

ANNUAL  
REPORT  
2019/2020



A DEDICATION  
TO EXCELLENCE

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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 243 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.

Lions Home For The Elders  
Annual Report **2019 / 2020**

# CHAIRMAN'S REPORT



Past Council Chairman (PCC)  
**Lion Henre WH Tan (PBM)**  
Chairman

Lions Home is embarking on its 40<sup>th</sup> year journey in the intermediate and long-term care service sector. We hope to continue *Enabling the Elderly to Lead Enriched Lives through Holistic and Integrated Care* in the years to come."

From the beginning of the Financial Year (FY) 2019 leading to the pandemic outbreak, Lions Home For The Elders strives to remain relevant and overcome challenges amidst the fast-changing healthcare landscape in Singapore, as we dedicate ourselves to excellence to be *The Recognised Leading Service Provider in Health, Nursing and Aged Care*.

## INNOVATIONS

Integrating technologies and software in residents' daily lives contribute significantly to their quality of life. For instance, the virtual interactive technology for rehabilitation and senior care platform "Jintronix", creates a more engaging physical therapy, and iPad tablets sessions assist with stimulating cognitive skills. Lions Home continues the search and the use of new care innovations in the market so that the day to day activities and programmes are enjoyable and productive for the residents.

### SilverActivities

Our residents, including those with dementia, have started using senior friendly tablet applications developed by SilverActivities software. These applications consist of multi-lingual voice-over function where activities constructed are based on the Singapore context, making engagement culturally relevant. It offers reminiscence therapy, provides meaningful games to stay cognitively engaged, increases independence as well as encourages social interaction. Furthermore, it provides post-activities reporting for evidence-based interventions.

### GPS Watch

Lions Home caters to the individual needs of each resident as much as possible. A GPS tracking watch is worn by a dementia resident with a tendency to wander off. This enables the resident to retain some sense of independence and normalcy. Geofencing technology allows a boundary to be pre-defined and will send an alert to the dementia ward staff nurse when the wearer of the device moves out of the pre-defined zone. The GPS tracker is easily accessible from a mobile phone by simply downloading the application. The tracking watch uses cellular technology to provide precise location detection.

### OmiVista Mobii

The trial of using OmiVista Mobii started towards the end of the financial year. It is a mobile motion-activated projection system that is capable to project onto various surfaces like tables, beds and floors, at the touch of a button. The system includes interactive quizzes, social games, nature scenes, sounds and music. It has proved to increase residents' physical dexterity, provide opportunities for shared enjoyment, stimulate conversations and support reminiscence work. With the assistance of Community Silver Trust (CST), Lions Home intends to purchase more units to cater to both Homes in the new FY.

## ACCOLADES: Charity Transparency Award, Distinguished Partner Award, and Quality Improvement Recognition

Lions Home aims to uphold transparent charity governance and a high standard of operation, and at the same time, establish ourselves as a recognised training centre.

For a consecutive year, Lions Home was awarded the Charity Transparency Award presented by Charity Council of Singapore in December 2019. In addition, the Institute of Technical Education has awarded to Lions Home the Distinguished Partner Award as a Certified On-the-Job Training Centre 2019. The Clinical Quality Improvement (QI) Team received tokens of appreciation from Agency of Integrated Care (AIC) for three collaborative projects namely Standardising Nasogastric Tube Feeding Process, Improving Nursing Home Showering Process and Optimising Hand Hygiene Practices. The QI Team is also awarded an Organisation Plaque for efforts taken to sustain quality improvement throughout Lions Home.

Lions Home has been accorded many awards over the years and these accolades are indeed testaments to the 40 years of dedicated service.

## RUBY ANNIVERSARY

Year 2020 marks the 40<sup>th</sup> "ruby" anniversary of Lions Home For The Elders. On behalf of the Management Board, I am happy to announce that Lions Home is embarking on its 40th year journey in the intermediate and long-term care service sector. We hope to continue *Enabling the Elderly to Lead Enriched Lives through Holistic and Integrated Care* in the years to come.

Since its humble beginnings 40 years ago, Lions Home then was a single void deck facility providing shelter and care for 18 destitute elderly in the community. Today, there are two fully equipped nursing homes serving over 380 frail residents. A comprehensive range of services besides resident-centred nursing and rehabilitative care are available, as well as the setting up of a senior care centre with home care service to better cater to the needs of the community.

### 40<sup>th</sup> Anniversary Commemorative Book

To celebrate the anniversary, we will be launching Lions Home For The Elders 40th Anniversary Commemorative Book this year. It features its journey through history, detailing the milestones made possible by stakeholders, namely the Lions Clubs of Singapore, Lions Home staff, allied healthcare professionals, generous donors and volunteers, members of the public, and not forgetting the Ministry of Health (MOH) and AIC. We hope the book will take you down memory lane as it describes the progress the Home has made from its humble beginnings to the recognised establishment it is today.

## COVID-19

### Pandemic Preparedness

With stringent pandemic preparedness exercises conducted annually, Lions Home in both Bishan and Bedok are equipped with the necessary measures to overcome the challenges posed by COVID-19 right from the start. Some examples of the prompt actions include Universal Standard Precaution Measures by MOH are immediately activated; Personal Protection Equipment stockpile is closely monitored for sufficiency; staff at different levels are strictly segregated for safe distancing; and all on-site volunteering programmes were suspended.

### Visitor Management System

To streamline the contact tracing process, Lions Home has quickly implemented an effective Visitor Management System that uses a tablet. It efficiently captures the contact details of all persons

entering and leaving the Homes, including temperature records, travel and health declarations and more. Should the need of contact tracing arise, the contact information can be retrieved in a digital format to share with relevant authorities.

### Residents' Wellbeing

Residents who have missed visits from their family members have not been forgotten. Staff have seen to it that this vital link with the family has continued with the use of electronic devices. In-house activities to keep morale and spirits high have been organised to make up for visits from Lions Clubs, corporate organisations and schools that are no longer possible with the pandemic.

I would like to take this opportunity to express my deepest appreciation to all frontline clinical staff for their strength and commitment during this difficult time to ensure all our residents stay safe, and in relatively good spirits.

## FINANCIAL STATUS

For FY 2019 (ending 31 March 2020), we are pleased to report that there was a surplus of total comprehensive income of \$1,081,464. The total comprehensive income increased from \$17.6 million to \$19.5 million that includes donations raised by Lions Clubs, corporate organisations, general public and fundraising projects. Increase in various government subsidies from \$10.7 million to \$13 million also helped to defray the high operating expenses of the two Homes located at Bishan and Bedok.

Correspondingly, total expenses were also higher at \$18.4 million compared to \$16.1 million in FY 2018 (ending 31 March 2019) which resulted in lower surplus. Higher expenses were used to cover residents' welfare cost. Subsidies were given to needy families to defray their monthly fees and this has resulted in higher costs of residents' welfare. This was only made possible with the higher government subsidies and generous public donation.

We are indeed grateful for the donations and funding that made possible the transformation and enhancement of our care delivery to provide holistic services to meet the evolving needs of our residents.

## APPRECIATION

My immense gratitude to the members of Management Board, staff of Lions Home, Lions Clubs of Singapore, donors and volunteers for their invaluable contributions and unstinting support to our cause. Special thanks to the Ministry of Health, Agency for Integrated Care, health and social care partners, and community organisations whose unfailing support and encouragement have been instrumental that the residents' care journey is seamless, holistic and integrated throughout the care continuum. We look forward to explore future opportunities to further elevate the quality of healthcare and offer more meaningful initiatives to better serve Lions Home residents.





# BOARD OF DIRECTORS

CY 2020



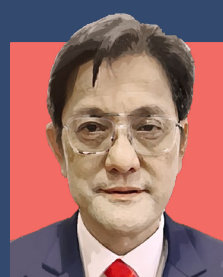
**1. PCC Lion Henre WH Tan (PBM)**  
Chairman of Lions Home  
(Date of Appointment: 1 January 2019)  
*Co-Director and Business Consultant: Legend Management & Training Solutions Pte Ltd*



**2. PDG Lion Isabel Cheong**  
Immediate Past Chairman  
(Date of Appointment: 1 January 2019)  
*Physiotherapist (Retired)*



**3. DG Lion Gareth Goh (PBM)**  
District Governor  
(Date of Appointment: 1 July 2019)  
*Director: Katek Enterprise  
Auditor: Bukit Batok East Citizen Consultative Committee  
Vice Chairman: Bukit Batok East Community Development Welfare Fund*



**4. Lion Francis Woo**  
2<sup>nd</sup> Vice Chairman  
(Date of Appointment: 1 January 2020)  
*Director: Red Star Event & Trading*



**5. Lion Lely Chin**  
Secretary  
(Date of Appointment: 1 January 2019)  
*Teacher: Ministry of Education, Singapore (Retired)*



**6. Lion Maureen Lee**  
Treasurer  
(Date of Appointment: 1 January 2019)  
*Consultant: Emerge Consulting Pte Ltd*



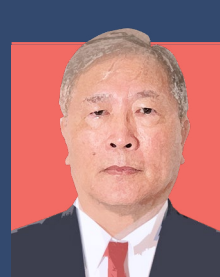
**7. Lion Cindy Lim**  
Assistant Treasurer  
(Date of Appointment: 1 January 2020)  
*Executive Director: Hlap Hoe Limited and Financial Controller: SuperBowl Holdings Limited (Retired)*



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



**9. Lion Dr Simon Chan**  
Director  
(Date of Appointment: 1 January 2020)  
*Life Coach / Trainer: Ammber Holdings Pte Ltd*



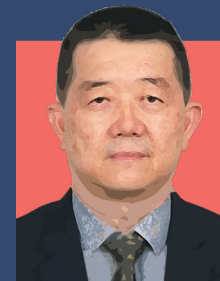
**10. Lion Dr Steven Chong**  
Director  
(Date of Appointment: 1 January 2018)  
*Director of China Operations: KS Distribution (Shanghai) Ltd (Retired)*



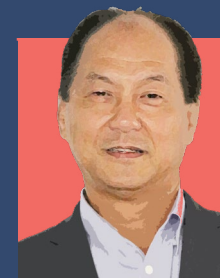
**11. Lion Aranea Chua**  
Director  
(Date of Appointment: 1 January 2017)  
*Business Owner: Clubssupplies*



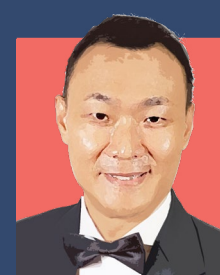
**12. Lion Kang Kok Kwan**  
Director  
(Date of Appointment: 1 January 2019)  
*Senior Manager, Asset & Liability Management Global Market: HL Bank Singapore*



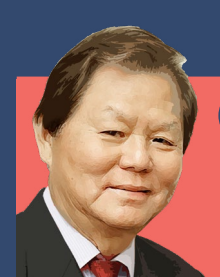
**13. Lion Lim Eng Heng**  
Director  
(Date of Appointment: 1 January 2019)  
*CEO: Cast Laboratories Pte Ltd*



**14. Lion Simon Ng**  
Director  
(Date of Appointment: 1 January 2018)  
*Project Manager: Deshin Engineering & Construction Pte Ltd*



**15. Lion Alex Song**  
Director  
(Date of Appointment: 1 January 2019)  
*Business Consultant: Swiss Ace Pte Ltd*

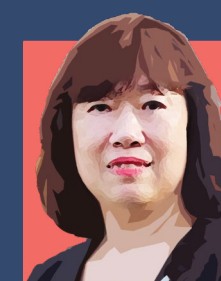


## Trustees (2019 - 2020)

- 20. PCC Lion Chin Siew Gim**  
**21. PDG Lion David Lee (not in picture)**  
**22. PDG Lion Gilbert Tan**



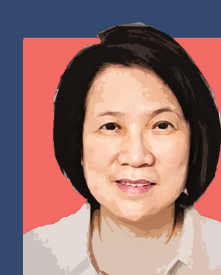
**16. PCC Lion Lim Hon Chee (PBM)**  
Co-opted Director  
(Date of Appointment: 1 January 2019)  
*Senior Consultant, Structural Engineering: PH Consulting Pte Ltd*



**17. Lion Belinda Yap**  
Co-opted Director  
(Date of Appointment: 1 January 2019)  
*Operations Manager: Lifescan Imaging*



**18. Lion Ying Wai Lin**  
Co-opted Director  
(Date of Appointment: 1 January 2019)  
*Lawyer: Wong Alliance LLP*



**19. Lion Yvonne Yuen**  
Co-opted Director  
(Date of Appointment: 1 January 2019)  
*Centre Head / Psychotherapist: WE CARE Community Services Ltd*

## HEARTFELT THANKS

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

- 1<sup>st</sup> Vice Chairman, PDG Lion Jerrick Tay (2019)
- 2<sup>nd</sup> Vice Chairman, Lion Eric Koh (2018 – 2019)
- Assistant Treasurer, Lion Jonathan Sim (2018 – 2019)
- District Governor, Lion Jeffrey Yang (2018 – 2019)
- Director, Lion Samuel Tay (2018 – 2019)
- Director, Lion Francis Woo (2016 - 2019)  
Lion Francis Woo continues to serve Lions Home as 2<sup>nd</sup> Vice Chairman
- Co-opted Director, Lion Phillip Lee (2019)

# ORGANISATION CHART

CY 2020





# 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 in relation to the Code of Governance for Charities and Institutions of a Public Character (IPCs) guidelines recommended by the Charity Council. 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](http://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

### 1 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.

### 2 Duty of Diligence

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

### 3 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 Executive Committee, Audit and Finance Committees, Building and Maintenance Committee, Constitution and By-laws Committee, Contracts and Purchasing Committee, Corporate Affairs Committee, Human Resource Committee, Investment Committee, Programmes and Residents' Financial Welfare Committee, Risk Management Committee, Strategic Partnership Committee and the Service Quality Committee. Meetings are held regularly by these committees to provide advice and execute its responsibilities.

### Executive Committee (EXCO)

The EXCO, chaired by the Chairman of Lions Home 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 3 times a year
- Roles and Responsibilities of the EXCO:

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

### Constitution and By-laws Committee

The Constitution and By-laws Committee reviews, evaluates, formulates and recommends changes to the Constitution and By-laws of LHE for relevance, clarity, proper wording, and consistency with existing clauses and by-laws.

### Contracts and Purchasing Committee

The Contracts and 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 Subcommittee) serves to enhance ethical practice in engaging with the media, general public and authorities, and to assist the Board to build 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.

### Investment Committee

The Investment Committee understands LHE investment goals and how these objectives support its mission. It is to direct and monitor the investment of the assets of LHE for the sole interest of the beneficiaries, and advise the Board on Investment Policy.

### Programmes and Residents' Financial Welfare Committee

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

### Risk Management Committee

The Risk Management Committee has an oversight responsibility to ensure LHE maintains a proper system for risk management. To ensure LHE, being an IPC Charity, is in compliance with the Code of Governance guidelines issued by the Charity Council, the development and implementation of LHE Risk Management Framework and appropriate procedures are in place to identify, assess and manage risks (Financial Risks, Operations Risks, Workforce Risks, Beneficiaries / Clients Risks and Reputational Risks) from a strategic and operational perspective.

### Strategic Partnership Committee

The Strategic Partnership Committee (comprises Fundraising and Volunteer Outreach 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.



## POLICIES

### COMMUNICATION POLICY

LHE has a Communication Policy to effectively communicate matters relating to its mission, services, activities and programmes, and respond readily to requests of such information to the public, Ministry of Health, Lions Clubs of Singapore and other stakeholders.

LHE shall make continuous effort to build up a positive image and represent the interest of its residents in Bishan and Bedok Homes. The Management Board shall ensure that LHE does not engage in any form of party politics or misrepresent itself to the public. It shall avoid affiliation with organisations or companies that would damage the reputation of the organisation.

The Editorial Sub-committee, along with the Corporate Affairs Department will assist Chairman of LHE in vetting all public relations and fundraising materials and press releases. The Chairman of Corporate Affairs Department will vet all information to be released to the mass media, before submission to the Management Board's approval.

### CODE OF CONDUCT AND ETHICS

LHE has in place the respective Codes of Conduct and Ethics (Codes) which are applicable to the Board, staff and volunteers. The Codes have been issued to ensure that its Board members, staff and volunteers are committed to maintaining high standards of professionalism, honesty and integrity in discharging their duties and responsibilities.

### INVESTMENT POLICY

LHE will only save its excess funds in low-risk investments in the form of fixed deposits. If there is any reasons for LHE to make any other investments, approval must be obtained from the Management Board before such investments are made.

### 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**

Email: [doreen.lye@lionshome.org.sg](mailto:doreen.lye@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 completes the Policy on Conflict of Interest and Declaration, Conflict of Interest Disclosure Statement and Disclosure of Statement in January every year; key staff also declared conflict of interest at the beginning of the year.

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:

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

In addition, there is no paid staff who are close members of the family of the Chief Executive Officer or Board Member, who receives more than \$50,000 during the year.

### 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 **Past Chairman PDG Lion Isabel Cheong**, who is responsible for investigating and coordinating corrective actions, through email: [isabel.cheong@gmail.com](mailto:isabel.cheong@gmail.com).



# MANAGEMENT TEAM

## Senior Administrative Management

- Ms Doreen Lye**  
**Chief Executive Officer**  
(Appointed 1 May 2016)  
Executive Director  
(1 February 1998 – 30 April 2016)  
Nursing Administrator of Saint Andrew's Community Hospital  
(1995 – January 1998)
- Mrs Ho Huey Huey**  
**Head**  
Finance Department
- Ms Heng Hiang-Hiang**  
**Head**  
Admin and Operations Department
- Ms Florence Ho**  
**Head**  
Human Resource Department
- Ms Lena Iriawati**  
**Manager**  
Corporate Affairs Department

## Senior Clinical Management

- Ms Patsy Pang**  
**Director of Nursing**  
(Appointed 26 March 2018)  
Assistant Director of Nursing of NTUC Health Nursing Home – Chai Chee (June 2016 – March 2018)
- Ms Varadhan Arivazhagi**  
**Senior Nurse Manager**  
Clinical Department (Bedok Home)
- Ms Superio Maria Lini**  
**Nurse Clinician**  
Clinical Department



Senior Administrative Management Team

- Mr Joselito Jiporac**  
**Assistant Director of Nursing**  
Clinical Department
- Ms Pratiti Kaji**  
**Rehabilitation Manager**  
Rehabilitation Department
- Ms Dorothy Low**  
**Assistant Manager**  
Public / Social Welfare Department
- Ms Ramalingam Vasanthi**  
**Senior Nurse Manager**  
Clinical Department
- Ms Juliet Joseph**  
**Assistant Nurse Manager**  
Clinical Department
- Ms Pia Pagaduan Vallejo**  
**Assistant Nurse Manager**  
Clinical Department (Bedok Home)
- Ms Du Juan**  
**Assistant Nurse Manager**  
Senior Care Centre
- Ms Li Hui**  
**Centre Supervisor**  
Senior Care Centre

## Clinical Training and Education

- Ms Monica Jayarni**  
**Senior Clinical Educator**



Senior Clinical Management Team

# CODE OF GOVERNANCE

(1 April 2019 to 31 March 2020)

## Evaluation Checklist

LHE falls under Advanced Tier that is applicable to large IPCs with gross annual receipts or total expenditure of \$10 million or more.

S/N	Code Guideline	Code ID	Compliance	Explanation (if Code Guideline is not complied or not applicable)
BOARD GOVERNANCE				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
2	Are there governing board members holding staff appointments?		No	
3	There is a <b>maximum limit of four consecutive years</b> for the Treasurer position (or equivalent, e.g. Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
4	All governing board members must submit themselves for <b>re-nomination and re-appointment</b> , at least once every 3 years.	1.1.8	Complied	
5	The Board conducts <b>self-evaluation</b> to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
6	Are there Board member(s) who have served for more than <b>10 consecutive years</b> ?		No	
7	There are <b>documented terms of reference</b> for the Board and each of its committees.	1.2.1	Complied	
CONFLICT OF INTEREST				
8	There are documented procedures for Board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied	
9	Governing board members <b>do not vote or participate</b> in decision-making on matters where they have a conflict of interest.	2.4	Complied	
STRATEGIC PLANNING				
10	The Board <b>periodically reviews and approves the strategic plan</b> for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	
11	There is a documented plan to <b>develop the capacity and capability</b> of the charity and the Board monitors the progress of the plan.	3.2.4	Complied	
HUMAN RESOURCE AND VOLUNTEER MANAGEMENT				
12	The Board approves <b>documented human resource policies</b> for staff.	5.1	Complied	
13	There is a <b>documented Code of Conduct</b> for Board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	

15	Are there volunteers serving in the charity?		Yes	
16	There are <b>volunteer management policies</b> in place for volunteers.	5.7	Complied	
FINANCIAL MANAGEMENT AND INTERNAL CONTROLS				
17	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
18	The Board ensures that <b>internal controls for financial matters</b> in key areas are in place with <b>documented procedures</b> .	6.1.2	Complied	
19	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
20	The Board ensures that there is a process to <b>identify, and regularly monitor and review</b> the charity's <b>key risks</b> .	6.1.4	Complied	
21	The Board approves an <b>annual budget</b> for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	
22	Does the charity invest its reserves (e.g. in fixed deposits)?		Yes	
23	The charity has a <b>documented investment policy</b> approved by the Board.	6.4.3	Complied	
FUNDRAISING PRACTICES				
24	Did the charity receive cash donations (solicited or unsolicited) during the financial year?		Yes	
25	All collections received (solicited or unsolicited) are <b>properly accounted</b> for and <b>promptly deposited</b> by the charity.	7.2.2	Complied	
26	Did the charity receive donations-in-kind during the financial year?		Yes	
27	All donations-in-kind received are <b>properly recorded</b> and <b>accounted for</b> by the charity.	7.2.3	Complied	
DISCLOSURE AND TRANSPARENCY				
28	The charity discloses in its annual report — (a) Number of Board meetings in the financial year; and (b) Individual Board member's attendance.	8.2	Complied	
29	Are Board members remunerated for their Board services?		No	
30	No governing board member is involved in setting his / her own remuneration.	2.2	Complied	
31	Does the charity employ paid staff?		Yes	
32	No staff is involved in setting his / her own remuneration.	2.2	Complied	
33	The charity discloses in its annual report: i) The total annual remuneration (including any remuneration received in its subsidiaries), <b>for each of its three highest paid staff</b> , who each receives remuneration <b>exceeding \$100,000</b> , in bands of \$100,000; and ii) If any of the three highest paid staff also serves on the Board of the charity.	8.4	Complied	
34	The charity discloses that there is no paid staff who are close members of the family of the Executive Head or Board Member, who receives more than \$50,000 during the year.	8.5	Complied	
PUBLIC IMAGE				
35	The charity has a <b>documented communication policy</b> on the release of information about the charity and its activities across all media platforms.	9.2	Complied	



# AT A GLANCE

FY 1 April 2019 – 31 March 2020



## LIONS HOME STAFF HEAD COUNT

Total Staff  
**243**

**189** Care Staff

**30** Support Staff

**24** Administrative Staff

\*All staff are appraised annually through open performance appraisal.

## RESIDENTIAL CARE BED OCCUPANCY



Bishan Home  
**230**  
Beds

Total Number of Occupancy

**216**

Bedok Home  
**154**  
Beds

Total Number of Occupancy

**145**

## SCHEDULED RESPITE CARE



**3**  
Cases



## NUMBER OF ADMISSIONS

Bishan Home

**44**

Bedok Home

**19**

Total Number  
**63**

## MORTALITY RATE

Total Number  
**68**

Bishan Home

**47**

Bedok Home

**21**

## SENIOR CARE CENTRE (BISHAN HOME)

**41**  
Clients

(as at 31 March 2020)

**23**  
Newly Enrolled



## ASSISTED LIVING UNIT (BISHAN HOME)



**09**

Assisted Living Unit residents served (Bishan Home)

## STAFF TRAINING AND EDUCATION



**22,251**

Training hours for ITE Skills Certificate in Healthcare (Home Care)

**9,930**

Training Hours provided to newly recruited healthcare staff for Structured Orientation Programme

**4,022**

Number of times staff benefitted from In-house Refresher Training Course

## SOCIAL WORK AND ADVOCACY



**257**

Residents received help through Lions Home's subsidies

**149**

Residents benefitted from Medifund through Lions Home's assistance

**63**

Financial Counselling held with family members



## REHABILITATION SERVICE FOR RESIDENTS

**34,860**

Direct Individualised Rehabilitation Interventions (1 staff: 1 resident)

**8,000**

Sessions of cognitive activities using IT Interventions (Tablets)

**1,384**

Sessions of Community Integration activities (Gardening)

**1,604**

Virtual Rehabilitation platform sessions (Jintronic)

**2,876**

Times of PARO therapy

**203**

Social Activity (Outings)

**2,782**

Times of Tai Chi

**2,815**

Psycho-social Group Activities

**1,614**

Group Exercises



## WEEKLY SOCIAL ACTIVITIES FOR RESIDENTS

**1,798**

Number of times residents participated in Kachang Puteh Stall

**4,126**

Number of times residents engaged in Kopitiam

**754**

Times of Singing lessons

**448**

Times of Music Therapy (Lions Home Bishan)

## DEMENTIA MANAGEMENT AND CARE (BISHAN HOME)

**45** Bishan Home residents benefitted from Dementia Care Mapping

**46** Advanced Care Planning/ Preferred Plan of Care



# HIGHLIGHTS

## Lions Home Open House



30 May 2019

A special tour was organised for corporate companies during the Lions Home Open House, accompanied by Management Board members.

## Uncle Ringo Carnival Games



31 July 2019

Uncle Ringo organised many exciting old school carnival games, such as Fishing and Match the Colour, for the residents at Lions Home.

## Charity Transparency Award 2019



3 December 2019

Chairman of Lions Home PCC Lion Henre WH Tan receiving the Charity Transparency Award 2019 from Mr Gerard Ee, Chairman of Charity Council.

*Photo courtesy: Charity Council*

## Visit to Rolls-Royce Seletar Manufacturing, Assembly and Technology Centre



20 December 2019

Rolls-Royce Singapore arranged a special tour and visit to Rolls-Royce's state-of-the-art aerospace facility for Lions Home residents.

## One Voice One World Concert by Vocal Associates



2 June 2019

Residents of Lions Home were invited by Vocal Associates to perform at One Voice One World Concert held at the Esplanade Concert Hall.

## Ace Seniors National Day Celebration



14 August 2019

Ace Seniors brought National Day celebration to Lions Home. Residents recited the pledge and sang the national day songs as one, participated in station games, took photos at the photo booth and enjoyed many food and drinks.

## Recognition Night 2019



5 December 2019

Lions Home Recognition Night 2019 Organising Committee posing for group photo with Guest of Honour, Dr Lam Pin Min, Senior Minister of State for Health and Transport.

## Residents Committee (Bedok Home)



20 January 2020

The Residents Committee aims to improve residents' stay in the Home by serving as a platform for residents to voice their needs, provide constructive advice and recommendations.

*(Information is true and accurate at the time of event.)*

# FUNDRAISING ACTIVITY



## Lions Home Flag Day 2019

### Giving Hearts, Loving Home

Lions Home Annual Flag Day was held on 24 August 2019. The event raised a gross amount of \$285,541.02, inclusive of Tote Board matching grant (minus expenses of \$13,526.15). A total of 17 stations were set up to distribute donation tins to about 750 enthusiastic volunteers across Singapore. 91% of the funds raised were used to relief residents' expenses and defray the costs of running the two homes at Bedok and Bishan. The remaining 9% would be reserved to meet Lions Home's future needs and development.

Lions Home is immensely grateful for the readiness, empathetic support and dedication from the Lions Clubs, corporate companies, schools, families and friends who contributed to the success of the event. Many gathered for the same cause – to raise the much-needed funds for the residents of Lions Home. Lions Home would like to extend a big thank you to the donors for their unrelenting support, the contributors who displayed a generous spirit by canvassing the streets, and the Flag Day committee for organising the event. Finally, Lions Home deeply appreciates the benefactions from the community that will help pave a way in supporting a better future for Lions Home.



# OUR SERVICES

## 1 24-HOUR NURSING AND 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-geriatrician for their expertise in managing residents' mental well-being.

## SENIOR CARE CENTRE



The Senior Care Centre (Lions Home 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.

## DEMENTIA MANAGEMENT AND CARE



The Dementia Specific ward is designed to accommodate people with various stages of dementia. A team of specially trained allied health professional and care staff develop a continuum of programmes anchoring on the emphasis of acknowledgement of residents' different and specific needs.

## 3 ASSISTED LIVING UNIT



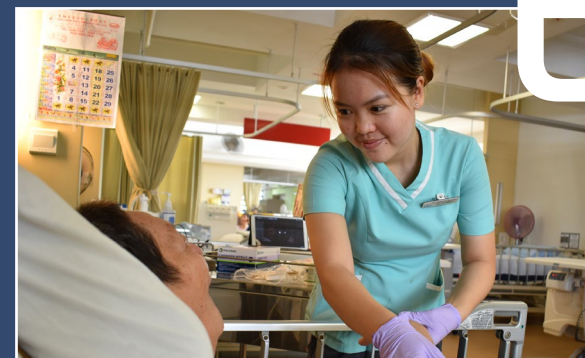
The Assisted Living Unit (ALU) is built to bridge the care services between community-based living and living in a more controlled and restrictive environment of a nursing home. It provides the residents with dignity and quality of life. The ALU creates a sense of self-reliance and self-maintenance for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

## 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.

## 8 SOCIAL WORK AND 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 AND 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.

## 7 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





# 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 aim to stimulate intellect, build strength and raise spirits.

### 01 Art & Craft Classes



### 02 Cooking Classes



### 03 Kachang Puteh Sessions

### 04 Kopitiam Sessions

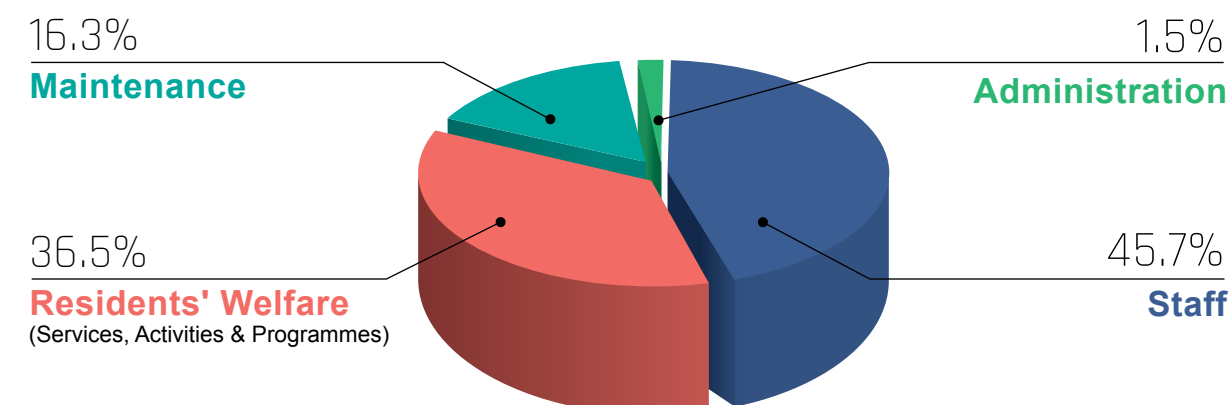
### 05 Music Therapy

### 06 Outings to libraries, markets and shopping malls

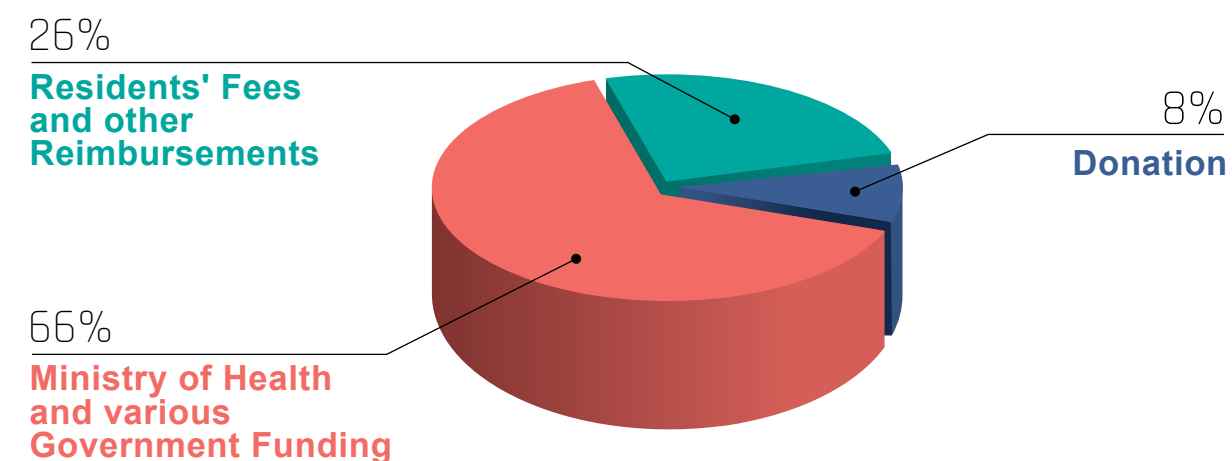
### 07 Singing Lessons



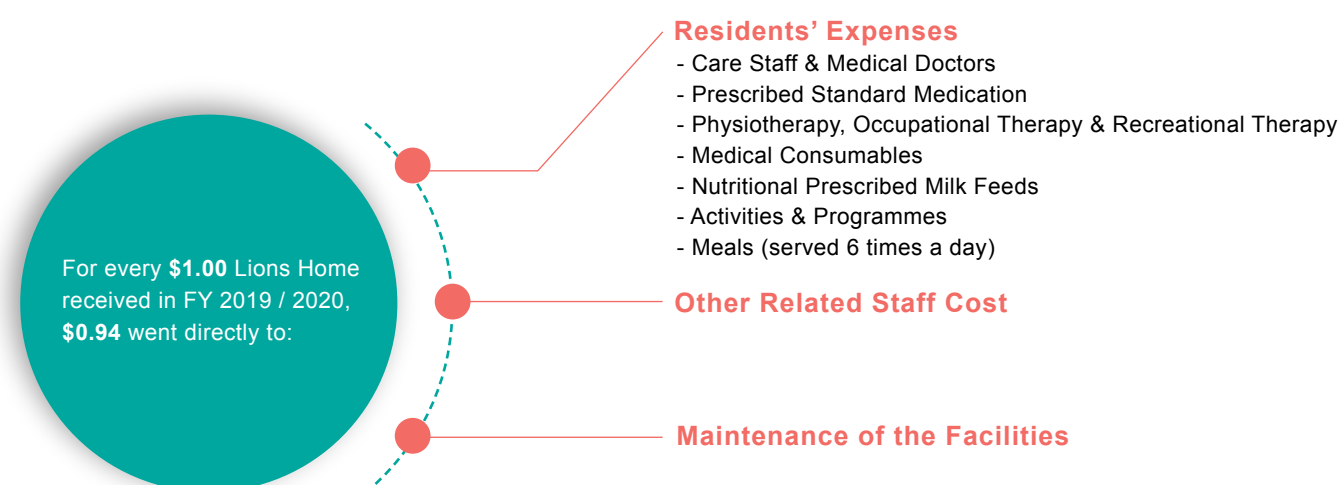
## OPERATING EXPENSES (As at end March 2020)



## SOURCE OF FUNDS (As at end March 2020)



## BREAKDOWN OF CHARITY DOLLAR

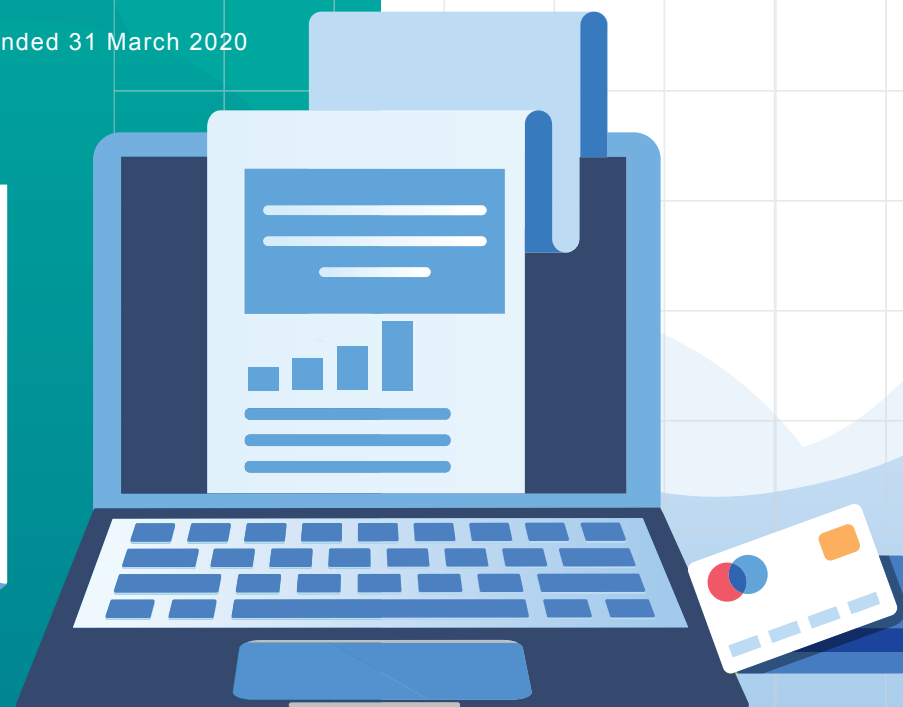


The remaining \$0.06 are reserved to meet Lions Home's future needs and developments.



# LIONS HOME FOR THE ELDER'S FINANCIAL STATEMENTS

For the financial year ended 31 March 2020




## CONTENTS

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## 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 (the "Society") as set out on pages 25 to 39 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 2020, and the financial performance, changes in accumulated fund and other funds and cash flows of the Society for the financial year ended on that date.

On behalf of the Management Board

  
**PCC Lion Henre WH Tan (PBM)**  
Chairman

29 July 2020

  
**Lion Maureen Lee Yoke Ying**  
Honorary Treasurer

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

(Registered in Singapore under the Societies Act)

### Report on the Audit of the Financial Statements Opinion

#### Opinion

We have audited the accompanying financial statements of Lions Home For The Elders (the "Society") as set out on pages 25 to 39, which comprise the balance sheet as at 31 March 2020, and the statement of comprehensive income, statement of changes in accumulated fund and other funds 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 2020 and of 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 obtained at the date of the auditor's report is Statement by the Management Board.

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 on the other information obtained prior to the date of this auditor's report, 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, the 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, the 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 the Management Board 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 the Management Board.
- Conclude on the appropriateness of the 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,

- 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
- the fund-raising appeal held during the financial year ended 31 March 2020 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 fund-raising appeal.

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

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

  
**Baker Tilly TFW LLP**  
Public Accountants and  
Chartered Accountants  
Singapore

## STATEMENT OF COMPREHENSIVE INCOME

Note	2020 \$	2019 \$
<b>Income</b>		
Ambulance reimbursement	52,363	60,433
Diapers reimbursement	378,350	367,700
Escort service reimbursement	15,450	15,500
Fees received from residents	3,871,521	3,710,015
Fees received from senior care centre	469,182	391,397
Government operating grants	8,724,397	7,065,675
Medical reimbursement - residents	211,891	222,549
Milk and ryles tubes reimbursement	91,347	109,855
Subsidy - senior care centre	386,281	255,134
Subsidy for enhanced special employment	76,276	762,922
Subsidy for GST absorbed by government	287,202	248,311
Subsidy for replacement ratio	4,488	260,637
Subsidy - Senior Mobility Fund	2,181	-
Subsidy for land rental	1,051,467	1,051,468
Transport - senior care centre	2,168	29,870
Grant from MOH (Bishan)	19	197,532
Grant from MOH (Bedok)	20	12,606
Medifund Grant	21	819,400
Grant from AIC	22	64,000
Community Silver Trust	23	1,335,077
	<b>18,053,179</b>	15,668,820
<b>Expenditure</b>		
Administrative expenses	4	268,743
Establishment expenses	5	2,879,877
Interest expense	15	145,241
Residents' welfare	6	3,901,103
Staff costs	7	8,430,194
Medifund disbursement to residents	21	811,933
AIC funded programme	22	56,993
Community Silver Trust Funded Programme	23	1,977,099
	<b>18,471,183</b>	16,153,487
<b>Other Income</b>		
Donations	8	796,586
Other appeal letters	9	130,010
Flag Day	10	287,918
Charity Golf	11	-
Bank interest income		281,234
Sundry income		3,720
	<b>1,499,468</b>	1,962,437
<b>Total comprehensive income for the year</b>	<b>1,081,464</b>	1,477,770

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



## BALANCE SHEET

As at 31 March 2020

	Note	2020 \$	2019 \$
<b>Non-current asset</b>			
Property, plant and equipment	12	7,286,063	5,063,134
<b>Current assets</b>			
Sundry receivables	13	2,130,473	1,723,267
Cash and cash equivalents	14	28,059,607	26,794,358
		30,190,080	28,517,625
<b>Total assets</b>		<b>37,476,143</b>	<b>33,580,759</b>
<b>Non-current liability</b>			
Lease liabilities	15	1,971,100	-
<b>Current liabilities</b>			
Sundry payables	16	1,057,399	970,980
Accrued operating expenses		348,582	709,962
Deferred grant income		275,018	-
Lease liabilities	15	842,763	-
		2,523,762	1,680,942
<b>Total liabilities</b>		<b>4,494,862</b>	<b>1,680,942</b>
<b>Net Assets</b>		<b>32,981,281</b>	<b>31,899,817</b>
<b>General Funds (unrestricted)</b>			
Accumulated Fund	17	2,380,158	-
Development Fund	18	23,173,353	23,312,657
LHE Bishan Society Fund	19	1,160,581	1,221,128
LHE Bedok Society Fund	20	3,370,648	3,842,003
		30,084,740	28,375,788
<b>Specific Fund (restricted)</b>			
LHE Medifund	21	439,567	432,040
Agency for Integrated Care Fund	22	14,011	7,004
Community Silver Trust	23	2,442,963	3,084,985
		2,896,541	3,524,029
		32,981,281	31,899,817

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

## STATEMENT OF CHANGES IN ACCUMULATED FUND AND OTHER FUNDS

	Accumulated Fund \$	Development Fund \$	LHE Bishan Society Fund \$	LHE Bedok Society Fund \$	LHE Medifund \$	AIC Fund \$	Community Silver Trust \$	Total \$
Balance at 1.4.2018	-	20,202,005	1,335,856	4,300,614	281,149	7,004	4,295,419	30,422,047
Net surplus/ (deficit) for the year	3,174,133	-	(156,741)	(480,079)	150,891	-	(1,210,434)	1,477,770
Transfer (to)/ from other funds	(3,174,133)	3,110,652	42,013	21,468	-	-	-	-
Balance at 31.3.2019	-	23,312,657	1,221,128	3,842,003	432,040	7,004	3,084,985	31,899,817
Net surplus/ (deficit) for the year	2,380,158	-	(135,350)	(535,856)	7,527	7,007	(642,022)	1,081,464
Transfer (to)/ from other funds	-	(139,304)	74,803	64,501	-	-	-	-
<b>Balance at 31.3.2020</b>	<b>2,380,158</b>	<b>23,173,353</b>	<b>1,160,581</b>	<b>3,370,648</b>	<b>439,567</b>	<b>14,011</b>	<b>2,442,963</b>	<b>32,981,281</b>

## STATEMENT OF CASH FLOWS

### Cash flows from operating activities

	2020 \$	2019 \$
Net surplus for the year	1,081,464	1,477,770
Adjustments for:		
Interest income	(281,234)	(181,234)
Interest expense (Note 15)	145,241	-
Depreciation of property, plant and equipment (Note 12)	1,818,698	796,174
Property, plant and equipment written off	27,902	-
Operating cash flows before movements in working capital	2,792,071	2,092,710
Sundry receivables	(407,206)	(784,456)
Payables	57	184,425
<b>Net cash from operating activities</b>	<b>2,384,922</b>	<b>1,492,679</b>

### Cash flows from investing activities

Interest received	281,234	181,234
Purchases of property, plant and equipment (Note 12)	(349,439)	(222,835)
<b>Net cash used in investing activities</b>	<b>(68,205)</b>	<b>(41,601)</b>

### Cash flows from financing activities

Repayment of lease liabilities (Note 15)	(906,227)	-
Interest paid (Note 15)	(145,241)	-
<b>Net cash used in financing activities</b>	<b>(1,051,468)</b>	<b>-</b>
<b>Net increase in cash and cash equivalents</b>	<b>1,265,249</b>	<b>1,451,078</b>
Cash and cash equivalents at beginning of financial year	26,794,358	25,343,280
<b>Cash and cash equivalents at end of financial year (Note 14)</b>	<b>28,059,607</b>	<b>26,794,358</b>

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

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

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 dollar (\$) 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 the 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. Changes to the Society's accounting policies have been made as required, in accordance with the transitional provisions in the respective FRSs and INT FRSs.

The adoption of these new and revised FRSs and INT FRSs did not have any material effect on the financial performance or position of the Society except as disclosed below:

### FRS 116 Leases

#### When the Society is the lessee

FRS 116 replaces the existing FRS 17: *Leases* for the financial period beginning 1 January 2019. 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. In addition, the nature of expenses related to those leases will change as FRS 116 replaces the straight-line operating lease expense with depreciation charge of right-of-use asset and interest expense on lease liability.

On adoption of FRS 116, the Society recognised lease liabilities in relation to leases which had previously been classified as "Operating Leases" under FRS 17 *Leases*. These liabilities were measured at the present value of the remaining lease payments, discounted using the Society's incremental borrowing rate as at 1 April 2019. The lessee's incremental borrowing rate applied to the lease liabilities on 1 April 2019 was 4.48% per annum.

	\$
Operating lease commitments disclosed as at 31 March 2019, restated (Note 26)	4,121,693
Discounted using the lessee's incremental borrowing rate	(401,603)
Lease liabilities recognised as at 1 April 2019 (Note 15)	3,720,090

The associated right-of-use assets were measured at the amount equal to the lease liability (adjusted for any prepaid or accrued lease payment) on date of initial adoption. The right-of-use assets and lease liabilities of \$3,720,090 and \$3,720,090 respectively were recognised on the balance sheet on 1 April 2019.

In applying FRS 116 for the first time, the Society has used the following practical expedients permitted by the standard:

- exclude initial direct costs for the measurement of the right-of-use asset at the date of initial application; and
- use of hindsight in determining the lease term where the contract contains options to extend or terminate the lease.

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 ended 31 March 2020 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.

### (B) INCOME RECOGNITION

#### Service income

The Society offers a spectrum of Aged Care Services as well as a Senior Day Care Centre to provide long-term residential and nursing care for the elderly. Such services are recognised as a performance obligation satisfied over time. Service income (comprising admission fees, fee received from residents and from day rehabilitation and society nursing and reimbursement income) is recognised when services are rendered to the residents.

#### Donations

Donations are recognised when received. If donations are received for a specific fund-raising or charity event and the event has not occurred, the donation received will be deferred as a liability until the event has been conducted.

#### Interest income

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

#### Subsidy income

Subsidy income is recognised on accrual basis when the receipts are certain.

### (C) 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.

### (D) INCOME TAX

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

### (E) 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 the Management Board.

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 land and properties	3 to 30
Plant and equipment and motor vehicles	1 to 10
Motor vehicles	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.

### (F) LEASES

#### The accounting policy for leases before 1 April 2019 is as follows:

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 recognised in income or expenditure on a straight-line basis over the period of the lease.

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.

#### The accounting policy for leases after 1 April 2019 is as follows:

The Society assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.



The Society applies a single recognition and measurement approach for all contracts that are, or contain, a lease, except for short-term leases (i.e. for leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option), and leases of low-value assets (e.g. leases of tablet and personal computers, small items of office equipment and telephones). For these exempted leases, the Society recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

#### **Lease liabilities**

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Society uses its incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise fixed lease payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Society and payments of penalties for terminating the lease, if the lease term reflects the Society exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

The lease liability is presented as a separate line in the balance sheet.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability using the effective interest method, and reducing the carrying amount to reflect the lease payments made.

The Society remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

#### **Right-of-use assets**

The Society recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement date, initial direct cost, less any lease incentive received.

Whenever the Society incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under *FRS 37 Provisions, Contingent Liabilities and Contingent Assets*. To the extent that the cost relates to a right-of-use asset, the costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

Right-of-use assets are subsequently measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. Right-of-use assets are depreciated on a straight-line basis over the shorter period of the lease term and useful life of the underlying asset. If ownership of the leased asset transfers to the Society at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The depreciation starts at the commencement date of the lease.

The right-of use assets are presented within “property, plant and equipment” in the balance sheet.

The Society applies *FRS 36 Impairment of Assets* to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in Note 2(g)

#### **G) IMPAIRMENT OF NON-FINANCIAL ASSETS**

At each balance sheet date, the Society assesses 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 of disposal 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.

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash-generating unit) in prior years. A previously recognised impairment loss for an asset other than goodwill is only reversed if there has been

a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. A reversal of an impairment loss is recognised immediately in income or expenditure.

#### **H) FINANCIAL ASSETS**

##### **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.

Financial assets are initially measured at fair value. Transaction costs that are directly attributable to the acquisition of financial assets are added to the fair value of the financial assets on initial recognition.

##### **Classification and measurement**

All financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets. The Society classifies its financial assets based on the Society's business model for managing the financial assets and the contractual cash flow characteristics of the financial assets. The Society's financial assets are classified at amortised cost which comprise sundry receivables (excluding prepayments) and cash and cash equivalents on the balance sheet.

Financial assets at amortised cost are subsequently measured using the effective interest rate (EIR) method and are subject to impairment. Gains and losses are recognised in income or expenditure when the asset is derecognised, modified or impaired. Interest income from these financial assets is included in interest income using the EIR method.

##### **Impairment**

The Society recognises an allowance for expected credit losses (“ECLs”) for financial assets carried at amortised cost. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Society expects to receive, discounted at an approximation of the original effective interest rate.

The impairment methodology applied depends on whether there has been a significant increase in credit risk. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

If the Society has measured the loss allowance for a financial asset at an amount equal to lifetime ECL in the previous reporting period, but determines at the current balance sheet date that the conditions for lifetime ECL are no longer met, the Society measures the loss allowance at an amount equal to 12-month ECL at the current balance sheet date.

The Society recognises an impairment gain or loss in income or expenditure for all financial assets with a corresponding adjustment to their carrying amount through a loss allowance account.

#### **I) 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.

#### **(J) FINANCIAL LIABILITIES**

Financial liabilities include sundry payables, accrued operating expenses (excluding provision for unutilised leave) and lease liabilities. 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 recognised at fair value plus directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method.

A financial liability is derecognised when the obligation under the liability is extinguished. Gains and losses are recognised in income or expenditure when the liabilities are derecognised and through the amortisation process.

#### **(K) GOVERNMENT GRANTS**

Government grants are given in the form of subvention and capital 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's fund over the expected useful life of the relevant asset by equal annual instalments.

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.

#### **(L) 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 management's best estimate of the expenditure required to

settle the obligation at the balance sheet date. Where the effect of the time value of money is material, the amount of the provision shall be discounted to present value using a pre-tax discount rate that reflects the current market assessment of the time value of money and risks specific to the obligation.

When discounting is used, the increase in the provision due to passage of time is recognised as a finance cost in income or expenditure.

#### (M) FUNDS

Unless specifically indicated, fund balances are not represented by any specific assets, but are represented by all assets of the Society. Income and expenditure relating to various funds specifically set up are taken directly to these funds. All other income and expenditure are reflected in the accumulated fund.

### 3. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the process of applying the Society's accounting policies, which are described in Note 2, the Management Board has made the following judgements that has the most significant effect on the amounts recognised in the financial statements (apart from those involving estimations):

#### CRITICAL JUDGMENTS IN APPLYING THE SOCIETY'S ACCOUNTING POLICIES

##### Determining the lease term

In determining the lease term, the Management Board considers all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

For lease of leasehold land and properties, the factor that is considered to be most relevant is that there will be costs and business disruption required to replace the leased asset if the Society were to relocate to another leased asset.

As at 31 March 2020, included in lease liabilities are potential cash outflows of \$1,910,196 (undiscounted) in respect of the extension period if the option is exercised.

The assessment of reasonable certainty to exercise extension options is only revised if in respect a significant change in circumstances occurs which affects this assessment, and that is within the control of the lessee.

##### Reinstatement cost of leasehold land and properties

In accordance with the terms of the lease agreement, upon expiry of the lease, the Society is required to deliver to the landlord vacant possession of the land and properties together with the approved building work and fixtures and fittings in tenantable condition.

The Management Board is of the view that the likelihood to

reinstate the land and properties is low due to the nature of the Society's operation. No provision has been made in the financial statements. The carrying amount of the leasehold land and properties as at 31 March 2020 is \$5,725,137 (Note 12).

#### 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 balance sheet date in accordance with the accounting policy in Note 2(e). The estimation of the useful lives and residual values involve 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 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 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 2020 and the annual depreciation charge for the financial year ended 31 March 2020 are disclosed in Note 12.

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

	2020 \$	2019 \$
Advertisement	44,485	31,552
Auditor's remuneration	17,700	17,700
Bank charges	2,189	2,195
General expenses	6,552	4,554
Insurance	27,377	19,947
Kitchen and laundry expenses	-	4,579
Medical equipment expense	194	3,809
Newspaper subscriptions	-	767
Printing, postage and stationery	22,708	20,833
Professional fee	85,300	73,795
Transportation	7,110	5,453
Upkeep of motor vehicle	19,162	16,376
Volunteer expenses	35,966	31,512
	268,743	233,072

### 5. ESTABLISHMENT EXPENSES

	2020 \$	2019 \$
Depreciation of property, plant and equipment (Note 12)	1,818,698	796,174
Property, plant and equipment written off	27,902	-
GST not claimable	167,445	150,440
IT maintenance - hardware	44,762	23,591
IT maintenance - software	9,150	30,556
Land rental	-	1,051,468
Repairs and maintenance	406,096	404,757
Telephone	22,966	25,873
Utilities	332,451	339,132
Vaccine and infection control consumables	50,407	8,727
	2,879,877	2,830,718

### 6. RESIDENTS' WELFARE

	2020 \$	2019 \$
Allowance for impairment on amounts due from residents (Note 13)	14,500	15,500
Allowance for impairment on amounts due from residents written-back (Note 13)	(5,500)	(9,014)
Bad debts written off	3,944	10,931
Bedding and clothing (net)	4,664	6,878
Cleaning and laundry	154,680	129,406
Dental/reflexology consumables	152	-
GST absorbed by government	287,202	248,311
Medical expenses	726,605	778,788
Medical/professional services	442,044	418,562
Home subsidies	1,140,514	536,961
Physiotherapy/occupant consumables	4,290	7,392
Residents' food and refreshment	307,757	262,513
Residents' transport	160,290	175,558
Residents' diapers	205,082	186,598
Residents - miscellaneous	19,474	22,116
SCC expenses	435,405	252,680
	3,901,103	3,043,180

### 7. STAFF COST

	2020 \$	2019 \$
CPF	422,027	413,847
Medical expenses	38,117	52,717
Medical insurance	38,827	35,609
Recruitment expenses	40,597	33,270
Salaries and bonus	6,771,211	6,301,923
Staff food and refreshment	129,909	114,941
Staff handphone allowance	4,440	3,920
Staff training	38,292	19,405
Staff uniform	42,866	29,415
Staff welfare	26,087	22,447
Foreign worker levy	854,962	875,211
Staff accommodation	666,848	831,765
	9,074,183	8,734,470
Funded by CST grant	(643,989)	(705,551)
	8,430,194	8,028,919



The number of persons employed at the end of the financial year is 243 (2019: 247) of which 189 (2019: 195) persons are Nursing Care staff, and 54 (2019: 52) persons are Administrative and Maintenance staff. The remuneration of our Executives are:

	Number of Staff
\$251,001 to \$300,000 per annum	1 (2019: 1)
\$225,001 to \$250,000 per annum	0 (2019: 0)
\$201,001 to \$225,000 per annum	0 (2019: 0)
\$175,001 to \$200,000 per annum	0 (2019: 0)
\$150,001 to \$175,000 per annum	0 (2019: 0)
\$125,001 to \$150,000 per annum	2 (2019: 0)
\$100,001 to \$125,000 per annum	3 (2019: 5)
\$75,001 to \$100,000 per annum	2 (2019: 3)
\$50,000 to \$75,000 per annum	0 (2019: 0)

Total remuneration paid to the Executives for the financial year amounted to \$1,049,176 (2019: \$1,107,727). The number of executives at the end of financial year ended is 8 (2019: 9).

The Management Board consists of Lions Club 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. DONATIONS

	2020 \$	2019 \$
Donation	661,114	1,042,283
Donation in-kind	136,343	80,236
Less: Expenses	(871)	(45,871)
	<b>796,586</b>	1,076,648

## 9. OTHER APPEAL LETTERS

	2020 \$	2019 \$
Donation (Note 25)	158,456	28,515
Less: Expenses	(28,446)	(4,577)
	<b>130,010</b>	23,938

## 10. FLAG DAY

	2020 \$	2019 \$
Donation (Note 25)	301,444	352,013
Less: Expenses	(13,526)	(10,870)
	<b>287,918</b>	341,143

## 11. CHARITY GOLF

	2020 \$	2019 \$
Donation (Note 25)	-	397,620
Less: Expenses	-	(63,661)
	<b>-</b>	333,959

## 12. PROPERTY, PLANT AND EQUIPMENT

	Leasehold land and properties \$	Plant and equipment \$	Motor vehicles \$	Total \$
<b>2020 Cost</b>				
Balance at 1.4.2019	11,656,080	3,677,513	249,331	15,582,924
Recognition of right-of-use asset on initial application of FRS 116	3,720,090	-	-	3,720,090
Balance at 1.4.2019, restated	15,376,170	3,677,513	249,331	19,303,014
Additions	-	349,439	-	349,439
Write-off	-	(254,515)	-	(254,515)
Balance at 31.3.2020	<b>15,376,170</b>	<b>3,772,437</b>	<b>249,331</b>	<b>19,397,938</b>
<b>Accumulated depreciation</b>				
Balance at 1.4.2019	8,256,574	2,157,785	105,431	10,519,790
Depreciation charge	1,394,459	399,306	24,933	1,818,698
Write-off	-	(226,613)	-	(226,613)
Balance at 31.3.2020	<b>9,651,033</b>	<b>2,330,478</b>	<b>130,364</b>	<b>12,111,875</b>
Net carrying value at 31.3.2020	<b>5,725,137</b>	<b>1,441,959</b>	<b>118,967</b>	<b>7,286,063</b>
<b>2019 Cost</b>				
Balance at 1.4.2018	11,656,080	3,490,698	217,211	15,363,989
Additions	-	190,715	32,120	222,835
Write-off	-	(3,900)	-	(3,900)
Balance at 31.3.2019	11,656,080	3,677,513	249,331	15,582,924
<b>Accumulated depreciation</b>				
Balance at 1.4.2018	7,827,373	1,819,645	80,498	9,727,516
Depreciation charge	429,201	342,040	24,933	796,174
Write-off	-	(3,900)	-	(3,900)
Balance at 31.3.2019	8,256,574	2,157,785	105,431	10,519,790
Net carrying value at 31.3.2019	3,399,506	1,519,728	143,900	5,063,134

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

Location	Usage	Tenure
Bedok Society 487 Bedok South Ave 2 Singapore 469316	Lions Home For The Elders Agreement expires on 31 December 2020	3 years
Bishan Society 9 Bishan Street 13 Singapore 579804	Lions Home For The Elders Agreement expires on 2 August 2021	3 + 3 years renewable tenancy

As at 31 March 2020, the net carrying value of the Society's right-of-use assets included under property, plant and equipment were \$2,754,832 (1.4.2019: \$3,720,090) (Note 15).

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 \$210,138 (2019: \$159,354). Cash paid for remaining additions for the year totalled \$139,301 (2019: \$63,481).

The depreciation charge of \$315,456 (2019: \$266,648) and \$537,986 (2019: \$529,526) are shown under LHE Bishan Society Fund (Note 19) and LHE Bedok Society Fund (Note 20) respectively.

## 13. SUNDRY RECEIVABLES

	2020 \$	2019 \$
Grants and subsidies receivables *	1,230,721	863,576
Prepayments	85,417	34,820
Deposits	293,198	293,198
Sundry debtors	202,847	118,498
Amounts due from residents	398,080	493,965
	<b>2,210,263</b>	1,804,057
Allowance for impairment on amounts due from residents	(79,790)	(80,790)
	<b>2,130,473</b>	1,723,267

\*Included in the grant and subsidies receivables pertain to government grant of \$275,018 under the Singapore Government's Jobs Support Scheme (JSS) with a corresponding deferred grant income recognised on the balance sheet. The movements in allowance for impairment on amounts due from residents are as follows:

	2020 \$	2019 \$
At 1 April	80,790	114,509
Allowance made (Note 6)	14,500	15,500
Allowance written-off	(10,000)	(40,205)
Allowance written-back (Note 6)	(5,500)	(9,014)
At 31 March	<b>79,790</b>	80,790

## 14. CASH AND CASH EQUIVALENTS

	2020 \$	2019 \$
Bank and cash balances	11,110,382	12,977,387
Fixed deposits	16,949,225	13,816,971
	<b>28,059,607</b>	26,794,358

The fixed deposits are placed with reputable financial institutions on varying maturity and interest rate. The effective interest rate of these fixed deposits ranging from 1.40% to 2.00% (2019: 1.18% to 1.95%) per annum at the balance sheet date.

## 15. LEASE LIABILITIES

	2020 \$	2019 \$
Current	842,763	-
Non-current	1,971,100	-
	<b>2,813,863</b>	-

Reconciliation of movements of lease liabilities to cash flows arising from financing activities.

	2020 \$
Balance at 1 April 2019	-
Recognition of lease liabilities on adoption of FRS 116	3,720,090
Balance at 1 April 2019, restated	3,720,090
Changes from financing cash flows:	
- Repayments	(906,227)
- Interest paid	(145,241)
Non-cash changes:	
- Interest expense	145,241
Balance at 31 March 2020	<b>2,813,863</b>

The Society leases leasehold land and properties from a third party. The leases have an average tenure of 3 years with a renewal option of additional 3 years.

The maturity analysis of the lease liabilities is disclosed in Note 27(b).

Information about leases for which the Society is a lessee is presented below:

**Carrying amount of right-of-use assets**

The carrying amount of right-of-use assets are as follows:

	2020 \$	2019 \$
Classified within property, plant and equipment	2,754,832	3,720,090
Leasehold land and properties		

**Amounts recognised in income or expenditure**

	2020 \$
Depreciation charge for the year	965,258
Leasehold land and properties	
Interest expense on lease liabilities	145,241

Total cash flows for leases of the Society amounted to \$1,051,468.

**16. SUNDRY PAYABLES**

	2020 \$	2019 \$
Cash held in custody - residents	355,215	360,652
Deposits from residents	227,507	226,738
Sundry payables	474,677	383,590
	1,057,399	970,980

**17. ACCUMULATED FUND**

	2020 \$	2019 \$
At 1 April	-	-
Surplus for the year	2,380,158	3,174,133
Transfer to Development Fund (Note 18)	-	(3,174,133)
At 31 March	2,380,158	-

Surpluses for the prior years were transferred to the Development Fund annually for future development and capital purchases of the Society. On 27 July 2020, the Management Board of the Society approved that the surplus for the current year will be not transferred to the Development Fund to meet the future operational needs of the Society.

**18. DEVELOPMENT FUND**

	2020 \$	2019 \$
At 1 April	23,312,657	20,202,005
Transfer from Accumulated Fund (Note 17)	-	3,174,133
Transfer to:		
- LHE Bishan Society Fund (Note 19)	(80,030)	(42,013)
- LHE Bedok Society Fund (Note 20)	(59,274)	(21,468)
At 31 March	23,173,353	23,312,657

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.

**19. LHE BISHAN SOCIETY FUND**

	2020 \$	2019 \$
<i>Capital Grant</i>		
At 1 April	2,302,256	2,192,349
Grant received from MOH	197,532	109,907
Write-off	(55,905)	-
Transfer of assets to Bedok (Note 20)	(10,454)	-
At 31 March (A)	2,433,429	2,302,256
<i>Building Fund</i>		
At 1 April	402,662	360,649
Transfer from Development Fund (Note 18)	80,030	42,013
Write-off	(104,510)	-
At 31 March (B)	378,182	402,662

*Accumulated Depreciation*

At 1 April	(1,483,790)	(1,217,142)
Depreciation	(315,456)	(266,648)
Write-off	142,989	-
Transfer of assets from Bedok (Note 20)	5,227	-
At 31 March (C)	(1,651,030)	(1,483,790)
Total (A + B + C)	1,160,581	1,221,128

**20. LHE BEDOK SOCIETY FUND**

	2020 \$	2019 \$
<i>Capital Grant</i>		
At 1 April	10,495,432	10,445,985
Grant received from MOH	12,606	49,447
Write-off	(52,897)	-
At 31 March (A)	10,455,141	10,495,432
<i>Building Fund</i>		
At 1 April	2,382,570	2,365,002
Transfer from Development Fund (Note 18)	59,274	21,468
Write-off	(41,203)	(3,900)
Transfer of assets from Bishan (Note 19)	10,454	-
At 31 March (B)	2,411,095	2,382,570
<i>Accumulated Depreciation</i>		
At 1 April	(9,035,999)	(8,510,373)
Depreciation	(537,986)	(529,526)
Write-off	83,624	3,900
Transfer of assets from Bishan (Note 19)	(5,227)	-
At 31 March (C)	(9,495,588)	(9,035,999)
Total (A + B + C)	3,370,648	3,842,003

**21. LHE MEDIFUND**

	2020 \$	2019 \$
At 1 April	432,040	281,149
Medical grant received during the year	819,400	958,000
Net bank interest received	60	55
Disbursement during the year	(811,933)	(807,164)
Surplus during the year	7,527	150,891
At 31 March	439,567	432,040

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.

**22. AGENCY FOR INTEGRATED CARE (AIC) FUND**

	2020 \$	2019 \$
At 1 April	7,004	7,004
Grant received during the year	64,000	-
Disbursement during the year	(56,993)	-
Surplus during the year	7,004	-
At 31 March	14,011	7,004

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

**23. COMMUNITY SILVER TRUST**

	2020 \$	2019 \$
At 1 April	3,084,985	4,295,419
Grant received during the year	1,335,077	-
Disbursement during the year	(1,337,196)	(1,210,434)
Unutilised grant refunded to AIC	(639,903)	-
Deficit during the year	(642,022)	(1,210,434)
At 31 March	2,442,963	3,084,985

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 Society is required to fully utilise 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 Society may be required to return any unutilised portion of the grants.

**24. TAX-DEDUCTIBLE RECEIPTS**

The tax-deductible receipts during the year totalled \$922,315 (2019: \$1,458,118) and the non-tax- deductible receipts during the year totalled \$198,700 (2019: \$362,313).

**25. DONATIONS FROM PUBLIC FUND-RAISING EVENTS**

Donations from public raising events included in income or expenditure:

	2020 \$	2019 \$
Other appeal letters (Note 9)	158,456	28,515
Flag Day (Note 10)	301,444	352,013
Charity Golf (Note 11)	-	397,620
	459,900	778,148



## 26. LEASE COMMITMENTS

The Society leases various land and building from a third party 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:

	Restated 2019 \$
Not later than one financial year	1,051,468
Later than one financial year but not later than five financial years	2,857,982
Later than five financial years	212,243
	4,121,693

As disclosed in Note 2(a), the Society has adopted FRS 116 on 1 April 2019. These lease payments have been recognised as right-of-use assets and lease liabilities on the statement of financial position as at 1 April 2019.

## 27. FINANCIAL INSTRUMENTS

### A) CATEGORIES OF FINANCIAL INSTRUMENTS

Financial instruments at their carrying amounts at the balance sheet date are as follows:

	2020 \$	2019 \$
<b>Financial Assets</b>		
Financial assets at amortised cost	30,104,663	28,482,805
<b>Financial Liabilities</b>		
at amortised cost	4,097,488	1,590,852

### 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 and cash balances and fixed deposits (Note 14) placed with reputable 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 is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Society's exposure to credit risk arises primarily from cash and cash equivalents and sundry receivables. For financial assets, including cash and cash equivalents, the Society minimises credit risk by dealing exclusively with high credit rating counterparties.

The Society does not have any significant concentration of credit risk exposure. The maximum exposure to credit risk is represented by the carrying value of each class of financial assets recognised on the balance sheet.

The Society's exposure to credit risk arises from the failure of a resident to settle its financial and contractual obligations to the Society, as and when they fall due. The Management Board manages this risk by limiting the aggregate financial exposure to any individual resident.

The following sets out the Society's internal credit evaluation practices and basis for recognition and measurement of expected credit losses (ECL):

Description of evaluation of financial assets	Basis for recognition and measurement of ECL
Counterparty has a low risk of default and does not have any past due amounts	12-month ECL
Contractual payments are more than 30 days past due or where there has been a significant increase in credit risk since initial recognition	Lifetime ECL - not credit-impaired
Contractual payments are more than 90 days past due or there is evidence of credit impairment	Lifetime ECL - credit-impaired
There is evidence indicating that the Society has no reasonable expectation of recovery of payments such as when the debtor has been placed under liquidation or has entered into bankruptcy proceedings	Write-off

The Society determines the ECL of amounts due from residents by making debtor-specific assessment of expected impairment loss for overdue amounts due from residents and using a provision matrix for amounts due from residents that is based on its historical credit loss experience, past due status of residents, residents' ability to pay and forward-looking information specific to the residents and economic environment.

The Society considers that default has occurred when the resident fails to make contractual payments more than 90 days past due. A resident outstanding balance is written off when there is information indicating that there is no realistic prospect of recovery from the resident.

There has been no change in the estimation techniques or significant assumptions made during the current financial year.

Based on a simplified approach for determining credit loss allowance for amounts due from residents at the balance sheet date, an allowance for impairment amounting to \$79,790 (2019: \$80,790) was recognised by the Society as at 31 March 2020 and 31 March 2019 for specific residents as a result of occurrence of credit impairment events.

Movements in credit loss allowance for impairment on amounts due from residents are as follows:

	2020 \$	2019 \$
Balance at 1 April	80,790	114,509
Loss allowance recognised in income or expenditure during the year on:		
Lifetime ECL - simplified approach	9,000	6,486
Receivables written-off as uncollectable	(10,000)	(40,205)
Balance at 31 March	79,790	80,790

Credit risk exposure in relation to cash and cash equivalents and sundry receivables (except for amounts due from residents) as at 31 March 2020 and 31 March 2019 is insignificant, and accordingly no credit loss allowances is recognised as at 31 March 2020 and 31 March 2019.

#### Liquidity risk

Liquidity risk is the risk that the Society will encounter difficulty in meeting financial obligations due to shortage of funds. The Society's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Society manages the liquidity risk by maintaining sufficient cash to enable them to meet their normal operating commitments.

The table below summarises the maturity profile of the Society's non-derivative financial liabilities at the balance sheet date based on contractual undiscounted repayment obligations:

	2020			2019
	1 Year or Less \$	1 to 5 years \$	Total \$	1 Year or Less \$
Sundry payables	935,143	-	935,143	880,890
Accrued operating expenses	348,582	-	348,582	709,962
Lease liabilities	947,785	2,122,452	3,070,237	-
	2,231,510	2,122,452	4,353,962	1,590,852

### 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.

## 28. FUND MANAGEMENT

The Society's objectives when managing its funds are to safeguard and maintain adequate working capital to continue as a 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 the financial years ended 31 March 2020 and 31 March 2019.

## 29. AUTHORISATION OF FINANCIAL STATEMENTS

The financial statements of the Society for the financial year ended 31 March 2020 were authorised for issue in accordance with a resolution of the Management Board dated 29 July 2020.

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

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IPC Reference: HEF0003G  
IPC Status: 27 April 2020 to 26 April 2023  
GST Registration No.: M90007299Y

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