

MARCH 2023 TO APRIL 2024

ANNUAL REPORT





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*For enquiries, please contact us at email:
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OUR VISION



A world where individuals flourish emotionally and socially

OUR MISSION

We are dedicated to empowering individuals to navigate challenges, fostering hope and resilience, and unlocking their full potential, through comprehensive, holistic support that addresses their physical, emotional, and social needs.





OUR VALUES



Client-centred Care



Compassion



Holistic Approach



Respect



Innovation



Integrity



ORGANISATION INFORMATION

CHARITY NAME:	O'JOY LIMITED
REGISTERED ADDRESS:	BLOCK 5 UPPER BOON KENG ROAD #02-10 SINGAPORE 380005
COMPANY LIMITED BY GUARANTEE REGISTRATION NO.:	201805560D
FULL MEMBERSHIP WITH THE NATIONAL COUNCIL OF SOCIAL SERVICE:	SINCE 1 APRIL 2005
CHARITY REGISTRATION NUMBER:	201805560D (INSTITUTE OF PUBLIC CHARACTER)
IPC NO.:	201805560D
BANK:	MAYBANK 210 NEW UPPER CHANGI ROAD, #01- 699 SINGAPORE 460210
UEN:	201805560D
AUDITOR:	CORPWERK PAC, CHARTERED ACCOUNTANTS
EXECUTIVE MANAGEMENT:	EXECUTIVE DIRECTOR CHOO JIN KIAT (SINCE 01 APRIL 2011) CLINICAL DIRECTOR TEO PUAY LENG (SINCE 01 APRIL 2010)

MESSAGE FROM THE PRESIDENT



**TERRENCE
CHEE**

President, Board

Four years have passed since our novation from O'Joy Care Services to O'Joy Limited. This novation, albeit a name change for many who already know O'Joy, has brought about a new sense of purpose and urgency as we embark on a process of renewal and training of the Board and staff to meet the challenges ahead.

The Board, together with input from all members of the staff, embraced and endorsed a new vision statement and refreshed our mission statement and core values. These details can be found in the Annual Report and our website.

We increased our Board size from 5 to 10 and reviewed all our Board Committees. This resulted in strengthening the TORs (Terms of References) for the various committees, and adding new Board members to supplement the expected increase in workload within each committee. A new Information and Communications Technology (ICT) Board Committee was set up as O'Joy's work environment becomes increasingly digitalised. These details can be found in the Annual Report.

MESSAGE FROM THE PRESIDENT

The return to normalcy from COVID-19 enabled us to accelerate our pace of outreach, reaching out to 11,227 persons as compared to last year's 3,561 persons. This is an increase of over 300%! In addition, with the increase from one to two CRESTs (Community Resource Engagement and Support Team) - A community safety network for people with and at risk of depression, dementia and other mental health conditions, as well as their caregivers), we were able to serve 647 clients as compared to last year's 390 clients, i.e. an increase of 65.9%. As a result, we managed to transform 876 lives as compared to last year's 768 lives, i.e. an increase of 11.5%.

Going forward, we will be adopting Enterprise Risk Management and Crisis Management with the objective of strengthening our current Business Continuity Management (BCM). The adaptation will enable us to better identify potential threats and build resilience to safeguard our beneficiaries, stakeholders and assets. Thus, ensuring our organization

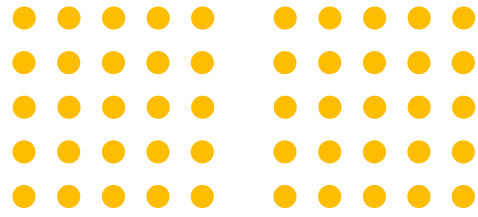
to continue performing more impactful work, delivering greater value to beneficiaries, and building stronger confidence.

I want to extend my heartfelt thanks to my fellow committee members for their dedication and insight, which have been invaluable in guiding O'Joy through the many challenges and opportunities we faced together. I am especially grateful to our O'Joy management, counsellors, and office teams for their relentless efforts in supporting our care recipients as we move into the next stage of transformation.

Lastly, my sincere thanks go to all our volunteers and donors for their selfless contributions and generosity. Your willingness to give your time and service is immensely appreciated. Your support enables us to continue fulfilling our mission and serving our community. We look forward to your continued involvement with O'Joy in the years to come!

Thank you.

MEET



OUR BOARD



Terrence Chee
President



Max Cheong
Treasurer



Alan Goh
Secretary and
Chairperson, Audit and
Risk Board Committee



Chung Soon Bee
Board Member and
Chairperson, Nomination
Board Committee

MEET OUR BOARD



Joanna Tan

Board Member and Chairperson, Fundraising Board Committee



Amelia Teo

Board Member and Chairperson, Human Resource Board Committee



Lenard Pattiselanno Raymond

Board Member and Chairperson, Programme and Service Board Committee



Alvin Wong

Board Member and Chairperson, Communications and Legal Board Committee



Ong Jeannie

Board Member and Chairperson, Information and Communications Technology Board Committee



Sylvia Oo

Board Member

MEET OUR BOARD

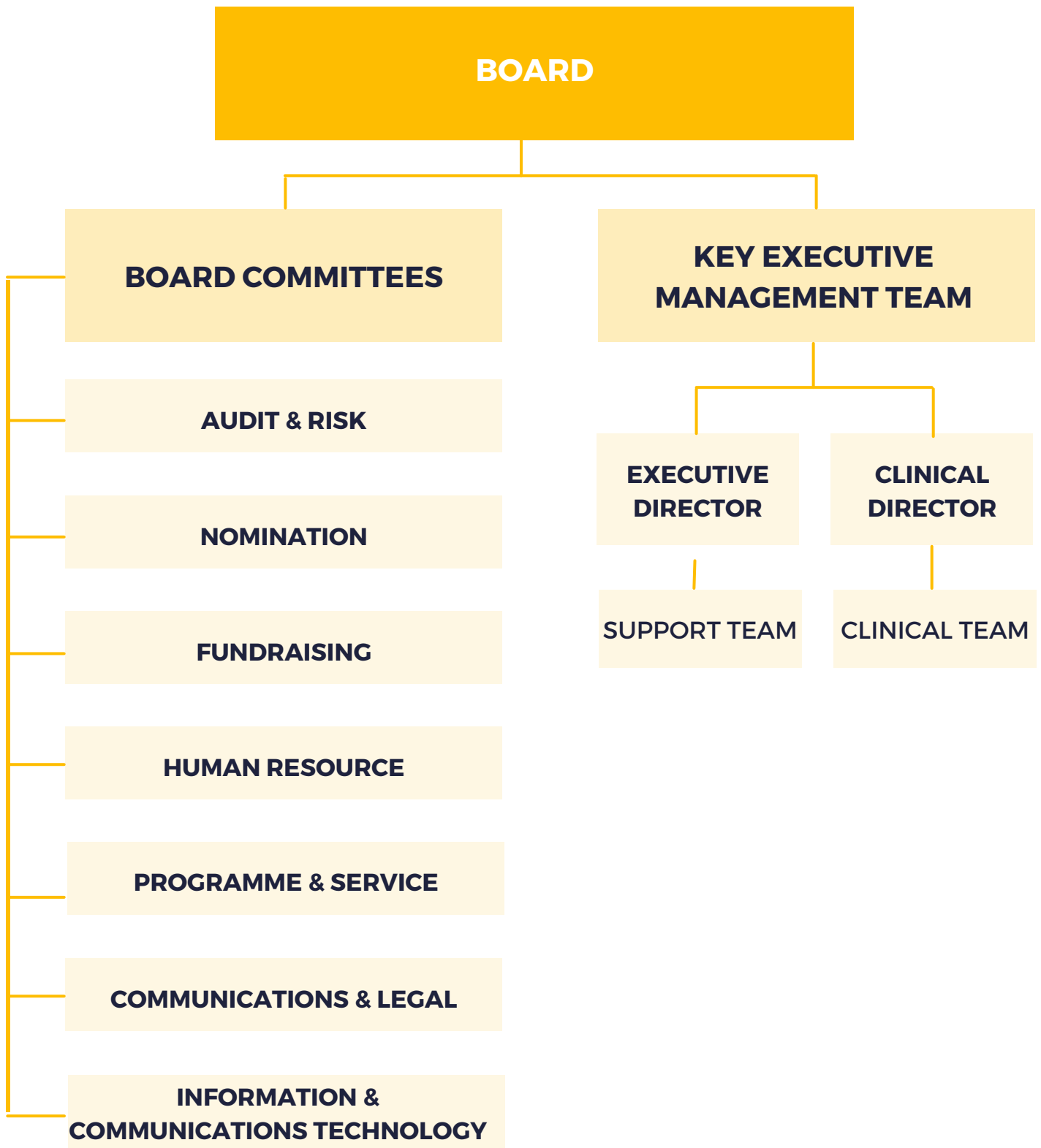
NAME	CURRENT APPOINTMENT	PAST APPOINTMENTS	OCCUPATION	BOARD EXPERIENCES WITH OTHER CHARITIES/CORPORATES
Chee Teng Hsiu, Terrence	President (From 30/09/2023)	Treasurer (Till 29/09/2023)	Independent Director, private sector	Yes
Cheong Chong Khiam, Max	Treasurer (From 30/09/2023)	President (Till 29/09/2023)	Managing Director, private sector	No
Goh Jiang Wee, Alan	Secretary and Chairperson, Audit and Risk Board Committee (From 30/09/2023)	Secretary (Till 29/09/2023)	Educator, public sector	No
Chung Soon Bee	Board Member and Chairperson, Nomination Board Committee (From 30/09/2023)	Board member (Till 29/09/2023)	Retirer (Ex-Educator)	Yes
Tan Shin Yi, Joanna	Board Member and Chairperson, Fundraising Board Committee (From 30/09/2023)	Board member (Till 29/09/2023)	Chief Executive Officer (people sector)	No
Amelia Teo Yun Chien	Board Member and Chairperson, Human Resource Board Committee (From 30/09/2023)	NA	Public Social Care Administrator	No

MEET OUR BOARD

NAME	CURRENT APPOINTMENT	PAST APPOINTMENTS	OCCUPATION	BOARD EXPERIENCES WITH OTHER CHARITIES/CORPORATES
Lenard Pattiselanno Raymond	Board Member and Chairperson, Programme and Service Board Committee (From 30/09/2023)	NA	Director	No
Alvin Wong Hong Xi	Board Member and Chairperson, Communications and Legal Board Committee (From 30/09/2023)	NA	Lawyer	No
Ong Jeannie	Board Member and Chairperson, Information and Communications Technology Board Committee (From 30/09/2023)	NA	Public Healthcare Administrator	No
Oo Lay Kim, Sylvia	Board Member (From 30/09/2023)	NA	Retired Corporate Secretarial	No



ORGANISATION STRUCTURE



FINANCIAL HIGHLIGHTS



Income

\$2,011,161



Expenses

\$1,768,326



Surplus

\$242,835



Donations

\$378,272

SUMMARY FINANCIAL PERFORMANCE

- Total income: \$2,011,161
- Total expenditure: \$1,768,326
- Total donations decreased by \$38,781.
- Total expenditure decreased by \$191,622 compared to the previous financial year, primarily due to a reduction in professional fees. The previous year's professional fees were higher due to one-off consultant engagements aimed at improving organisational effectiveness and the completion of a physical health assessment project.

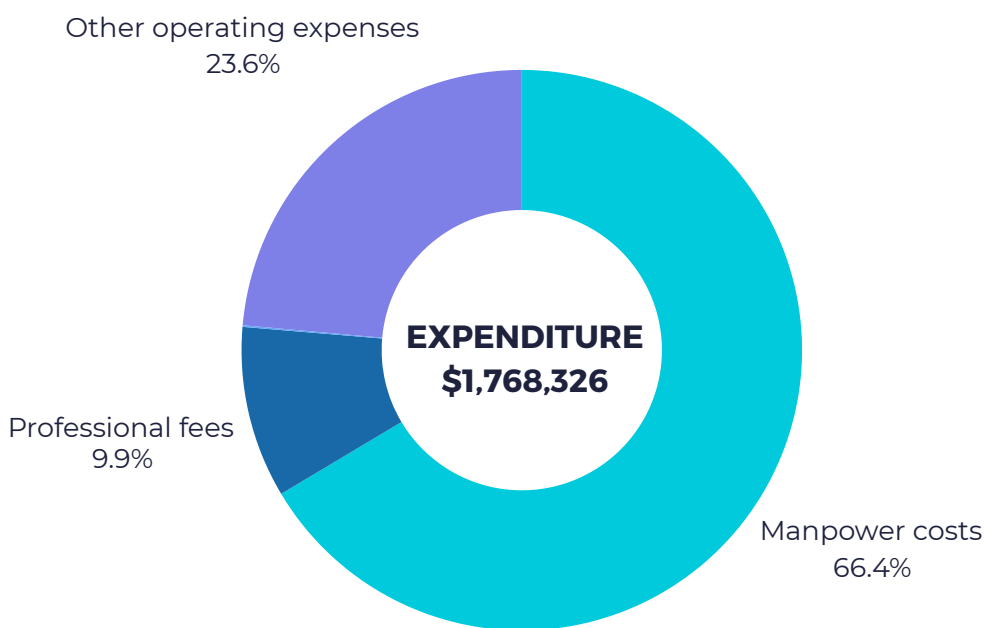
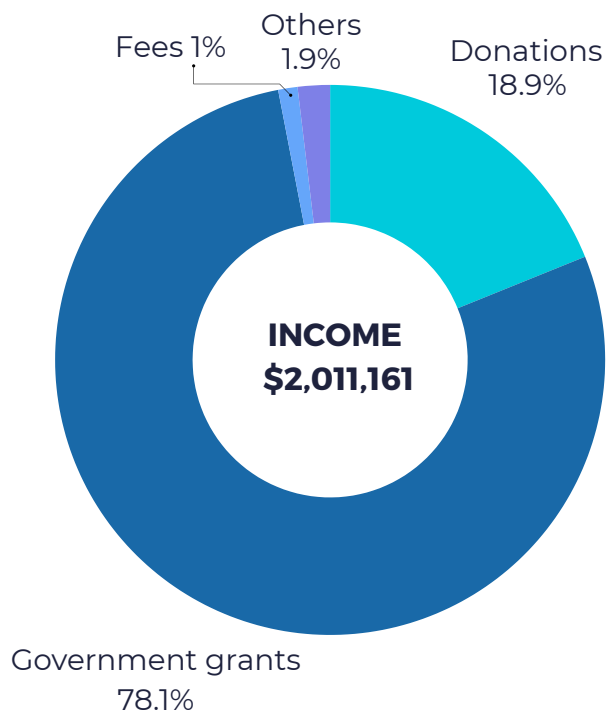
MAJOR FINANCIAL TRANSACTIONS

- Office System Maintenance: \$48,509 for maintenance of cloud based PBX (Velox) and cloud based enterprise resource management system.
- Transport: \$25,227 due to increases in transportation fees.
- Professional Fees: \$174,954 was allocated for payments to external artists, therapists, and trainers who conducted therapeutic art-based HOA sessions, mental health interventions, and volunteer training.

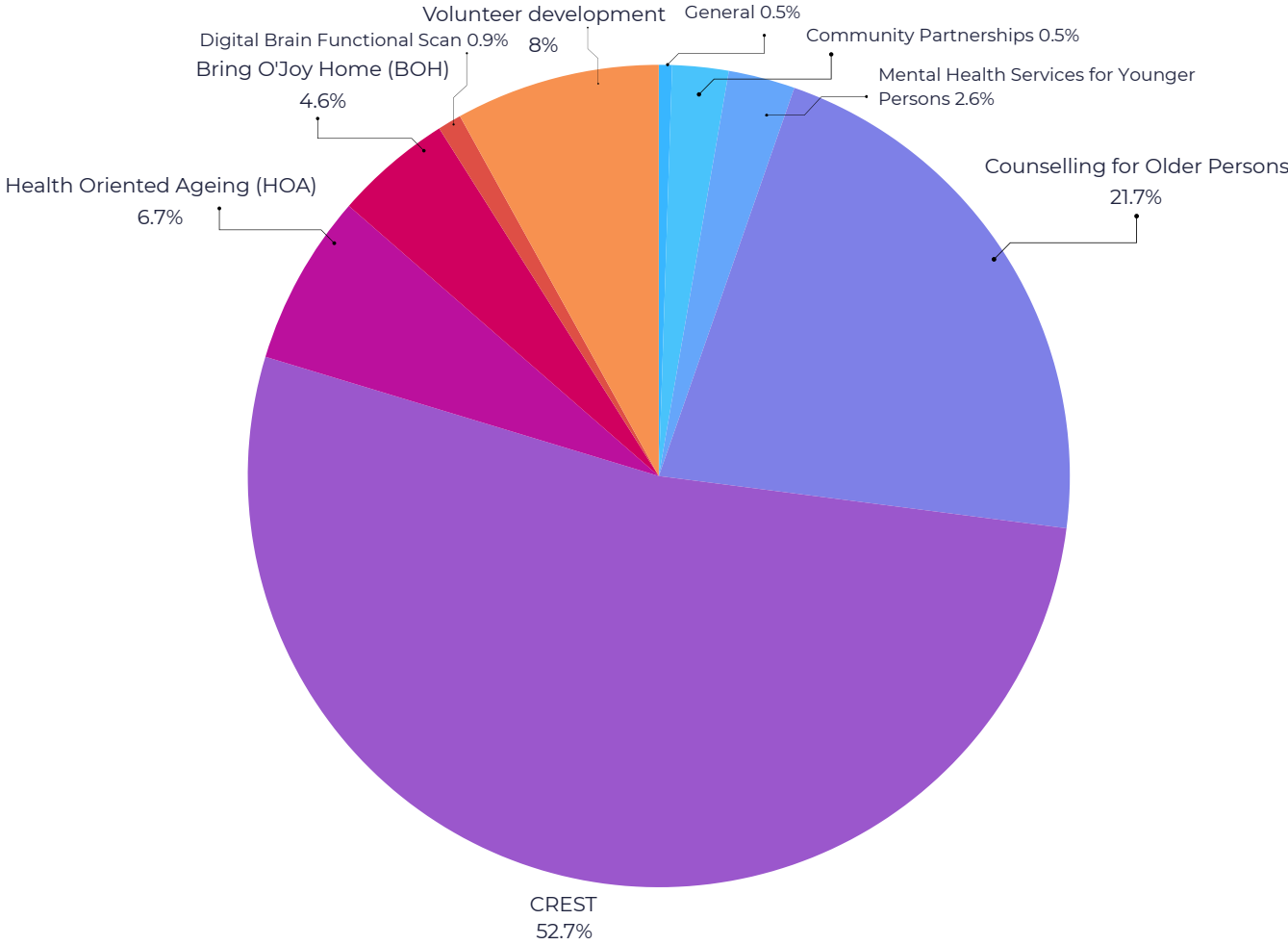
PURPOSES OF CHARITABLE ASSETS HELD

- No charitable assets held

INCOME & EXPENDITURE



EXPENDITURE BY PROGRAMS



THE YEAR IN REVIEW



226
seniors supported
through Gerontological
Counselling



71
adults with mental
health issues
supported through
Beacon program



292
seniors in
active ageing
programmes



876
LIVES
TRANSFORMED



95 active
volunteers



11227
persons reached out to
and provided with
dementia/ mental
health information via
CREST outreach



302
clients served by
volunteers



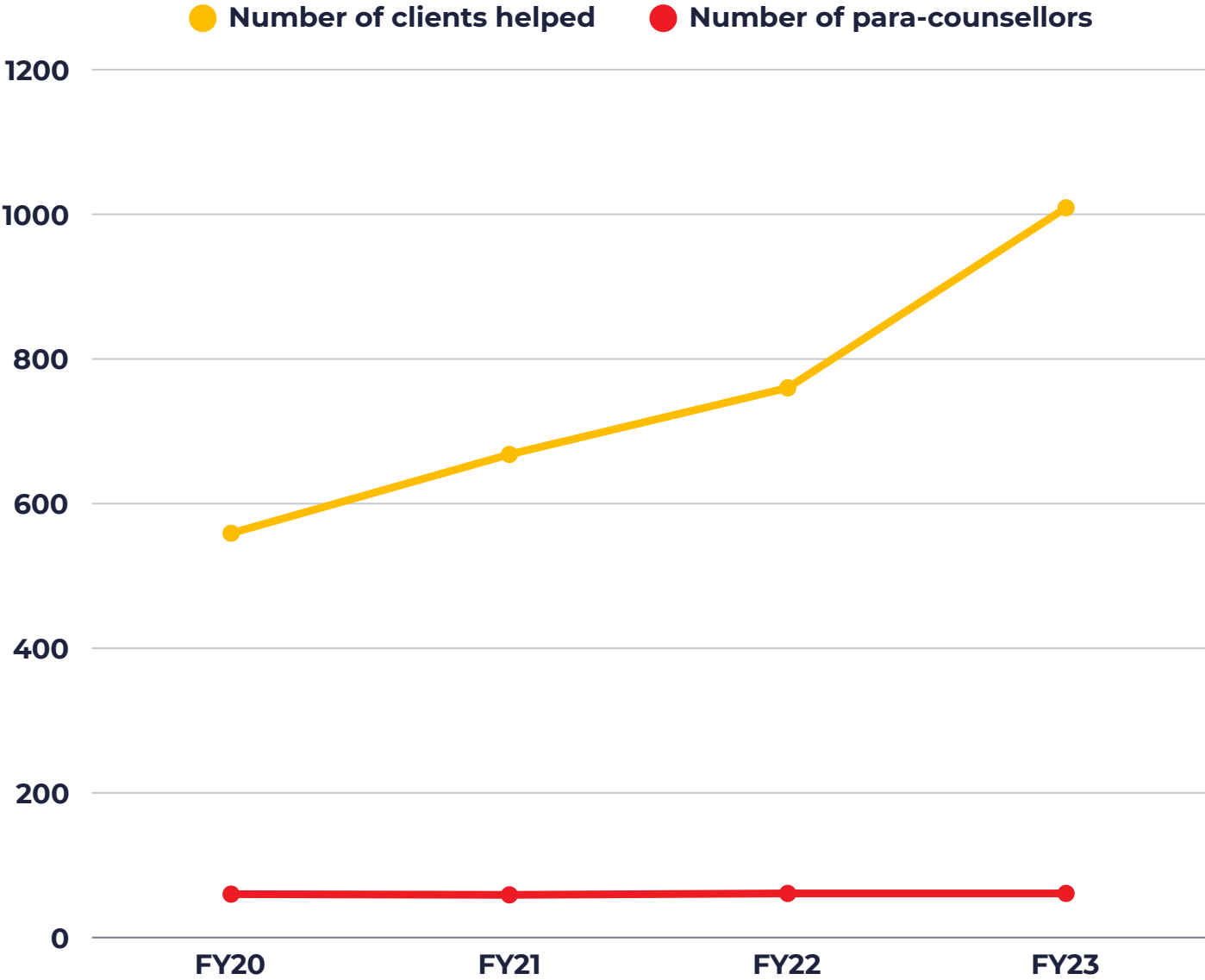
647
Number of clients/caregivers
followed up by the programme

IMPACT OF OUR WORK

COUNSELLING & CASEWORK



3083 CLIENTS SERVED
SINCE 2004

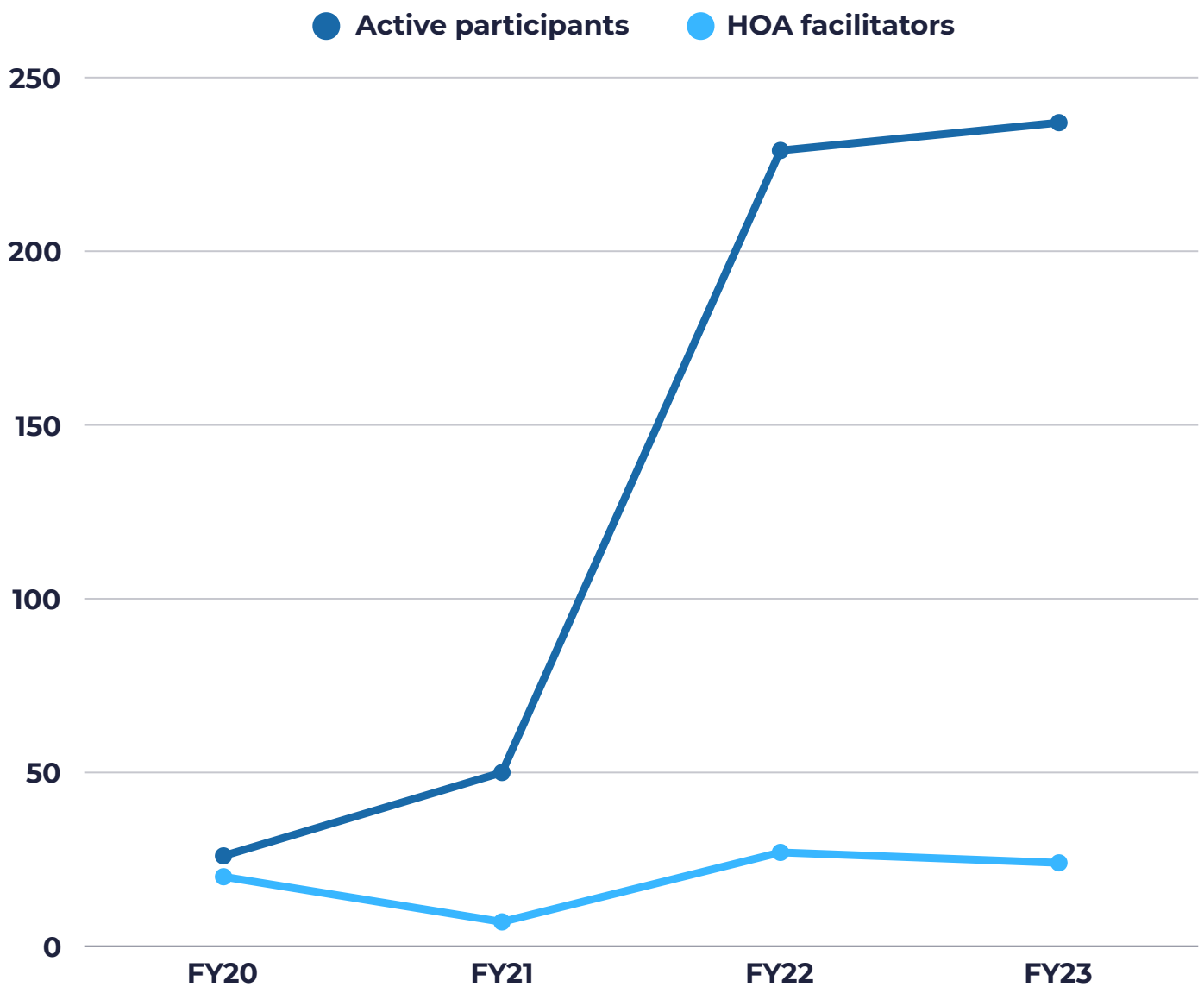


IMPACT OF OUR WORK

ACTIVE AGEING FOR SENIORS



542 SENIORS SERVED
SINCE 2013



PROGRAMMES & ACTIVITIES



MENTAL HEALTH SERVICES

THE BEACON PROGRAM

The BEACON program commenced on 1 April 2020. This program provides counselling to adults experiencing mental health issues like depression or anxiety. We were providing this service previously under the umbrella of COMIT (funded by AIC).



71
persons served



272
counselling sessions

MENTAL HEALTH SERVICES

STATISTICS

Breakdown of BEACON Cases	FY23	FY22
Total number of cases served	71	89
Total number of sessions	272	381
Number of cases brought forward from last FY	40	52
Number of new cases in this FY	31	37
Number of cases closed during this FY	29	56
Number of cases carried forward to next FY	42	33

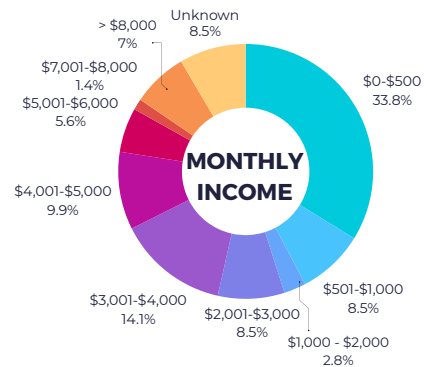
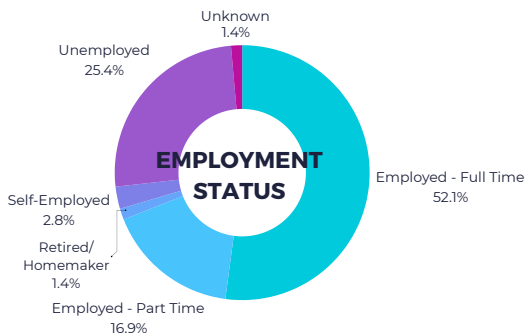
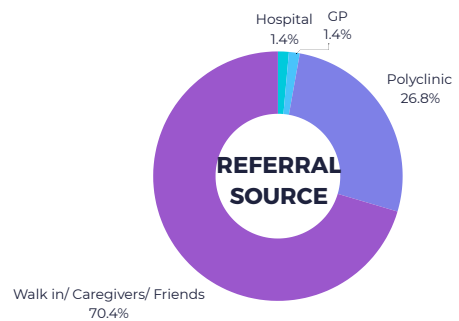
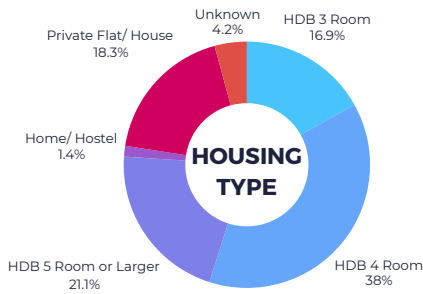
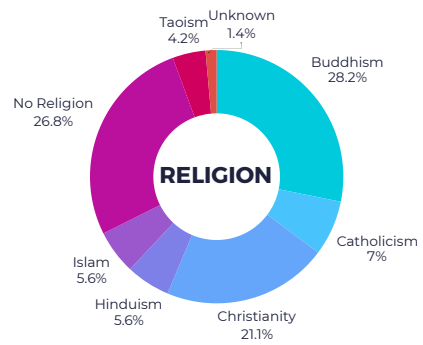
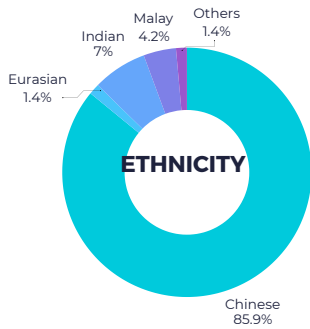
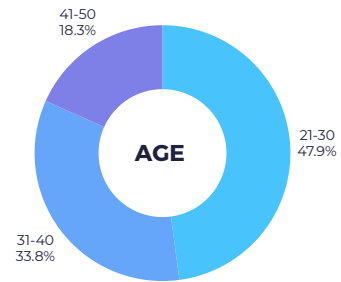
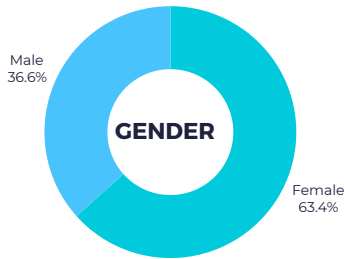
The BEACON program served a total of 71 cases in FY2023. 40 cases were brought over into the Beacon program from the previous financial year. There was a total of 31 new cases and 42 cases carried over the next FY.

There were 36.6% males and 63.4% females. Almost half of the clients (47.9%) were young adults of age 30 years old or less. About 45% of the clients earned a monthly income of \$2000 or less, even though 71.8% were employed full-time, part-time or self-employed. The most common referral sources are by self/caregivers/friends (70.4%), or from polyclinics (26.8%).

Trauma/stress-related (59.2%), Anxiety disorders (36.6%), and Depressive disorders (33.8%) were the most commonly presented psychological issues, while Interpersonal (60.6%), Family (35.2%), and Occupation (29.6%) issues were the most commonly presented social issues. It is not uncommon for a client to present with multiple issues.

MENTAL HEALTH SERVICES

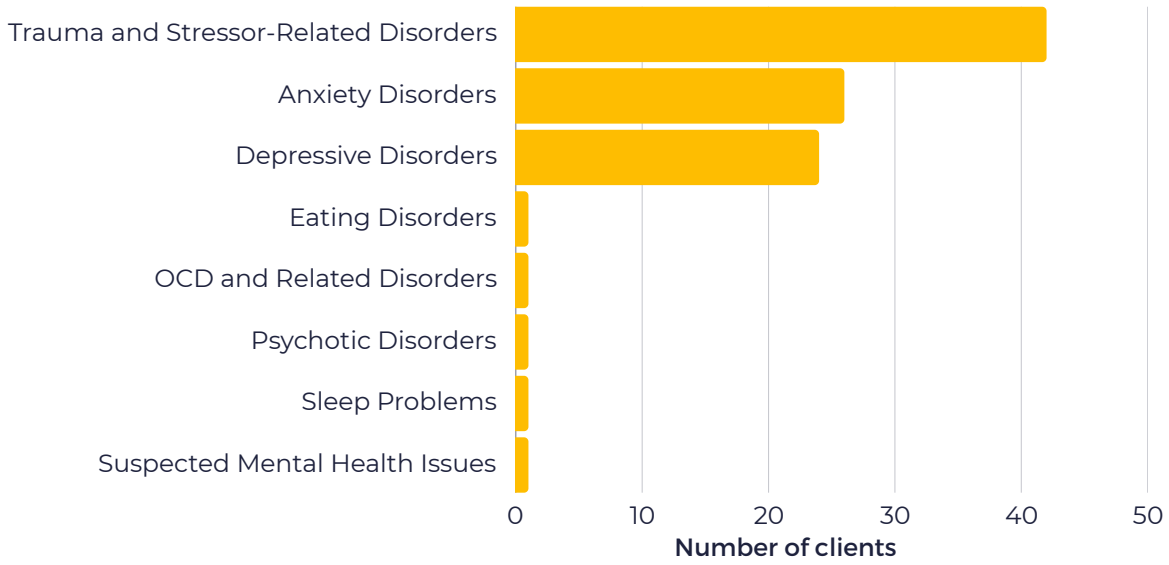
DEMOGRAPHICS



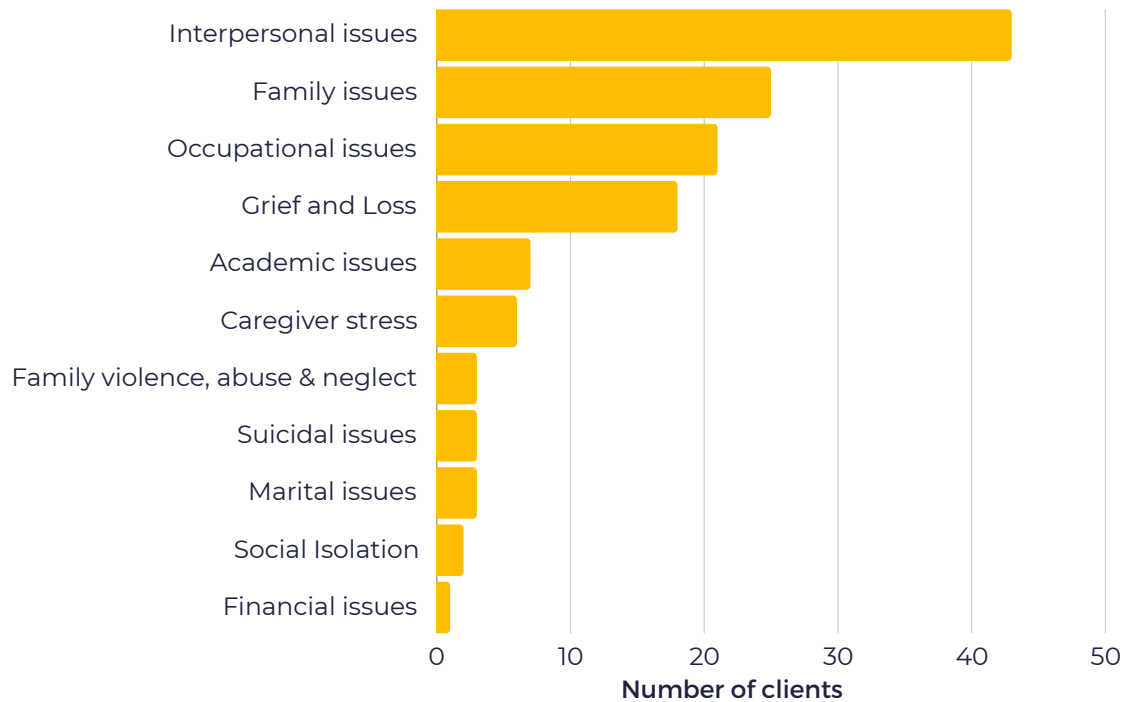
MENTAL HEALTH SERVICES

PRESENTING ISSUES

PSYCHOLOGICAL ISSUES



SOCIAL ISSUES



SERVICES FOR OLDER PERSONS



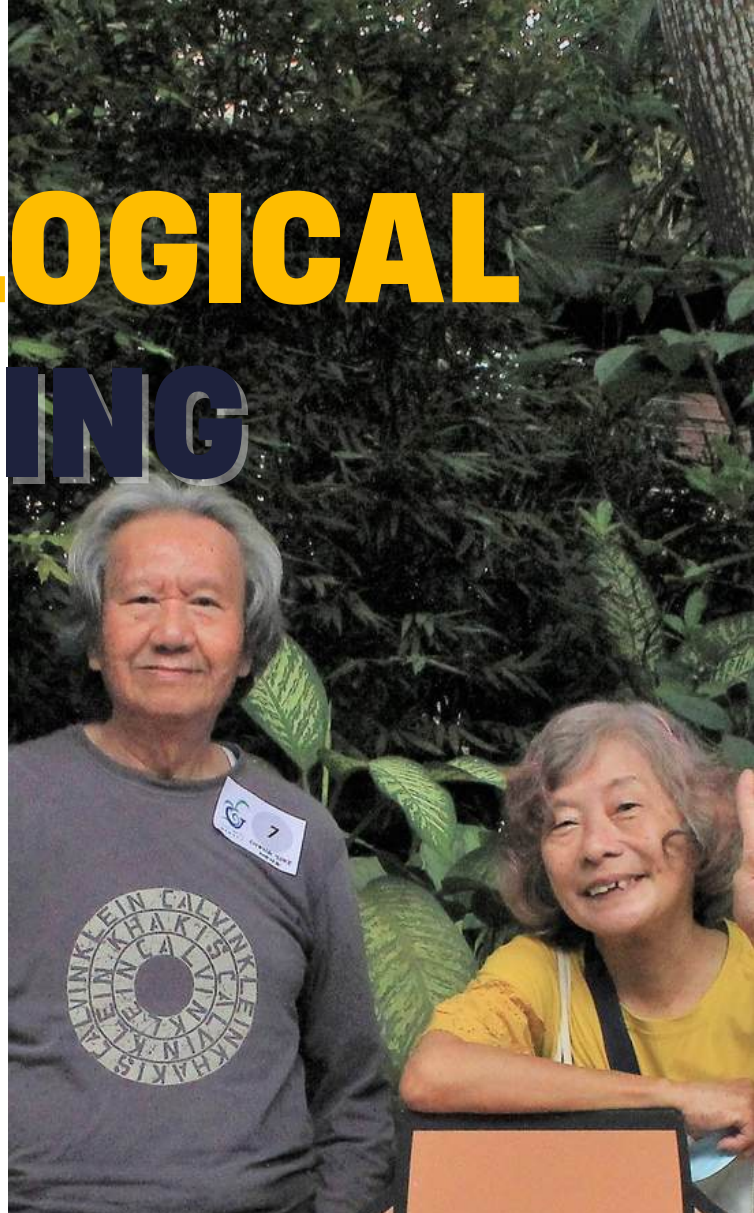
GERONTOLOGICAL COUNSELLING

Counselling for the Older Persons is the cornerstone of O'Joy Limited. We offer individual, family and group counselling services in English, Mandarin and local dialects. O'Joy serves anyone aged 50 and above, or any individual who has issues related to an older person.

Beyond centre visits, we also make home visits and provide our services at daycare centres, senior activity centres and nursing homes.

Counselling is given to an individual who may be:

- experiencing stress;
- feeling anxious, overwhelmed,
- feels hopeless or depressed;
- worrying about relationships or children;
- unable to sleep properly;
- not coping well with change or uncertainty;
- experiencing bereavement;
- unable to adjust to changes in health; and
- worrying about end-of-life concerns.



191

in Individual
Counselling



35

in Group
Counselling

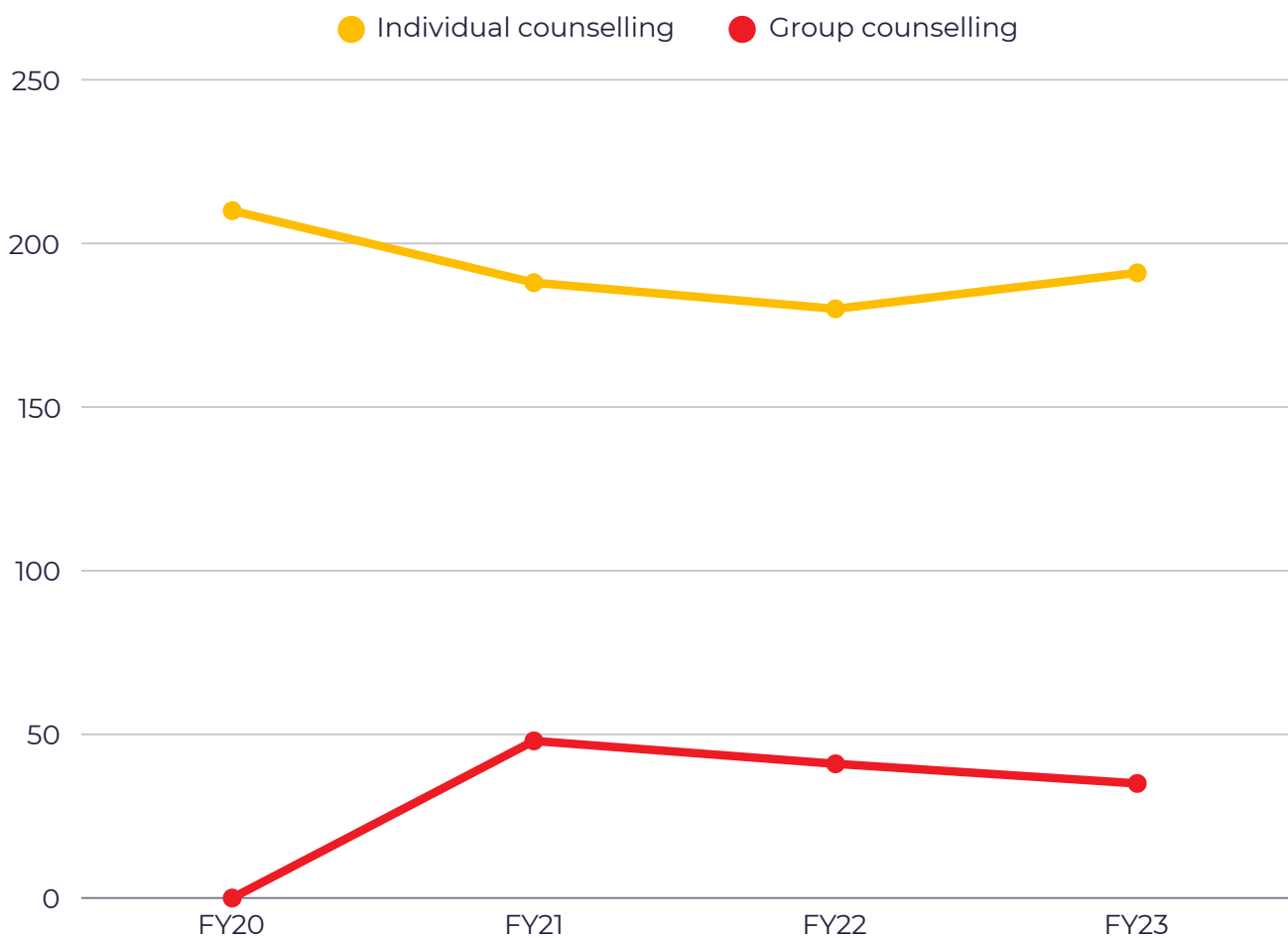


1181

counselling
sessions

GERONTOLOGICAL COUNSELLING STATISTICS

NUMBER OF GERONTOLOGICAL COUNSELLING CASES



O'Joy Limited continues to provide specialised gerontological counselling for our older clients in FY2023. We served a total of 226 clients, under our Individual Counselling Programme (191) and Group Counselling Programme (35).

GERONTOLOGICAL COUNSELLING

OUTCOMES

Counselling Outcomes	FY23	FY22
Individual Counselling		
Outcome 1	92%	86%
Outcome 2	95%	83%
Group Counselling		
Outcome 1	97%	95%
Outcome 2	91%	95%

With individual counselling, we hope to improve both functional capabilities and/or psychological functioning of our clients upon case closure. We aim to help our clients improve their physical functioning for daily activities and management of physical functioning; their living environment, and/or their financial condition through assistance applied by the programme (Outcome 1). We also help them better manage their emotional and/or psychological distress such as low moods, anxiety/depression and caregiver stress, and/or better cope with their difficult situations (Outcome 2)

With group counselling, we hope to improve the psychological well-being and social connectedness of our clients. We aim to help them express confidence/positivity in coping with issues at their life stage (Outcome 1) and to have made at least a new friend in the group, and/or get to know the group members better through the sessions (Outcome 2).

GERONTOLOGICAL COUNSELLING

OUTCOMES

Breakdown of GC Cases	FY23	FY22
Individual Counselling		
Total number of cases served	191	180
Total number of sessions	982	787
Number of cases brought forward from last FY	99	70
Number of new cases in this FY	92	110
Number of cases closed during this FY	62	81
Number of cases brought forward to next FY	129	99
Group Counselling		
Total number of cases	35	41

A total of 982 individual counselling sessions were conducted for 191 clients in FY2023. 99 cases were brought forward from FY2022, while 92 cases were new referrals. Out of these cases, 62 cases were closed, with 129 cases carried over to the next financial year.



GERONTOLOGICAL COUNSELLING

OUTCOMES

INDIVIDUAL COUNSELLING

There were 26.7% males and 73.3% females, with the majority of them aged 70-79 years old (33%). A big percentage had no employment, being unemployed (20.4%) or retired/homemakers (59.7%). About 72.8% of the clients earned a monthly income of \$0-\$500. The most common referral sources are from hospital (28.8%), or other social service organisations (27.7%).

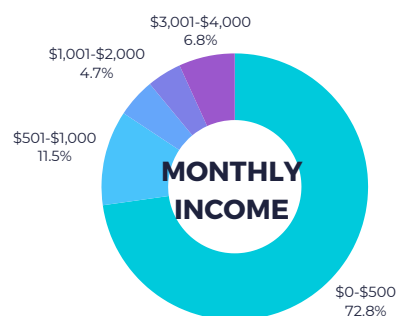
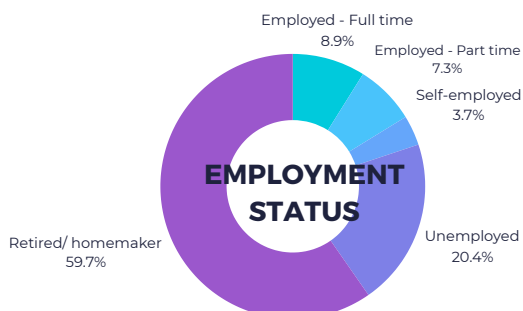
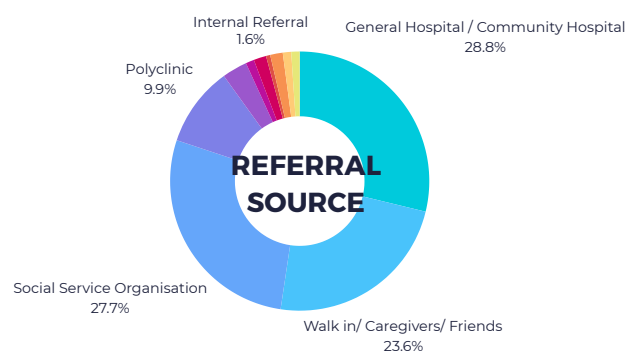
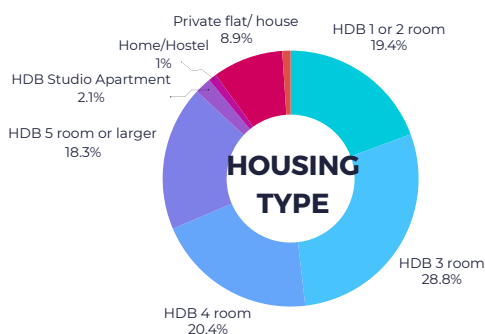
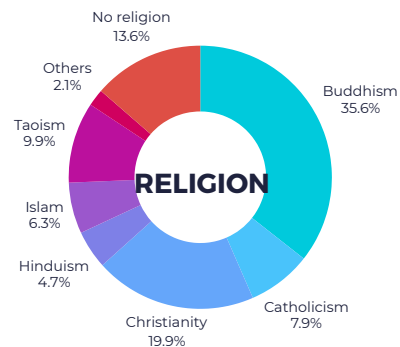
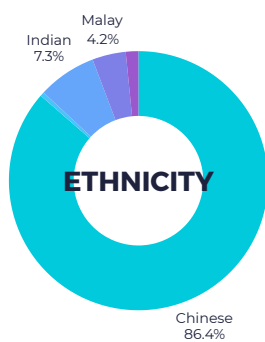
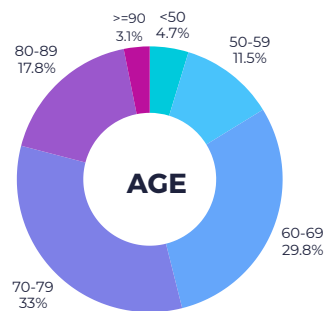
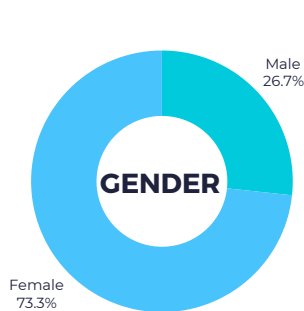
Depression (35%), and trauma and stress related (34%) issues were the most commonly presented psychological issues, while grief/loss (41%) and family (24%) issues were the most commonly presented social issues. It is not uncommon for a client to present with multiple issues.

GROUP COUNSELLING

A total of 35 cases were served.

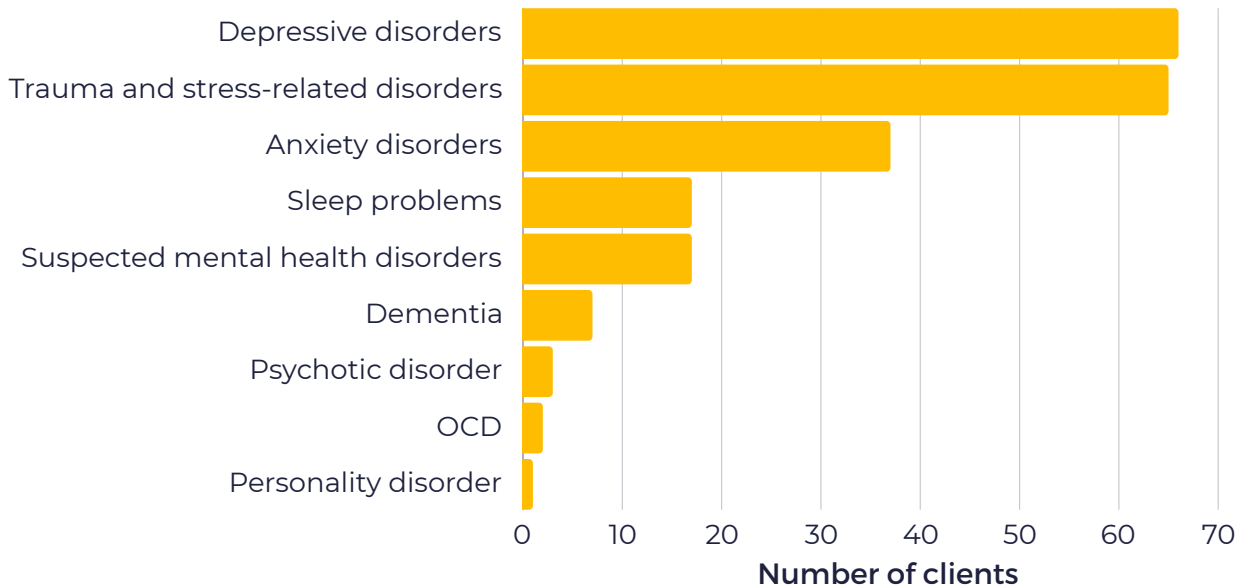
GERONTOLOGICAL COUNSELLING

INDIVIDUAL COUNSELLING



INDIVIDUAL COUNSELLING

PSYCHOLOGICAL ISSUES

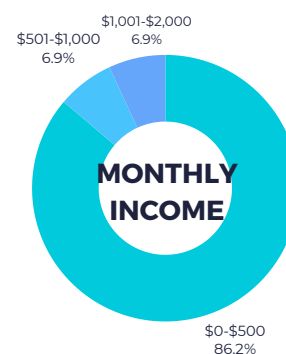
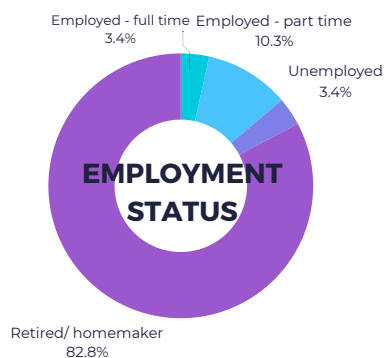
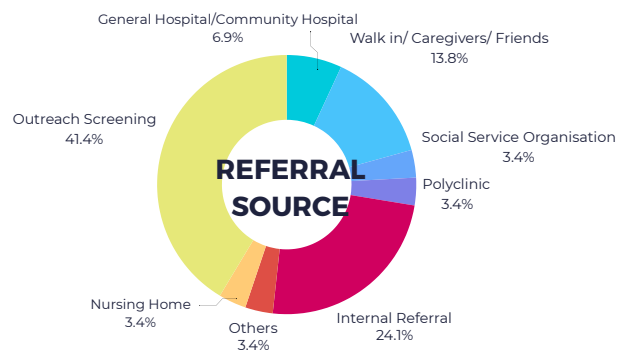
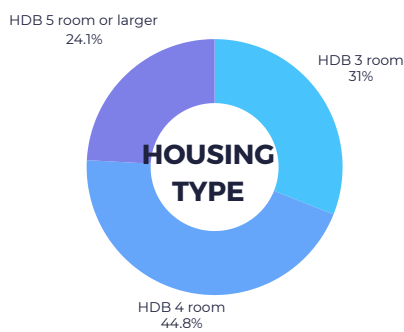
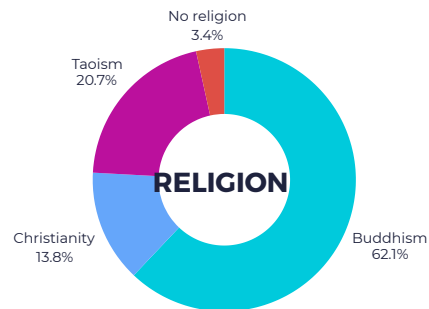
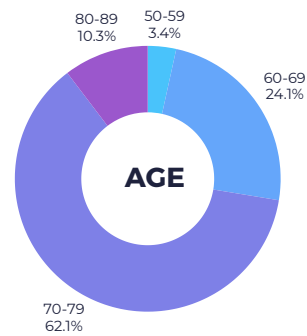
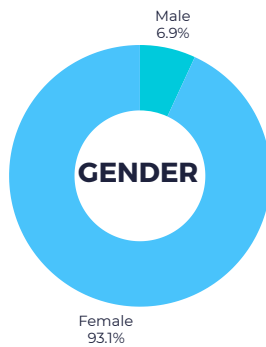


SOCIAL ISSUES



GERONTOLOGICAL COUNSELLING

GROUP COUNSELLING





GERONTOLOGICAL COUNSELLING

GROUP COUNSELLING

There were 6.9% males and 93.1% females, with the majority of age 70-79 years old (62.1%). A big percentage had no employment, being unemployed (3.4%) or retired/homemakers (82.8%). 86.2% of the clients earned a monthly income of \$0-\$500. The most common referral sources are from internal (24.1%), or outreach screening (41.4%).



CREST /ELDER-SITTER

CREST Program, funded by AIC, started on 1st April 2020. The program objectives are as follows:

- Increase public awareness of dementia/mental health by organising outreach events to provide dementia/mental health information and education to residents and their caregivers.
- Promote the recognition of early signs and symptoms of dementia/mental conditions.
- Provide basic emotional support and dementia/mental health information, service linkage, and follow-up with clients and caregivers.
- Network, engage and coordinate dementia/mental health education for community partners.
- Engage the person with/at-risk of dementia/ mild cognitive impairment (MCI) in meaningful activities to maintain their cognitive functions.
- Provide respite care services to reduce caregiver stress.



647

clients/caregivers served



11227

persons
outreached
to



55

Number of
dementia/
mental health
outreach events

CREST / ELDER-SITTER

CLIENT EXPERIENCE SURVEY

AIC is moving towards centralising the implementation of Client Experience Survey (CES) for COMIT and CREST service providers every 2 years.

QS-First Pte Ltd was commissioned by AIC to survey CES clients on the quality of service provided for the year 2023. The fieldwork was conducted from July to October 2023, with CES clients or their caregivers being interviewed over the telephone.

This table summarises the results of the survey.

All CREST / O'JOY	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree
Overall	43% / 55%	40% / 38%	7% / 6%	3% / 1%	7% / 0%	0% / 0%
Respect	59% / 86%	39% / 12%	2% / 2%	0% / 0%	0% / 0%	0% / 0%
Emotional Support	49% / 80%	40% / 18%	9% / 2%	2% / 0%	0% / 0%	0% / 0%
Accessibility	48% / 78%	45% / 20%	6% / 2%	1% / 0%	0% / 0%	0% / 0%
Education / Information	52% / 82%	42% / 14%	6% / 4%	0% / 0%	0% / 0%	0% / 0%
Frequency	37% / 78%	51% / 20%	6% / 2%	5% / 0%	1% / 0%	0% / 0%
Care Coordination	37% / 65%	55% / 33%	8% / 2%	0% / 0%	0% / 0%	0% / 0%
Family Involvement	39% / 60%	47% / 30%	6% / 10%	4% / 0%	4% / 0%	0% / 0%
Waiting Time	30% / 75%	65% / 25%	4% / 0%	1% / 0%	0% / 0%	0% / 0%
Effectiveness	38% / 78%	46% / 18%	14% / 4%	2% / 0%	0% / 0%	0% / 0%
Care	46% / 82%	44% / 16%	9% / 2%	1% / 0%	0% / 0%	0% / 0%
Recommendation To Others	42% / 86%	42% / 12%	6% / 2%	4% / 0%	6% / 0%	0% / 0%

CLIENT EXPERIENCE SURVEY

This table summarises the questions of the survey.

Domain	Sub-domain	Question
Staff	Respect	The staff treats you with respect when assisting/attending to you.
Staff	Emotional Support	The staff discusses your worries or concerns about your condition or treatment.
Staff	Accessibility	The staff is able to meet you at a time that is suitable for you.
Service Delivery	Education / Information	The staff is able to explain things in a way that is easy to understand.
Service Delivery	Frequency	You are satisfied with the frequency of the session/home visit from the service.
Service Delivery	Care Coordination	You were involved in the decision when being referred to another service.
Service Delivery	Family Involvement	Your family or someone close to you were provided with the information to help in your recovery.
Service Delivery	Waiting Time	The waiting time for the first appointment is reasonable.
Service Delivery	Effectiveness	The service provided is helpful in managing your day-to-day life.
Overall Experience	Care	Taking into consideration staff and service delivery overall, you are satisfied with the COMIT/CREST services.
Overall Experience	Recommendation To Others	You would recommend this service to friends and family who have the same care needs.

CREST / ELDER-SITTER

STATISTICS

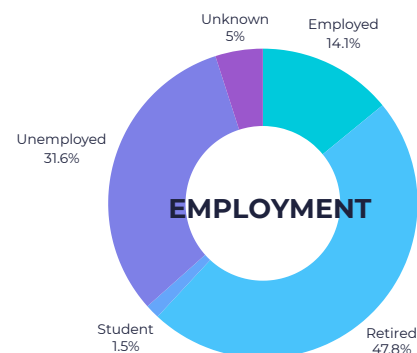
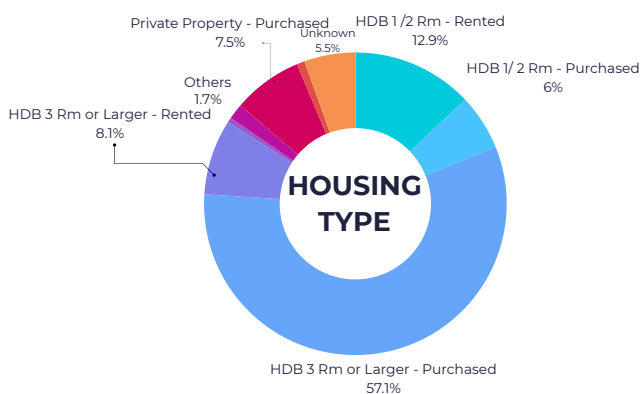
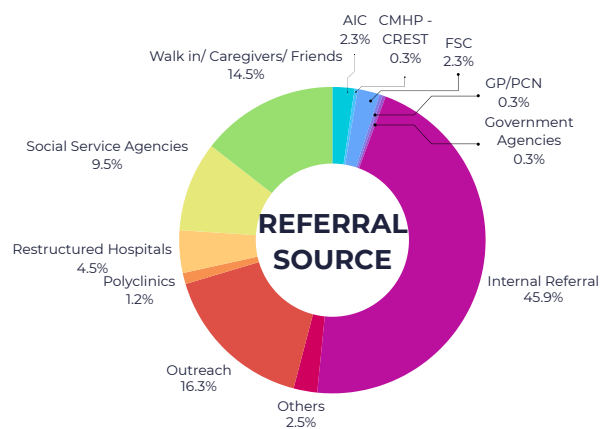
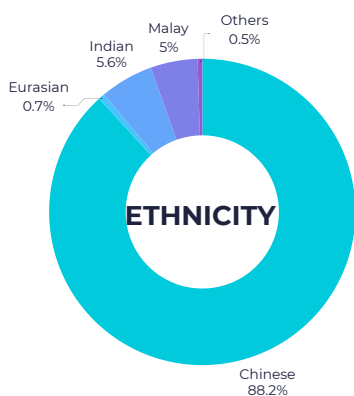
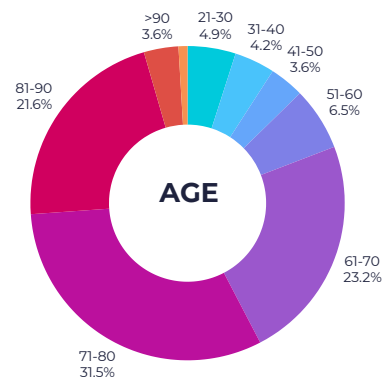
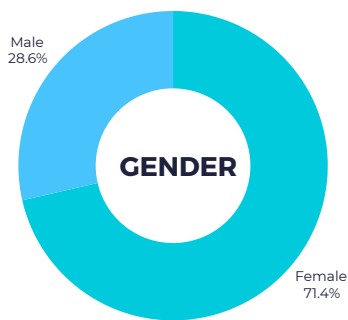
CREST/ES Reporting	FY23	FY22
Number of clients/caregivers followed up by the programme:	647	390
Number of caregivers provided with dementia/ mental health information	106	45
Number of dementia/ mental health outreach events/ activities organised for residents, caregivers and community partners	55	41
Number of participants reached out and provided with dementia/ mental health information (outreach)	11227	3561
Number of clients receiving meaningful activities engagement services	29	33
Number of home visits conducted by the programme *including centre-based sessions, Zoom sessions and phone sessions and elder-sitter sessions	3681	2177

647 clients/caregivers were followed up in this programme, and 106 caregivers were provided with information about dementia and mental health. A total of 3681 sessions (includes home visits, centre-based sessions, Zoom sessions, phone sessions and elder-sitter sessions) were made.

55 outreach events were organised and reached out to 3561 participants with information about dementia and mental health.

29 clients with dementia were engaged with meaningful activities on a weekly basis to stimulate them cognitively and socially.

CREST / ELDER-SITTER STATISTICS



CREST / ELDER-SITTER OUTREACH

Date	CREST Outreach	Organiser/ Event Partner
21/4/2023	Networking with HCA	Hospice Care Association
3/5/2023	Networking with KWSH	Kwong Wai Shiu Hospital
3/5/2023	Networking	Aranya Sangha Dana Fellowship
8/5/2023	Talk on Depression	Tembusu College, NUS
8/5/2023	Students & seniors engagement and interaction cum outreach	Tembusu College, NUS
11/5/2023	Networking with IMH Central Rochor-Geylang teamlet	IMH
12/5/2023	Networking with NTUC SCC	NTUC SCC @ Geylang Serai

NETWORKING
WITH IMH
CENTRAL ROCHOR
- GEYLANG
TEAMLET



OUTREACH BY
TEMBUSU COLLEGE

CREST / ELDER-SITTER

OUTREACH

continued →

Date	CREST Outreach	Organiser/ Event Partner
12/5/2023	Networking with CGH	CGH CPGP Team
15/5/2023	Talk on Anxiety	Tembusu College, NUS
15/5/2023	Students & seniors engagement and interaction cum outreach	Tembusu College, NUS
24/5/2023	Networking with AAC	MWS Charis ACE AAC
24/5/2023	Networking with AAC	THK AAC @ Cassia
25/5/2023	Networking with AACs, SCCs, home care services	Kwong Wai Shiu AACs / SCCs @ Macpherson, McNair, St George, Jalan Besar, Potong Pasir
27/5/2023	Vesak Day Outreach	Aranya Sangha Dana Fellowship
29/5/2023	Radio Talk on "长寿，你想吗？"	Capital FM 95.8
5/6/2023	Students & seniors engagement and interaction cum outreach	Tembusu College, NUS
5/6/2023	Engaging Seniors in Activities	Tembusu College, NUS

CREST / ELDER-SITTER

OUTREACH

continued →

Date	CREST Outreach	Organiser/ Event Partner
6/6/2023	Networking with IMH Psychogeriatric and APCATS doctors and MSW	IMH
12/6/2023	Talk on "Self-care"	Tembusu College, NUS
12/6/2023	Students & seniors engagement and interaction cum outreach	Tembusu College, NUS
13/6/2023	Networking with Tembusu AAC	Tembusu AAC@Eunos
15/6/2023	Networking with AACs, SCCs, home care services	GreenTops@ Sims Place
28/6/2023	HOA Outreach	O'Joy
3/7/2023	Talk on "Dementia"	Tembusu College, NUS
3/7/2023 10/7/2023	Students & seniors engagement and interaction cum outreach	Tembusu College, NUS
18/7/2023	Networking with AAC	THK AAC @ Bedok
26/7/2023	Networking with AAC	St Hilda's Community Services

OUTREACH

continued →

Date	CREST Outreach	Organiser/ Event Partner
31/7/2023	Talk on "Hoarding"	Tembusu College, NUS
2/8/2023	Talk on "Do I have Dementia?"	NLB (Geylang East Public Library)
31/7/2023	Students & seniors engagement and interaction cum outreach	Tembusu College, NUS
24/8/2023	Radio Talk on "步入超老龄化社会，新加坡准备好了吗？"	Capital FM 95.8
30/8/2023	CGH Journal Club	CGH
12/9/2023	Talk on "Ageing and Anxiety"	NLB
16/9/2023	Talk on "Understanding Depression in Older Adults"	O'Joy
19/9/2023	Radio Talk on "听力丧失同认知退化息息相关！"	Capital FM 95.8
24/9/2023	Mental Health Event	M3 @ Jalan Besar
5/10/2023	Griefing after a Loss/Caregiving	NLB
17/10/2023	Networking with AAC	KWSH @ Macpherson

CREST / ELDER-SITTER OUTREACH

continued →

Date	CREST Outreach	Organiser/ Event Partner
18/10/2023 - 22/10/2023	Live Well, Leave Well Festival	Singapore Hospice Council
1/11/2023	Corporate volunteers & seniors engagement and interaction cum outreach	GSK
12/12/2023	Radio Talk on “关于孤独死”	Hao FM 96.3
13/1/2024	Talk on “How to Say No”	O'Joy
17/1/2024	Talk on “Do I have Depression?”	NLB (Geylang East Public Library)
31/01/2024	Kolam Ayer Networking Session	AIC SGO
7/2/2024	Meeting with staff from AACs in Whampoa	O'Joy / NTUC AAC / Sunlove AAC
20/02/2024	Communicating with persons with dementia	AIC SGA Jalan Besar Division

CSR BY GSK



LIVE WELL LEAVE WELL
FESTIVAL



MS@JALAN BESAR



VESAK DAY
OUTREACH

ACTIVE AGEING FOR SENIORS





HEALTH-ORIENTED AGEING (HOA)

Established in July 2013, the Health-Oriented Ageing (HOA) programme serves individuals aged 50 and above within the Upper Boon Keng community. Inspired by the Self-Mandala framework developed by Virginia Satir, this initiative has become pivotal in fostering both physical and psychosocial well-being among seniors in the area.

The day begins with invigorating group exercises known as Lala Workout, designed to promote physical fitness. Following a brief interlude, the programme transitions into a diverse array of arts-related activities carefully curated within the framework of the Self-Mandala model. These activities encompass singing, movement and dance, Tai Chi, Ang Klung, and art sessions, all provided free of charge.

In addition to these enriching pursuits, the programme offers regular excursions to performances and workshops to engage our seniors throughout the year.

In the FY2023, a total of 419 sessions were conducted for 237 seniors, reflecting the programme's commitment to empowering seniors and enhancing their quality of life.



237

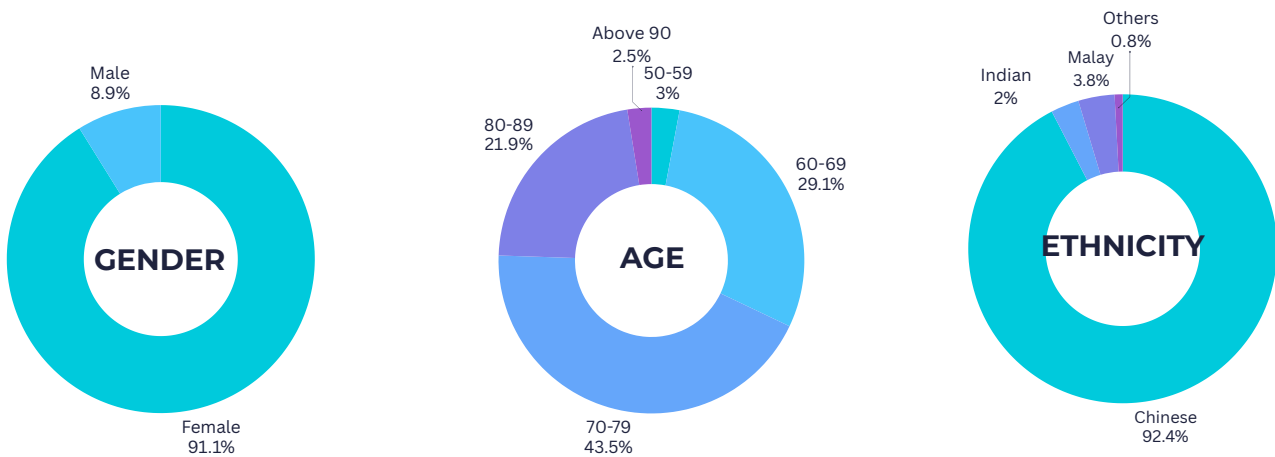
participating seniors



419

active ageing sessions

HEALTH-ORIENTED AGEING STATISTICS



Activity	Total number of sessions	Total number of participants
Lala Exercises	212	14438
Resistance Band Exercises	48	3090
Movement & Dance	30	1627
Tai Chi	30	1174
Singing	28	1379
Angklung	30	1071
Arts & Craft	41	1062



55
participating
seniors



102
sessions

BRING O'JOY HOME

The digital initiative "Bring O'Joy Home (BOH)" was launched in response to the challenges posed by the pandemic, which required the suspension of on-site activities for the elderly. Starting as iHOA (Integrated HOA) in August 2021 and renamed as BOH in FY2023, it had provided seniors with engaging active ageing activities four afternoons per week.

As our Health-Oriented Ageing (HOA) program resumes with the easing of pandemic restrictions, BOH adapts to meet the evolving needs of our community. Livestreaming selected HOA activities via Zoom, BOH ensures that seniors who are home-bound due to disability or illness can continue to participate in our active ageing initiatives from the comfort of their own homes.

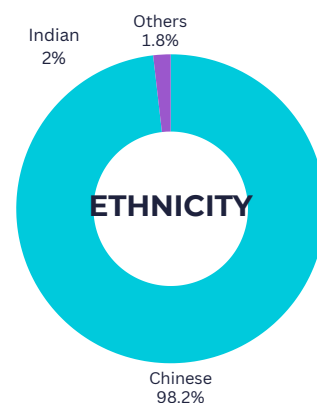
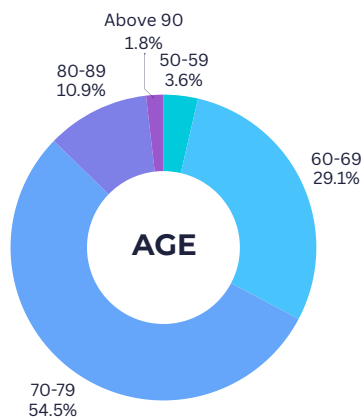
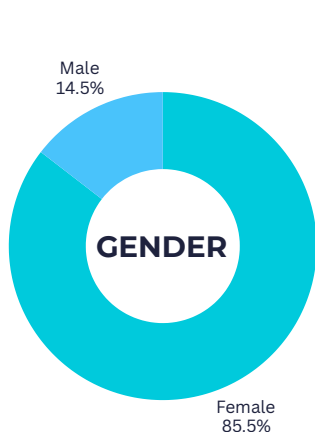
DIGITAL LEARNING WORKSHOP

The on-site digital learning workshop, conducted in partnership with IMDA, offers seniors weekly one-hour sessions aimed at enhancing their digital literacy.

Central to this initiative is the goal of ensuring that seniors remain abreast of the digital revolution, equipping them with essential skills to navigate the digital landscape confidently. Moreover, the workshops serve as a platform for educating seniors on identifying and avoiding scams, empowering them to protect themselves from online threats.

BRING O'JOY HOME

STATISTICS



Activity	Total number of sessions	Total number of participants
Movement & Dance	19	40
Tai Chi	33	125
Digital Learning Workshop	10	188
Mindfulness	40	139

COMMUNITY PARTNERSHIPS



COMMUNITY PARTNERSHIPS

COLLABORATION

Date	Event	External Partner
May - Jul 2023	Students & seniors engagement and interaction cum outreach	Tembusu College
Jun 2023	Needs analysis for Active Aging Programme (HOA & BOH)	Temasek Polytechnic
Jul - Nov 23	Digital learning workshop	IMDA / Singapore Digital Office
29 Sep 2023	Seniors' Outing to Garden by The Bay	Abbott Singapore
1 Nov 2023	Corporate volunteers & seniors engagement and interaction cum outreach	GSK
22 & 29 Dec 23	Students and seniors engagement and interactions	NUS Chinese Drama
12 Jan 2024	Students performance show	NUS Chinese Drama
29 Feb 2024	Children and seniors engagement and interactions	Agape Little Uni Kallang (Childcare)

COMMUNITY PARTNERSHIPS

COLLABORATION



**S-GOVERNANCE FOR
OUTSTANDING ORGANISATION
DIRECTORS (1 NOV 2023)**



**AGAPE CHILDREN VISIT
(29 FEB 2024)**



**IMDA DIGITAL CLASS FOR
SENIORS (SEP 2023)**



**NUS CHINESE DRAMA
PERFORMANCE (12 JAN 2024)**



29 Sep 2023



Seniors' Outing to Gardens by the Bay



with Abbott Singapore



COMMUNITY PARTNERSHIPS IN THE MEDIA

Topic	Date	Media	Interviewee
监管条例修订 慈善团体和公益机构如何提升治理能力?	6 Apr 2023	958 Capital FM	Choo Jin Kiat (Executive Director)
长寿, 你想吗?	29 May 2023	958 Capital FM	Choo Jin Kiat (Executive Director)
赡养父母总监处未来或可强制子女接受调解	5 Jul 2023	Lianhe Zaobao	
了解失智症 听讲座做筛检	22 Jul 2023	Lianhe Zaobao	
步入超老龄化社会, 新加坡准备好了吗?	24 Aug 2023	958 Capital FM	Choo Jin Kiat (Executive Director)
听力丧失同认知退化息息相关!	19 Sep 2023	958 Capital FM	Tow Geok Yun (Senior Social Worker / Counsellor)
关于孤独死	12 Dec 2023	963 Hao FM	Choo Jin Kiat (Executive Director)

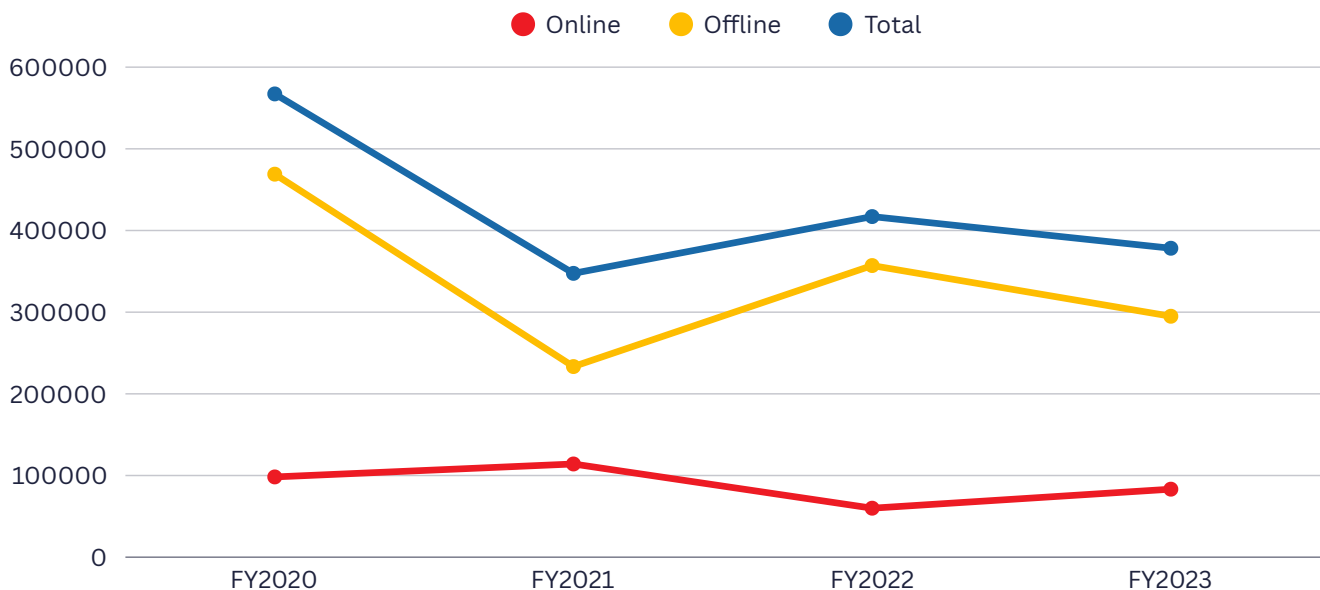
COMMUNITY PARTNERSHIPS

FUNDRAISING

FY2023 presented significant challenges for fundraising, reflected in an overall 9% decrease in total donations. Offline donations saw a substantial decline of 17%. However, online donations experienced a notable increase of 39%, adjusting the offline-to-online donation ratio to 78% : 22%.

Our fundraising strategy remains cautious, involving the distribution of three batches of appeal letters and the launch of 18 online campaigns on Giving.SG.

DONATIONS RECEIVED



COMMUNITY PARTNERSHIPS

FUNDRAISING

Fundraising event	Period	Beneficiaries	Funds raised	Fundraising expenses	Commercial fundraiser
Offline					
Appeal letters Aug - Help Seniors Age with Grace	Aug 2023	Seniors	\$29,300	\$95	Nil
Appeal letters Nov - Age with grace	Nov 2023	Seniors	\$153,700	\$510	Nil
Appeal letters Jan - Give Hope with Hong Bao	Jan 2024	Seniors, Persons with Mental Health Issues	\$32,065.25	\$1,317.75	Nil
Online					
18 campaigns on Giving.SG	1 Apr 2023 - 31 Mar 2024	Seniors, Persons with Mental Health Issues	\$83,269	\$1,634	Nil

MEET OUR PEOPLE



PARA- COUNSELLORS

Para-counsellors (PCs) are a group of trained volunteers complementing our staff in the Counselling for Older Persons programme. Our devoted and caring volunteers reach out to lonely and underprivileged elderly, and are closely supervised by our professional counsellors. Our PCs are also continually trained through workshops, talks, and support groups.

The number of active PCs has increased in the past year, with the number at 61 PCs this year.

With the restrictions due to the COVID-19 pandemic behind us, PCs were able to begin carrying out home visits and accompanying clients for medical checkups. Our PCs monitor their clients via a combination of phone calls and home visits.

A total of 353 phone/client visits were conducted over the financial year, averaging 5.4 phone/visits per client. 13 cases were new cases, and 15 cases were closed within the financial year.



353

phone / home visits by PC



65

clients served



61

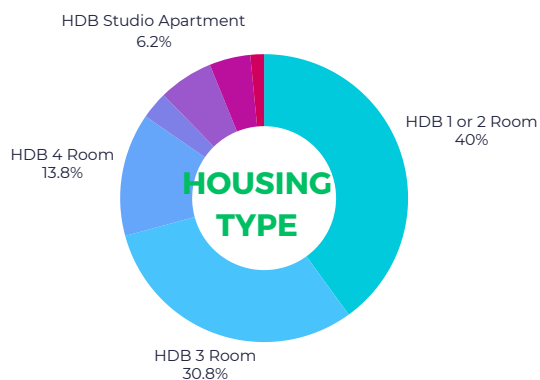
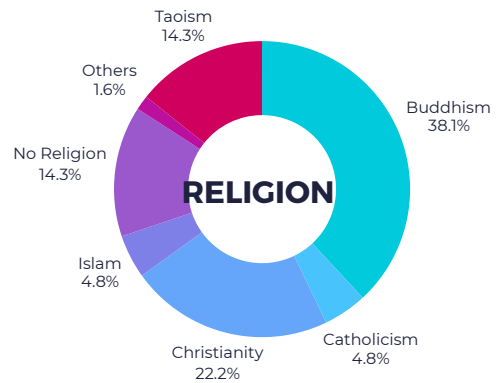
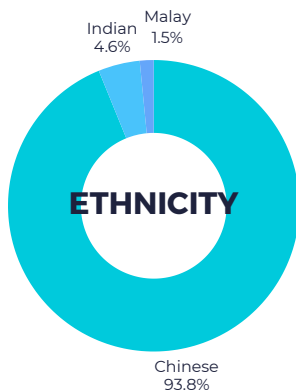
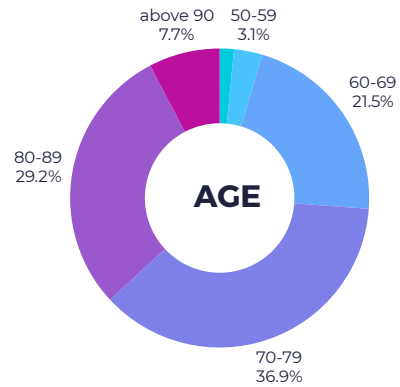
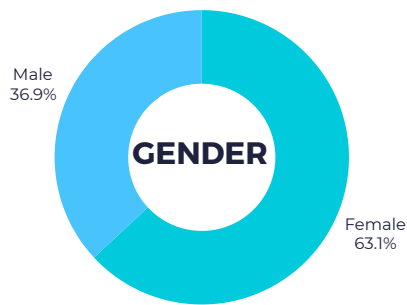
active PCs

PARA-COUNSELLORS STATISTICS

Breakdown of PC Cases	FY23	FY22
Total number of cases served	65	59
Number of cases brought forward from last FY	52	44
Number of new cases in this FY	13	15
Number of cases closed during this FY	15	7
Number of cases brought forward to next FY	51	52



PARA-COUNSELLORS STATISTICS



The majority of PC clients in FY23 are Chinese (93.8%), between the ages 70-79 (36.9%) and staying in HDB 1- or 2-room flats (40%). More female clients (63.1%) were served than males, with most clients being Buddhists (38.1%) or Christians (22.2%).

PARA-COUNSELLORS

TRAINING & DEVELOPMENT

Training for Para-counsellors	Date	Attendees
Movie Discussion: Zinna Flower	24 Jun 2023	18
Half day workshop on Loving, Living, Dying	19 Aug 2023	23
Talk on Understanding Depression in Older Adults	16 Sep 2023	23
Talk on How to say 'No'	13 Jan 2024	18
Volunteer Recruitment Course		
English Volunteer Training Course (Module 1 – 4)	20, 27 May, 10 Jun, 30 Sep 2023	10
Chinese Volunteer Training Course (Module 1 – 4)	17, 24 Nov, 1 Dec 2023, 12 Jan 2024	3

HOA

FACILITATORS

We have a band of 24 dedicated HOA facilitators (acknowledged in Annex 1) whom embodies the spirit of health-oriented ageing, and are indispensable for the programme's self-sufficiency and efficacy. These facilitators are the pillars for the HOA program. Working closely with our Programme Executive, they are dedicated towards creating an inclusive environment for seniors living in the community.

Apart from daily commitments of guiding participants, leading activities, handling logistics and making assessments of their wellbeing, facilitators are also committed to staffed monthly facilitator meetings. During which they reflect, discuss, and evaluate the finer points of maintaining and promoting a welcoming and warm HOA community.

Our facilitators' valuable contributions have undoubtedly assisted in the structural evolution of HOA, and their commitment to the HOA community is admirable and heart-warming.

Our team of compassionate, caring, patient, and loving facilitators is what distinguishes our HOA program from other programs.

With their kind actions, our facilitators have demonstrated the kind of community they want to build. Therefore, we will continue to provide a platform and support for the facilitators to build their ideal community.



STAFF PROFILE



Our employees, in the clinical and support team, work with enthusiasm to keep the organization running over the years. Training programmes relevant to their line of work are constantly conducted for skill enhancement, ensuring high level of professionalism of our staff.

Full-time

15

Part-time

1

All the aforementioned services we provide are run by our dedicated team of 15 full time staff and 1 part time staff, of which 44% are below 50 years old. The majority are females (94%) and graduates (88%), whilst 94% of the staff are Singaporean citizens.

Average length of service

3.3 YEARS

STAFF

TRAINING & DEVELOPMENT

Course	Date	Training Provider	Staff
Psychosis in Older Persons by Dr Wong Hon Khuan	25/05/2022 - 25/05/2022	CGH CPGP	Fiona Ong
Certified Zentangle Teacher Training (9 hours office TO; 16 hours after office)	16/09/2022 - 19/09/2022	Zentangle	Fiona Ong
ACT-For beginners 6 weeks	07/03/2023 - 07/03/2023	Psychwire	Fiona Ong
Internal Family Systems Level 1 Training	27/04/2023 - 13/08/2023	IFS Institute	Chew Yat Peng
Externship Training in Emotionally Focused Therapy	03/05/2023 - 06/05/2023	SGEFT	Jon Tan
Emotionally Focused Individual Therapy (EFIT) Level One	08/05/2023 - 09/05/2023	SGEFT	Jon Tan
Creating Supervision possibilities: Beyond case management	22/05/2023 - 23/05/2023	Counselling and care centre	Teo Puay Leng
IFS 重建内在安全-探索创伤之后的心理保护系统 Dora Dui Chen USA	27/05/2023 - 27/05/2023	Eventbrite	Chew Yat Peng
Introduction to Internal Family Systems	29/05/2023 - 01/06/2023	AHD	Magdalene Chua
ACT for perfectionism and people pleasing	27/06/2023 - 01/08/2023	Psychwire	Teo Puay Leng
Grief Therapy for Traumatic Loss: Essential Interventions	27/07/2023 - 28/07/2023	AHD-Portland Institute of loss and Transition	Ng Poh Yee, Tow Geok Yun
Family-Focused Grief Therapy for Tragic Loss: A Clinician's Toolbox	31/07/2023 - 01/08/2023	AHD-Portland Institute of loss and Transition	Ng Poh Yee, Tow Geok Yun

STAFF

TRAINING & DEVELOPMENT

Course	Date	Training Provider	Staff
Intervening in Meaning: Working with Grief for Traumatic Loss by Prof Neimeyer	11/08/2023 - 11/08/2023	NUS	Zheng Jia Yin, Melissa Chew
Strengthen Family Relationships Using the Satir Model by Abby Chew Geok Bee	05/09/2023 - 06/09/2023	Academy of Human Development	Zheng Jia Yin
Intentional Interviewing and Counselling by Chan Earng Han	12/09/2023 - 17/10/2023	Academy of Human Development	Zheng Jia Yin
Certificate of Accomplishment in Foundation of Person Centered Dementia Care	19/09/2023 - 04/10/2023	Dementia Singapore	Magdalene Chua, Melissa Chew
Emotionally Focused Individual Therapy (EFIT) Level Two	09/01/2024 - 30/01/2024	SGEFT	Jon Tan
Cultivating your Strongest Self by Dr Harold Robers (Self-Funded)	23/02/2024 - 27/02/2024	Psycare Consultants	Melissa Chew

THE YEAR AHEAD



MESSAGE FROM THE EXECUTIVE DIRECTOR



**CHOO
JIN KIAT**
Executive Director

In financial year 2023/2024, life in Singapore finally returned to the pre-COVID-19 pandemic situation with occasional spikes in COVID-19 cases. This return to normalcy allowed O'Joy to accelerate our pace of outreach to new clientele and partners within both the Upper Boon Keng community and Singapore's central eastern region.

In this financial year, to improve our reach to more residents, clients and donors, we had commissioned a "Documentary" on O'Joy to promote better understanding of our work and

efforts. In addition, we have teamed up with NUS, Tembusu Flag and conducted 4 outreach events on 28 June, 3 July, 10 July and 31 July 2023, reaching out to 1,240 units and 329 residents.

We are heartened to share AIC's CES 2023 CREST O'Joy@Kolam Ayer survey result done by independent auditors, on both clients and their caregivers. The result shows that O'Joy has consistently scored better across all 11 domains as compared to national average, i.e. all CREST. As indicated in page 35, in the 5 areas of respect, emotional support, education/information, care and recommendation to others, over 80% surveyed "Strongly Agree" O'Joy has done well. This is 20% above national average of below 60%.

In the coming financial year, we will commence on screening the brain health of our residents, clients and stakeholders aged 30 years and above by using the Digital Brain Function Screen (DBFS). DBFS is a medical-grade assessment for early brain decline, through a series of mini neuroscience games to screen for brain attention, immediate memory, working memory and executive function. We have trained our clinical staff and are working on referring process to both internal and external partners, such as GPs, SOCs, etc.

MILESTONES

2023

With strong support from NCSS, O'Joy began digitalising our entire operation.

2022

Jan: Appointed by AIC to run second CREST

2021

Apr: Launch of Bring O'Joy Home (BOH) – Online activities for elderly

2020

Apr: O'Joy Limited successfully novated from O'Joy Care Services
Launch of BEACON - Mental Health Services for younger adults

THANK YOU!

We wish to express our heartfelt thanks to all our volunteers and donors for your unwavering support in the past years.

With you behind us, we can continue to serve vulnerable seniors and adults who need help.

With you beside us, we can extend our care and reach out to more who need a helping hand.

ANNEX 1

OUR VOLUNTEERS

PARA-COUNSELLORS

Ang Cheng Soon
Cheo Carol
Chew Shi Jun (Melissa)
Chong Lian Fong
Chua Kim Long
Chua Koon Hua (Yan)
Chue Luen Song
Ei Siew Guek
Goh Kin Buay @ Kim Buay
Goh Sok Cheng Angeline
Ho Serlina
Ho Soo Boi Betty
Hu Jeanne
Koh Ah Luan, Maria
Lee Kah Tin Esther
Liao Zhi Qing
Liaw Ah Kian, Esther
Lim Gek Huang
Lim Hua Li Lindsay
Lim Lay Hoon, Lucinda
Lim Eng Khoon

Lim Seow Yuin
Lim Pei Yee (Erin)
Loh Siew Mei (Serene)
Low Choy Kwan
Lum Kwai Heon Allison
Ng Chiew Sim, Annie
Ng Kim Hoy
Ng Chee Keong
Ong York Chin
Ong Mee Leng
Pak Chee Meng
Phua Soo Fan
Tan Buck Lee
Tan Gooi Eng
Tan Bee Lian Elaine
Tan Lay Har
Tan Chee Yin
Tan Ching Ching
Tan Chong Woon
Tan KangRui, Darren
Tan Liew Beng

Tan Tian Khoon Simon
Tan Yi Lin (Eileen)
Tay Edward
Teo Chor Leng
Teo Wei Ting
Teoh Ai Peng
Yap Lay Hwa
Yeo Pei Shan
Lam Kam Yee (Teri)
Lau Jean Seo Leng
Leng Wei Yi
Lim Chuon Ann
Aloysius
Lim Geok Bee
Lim Meng Huat
(Richard)
Ng Kim Moi (Angie)
Tan Kah Jun, James
Tiu Siew Mee
Gay Cindy
Ho Cathy

HOA FACILITATORS

Chue Luen Song
Fong Siew Moi
Fung Siu Hiang
Goh Cheng Kiow Connie
Helen Lee Sook Kit
Kay Siew Choon
Koh Ah Hoi
Kon Lan Yin

Lew Siew Choo
Lian Sioek Tien
Lim Sok Tiang
Nancy Tan
Ng Chiat Leong
Ng Chiew Sim, Annie
Ng Geok Wah
Ng Lay Cheoh

Ong Mui Lan
Ong Poh Eng
Ong York Chin
Pang Ah Kau
Phang Ah Keow
Siak Choy Eng
Tan Cheow Hong
Poo Hee Pock Peter

ANNEX 2

OUR DONORS

ORGANISATIONS

Alco Sunshade Pte. Ltd
Allalloy Dynaweld Pte Ltd
Am Global Pte.Ltd
Angles World Pte Ltd
Anonymous Donors(Hong Wen School)
BP Coach Training Pte Ltd
BRC Asia Pte Ltd
Bridgeteam Pac
Cana Pacific Pte Ltd
Cargill TSF Asia Pte Ltd
Church of The Holy Cross
Church Of The Holy Spirit
Dou Yee Enterprises (S) Pte Ltd
Evergreen Buddhist Culture Service Pte Ltd
Gennal Industries Pte Ltd
Global Financial Management Pte Ltd
Hexacon Construction Pte Ltd
HSS Enviro Pte. Ltd.
Jolly Companion Ltd
Kram Industries Pte Ltd
Lasofi Investments Pte Ltd

Lauer & Sons Investment Pte Ltd
Mangala Vihara Buddhist Temple
Nomura Singapore Pte Ltd
People's Buddhism Study Society
Poh Tiong Choon Logistics Ltd
PT-G Builders Pte Ltd
Sandav Business Solutions Pte. Ltd.
Singapore Buddhist Mission
South East Asia Hotel Pte Ltd
Tampines Chinese Temple
The Rightway Corporation (Pte) Ltd
Thiam Building Construction Pte Ltd
Tomy Hui Electrical Engineering Pte Ltd
Touch Community Services Ltd
U&P Pte Ltd
Vimalakirti Buddhist Centre
Wing Ship Marine Services Pte Ltd
Wow ! Gadgets Pte. Ltd
Zirod Pte Ltd
Zu-Lin Temple Association

FOUNDATIONS

Char Yong (Dabu) Association
Chew How Teck Foundation
Hong Leong Foundation
HSBC Trustee (Singapore) Ltd-Estate of Chew Woon Poh Deceased
Lee Foundation
Sky Foundation(The Community Foundation of Singapore)
Steven Cheong Huat Chye (Lions Club of Singapore Paterson)
Tan Chin Tuan Foundation
The Hokkien Foundation
The Ngee Ann Kongsi
The Shaw Foundation Pte
Trailblazer Foundation Ltd

Donors

INDIVIDUALS

Adrian Tan Oei Loong
Allan Chan Siew Cheong
Amanda
Amanda Tai
Amarpreet Kaur Bajaj
Amol M
Ang Boon Wee, Jimmy
Ang Chee Owee
Angeline Chua Ting Y
Anonymous
Au
Avtar Singh Chowdhary
Aye Chan Myint
Babyking
Bai Jieying
Bajaj Simarpreet Singh
Barbara Yam
Boo Thiam Hee
Borkar Vijay Kashinath
Brenda Tan
Brianna Poh
Carmen Huang
Chan Pei Gee
Chan Yi Shao
Charmaine Chong
Charmaine Lee Hui Ching
Charyl Ng Tze Wei
Cheah Yee Keng
Chen Xiu Ling
Cheng Tee Jing
Cheong Chong Khiam
Chew Kay Thiam, Dennis
Chia Siew Lin Sara
Chia Yue Choy
Chin Yui Sin
Chionh Chai Hai Richard
Chong Eng Neo
Chong Ma
Chong Yuan Fang
Choo Foo Yuan
Choo Yun Song
Chow Joo Ming
Chow Wai Keat
Christina
Chua Hui Qin
Chua Kim Long
Chua Mei Xiu
Chua Meng Guan
Chua Shu Xian
Chun Mei Khoo
Chung Sau Cheong
Claire Rama Stephen
Collin Ng (黄淑峰)
Danny Syn
Delia Ng
Deon Gan
Desmond Seow
Ding Lee Huat, Andrew
Edmund Neo Chun Wah
Edwin Loke
Ee Hui Ling, Elise
Eh
Ellawala Sandeepa Lakmal
Eric Chan Teck Wee
Fong Qi Wei
Foo Chee Wee
Foo Tiang Suan
Gabriel Sebastian Wangsadipura
Gan Luen Fai
Gek Hoon Tan
Goh Hui Jun Dorothy
Goh Jiang Wee
Goh Yong Sen
Goh Yun Zhen
Grysolle Frederik Alexander F
Gwen Ng Pey Yng
Gyanesh Nigam
He Haixia
Hendrik Sugiharto
Heng Mok Kwee Derrick
Heng Siang Thiam
Hew Kah Chun
Hia Mui Tian
Ho Jimin Gabriel
Ho Mei Yee
Ho Si Qi, Evangeline
Ho Yi
Hoh Pei Yi
Hong Chiew Hua
Hoon Jia Jia
Huang Jiamin Carmen
Huang Sipei
Hue Geok Huey
Isaac Soong Wee Siong
Jane How
Javern Sim Jun Yan
Jerome Ng Yong Zhi
Jessica Tan Si Jing
Jessica Tan Yew Leng
Jessie Foo Mei Xin
Jessie Olivia Yang Yunjie
Jia Jia
Joanna Tan Shin Yi
Jobson Brian
John
Jon Tay
Jory Lim
Joseph Mok
Judy Yeo
Julia WI Wong
Kan Rong Hui
Kang Siok Moi
Kanjanapipat Thansita
Kelly Lim Li Tuan
Kenny Gabriel Teo Kian Hui
Kentaro Kanda
Kevin Ho
Khoo
Khoo Gee Hwee
Kim
Koh Bee Choo Madeleine
Koh Kim Choo Ong Kock Tong
Koh Li Jun
Koh Poh Ping
Koh Poo Kwee
Koh Thong Cher Melvyn
Kong Wai Sam
Koo Zhi Xuan
Kor Yun Zhi, Joyce

Donors

INDIVIDUALS

Kwan Kam Ling
Kwang Yee Ling
Kwok Lih
L V Wong
Lai Siew Chor
Lau Thani Daniel
Lau Yeong Chuan
Lee Han Cheng
Lee Hui Wen
Lee Jiahui
Lee Miin Sum
Lee Pei Ling, Marilyn
Lee Siew Hoon Angeline
Lee Wai Kin
Lee Xiaoqing
Lee Yan Qi
Lee Yuen Na
Leonard Leo Yuan Pang
Leong Kum Wah
Leong Mun Yi, Kimmie
Leow Xing Ru
Lily Lim
Lim Chiu Yu
Lim Choon Huat
Lim Chua Chai
Lim Eng Khoon
Lim Kang Wei
Lim Kian Gee
Lim Lay Hoon
Lim Meow Kuan
Lim Seok Kuan Winifred
Lim Shih Yann
Lim Siew Siew
Lim Swee Yang
Lim Teck Chai, Danny
Lim Wan Qi, Emily
Lim Wee Liang
Lim Wee Sin
Lim Wei Han
Lim Wen Si
Lim Zhen Thubten Tashi
Little Martin Richard
Liu Xin
Loh Hui Si
Loh Jue Hui Sherilynn
Loke Seng Choe
Loo Ya Lee
Low Hwee Tin
Low Song Yi, Jeslyn
Lua Seet Chong
Lucinda Lim
Lyn
Ma Margarita Santayana Kilayko
Mace Nicholas
Mae Chua
Maetini Soon Ruo Bing
Malairajan Thillagasvaran
Marcus Lim Yee Yong
Margarita
Maria Chizuko Salonga
Maria Chizuko Salva Salonga
Matthew Zach Neo Jia Jun
Maung Myint Thaug
May Yong Pei Yi
Meeta Nigam
Meow Loo Ho
MF Leonardo
Milo Faustine Anne Urriquia
Mok Chee Keong
Mok Lye Yin
Mondaze
Narayanan Ramaswamy
Navneet
Neo Choon Chuan
Neo Hean Yeow, Louis
Neo Kah Kiat
Neo Siew Ming
Neo Xin Fang, Angeline
Neville Gregory Fernandez
Ng Bee Eng
Ng Chay Nee
Ng Chee Keong
Ng Choong San
Ng Huey Ling
Ng Jia Wei
Ng Li Ling
Ng Man Mei, Winnie
Ng Peck Kee
Ng Qian Hui
Ng Sam Kwee Christina
Ng Wei Kwan
Niran Patel
Ong Hui Ying
Ong Kwee Beng
Ong Liang Wei Andy
Ong Siok Choon
Ong-Lee Yau Fo
Own Yuanwen
Pang Kah Gek
Paola Jane Ofrasio Fajardo
Pattiselanno Lenard Raymond
Pek Lu Pin Patsy
Perle Seow
Phenena Palisoc Delos Reyes
Ping Diana
Png Ching Eng
Poh Biau Lay
Poon Chye Yuen Clare
Poon Kin Mun
Priscilla Ramnath
Priya Mann
Pui Chew Hong
Qin Teng
Quek Geok Tin
Quek Gim Chye
Quek Sze Ching
Rachel Ling
Ramlincon26
Raymond
Rena Muto
Rosalia Lian Djie Fui
Russell
Saradevi d/o Gopal Prabhakaran
Seah Geok Hay
Sei Kim Hoe
Seow Chou Sing Gregory
Seow Shi Jin
Seow Yong Meng
Shanmugaraj Sudharson
Shoomz

Donors

INDIVIDUALS

Shum Sze Yeung
Sie Yu Hua
Sim Beng Wan Winnie
Sim Seng Yong
Sim Yong Nian
Singh Brajesh
Sng Peck Choo
Soh Gek Han
Soh Hwee Lin
Soh Zhi Hui, Jonathan
Steven Lim Chor Tiong
Suriya Prakash S/O Kalyselvan
Susan Margaret Stewart
Tam Wei Han
Tan Ah Pa@ Tan Geok Lan
Tan Beng Soon
Tan Chee Wee
Tan Cheow Hong
Tan Ee Joo
Tan Gooi Eng
Tan Hong Beng
Tan Joo Chye
Tan Kang Hong
Tan Mang Lie
Tan Ngee Hock
Tan Orrapint
Tan Pek Choo
Tan Poh Chin Laurence
Tan Seoh Kiong
Tan Siew Lay
Tan Sik Li
Tan Sing Ying
Tan Siok Siew Susie
Tan Su-San
Tan Ting Ting, Joan
Tan Tuan Mui, Gertrude
Tan Yew Leng
Tan Yew Seng
Tan Zhi Wei
Tang Hui Kheng
Tang Peggy
Tararam S/O Ramdarash Yadav
Tay Yuen Chee
Teh Kian Keong
Teo Chee Siong
Teo Chiun Maw
Teo Hong Jun
Teo Hui Kuan
Teo Jia Qi
Teo Kah Huat
Teo Siew Khim
Teo Yun Chien, Amelia
Teong Soh Cheow
Tiong Shu
Toh En YU Dylan
Toh Seong Wah
Toh Sin Huey
Toi Mui Luan
Tok Hui Ting
Tok Ko Lay
Tong Mei Mei, Sharon
Tsai Ming-Hong
TY
Vanessa
Vania
Velu Mookkaiah
Vincent Ng
Vishaal Raj
Vishal Chandra Achar
Voon Long Hong
Wang Xinbin
Wang Yun
Wee Chuen Jack
Wendy Chan
Wening Teoh
Withey James Robert
Wong Allan Chi Lun
Wong Joon Fong
Wong Kai Kit
Wong Kuo Tsung
Wong Si Mone
Wong Tze Kuin
Wong Wei Han Melvin
Wong Wei Lin Julia
Woo Wen Jie
Wu Bangwen
Xiong Mengfei
Yang Yang
Yap Jia Hao
Yap Judy
Yap Pui Ling
Yee Wai Ming Ellen
Yeo Shu Yun
Yi Ho
Yohan Andreas
Yong Zi Qi
Yu Li
Yue Ting Chew
Yue Yean Feng
Yustinus Albert Dwi Pramono
Yvonne Chan Sook Fun
Zhang Fang
Zhang Huixian
Zhang Xincheng
Zhao Jing

GOVERNANCE



GOVERNANCE

Timeliness of Submissions

ANNUAL SUBMISSIONS

O'Joy Limited has submitted its Annual Submissions on the last day, Saturday, of 6 months (or allowable extension by COC) from the end of our financial year.

Board Governance and Executive Management

NAMES & APPOINTMENTS OF BOARD MEMBERS

The names, appointments and dates of appointment of board members are listed in section "Leadership" of this annual report.

BOARD MEETINGS AND ATTENDANCE

A total of four Board meetings were held during the financial year. During these quarterly Board meetings, the various programmes' strategic objectives, KPIs, such as output and outcomes achieved quarterly were presented and discussed. The organisation's quarterly income and expenses measured against annual budget were also monitored and discussed. In addition, ad-hoc activities held during the quarter, their benefits, outcomes achieved, data collected and analysed were also communicated. The following sets out the individual Board member's attendance at the meetings:

Name of Board Member	% Attendance
Chee Teng Hsiu, Terrence	100%
Cheong Chong Khiam, Max	100%
Goh Jiang Wee, Alan	50%
Chung Soon Bee	100%
Tan Shin Yi, Joanna	75%
Amelia Teo Yun Chien	100%
Lenard Pattiselanno Raymond	67%
Alvin Wong Hong Xi	67%
Ong Jeannie	100%
Oo Lay Kim, Sylvia	100%

Board meetings were conducted on 17 June 2023, 30 September 2023, 20 January 2024 and 16 March 2024.

BOARD SELECTION, RECRUITMENT, NOMINATION AND RE-APPOINTMENT OF BOARD MEMBERS

Our Nomination Board Committee, together with the Board, identifies new potential candidates who have the qualities, competencies, or relevant experience needed for the Board's performance. Formal benchmarking may be conducted and documented to establish performance indicators for the Board and the Charity.

PROFILE OF BOARD MEMBERS

The brief profiles of board members are listed in section "Leadership" of this annual report.

TRAINING AND EVALUATION OF BOARD'S PERFORMANCE AND EFFECTIVENESS

We will tap on SID training and NVPC's tools to improve and monitor our board performance and effectiveness.

TERM LIMIT OF THE BOARD

The Board has a term limit of ten years. In particular, the Treasurer and Audit Board Committee Chairman (or equivalent) has a term limit of two years.

DISCLOSURE OF REASONS FOR BOARD MEMBER'S SERVICE FOR MORE THAN 10 CONSECUTIVE YEARS

Not applicable, as O'Joy Limited novation effective from 1 Apr 2020.

REPORTING OF O'JOY LIMITED BOARD RETREAT

There was no Board retreat in FY2023.

TERMS OF REFERENCE FOR THE BOARD

The main responsibility of Board to direct the affairs of the Organisation, ensuring it is well managed, and delivering the objectives for which it has been set up. The Board is also to ensure compliance with legal and fiscal requirements and adherence to ethical standards. The various office bearers are to comply with their individual responsibilities as in the Constitution, and the rules of regulations governing their specific office bearer post. Finally, all members are expected to exercise independent judgement and act in the base interests of the Organisation to ensure objectivity in decision-making.

TERMS OF REFERENCE FOR EACH BOARD COMMITTEE

There are 7 board committees.

Board Committee	Terms of reference
<p>Audit and Risk Board Committee</p> <p><i>Chairman</i> Alan Goh Jiang Wee</p> <p><i>Members</i> Choo Jin Kiat</p>	<p>Purpose: To assist the Board of O'Joy Limited ("Board") in facilitating the internal and external audit of the Organisation as well as other responsibilities defined by the Organisation. The Board Treasurer should not have any role in the committee.</p> <p>Mandate: The Committee is established by a resolution of the Board.</p> <p>Roles & Responsibilities:</p> <ul style="list-style-type: none"> • To facilitates the external and internal audit of the Organisation for the Board. • To oversee the financial reporting and disclosure processes and monitor the choice of accounting policies and principles. • To review the audit plans and reports of the external and internal auditors and considers the effectiveness of the actions taken by management on the auditors' recommendations. • To conduct periodic internal checks on key processes to ensure compliance with the established procedures, proper accountability of funds, zero financial irregularities or concerns, and report to the Board on the findings and recommendations for improvements. • To analyse and address the risks that are associated with the key processes. • To oversee regulatory compliance and whistleblower guidelines. • To report to the Board of any financial irregularities, concerns, and opportunities. • To liaise with auditors on significant matters. • To review financial policies. • To review capital and operating budgets and plans. • To monitor the financial status and financing options to ensure financial sustainability.
<p>Communications and Legal Board Committee</p> <p><i>Chairman</i> Alvin Wong Hong Xi</p> <p><i>Members</i> Choo Jin Kiat</p>	<p>Purpose: To assist the Board of O'Joy Limited ("Board") in directing and monitoring the Organisation's communications and legal needs in line with established objectives and risk parameters.</p> <p>Mandate: The Committee is established by a resolution of the Board.</p> <p>Roles & Responsibilities:</p> <ul style="list-style-type: none"> • To keep and sustain the Organisation in the community limelight. • To promote and enhance the Organisation's public image. • To review and recommend a holistic one-stop eldercare service brand image, and communications and legal strategies to serve the objectives of the Organisation. • To be the resource provider and offer advice on matters relating to legal affairs, public communications, and media relationships.

Board Committee	Terms of reference
<p>Fundraising Board Committee</p> <p><i>Chairman</i> Joanna Tan Shin Yi</p> <p><i>Members</i> Choo Jin Kiat</p>	<p>Purpose: To assist the Board of O'Joy Limited ("Board") in overseeing overall fundraising efforts.</p> <p>Mandate: The Committee is established by a resolution of the Board.</p> <p>Roles & Responsibilities:</p> <ul style="list-style-type: none"> • To work with the staff to establish a fundraising plan that incorporates a series of appropriate projects such as special events, direct mail, fundraising campaign, etc. • To work with the relevant staff in their efforts to raise money. • To identify and solicit funds from external sources of support. • To take the lead in certain types of outreach efforts such as chairing a dinner/dance committee or hosting fundraising parties etc. • To encourage the involvement of all Board Members in fundraising projects such as making monetary contributions. • To monitor fundraising efforts to ensure ethical practices, donors are acknowledged appropriately, and fundraisings are cost effective.
<p>Human Resource Board Committee</p> <p><i>Chairman</i> Amelia Teo Yun Chien</p> <p><i>Members</i> Choo Jin Kiat</p>	<p>Purpose: To assist the Board of O'Joy Limited ("Board") in the review and authorisation of the Organisation's Human Resources matters.</p> <p>Mandate: The Committee is established by a resolution of the Board.</p> <p>Roles & Responsibilities:</p> <ul style="list-style-type: none"> • To oversee the morale and motivation of staff and volunteers. • To draft and/or revise personnel policies for Board approval. • To review job descriptions. • To establish salary structure and review staff salaries annually. • To review the benefits package. • To guide development, review, and recommend HR policies and procedures

Board Committee	Terms of reference
<p>Information and Communications Technology (ICT) Board Committee</p> <p><i>Chairman</i> Ong Jeannie</p> <p><i>Members</i> Choo Jin Kiat</p>	<p>Purpose: To assist the Board of O'Joy Limited ("Board") in directing and monitoring the Organisation's information and communications technology needs in line with established objectives and risk parameters.</p> <p>Mandate: The Committee is established by a resolution of the Board.</p> <p>Roles & Responsibilities: To recommend and review ICT strategy to ensure the Organisation has the appropriate infrastructure to support implementation of strategic goals. To recommend ICT policies to promote quality standards and establish mechanisms to monitor consistent implementation of these policies across the Organization. To identify guiding principles for prioritizing ICT initiatives to ensure easy access to up-to-date and reliable information. To review and ensure the provision of all ICT services by service providers are in line with Service Level Agreements and make recommendations when appropriate.</p>
<p>Nomination Board Committee</p> <p><i>Chairman</i> Chung Soon Bee</p> <p><i>Members</i> Choo Jin Kiat</p>	<p>Purpose: To assist the Board of O'Joy Limited ("Board") in facilitating a formal and transparent process in the appointment and reappointment of Board Members.</p> <p>Mandate: The Committee is established by a resolution of the Board.</p> <p>Roles & Responsibilities:</p> <ul style="list-style-type: none"> • To propose terms of reference for Board approval. • To review the size, structure and composition of the Board and Board Committees to ensure an appropriate balance of expertise, skills, attributes and ability among the members. • To structure and lead the Board renewal and succession planning strategy. • To initiate search, identify potential candidates, and explore their interest and availability for Board service. • To nominate new Board Committee members, existing Board Members to be reappointed and to be Board President, Treasurer, and Secretary. • To design and oversee Board orientation and cessation processes. • To perform skills gap assessment and identify training needs. • To review process and tools for evaluating Board, Board Committee, and individual director performance; • To review results of Board self-evaluation.

Board Committee	Terms of reference
<p>Programme and Service Board Committee</p> <p><i>Chairman</i> Lenard Pattiselanno Raymond</p> <p><i>Members</i> Teo Puay Leng</p>	<p>Purpose: To assist the Board of O'Joy Limited ("Board") in overseeing the operations of the Organisation's programmes and services.</p> <p>Mandate: The Committee is established by a resolution of the Board.</p> <p>Roles & Responsibilities:</p> <ul style="list-style-type: none"> • To oversee the development of new programmes and to monitor and assess the outcomes of existing programmes so that they are in line with the vision, mission, and objectives. • To guide development of service delivery mechanisms. • To initiate and guide programme evaluations.

Executive Management

EXECUTIVE MANAGEMENT TEAM

Executive Director

Mr Choo Jin Kiat was appointed as O'Joy Limited's Executive Director on 1 April 2020. He was Executive Director of O'Joy Care Services between 1 April 2011 to 31 March 2020. He has 16 years of experience in the charity sector.

Clinical Director

Ms Teo Puay Leng was appointed as O'Joy Limited's Clinical Director on 1 April 2020. She was the founding member of the O'Joy Care Services, Executive Director between 1 December 2003 to 31 March 2010, and Clinical Director between 1 April 2010 to 31 March 2020. She has 30 years of experience in the charity sector.

ORGANISATION STRUCTURE OF EXECUTIVE MANAGEMENT

The organisation structure of executive management is illustrated in the section "Organisation Structure" of this annual report.

PAST JOB EXPERIENCES OF EXECUTIVE HEADS

The Executive Director, Mr Choo Jin Kiat, is trained as an engineer and obtained his Bachelor of Electrical and Electronic Engineering degree NUS/NTI and joined O'Joy Care Services in 2005, i.e. after his 15 years-journey in factory automation/semiconductor equipment manufacturing industry.

The Clinical Director, Ms Teo Puay Leng is a trained counsellor and social worker with a Bachelor of Arts degree, Masters in Social Work, Specialist Diploma in Counselling & Guidance and Post-Graduate Diploma in Satir Systemic Brief Therapy. She has more than 30 years of field experiences including counselling and casework, supervision, training and volunteer management.

Conflict of Interest

DISCLOSURE OF REMUNERATION AND BENEFITS RECEIVED BY BOARD MEMBERS

No Board members, or people connected to them, receive remuneration, or other benefits, from O'Joy Limited.

PROCESS OF SETTING OF REMUNERATION OF KEY STAFF

No staff is involved in setting their own remuneration.

CONFLICT OF INTEREST POLICY

The Board and executive management team members are also required to report actual or potential conflicts of interest to the management committee at the earliest opportunity, and subsequently, deal with the source of such problems.

Strategic Planning

VISION / MISSION / OBJECTIVES AND STRATEGY FOR NEXT 2 YEARS

We continue to be guided by our Intended Impact Statement, Theory of Change, Objectives and Values to achieve our vision and mission.

Programme Management

KEY PROGRAMMES / ACTIVITIES / SERVICES

The key services, programmes, and activities of O'Joy Limited, and their outcomes are updated regularly on our website, facebook page and in the annual reports.

Human Resource Management

DISCLOSURE OF REMUNERATION OF THREE HIGHEST PAID STAFF WHOSE REMUNERATION EXCEED \$100,000

Two of the staff at O'Joy draws an annual salary exceeding \$100,000, none of which serve in the Board.

DISCLOSURE OF THE NUMBER/NAME OF PAID STAFF WHO ARE CLOSE MEMBERS OF THE FAMILY OF THE EXECUTIVE DIRECTOR OR BOARD MEMBERS, WHO EACH RECEIVES REMUNERATION EXCEEDING \$50,000 DURING THE YEAR, IN BANDS OF \$100,000

Remuneration band	Number of staff	Name of Executive Head or Board member with whom the staff is a close family member
Between \$50,000 to \$150,000	1	Choo Jin Kiat

VOLUNTEER MANAGEMENT

Our charity has in place, a volunteer management system including recruitment, selection, training, supervision, support, recognition and alumni.

WHISTLE-BLOWING POLICY

Our charity has in place, a formal whistle-blowing policy to address concerns about possible wrongdoing or improprieties in financial or other matters within the charity.

FEEDBACK POLICY

Our charity has in place, formal feedback escalation procedures to handle staff feedback.

Financial Management and Internal Controls

INTERNAL FINANCIAL CONTROL POLICY

Our charity has in place, an internal financial control guide which documented procedures on all financial matters.

RESERVES POLICY AND RESERVES RATIO

Our reserve policy is a maximum of two years of annual total expenditure. The reserves ratio for this financial year is 1:0.9.

DISCLOSURE OF LEVEL AND PURPOSE OF RESERVES, DESIGNATED FUNDS, RESTRICTED FUNDS AND ENDOWMENT FUNDS

The level and purpose of reserves, designated funds, restricted funds and endowment funds are reported in the financial statements.

DISCLOSURE OF PLANNED TIMING FOR USE OF RESTRICTED/ENDOWMENT FUNDS

Our plan is for all newly accumulated restricted funds to be used within the next 2 financial years.

Fund-raising Practices

DISCLOSURE OF NATURE, PURPOSE AND AMOUNT OF FUNDS RECEIVED

The nature, purpose and amount of funds received in
(i) donations in cash (solicited/unsolicited);
(ii) sponsorships;
(iii) grants; and
(iv) others
are reported in the financial statements.

DISCLOSURE OF FUND-RAISING EVENTS

Information on the fund-raising events of the year are reported in the section "Fundraising" of this annual report.

FUNDRAISING EFFICIENCY RATIO POLICY

Our fundraising efficiency ratio policy is a maximum of 30% of total fund raised within the financial year. Fundraising efficiency ratio for this financial year is 0.44%.

Auditor's / Independent Examiner's Report

DISCLOSURE OF AUDITOR'S / INDEPENDENT EXAMINER'S OPINION ON THE FINANCIAL STATEMENTS

The auditor's / independent examiner's opinion on whether the financial statements are properly drawn up in accordance with the relevant provisions is reported in the financial statements.

Risk Management

As an organisation that is strongly dependent on public funding, it is necessary to closely abide by the Standard Operating Procedures (SOPs) for key areas such as financial control, fundraising, incident/accident reporting, etc.

In effect, both the Board and staff play a crucial role in the further development of O'Joy Limited as an organisation. The professional experience and skill set of the Board have proven valuable in terms of the strategic progress of the agency as a whole.

Similarly, our staff whose roles are to provide direct counselling, referral services, training and volunteer management, all have several years of field experience and formal education in their respective domains. Regular supervision, group and individual are implemented. In addition, staff and volunteers are encouraged to regularly upgrade their skills and knowledge, professional standards are constantly refined through the use of expert guidance as well as the Service Board Committee.

Key Performance Indicators (KPI) are closely tracked so as to ensure that any programmes and services that are publicly funded are duly noted. We target to meet or even surpass our set expectations.

In addition, all accounting procedures are heavily scrutinised, with internal controls put in place so as to prevent any risk of abuse. Thus, standard official financial requirements are met through yearly reviews by external auditors.

In compliance with Health and Safety Regulations, active measures are taken into consideration for staff, volunteers, clients and visitors to the centre.

As a result of these measures with regard to procedural guidelines and continuous performance appraisal, O'Joy Limited remains confident with our adherence to the standard of delivery stated in the guidelines for a local charity.

GOVERNANCE EVALUATION CHECKLIST

O'Joy Limited
(for the period April 2023 to March 2024)

S/N	Code Guideline	Code ID	Response	Explanation (if code is not complied with)
Board Governance				
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	Complied	
	Are there Board members holding staff appointments?		No	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3		
3	There are written job descriptions for their executive functions and operational duties which are distinct from their Board roles.	1.1.5		
4	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	Complied	
5	All Board members submit themselves for renomination and reappointment, at least once every three years.	1.1.8	Complied	
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
	Are there Board member(s) who have served for more than 10 consecutive years?		No	
7	The charity discloses in its annual report the reasons for retaining Board member(s) who has served for more than 10 consecutive years.	1.1.13		

GOVERNANCE EVALUATION CHECKLIST

S/N	Code Guideline	Code ID	Response	Explanation (if code is not complied with)
8	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	Complied	
Conflict of Interest				
9	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied	
10	Board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	
Human Resource and Volunteer Management				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	There is a documented Code of Conduct 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	
	Are there volunteers serving in the charity?		Yes	
15	There are volunteers management policies in place for volunteers.	5.7	Complied	

GOVERNANCE EVALUATION CHECKLIST

S/N	Code Guideline	Code ID	Response	Explanation (if code is not complied with)
Financial Management and Internal Controls				
16	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	Complied	
17	The Board ensures internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
18	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks.	6.1.4	Complied	
20	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	
	Does the charity invest its reserves, including fixed deposits?		No	
	The charity has a documented investment policy approved by the Board.	6.4.3		
Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the year?		Yes	
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
	Did the charity receive donations-in-kind during the year?		No	
23	All donations-in-kind received are properly recorded and accounted for by the charity.	7.2.3		

GOVERNANCE EVALUATION CHECKLIST

S/N	Code Guideline	Code ID	Response	Explanation (if code is not complied with)
Disclosure and Transparency				
24	The charity discloses in its annual report: i. Number of Board meetings in the year; and ii. Individual Board member's attendance.	8.2	Complied	
	Are Board members remunerated for their Board services?		No	
25	No Board member is involved in setting his or her own remuneration.	2.2		
26	The charity discloses the exact remuneration and benefits received by each Board member in its annual report. OR The charity discloses that no Board members are remunerated	8.3		
	Does the charity employ paid staff?		Yes	
27	No staff is involved in setting his or her own remuneration.	2.2	Complied	
28	The charity discloses in its annual report: i) The total annual remuneration(including any remuneration received in its subsidiaries), for each its three highest paid staff, who each receives remuneration exceeding \$100,000, in bands of \$100,000; and ii) If any of the 3 highest paid staff also serves on the Board of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its staff receives more than \$100,000 in annual remuneration each.	8.4	Complied	
29	The charity discloses the number of paid staff who are close members of the family of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000. OR 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	

GOVERNANCE EVALUATION CHECKLIST

S/N	Code Guideline	Code ID	Response	Explanation (if code is not complied with)
Public Image				
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

We thank you for your support during the past year.

With your help, we could

Enhance the psychosocial wellbeing of vulnerable

seniors,

Enable active ageing for our seniors,

Give hope to persons with mental health challenges.

*Together, we bring oceans of joy
to those we served.*