
Net assets		30,422,047	28,904,823
General Funds (unrestricted)			
Accumulated Fund	15	-	-
Development Fund	16	20,202,005	18,025,312
LHE Bishan Society Fund	17	1,335,856	1,443,659
LHE Bedok Society Fund	18	4,300,614	4,465,712
		25,838,475	23,934,683
Specific Fund (restricted)			
LHE Medifund	19	281,149	271,729
Agency for Integrated Care Fund	20	7,004	19,640
Community Silver Trust	21	4,295,419	4,678,771
		4,583,572	4,970,140
		30,422,047	28,904,823



STATEMENT OF CHANGES IN ACCUMULATED FUND AND OTHER FUNDS

For the financial year ended 31 March 2018

	Accumulated Fund	Development Fund	LHE Bishan Society Fund	LHE Bedok Society Fund	LHE Medifund	AIC Fund	Community Silver Trust	Total
	\$	\$	\$	\$	\$	\$	\$	\$
Balance at 1.4.2016	-	15,111,375	1,575,367	4,869,514	142,184	19,922	4,025,981	25,744,343
Net surplus/ (deficit) for the year (restated)	2,977,887	-	(148,181)	(451,279)	129,545	(282)	652,790	3,160,480
Transfer (to)/ from other funds	(2,977,887)	2,913,937	16,473	47,477	-	-	-	-
Balance at 31.3.2017	-	18,025,312	1,443,659	4,465,712	271,729	19,640	4,678,771	28,904,823
Net surplus/ (deficit) for the year	2,303,450	-	(168,837)	(230,821)	9,420	(12,636)	(383,352)	1,517,224
Transfer (to)/ from other funds	(2,303,450)	2,176,693	61,034	65,723	-	-	-	-
Balance at 31.3.2018	0	20,202,005	1,335,856	4,300,614	281,149	7,004	4,295,419	30,422,047

STATEMENT OF CASH FLOWS

For the financial year ended 31 March 2018

	2018	2017
	\$	\$
Cash flows from operating activities		
Net surplus for the year	1,517,224	3,160,480
Adjustments for:		
Interest income	(156,757)	(120,699)
Depreciation of property, plant and equipment	840,945	795,761
Property, plant and equipment written off	-	841
Operating cash flows before movements in working capital	2,201,594	3,836,383
Sundry receivables	1,904,446	(200,022)
Payables	294,095	(607,260)
Net cash from operating activities	4,400,135	3,029,101
Cash flows from investing activities		
Interest received	156,575	120,699
Purchases of property, plant and equipment	(568,047)	(261,092)
Net cash used in investing activities	(411,472)	(140,393)
Net increase in cash and cash equivalents	3,988,663	2,888,708
Cash and cash equivalents at beginning of financial year	21,354,617	18,465,909
Cash and cash equivalents at end of financial year (note 13)	25,343,280	21,354,617

The accompanying notes form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2018

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

1. GENERAL INFORMATION

The Society's principal places of operations are at 487 Bedok South Avenue 2, Singapore 469316 and 9 Bishan Street 13, Singapore 579804. The principal activities of the Society are to provide shelter and care to aged destitute and those in need of such care, ambulant, non-ambulant sick or otherwise, regardless of their race, gender or religion.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of preparation

The financial statements, expressed in Singapore dollars which is the functional currency of the Society, have been prepared in accordance with the Societies Act, Chapter 311, Charities Act, Chapter 37 and other relevant regulations and Financial Reporting Standards in Singapore ("FRSs"). The financial statements have been prepared under the historical cost convention except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with FRSs 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 Board's best knowledge of current events and actions and historical experiences and various other factors that are believed to be reasonable under the circumstances, actual results may ultimately differ from those estimates.

Use of estimates and judgements

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The areas involving a higher degree of judgement in applying accounting policies, or areas where assumptions and estimates have a significant risk of resulting in material adjustment within the next financial year are disclosed in Note 3.

The carrying amounts of sundry receivables, cash and cash equivalents and payables approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

New and revised standards

In the current financial year, the Society has adopted all the new and revised FRSs and Interpretations of FRSs ("INT FRSs") that are relevant to its operations and effective for the current financial year. The adoption of these new and revised FRSs and INT FRSs has no material effect on the financial statements.

New standards, amendments to standards and interpretations that have been issued at the balance sheet date but are not yet effective for the financial year 31 March 2018 have not been applied in preparing these financial statements. None of these are expected to have a significant effect on the financial statements of the Society, except as disclosed below:

FRS 116 Leases

FRS 116 replaces the existing FRS 17: *Leases*. It reforms lessee accounting by introducing a single lessee accounting model. Lessees are required to recognise all leases on their balance sheets to reflect their rights to use leased assets (a "right-of-use" asset) and the associated obligations for lease payments (a lease liability), with limited exemptions for short term leases (less than 12 months) and leases of low value items. The accounting for lessors will not change significantly.

The standard is effective for annual periods beginning on or after 1 January 2019. The standard will affect primarily the accounting for the Society's operating leases. At the balance sheet date, the Society has non-cancellable operating lease commitments as disclosed in Note 24(b). The Society anticipates that the adoption of FRS 116 in the future may have a material impact on the amounts reported and disclosures made in the financial statements. But, it is not practicable to provide a reasonable estimate of the impact of FRS 116 until the Society performs a detailed assessment. The Society will perform a detailed assessment of the impact and plans to adopt the standard on the required effective date.

(b) Income recognition

Income from the various sources are recognised on the following basis:

Donations	on receipt basis
Admission fees, fees received from residents and from day rehabilitation and Society nursing and reimbursement income	on accrual basis
Interest income	accrued on a time proportion basis, by reference to the principal outstanding and at the interest rate applicable
Subsidy income	on accrual basis when the receipts are certain

(c) Income tax

The Society is a registered charity under the Charities Act and is exempt from income tax under the provisions of the Income Tax Act.



(d) Property, plant and equipment

Property, plant and equipment are initially recognised at cost and subsequently carried at cost less accumulated depreciation and any impairment in value.

The cost of property, plant and equipment initially recognised includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Property, plant and equipment are depreciated on a straight line basis to write off the cost of property, plant and equipment over their estimated useful lives. The estimated useful lives are as follows:

	Years
Leasehold properties	30
Plant and equipment and motor vehicles	1 to 10

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

On disposal of a property, plant and equipment, the difference between the net disposal proceeds and its carrying amount is taken to income or expenditure.

Depreciation of relevant property, plant and equipment that are funded in part by government capital grants are charged to the LHE Bedok Society Fund account and LHE Bishan Society Fund account.

(e) Financial assets

Classification

The Society classifies its financial assets according to the purpose for which the assets were acquired. Management determines the classification of its financial assets at initial recognition and re-evaluates this designation at every reporting date. The Society's only financial assets are loans and receivables.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except those maturing later than 12 months after the balance sheet date which are classified as non-current assets. Loans and receivables are classified within "sundry receivables" (excluding prepayments) and "cash and cash equivalents" on the balance sheet.

Recognition and derecognition

Regular purchases and sales of financial assets are recognised on trade-date - the date on which the Society commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Society has transferred substantially all risks and rewards of ownership.

On sale of a financial asset, the difference between the net sale proceeds and its carrying amount is recognised in income or expenditure.

Initial measurement

Loans and receivables are initially recognised at fair value plus transaction costs.

Subsequent measurement

Loans and receivables are carried at amortised cost using the effective interest method.

Impairment

The Society assesses at each balance sheet date whether there is objective evidence that a financial asset or a group of financial assets is impaired and recognised an allowance for impairment when such evidence exists.

Loans and receivables

An allowance for impairment of loans and receivables is recognised when there is objective evidence that the Society will not be able to collect all amounts due according to the original terms of the receivables.

Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments are considered indicators that the receivable is impaired. The amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate.

(f) Cash and cash equivalents

For the purpose of presentation in the statement of cash flows, cash and cash equivalents comprise cash on hand and deposits with financial institutions which are subject to an insignificant risk of change in value.

(g) Impairment of non-financial assets

At each balance sheet date, the Society reviews the carrying amounts of its non-financial assets to determine whether there is any indication that those assets have suffered an impairment loss. If such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss, if any. Where it is not possible to estimate the recoverable amount of an individual asset, the Society estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in income or expenditure, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

(h) Financial liabilities

Financial liabilities include sundry payables and accrued operating expenses (excluding provision for unutilised leave). Financial liabilities are recognised on the balance sheet when, and only when, the Society becomes a party to the contractual provisions of the financial instruments.

Financial liabilities are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest method.

A financial liability is derecognised when the obligation is extinguished.

(i) Government grants

Government grants are recognised at their fair value where 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 balance sheet and is amortised to respective society fund over the expected useful life of the relevant asset by equal annual instalments.

Government grants are given in the form of subvention and capital grants.

When the grant relates to an expense item, it is recognised in income or expenditure over the period necessary to match them on a systematic basis to the costs that it is intended to compensate.

(j) Provisions

Provisions are recognised when the Society has a present legal or constructive obligation as a result of past event, and it is probable that an outflow of economic resources will be required to settle the obligation and the amount can be estimated reliably. Provisions are measured at the management's best estimate of the expenditure required to settle the obligation at the balance sheet date, and are discounted to the present value where the effect is material.

(k) Employee benefits

Employee leave entitlement

Employee entitlements to annual leave and long service leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave and long-service leave as a result of services rendered by employees up to the balance sheet date.

Defined contribution plans

The Society contributes to the Central Provident Fund ("CPF"), a defined contribution plan regulated and managed by the Singapore Government. Contributions to CPF are charged to income or expenditure in the period in which the contributions relate.

(l) Operating leases

Leases where a significant portion of the risks and rewards incidental to ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are taken to income or expenditure on a straight-line basis over the period lease term.

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

3. KEY SOURCES OF ESTIMATION UNCERTAINTY

The key assumptions concerning the future, and other key sources of estimation uncertainty at the balance sheet date, 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:

Property, plant and equipment

The Society reviews the useful lives and residual values of property, plant and equipment at each reporting date in accordance with the accounting policy in Note 2(d). The estimation of the useful lives and residual amount involves assumption concerning the future and estimation of the assets' common life expectancies and expected level of usage.

The Society's leasehold building was constructed specifically for the operating activities of the Society. The construction costs were fully financed by a grant from Ministry of Health ("MOH") and the land lease tenure on which the building is erected is on a 3 + 3 years basis since the first tenancy agreement in 1997. As the Management Board believes that the landlord, Singapore Land Authority will continue to renew and extend the lease up to the building's estimated useful life of 30 years based on the total extended number of operating years' lease for a nursing home generally granted by the local government agency, the leasehold building is hence depreciated on a straight-line basis over its estimated useful life of 30 years.

The net carrying amount of property, plant and equipment at 31 March 2018 and the annual depreciation charge for the financial year ended 31 March 2018 are disclosed in Note 11.

Any changes in the expected useful lives of these assets would affect the net carrying amount of property, plant and equipment and the depreciation charge for the financial year.



4. ADMINISTRATIVE EXPENSES

	2018	(Restated) 2017
	\$	\$
Advertisement	26,224	57,503
Auditor's remuneration	18,000	18,000
Bank charges	2,009	2,037
General expenses	4,684	4,804
Insurance	26,083	26,326
Kitchen expenses	7,189	4,899
Printing, postage and stationery	23,083	20,566
Professional fee	121,443	75,489
Transport	5,479	6,964
Upkeep of motor vehicle	14,237	18,552
Volunteer expenses	18,722	48,574
	<u>267,153</u>	<u>283,714</u>

5. ESTABLISHMENT EXPENSES

	2018	(Restated) 2017
	\$	\$
Depreciation of property, plant and equipment (Note 11)	840,945	795,761
GST not claimable	164,569	119,051
IT maintenance - Hardware	49,508	50,156
IT maintenance - Software	10,537	35,141
Land rental	1,093,625	1,090,617
Property, plant and equipment written off	-	841
Repairs and maintenance	467,950	266,089
Telephone	24,190	25,942
Utilities	312,630	344,220
Vaccine and infection control consumables	3,815	1,512
	<u>2,967,769</u>	<u>2,729,230</u>

6. RESIDENTS' WELFARE

	2018	2017
	\$	\$
Allowance for doubtful receivables (note 12)	49,220	50,866
Allowance for doubtful receivables written back (Note 12)	(55,768)	-
Bad debt written off	7,435	25,227
Bedding and clothing (net)	1,140	2,945
Cleaning and laundry	108,742	86,646
Dental/reflexology consumables	140	-
GST absorbed by government	195,470	178,160
Medical expenses	714,155	579,314
Medical/professional services	558,295	690,931
Physiotherapy/occupant consumables	6,020	9,242
Residents' food and refreshment	256,526	252,083
Residents' transport	152,064	102,161
Residents' diapers	176,582	156,292
Transitional Convalescent Facility expenses	-	128,823
Senior Care Centre expenses	270,789	183,207
	<u>2,440,810</u>	<u>2,445,897</u>

7. STAFF COSTS

	2018	2017
	\$	\$
CPF	376,399	339,215
Medical expenses	68,330	50,614
Medical insurance	30,652	31,048
Recruitment expenses	38,571	21,692
Salaries and bonus	5,704,439	5,249,953
Staff food and refreshment	103,933	98,000
Staff training	8,739	18,504
Staff uniform	23,000	23,764
Staff welfare	36,625	13,363
Foreign worker levy	808,313	700,511
Staff accommodation	760,864	510,271
	<u>7,959,865</u>	<u>7,056,935</u>
Funded by CST grant	(909,085)	(798,754)
	<u>7,050,780</u>	<u>6,258,181</u>

The number of persons employed at the end of the financial year is 228 (2017: 209) of which 174 (2017: 155) persons are Nursing Care staff, and 54 (2017: 54) persons are Administrative and Maintenance staff. The remuneration of our Executives are:

	Number of staff
\$201,001 to \$225,000 per annum	1 (2017: 2)
\$175,001 to \$200,000 per annum	0 (2017: 0)
\$150,001 to \$175,000 per annum	0 (2017: 0)
\$125,001 to \$150,000 per annum	0 (2017: 0)
\$100,001 to \$125,000 per annum	3 (2017: 0)
\$75,001 to \$100,000 per annum	2 (2017: 3)
\$50,000 to \$75,000 per annum	2 (2017: 2)

Total remuneration paid to the Executives for the financial year amounted to \$772,444 (2017: \$851,694). The number of executives at the end of financial year ended is 7 (2017: 7).

The Management Board consists of Lion Members in good standing and are elected into the management position for a two-year term. Virtually every member spearheads a function and is not remunerated in any way.

8. OTHER APPEAL LETTERS

	2018 \$	2017 \$
Donation (Note 23)	152,895	225,227
Less: Expenses	(13,946)	(11,509)
	138,949	213,718

9. FLAG DAY

	2018 \$	2017 \$
Donation (Note 23)	205,707	169,686
Less: Expenses	(10,545)	(12,568)
	195,162	157,118

10. LIONS CHARITY SHOW

	2018 \$	2017 \$
Donation (Note 23)	-	749,648

11. PROPERTY, PLANT AND EQUIPMENT

	Leasehold properties \$	Plant and equipment \$	Motor vehicles \$	Total \$
2018 Cost				
Balance at 1.4.2017	11,656,080	3,054,620	140,392	14,851,092
Additions	-	456,178	111,869	568,047
Write off	-	(20,100)	(35,050)	(55,150)
Balance at 31.3.2018	11,656,080	3,490,698	217,211	15,363,989
Accumulated depreciation				
Balance at 1.4.2017	7,398,172	1,449,722	93,827	8,941,721
Depreciation charge	429,201	390,023	21,721	840,945
Write off	-	(20,100)	(35,050)	(55,150)
Balance at 31.3.2018	7,827,373	1,819,645	80,498	9,727,516
Net carrying value At 31.3.2018	3,828,707	1,671,053	136,713	5,636,473

2017 Cost				
Balance at 1.4.2016	11,656,080	2,826,145	140,392	14,622,617
Additions	-	261,092	-	261,092
Write off	-	(32,617)	-	(32,617)
Balance at 31.3.2017	11,656,080	3,054,620	140,392	14,851,092
Accumulated depreciation				
Balance at 1.4.2016	6,968,972	1,125,471	83,293	8,177,736
Depreciation charge	429,200	356,027	10,534	795,761
Write off	-	(31,776)	-	(31,776)
Balance at 31.3.2017	7,398,172	1,449,722	93,827	8,941,721
Net carrying value At 31.3.2017	4,257,908	1,604,898	46,565	5,909,371

Details of the leasehold properties held by the Society are as follows:

Location	Usage	Tenure
Lions Home for the Elders 487 Bedok South Avenue 2 Singapore 469316	Agreement expires on 31 Dec 2020	3 + 3 years renewable tenancy

Motor vehicles consist of ambulances and vans specifically converted to convey patients to hospitals and homes.

Additions for the year of property, plant and equipment financed by capital grants received amounted to \$441,288 (2017: \$197,142). Cash paid for remaining additions for the year totalled \$126,760 (2017: \$63,950).

The depreciation charge of \$246,955 (2017: \$262,207) and \$593,990 (2017: \$533,554) are shown under LHE Bishan Society Fund (Note 17) and LHE Bedok Society Fund (Note 18) respectively.



12. SUNDRY RECEIVABLES

	2018 \$	2017 \$
Grants and subsidies receivable	341,384	2,212,716
Donations receivable	800	20,700
Prepayments	43,844	40,030
Deposits	293,198	302,345
Sundry debtors	75,809	88,480
Amounts due from residents	298,285	346,890
	1,053,320	3,011,161
Allowance for doubtful debts - Amounts due from residents	(114,509)	(167,904)
	<u>938,811</u>	<u>2,843,257</u>

The movements in allowance for doubtful receivables are as follows:

	2018 \$	2017 \$
At 1 April	167,904	156,951
Allowance made (Note 6)	49,220	50,866
Allowance written off	(46,847)	(39,913)
Allowance written back (Note 6)	(55,768)	-
At 31 March	<u>114,509</u>	<u>167,904</u>

13. CASH AND CASH EQUIVALENTS

	2018 \$	2017 \$
Bank and cash balances	11,676,815	8,854,067
Fixed deposits	13,666,465	12,500,550
	<u>25,343,280</u>	<u>21,354,617</u>

The fixed deposits are placed with reputable financial institutions on varying maturity and interest rate. The effective interest rate of these deposits ranges from 0.25% to 1.33% (2017: 1.00% to 1.88%) per annum at the balance sheet date.

14. SUNDRY PAYABLES

	2018 \$	2017 \$
Cash held in custody - Residents	457,073	413,958
Deposits from residents	154,625	135,886
Sundry payables	202,644	166,660
Medication deposit	51,290	47,040
	<u>865,632</u>	<u>763,544</u>

15. ACCUMULATED FUND

	2018 \$	2017 \$
At 1 April	-	-
Surplus for the year	2,303,450	2,977,887
Transfer to Development Fund (Note 16)	(2,303,450)	(2,977,887)
At 31 March	<u>-</u>	<u>-</u>

The yearly surpluses are transferred to the Development Fund annually for future development and capital purchases of the Society.

16. DEVELOPMENT FUND

	2018 \$	2017 \$
At 1 April	18,025,312	15,111,375
Transfer from Accumulated Fund (Note 15)	2,303,450	2,977,887
Transfer to:		
- LHE Bishan Society Fund (Note 17)	(119,857)	(16,473)
- LHE Bedok Society Fund (Note 18)	(6,900)	(47,477)
At 31 March	<u>20,202,005</u>	<u>18,025,312</u>

This represents a general fund for development projects to be undertaken by the Society. Funds are transferred from this account to specific fund accounts for specific development projects that are approved.

17. LHE BISHAN SOCIETY FUND

	2018 \$	2017 \$
Capital grant		
At 1 April	2,114,231	2,001,045
Grant received from MOH	78,118	114,867
Write off	-	(1,681)
At 31 March (A)	<u>2,192,349</u>	<u>2,114,231</u>
Building fund		
At 1 April	348,374	357,457
Transfer from Development Fund (Note 16)	119,857	16,473
Write off	(48,759)	(25,556)
Transfer of assets to Bedok (Note 18)	(58,823)	-
At 31 March (B)	<u>360,649</u>	<u>348,374</u>
Accumulated depreciation		
At 1 April	(1,108,946)	(783,135)
Depreciation (Note 11)	(246,955)	(262,207)
Write off	48,759	26,396
At 31 March (C)	<u>(1,217,142)</u>	<u>(1,018,946)</u>
Total (A + B + C)	<u>1,335,856</u>	<u>1,443,659</u>

18. LHE BEDOK SOCIETY FUND

	2018	2017
	\$	\$
Capital grant		
At 1 April	10,082,816	10,000,541
Grant received from MOH	363,169	82,275
At 31 March (A)	<u>10,445,985</u>	<u>10,082,816</u>
Building fund		
At 1 April	2,305,670	2,263,573
Transfer from Development Fund (Note 16)	6,900	47,477
Write off	(6,391)	(5,380)
Transfer of assets from Bishan (Note 17)	58,823	-
At 31 March (B)	<u>2,365,002</u>	<u>2,305,670</u>
Accumulated depreciation		
At 1 April	(7,922,774)	(7,394,600)
Depreciation (Note 11)	(593,990)	(533,554)
Write off	6,391	5,380
At 31 March (C)	<u>(8,510,373)</u>	<u>(7,922,774)</u>
Total (A + B + C)	<u>4,300,614</u>	<u>4,465,712</u>

19. LHE MEDIFUND

	2018	2017
	\$	\$
Balance at 1 April	271,729	142,184
Medical grant received during the year	810,700	938,840
Net bank interest received	58	75
Disbursement during the year	(801,338)	(809,370)
Surplus during the year	9,420	129,545
At 31 March	<u>281,149</u>	<u>271,729</u>

This fund is set up and funded by Ministry of Health to finance the residents who are unable to pay the monthly fees and other medical related charges.

20. AGENCY FOR INTEGRATED CARE (AIC) FUND

	2018	2017
	\$	\$
At 1 April	19,640	19,922
Grant received during the year	16,164	56,334
Disbursement during the year	(28,800)	(56,616)
Deficit during the year	(12,636)	(282)
At 31 March	<u>7,004</u>	<u>19,640</u>

This fund is set up to finance the various projects administered by Agency for Integrated Care. An independent corporate entity under MOH Holdings was appointed to look into enhancement and integration of long term care sector.

21. COMMUNITY SILVER TRUST

	2018	2017
	\$	\$
At 1 April	4,678,771	4,025,981
Grant received during the year	1,505,405	1,899,180
Disbursement during the year	(1,888,757)	(1,246,390)
(Deficit)/surplus during the year	(383,352)	652,790
At 31 March	<u>4,259,419</u>	<u>4,678,771</u>

Community Silver Trust ("CST") is a Trust managed by MOH. The objective of CST is to encourage donations and provide additional resources for the services providers in the intermediate and long term care sector to enhance capabilities and provide value-added services to achieve higher quality care and affordable step down care.

Grant income is recognised when attaching conditions are complied with the recoverability of grant receipts is reasonable assured. Upon receipt of the grants, the Home is required to fully utilised the grant receipts within 5 years. In the event that the CST Fund are not fully utilised by end of 5 years subsequent to receiving the grants, the Home may be required to return any unutilised portion of the grants. As at 31 March 2018, all the unutilised amount is not expired.

22. TAX-DEDUCTIBLE RECEIPTS

The tax-deductible receipts during the year totalled **\$1,172,301** (2017: \$1,424,977) and the non-tax-deductible receipts during the year totalled **\$304,553** (2017: \$1,057,177).

23. DONATIONS FROM PUBLIC FUNDRAISING EVENTS

Donations from public fundraising events included in income or expenditure:

	2018	2017
	\$	\$
Other appeal letters (Note 8)	152,895	225,227
Flag day (Note 9)	205,707	169,686
Lions Charity Show (Note 10)	-	749,648
	<u>358,602</u>	<u>1,144,561</u>



24. COMMITMENTS

(a) Capital commitments

Capital commitments contracted but not provided in the financial statements:

	2018 \$	2017 \$
Capital commitments in respect of property, plant and equipment	-	277,310

(b) Lease commitments

The Society leases various land and building from non-related parties under non-cancellable operating lease agreements. The leases have varying terms, escalation clauses and renewal options. No restrictions are imposed on dividends or further leasing.

Commitments in relation to non-cancellable operating leases contracted for at the balance sheet date, but not recognised as liabilities, are as follows:

	2018 \$	2017 \$
Not later than one financial year	982,680	1,019,268
Later than one financial year but not later than five financial years	3,058,620	3,546,837
Later than five financial years	793,440	1,388,520
	<u>4,834,740</u>	<u>5,954,625</u>

25. FINANCIAL INSTRUMENTS

(a) Categories of financial instruments

Financial instruments as at balance sheet date are as follow:

	2018 \$	2017 \$
Financial assets		
Loans and receivables (including cash and cash equivalents)	26,238,247	24,157,844
Financial liabilities		
At amortised cost	<u>1,389,925</u>	<u>1,129,460</u>

(b) Financial risk management

The Society is exposed to financial risks arising from its operations and the use of financial instruments. The key financial risks include interest rate risk, credit risk and liquidity risk. The Society is not exposed to foreign exchange risk as the Society transacts substantially in its functional currency. The policies for managing each of these risks are summarised below. The management board reviews and agrees policies and procedures for the management of these risks.

There has been no change to the Society's exposure to these financial risks or the manner in which it manages and measures financial risk.

Interest rate risk

The Society's exposure to the risk of changes in interest rates arises mainly from the bank balances and fixed deposits (Note 13) placed with financial institutions. For interest income from the fixed deposits, the Society managed the interest rate risks by placing fixed deposits with reputable financial institutions on varying maturities and interest rate terms. The sensitivity analysis for changes in interest rate is not disclosed as the effect on income or expenditure is not significant.

Credit risk

Credit risk, which refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Society, is managed through monitoring procedures. The carrying amount of loans and receivables represent the Society's maximum exposure to credit risk. The Society has no significant concentration of credit risks.

Financial assets that are neither past due nor impaired

Bank balances and fixed deposits that are neither past due nor impaired are placed with reputable financial institutions with high credit ratings and no history of default.

The table below shows an analysis of amounts due from residents as disclosed in Note 12.

	2018 \$	2017 \$
Past due but not impaired	181,195	141,914
Past due and impaired	117,090	204,976
	<u>298,285</u>	<u>346,890</u>
Less: Allowance for doubtful receivables	(114,509)	(167,904)
	<u>183,776</u>	<u>178,986</u>

The age analysis of the amount that are past due but not impaired are as follows:

	2018 \$	2017 \$
Past due < 1 months	86,144	45,591
Past due 1 to 3 months	60,746	62,974
Past due over 3 months	34,305	33,349
	<u>181,195</u>	<u>141,914</u>



The carrying amount of amounts due from residents individually determined to be impaired and the movement in the related allowance for impairment are as follows:

	2018	2017
	\$	\$
Gross amount	117,090	204,976
Less: Allowance for doubtful receivables	(114,509)	(167,904)
	<u>2,581</u>	<u>37,072</u>

Amounts from residents that are individually determined to be impaired at the balance sheet date relate to residents that are in significant financial difficulties or have defaulted on payments. These receivables are not secured by any collateral or credit enhancements.

Liquidity and cash flow risk

In the management of liquidity risk, the Society monitors and maintains a level of cash and cash equivalents deemed adequate by the Management Board to finance the Society's operations and mitigate the effects of fluctuation in cash flows.

The financial liabilities of the Society as presented in the balance sheet are due within twelve months from the balance sheet date and approximate the contractual undiscounted payments.

(c) Fair values

The carrying amounts of the financial assets and financial liabilities recorded in the financial statements of the Society approximate their fair values due to their relatively short-term maturity.

26. FUND MANAGEMENT

The Society's objectives when managing its funds are to safeguard and maintain adequate working capital to continue as going concern and to develop its principal activities over the longer term through the fees received from residents and significant support in various form of government funding and subsidies and donations.

No changes were made to the fund management objectives during financial years ended 31 March 2018 and 31 March 2017.

27. COMPARATIVE FIGURES

Certain reclassifications have been made to the previous year's financial statements to enhance comparability with the current year's financial statements. The reclassifications arise from the change in presentation of deficit/ surplus from restricted funds and the disclosure of unrestricted and restricted funds in the financial statements. The reclassifications have no impact on the net comprehensive income or any other impact on the financial statements other than as stated above for the previous financial year.

28. AUTHORISATION OF FINANCIAL STATEMENT

The financial statements for the financial year ended 31 March 2018 were authorised for issue in accordance with a resolution of the Management Board meeting dated 23 July 2018.

OPERATING CENTRES

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Company UEN: S80SS0029B
Charity Registration No.: 0146
ROS Reference: S237/79 WEL
ROS Registration Date: 16 May 1980

IPC Reference: HEF0003G
IPC Status: 27 April 2017 to 26 April 2020
GST Registered No.: M90007299Y

Auditor: Baker Tilly TFW LLP
Operation Bank Account: DBS Bank Ltd