



++  
++  
++  
++

# Annual Report

FY 23-24

++  
++  
++  
++

# Table Of Content

About Us	3	
Registration & Licenses	4	
Chairman's Message	5	
Chief Executive Officer's Message	6	
Model of Care	7	++
Management Committee	9	
The Board	10	++
Sub Committee	13	
Corporate Governance	15	++
Organisational Chart	16	
Management Team	17	++
Achievements of the Year	19	
Year at a Glance	20	
Policies, Review of Financial State and Explanation of Major Financial Transactions	21	
Residents' Profile	25	
Quality Care Through Compassion: Nursing Excellence and Impacts	26	
Advancing Care & Empowering Recovery: Successes in Rehabilitation	31	
Empowering well-being: Efforts of Medical Social Services	35	
Enriching Lives: Living their Golden Years (Activities)	37	
Enriching Lives: Living their Golden Years (Projects)	39	
Creating Connections: Community Engagements	40	
Cultivating Camaraderie: Highlights of Staff Engagement	41	
Kindness in Motion: Volunteers at BHEH	42	
Together We Achieve: Our Fund-raising Journey	44	
Our Heartfelt Appreciation	45	
Stories Of Wellness & Independence	46	
Annex A - Governance Evaluation Checklist for the Financial Year Ended 31 March 2024	48	



# About Us

Bright Hill Evergreen Home began with a mission to provide quality and affordable care for the disadvantaged and aged sick, regardless of race, language, or religion. We started from 180 beds within the Kong Meng San Phor Kark See Monastery compounds and had expanded to 436 beds at our current location over the span of four decades. Bright Hill Evergreen Home (BHEH) is now a 436-bedded, accredited non-profit nursing home.

We aim to provide our residents with a fulfilling life by promoting healthy living and maximising their physical and mental well-being. Located in the serene setting of Punggol Waterway, our Home features private rooms with en-suite bathrooms and a welcoming, homely atmosphere.



## Mission

Bright Hill Evergreen Home is a voluntary welfare home providing health care services for the aged, sick and destitute regardless of race, language or religion.

## Vision

To promote and maintain holistic nursing and medical care to the residents and to discharge them to the community when appropriate.

## Core Values

Love, Responsibility, Integrity, Compassion and Respect

## Objectives

Striving to stay ahead of the curve to meet the increasing demands for quality healthcare services our objectives for next 2-3 years include:

- Taking proactive steps to enable our elders to thrive. Through our Active Living Programme, we aim to focus on promoting independence, physical fitness, creating an enabling environment for the residents as well as supporting staff efficiency.
- Working on focus areas identified under the Organisational Health Diagnostic Scheme to build a healthier home. Areas include Enhance Governance and Risk Processes, Strengthen Digital Marketing Strategy and Capability and Model and Sustain Culture Shift.
- Initiating Environmental, Social, and Governance (ESG) initiatives to meet our objectives of being an environmentally-friendly, socially responsible nursing home and achieving the highest standard of governance.
- Creating the succession planning process to plan and prepare for future people movement in key and critical roles.

# Registration & Licenses

## Registration

Bright Hill Evergreen Home was registered with the Registry of Societies in accordance with the Societies Act Chapter 311 on 24 May 1982.

## Licence

Our Home is currently operating under Licence No. 4800352/08/232 with a two year validity period from 27th February 2023 to 26th February 2025. This licence is issued by The Director Of Medical Services, Ministry of Health in accordance to the Private Hospitals & Medical Clinics Act 1980 (Chapter 248). The nursing home can be licenced to operate at a full capacity of 436 beds at 100 Punggol Field Singapore 828811 and 1 Tebing Lane Singapore 828838.



## Institutions of a Public Character (IPC) Status

Our Home has been granted IPC status under the National Council of Social Service Central Fund Scheme since 15 June 1993. Donors will be able to claim tax relief from their assessable income based on the amount donated, at prevailing deduction rate.

## Affiliation

Bright Hill Evergreen Home is a full member of the National Council of Social Service from 15 June 1993 ref. SCSS/04.01.47.

### Charity Status at a Glance

Unique Entity Number (UEN)	S82SS0008F
Registered Address	100 Punggol Field, Singapore 828811
Institutions of a Public Character (IPC) Registration Number	IPC000377
IPC Validity Date	1 Dec 2023 – 30 Nov 2026
Banker	DBS Bank Ltd
Auditor	Baker Tilly TFW LLP Public Accountants and Chartered Accountants of Singapore



# Chairman's Message



**Venerable Shi Chuan Jia**  
**Chairman**  
**(Appointed 1 Sept 2023)**

It is my great pleasure to present our Annual Report for the year 2024, symbolising a momentous period in our unwavering dedication to excellence in care.

Singapore's healthcare system has been undergoing a transformation, prioritising preventative care and a higher quality of life. Aligned with this shift, Bright Hill Evergreen Home is taking proactive steps to move beyond traditional eldercare to enhance the lives of our residents. Our goal is to enable our elders to thrive, not just survive.

This past year has been a year of remarkable achievements for our Home. Despite navigating a complex post-pandemic landscape, we achieved significant progress, advancing our mission to provide quality health care for the aged sick and making a meaningful difference in the community we serve.

Through partnerships with community and strategic stakeholders, the Home has undertaken a range of initiatives to elevate service standards, streamline operations, and foster sustainable development. These efforts often involve the strategic integration of cutting-edge technologies. All these would not have been possible without our government initiatives, the dedication and hard work of our team, as well as the invaluable contributions of our partners.

I have been profoundly inspired by the exceptional dedication displayed by our care staff throughout the past year. Their steadfast commitment to our residents, demonstrated even in the face of adversity, is a true embodiment of the values that underpin our Home.

As Covid-19 restrictions relax, it has allowed us to finally reopen our doors to volunteers and donors. This is a significant milestone, as it allows us to once again offer meaningful programmes that enrich the lives of our cherished residents. I look forward to witnessing the joy and connection that blossom from these rekindled interactions.

On a personal note, I would like to express my sincere gratitude to Venerable Sik Kwang Sheng for his continued support and guidance. His leadership has been instrumental in shaping Bright Hill Evergreen Home into the haven it is today. I am deeply humbled to have him continue his invaluable service as Advisor to the Board.

As recipients of the Charity Transparency Award 2023, we are deeply committed to upholding the highest standards of governance. Our Board carries the responsibility of ensuring effective performance and operations through the implementation of these practices. By regularly introducing new board members with diverse expertise, we enrich our perspectives and enhance our capacity to deliver exceptional care. I warmly welcome our newest board members, whose contributions will undoubtedly strengthen our mission. To our existing board members, I express my sincere gratitude for your steadfast dedication in driving Bright Hill Evergreen Home forward!

Looking forward, our focus will be on developing and implementing strategies that address the evolving healthcare landscape. Future efforts will prioritise cultivating a skilled workforce and building organisational capacity to ensure the long-term viability of our services. We will continue to invest in our people through targeted development programmes, expand our talent pool, and foster a culture of continuous learning. Simultaneously, we will implement sustainable practices to optimise resource utilisation and minimise our environmental impact, thereby securing the future of our Home.

Our partners are essential to our mission of serving our community and empowering our residents to thrive despite their health conditions. We are extremely grateful for the ongoing support of our supporting government agencies, donors, volunteers, and community partners. We look forward to your continued partnerships as we strive towards enhancing the lives of our residents and our community.





# Chief Executive Officer's Message



**Cheng Siok Khoong**  
**Chief Executive Officer**  
**(Appointed 1 August 2015)**

I am writing to you with a sense of hope and optimism. This past year has been marked by significant progress as we continue our steadfast commitment to providing exceptional care for our residents.

At the heart of our mission is enriching the lives of our residents through dignity and autonomy. Our Active Living and Dignified Living programme exemplifies this commitment. By empowering residents to make choices, we foster independence and well-being. A feasibility study on our Active Living initiative demonstrated promising results, with participants experiencing improved functional abilities, increased confidence, and a greater sense of purpose.

To enhance operational efficiency and elevate care quality, we initiated the first phase of our organisational health transformation in 2023. This involved streamlining processes, integrating healthcare technologies, and optimising resource allocation. By revamping our website, launching a new corporate video, and implementing efficient systems such as online visitor management and stock management, we have strengthened our organisational image and improved service delivery.

Beyond our residents, we are dedicated to nurturing the next generation of healthcare professionals and serving our community. Through partnerships with leading institutions, we offer students industrial attachments, providing foundation in the sector by equipping them with practical experience and knowledge. We also work with institutions serving the disadvantaged community, to provide employment and normalisation opportunities for disadvantaged individuals, whenever possible.

This year has also been marked by significant achievements. Our commitment to transparency and good governance was recognised with the prestigious Charity Transparency Award 2023. Furthermore, we are immensely proud to be the sole non-hospital entity to receive the 2024 Best Practice Medal (Workforce Transformation) for our Project ESCAPE initiative in the National Healthcare Innovation & Productivity (HIP) Medals competition. These awards validate our organisation's dedication to excellence and innovation.

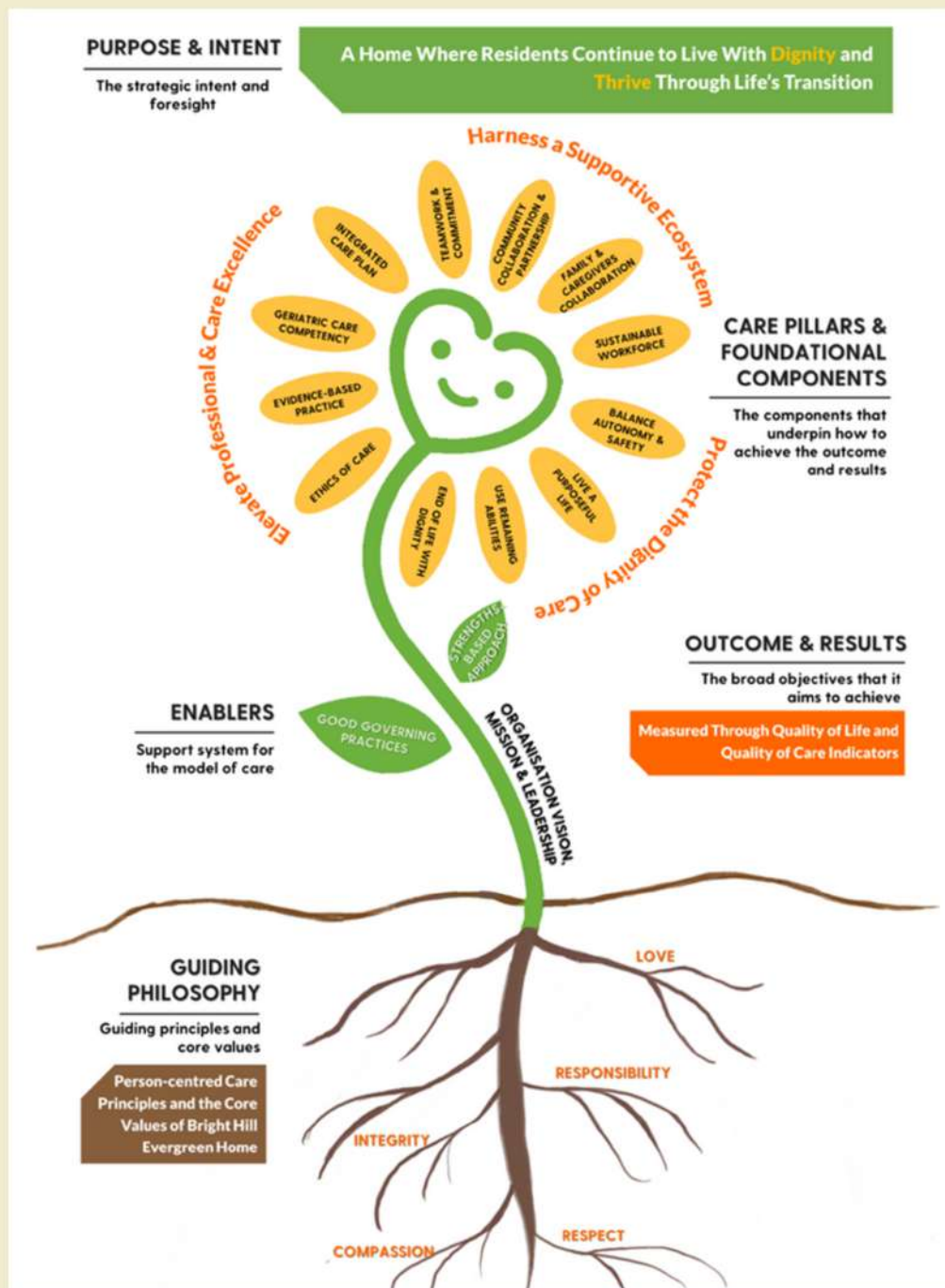
I am deeply grateful for the unwavering support of our Board, management, staff, donors, volunteers, residents, and their families. Your contributions have been instrumental in our success and continues to inspire us to reach new heights.

Looking ahead, we are committed to building a sustainable future and nurturing the next generation of healthcare leaders. By leveraging our strengths and embracing innovation, Bright Hill Evergreen Home will continue to be a beacon of care and compassion in Singapore's healthcare landscape.



# Model of Care

Our Model of Care (MOC) enables our team to match our services according to the needs and strengths of our residents in order to achieve the best outcomes. Additionally, our team finds purpose and engagement in work and the enhanced care can be sustained over time.



# Model of Care

The 5 Components of BHEH MOC:

## 1. Purpose and Intent

This is a strategic intent and foresight for our multi-disciplinary team to align and commit to deliver quality care services, as guided by the BHEH MOC.

## 2. Guiding Philosophy

It comprises the person-centred care (PCC) guiding principles of Value base, Individualised approach, understanding the Perspective, Social psychology (VIPS); and BHEH's core values of Love, Responsibility, Integrity, Compassion, and Respect to support how PCC is delivered in BHEH.



## 3. Enablers

This refers to the support system for the MOC. The management drives quality services by ensuring good governing practices. We adopt strength-based approach that supports our residents to live and thrive, it also develops the strength of our BHEH staff to be innovative in providing better care.

## 4. Care Pillars and Foundational Components

These are the elements to deliver quality care to support quality living for our residents. Our team creates meaningful engagement and purposeful activities for our residents by guiding them to use their remaining abilities to optimise their functions in their daily living. This promotes and protects the dignity of residents to achieve an appropriate balance between autonomy and safety to promote quality of life.

The Care Pillars encourages services that are built on resources that leverage on internal sources and external community partnership like Next-of-Kin (NOK), donors and volunteers. With the optimal use of these resources, our team adopts innovative approaches and methods to deliver effective and efficient services for our residents.

## 5. Outcomes and Results

Our care approaches and practices are based on an integrated inter-professional person-centred care planning process that aims to optimise the well-being of our residents. We focus on problem solving approaches and care delivery underpinned by our multi-disciplinary team in combination with the most current and relevant research available. Care practices are guided by ethical care approaches that are safe and effective, compassionate and respectful, and in resident's best interest. The results are evident in the improved outcomes achieved.

With the combination of the MOC and our organisational vision and mission, BHEH strives to create a Home where our residents continue to live with dignity and thrive through life's transitions.



# Management Committee

As of 31 March 2024, BHEH has 11 MC members.



**Bhikkhu Sik Kwang Sheng**

**Advisor**

(\*from 30 June 2006)  
(Appointed as Chairman from  
7 July 2006 - 31 August 2023)  
Abbot  
Kong Meng San Phar Kark See  
Monastery



**Venerable Shi Chuan Jia**

**Chairman**

(\*from 1 September 2023)  
(Appointed as Chairman from  
1 September 2023)  
Venerable  
Kong Meng San Phar Kark See  
Monastery



**Dr Kweh Soon Han**

**Secretary**

(\*from 24 July 2008)  
(Appointed as Secretary from  
2 October 2015)  
Lawyer  
KSCGP JURIS LLP



**Ms Chan Poh Swai @**

**Chan Poh Swee**

**Treasurer**

(\*from 30 June 2006)  
(Appointed as Treasurer from  
30 September 2020)  
Retired Accountant



**Mr Lim Teck Foon,  
Edmund**

**Member**

(\*from 29 August 2016)  
Retired Accountant



**Dr Lau Kah Yong**

**Member**

(\*from 24 July 2008)  
Consultant Physician  
NTU Chinese Medicine Clinic



**Mr Kek Seng Swee,  
Nicholas**

**Member**

(\*from 24 July 2008)  
Operations Manager  
Kong Meng San Phar Kark See  
Monastery



**Mr Goh Swee Kang,  
Jayson**

**Member**

(\*from 6 April 2017)  
Executive Vice President  
Changi Airport Group



**Mr Yeap Soon Keong,  
Dan**

**Member**

(\*from 29 August 2013)  
Associate Director  
Apollo Management Singapore  
Pte Ltd



**Mr Lee Kian Chong**

**Member**

(\*from 1 January 2024)  
Director  
BNF Group



**Mr Ng Hui Wen**

**Member**

(\*from 1 January 2024)  
Senior Manager  
Changi Airport Group



(\*Date first elected to the Committee)



# The Board

Our Home is governed and its affairs administered by a Committee of Management of not less than 10 members, referred therein as the Management Committee (MC).

MC members are elected at the annual general meeting. Members are appointed for a term of 1 year and are eligible for re-appointment or re-nomination with the exception of the Treasurer, whereby there is a maximum term limit of four consecutive years. There are 7 MC members who have served more than 10 years. Their services are required as their experiences contribute to the smooth and effective running of the Home. The Board has been identifying and recruiting new members equipped with competencies and skills that align with the Home's strategic directions.

## Management Committee: Roles & Responsibilities

All our MC members are elected at the Annual General Meeting. The recruitment and selection of MC members are guided by the Home's Constitution, Board Governance Policy and other legal requirements. The MC endeavors to ensure that there is an appropriate mix of core competence and expertise to meet the Home's vision, mission and objectives.

To ensure that the Home is operating well, effectively and responsibly, the MC performance and effectiveness are evaluated annually at the Annual General Meeting. Members will review past year performance and identify areas for improvement so that the Home can continue to be effective and sustainable.

Roles & responsibilities of the Management Committee are as follows:

- Ensure that the Home is well managed and fulfil its vision and mission.
- Review the Home's vision and mission statement to keep goals and objectives relevant to the changing environment and needs.
- Review the strategic plans and annual work plan to ensure that the activities are aligned to the vision and mission of the Home.
- Ensure adequate resources for the operations of the Home, and that such resources are effectively and efficiently managed.
- Review the Constitution, whenever necessary.
- Ensure orientation for new MC members is conducted so that they are familiar with the Home's work and MC functions at the start of their term of service.
- Plan for development, succession and diversity in the composition of the MC.
- Exercise independent judgement and act in the best interests of the Home.
- Ensure objectivity in decision-making and be wholly independent from the paid employees of the Home.





# The Board

Reasons for retaining the 4 MC members for more than 10 consecutive years are as follows:

## 1. Dr Kweh Soon Han

Dr Kweh is a lawyer at KSCGP Juris LLP. His areas of practice are real estate property law, company law, administrative and constitutional law, law of societies, employment law, and family and trust law. His experience in the laws and codes of governance relating to the formation and maintenance of charities, societies and non-profit organisations is invaluable in guiding the Home in ensuring governance compliance.

## 2. Ms Chan Poh Swai @ Chan Poh Swee

Ms Chan is a retired qualified Accountant holding a Bachelor Of Commerce Degree (majoring in Accountancy). She held the position of Treasurer of our Home's Management Committee for 2 terms - July 2006 to July 2008 and July 2012 to July 2016. She is currently on the board and serves as the Treasurer of religious societies, free clinic and nursing home. Her in-depth finance knowledge contributes significantly in putting in place a robust finance system for the Home. Her years of experience with the Home is invaluable.

## 3. Dr Lau Kah Yong

Dr Lau is a Traditional Chinese Medicine Practitioner and has been a member of our Admission Committee since 2008. He works closely with the management team of the Home and plays a crucial role in ensuring smooth admissions of residents.

## 4. Mr Kek Seng Swee, Nicholas

Mr Kek was an Entrepreneur prior to joining Kong Meng San Phor Kark See Monastery as Operations Manager. He is an EXCO member since July 2012 and the EXCO Chairman since August 2014. His commercial experience and business acumen have benefited the Home in many aspects.



# The Board

The MC draws up rules to govern the running of the Home; reviews and approves strategic plans and annual work plan set in accordance with the objects set out in the Constitution.

A total of 4 MC meetings and 1 Annual General Meeting were held in the year of reporting.

Meeting dates and members' attendance are as follows:

## Bright Hill Evergreen Home AGM and Management Committee Meeting Attendance Record

S/N	Names	Meeting Dates					Attendance During Term Of Service		
		MC No: 86	MC No: 87	MC No: 88	MC No: 89	AGM No: 39	Total Meetings	Meetings Attended	Total Attendance During Term Of Service
		24 May'23	23 Aug'23	24 Nov'23	23 Feb'24	23 Aug'23			
1	Bhikkhu Sik Kwang Sheng	1	1			1	3	3	100%
2	Venerable Shi Chuan Jia			1	1		2	2	100%
3	Dr Kweh Soon Han	1	1	1	1	1	5	5	100%
4	Mr Lim Teck Foon Edmund			1	1		5	2	40%
5	Mr Kek Seng Swee Nicholas	1	1	1	1	1	5	5	100%
6	Ms Chan Poh Swai @ Chan Poh Swee	1	1	1		1	5	4	80%
7	Mr Yeap Soon Keong Dan	1	1	1	1	1	5	5	100%
8	Mr Lee Boon Huat Ben		1	1		1	4	3	75%
9	Dr Lau Kah Yong						5	0	0%
10	Mr Wong Chee Yeung Stewart	1					3	1	33%
11	Mr Goh Swee Kang, Jayson	1	1	1	1	1	5	5	100%
12	Mr Lee Kian Chong				1		1	1	100%
13	Mr Ng Hui Wen				1		1	1	100%





# Sub Committee

To assist the Board in reviewing and deliberating on specific aspects of running our Home and to execute its responsibilities, the MC established eight sub-committees namely Executive Committee, Finance Committee, Admission Committee, Medifund Committee, Nomination Committee, Audit Committee, Building Committee and Financial Assistance Scheme Committee.

## Executive Committee

Chairman : Mr Kek Seng Swee Nicholas  
Secretary : Mr Yeap Soon Keong, Dan  
Member : Mr Wong Chee Yeung, Stewart

## Finance Committee

Chairman : Ms Chan Poh Swai  
@ Chan Poh Swee  
Member : Mr Kek Seng Swee, Nicholas

## Admission Committee

Chairman : Mr Goh Swee Kang, Jayson  
Member : Dr Lau Kah Yong

## Nomination Committee

Chairman : Mr Kek Seng Swee, Nicholas  
Member : Mr Goh Swee Kang, Jayson

## Audit Committee

Chairman : Mr Lim Teck Foon, Edmund  
Member : Mr Yeap Soon Keong, Dan

## Building Committee

Chairman : Mr Goh Swee Kang, Jayson  
Member : Mr Kek Seng Swee, Nicholas  
Member : Mr Yeap Soon Keong, Dan

## Medifund Committee

Chairman : Ms Boon Wai Fong, Florence  
(from 1 July 2023)  
Member: Ms Chan Poh Swai  
@ Chan Poh Swee (Chairman  
till 30 June 2023)  
Member : Ms Boon Wai Fong, Florence  
Member : Ms Annah Lee  
Member : Ms Tan Wan Juat, Alice  
Member : Ms Poon Pui Luen, Kristalle

## Financial Assistance Scheme Committee

Chairman : Ms Boon Wai Fong, Florence  
(from 1 July 2023)  
Member: Ms Chan Poh Swai  
@ Chan Poh Swee (Chairman  
till 30 June 2023)  
Member : Ms Boon Wai Fong, Florence  
Member : Ms Annah Lee  
Member : Ms Tan Wan Juat, Alice  
Member : Ms Poon Pui Luen, Kristalle

## Role & Responsibilities of Sub Committees

### 1. The Executive Committee (EXCO)

The roles and responsibilities of the EXCO include acting on MC's behalf between MC meetings, as well as monitoring the activities and operations of the Home and projects undertaken by the Home. The EXCO also proposes new strategies and policies to the MC and ensures its implementation.



## **2. The Finance Committee**

The roles and responsibilities of the Finance Committee include budget review and the development of appropriate procedures for budget preparations to ensure consistency between the budget and the Home's plans. Monitoring the budget and ensuring accountability for funds; recommending financial guidelines to the MC and advising the management staff on financial priorities are also responsibilities of the Finance Committee.

## **3. The Audit Committee**

The Audit Committee oversees the financial reporting and disclosure process; ensures compliance with relevant legal requirements and reporting standards; reviews audit reports of external and internal auditors, and considers the effectiveness of the actions taken by the management on the auditor's recommendations.

The Audit Committee also analyses and addresses the risks associated with key processes; oversees regulatory compliance and whistleblowing guidelines, reports to MC of any financial irregularities and concerns; and liaises with auditors on any significant matters arising.

## **4. The Building Committee**

The Building Committee monitors, evaluates, advises and makes recommendations to the MC with regard to the Home's immovable property matters, including principles, planning and policies, in accordance with the Home's mission and vision. Making recommendations to the MC with regard to proposed building projects and overseeing its development are also the responsibilities of the Building Committee.

## **5. The Admission Committee**

The Admission Committee reviews and approves resident admission to the Home. Reviewing the criteria for admission and recommending changes to the criteria to the MC; ensuring compliance with the relevant authorities and advising MC on significant matters relating to residents' admission are also responsibilities of the Admission Committee.

## **6. The Nomination Committee**

The Nomination Committee reviews the composition of Committee based on expertise, skills, competencies, attributes and commitment. The Committee is responsible for ensuring succession planning, and that the recruitment and selections of MC members comply with the Home's Constitution, Board Governance Policy and other legal requirements.

The Nomination Committee identifies potential candidates for committee member roles and explores their interest and availability for MC service; as well as nominates suitable individuals to be elected as committee members.

## **7. The Medifund Committee**

The Medifund Committee reviews and approves Medifund applications and administers payments out of the Medifund account. The Committee ensures compliance with the Medical and Elderly Care Endowment Schemes Act (MECESA), its corresponding regulations and any directives and guidelines issued by the Minister.



## **8. Financial Assistance Scheme Committee**



The Financial Assistance Scheme (FAS) Committee reviews and approves FAS applications and administers payments out of the FAS account. The Committee ensures compliance with the FAS directives and guidelines issued by the Ministry of Health.







# Corporate Governance

## Policy on Avoidance of Potential Conflict of Interest

All MC members and staff are required to comply with the Home's conflict of interest policy and procedure.

Annual conflict of interest procedure statements are undertaken by all MC members and management staff.

## Whistle-Blowing Policy

Our Home has established a whistle-blowing policy to address concerns about possible wrongdoing or improprieties in financial or other matters within the Home.

If a stakeholder has knowledge of, or a concern over illegal or fraudulent activity, do raise your concerns in writing and email it to [whistleblowing@bheh.org](mailto:whistleblowing@bheh.org).

## Personal Data Protection Policy

Our Personal Data Protection Policy informs us on what information to collect, how we use the data and to whom we may disclose. For enquiry on personal data protection, please contact Data Protection Officer at [dpo@bheh.org](mailto:dpo@bheh.org).

## Remuneration of Management Committee and Highest Paid Staff

All MC members, sub-committee members and advisor do not receive any remuneration and no staff sits in the Management Committee or sub-committee.

The Home has no paid staff who are close members of the family of MC members or CEO.

In compliance with the Code of Governance for Charities and Institution of a Public Character, the annual remuneration of the Home's three highest paid staff, who each received remuneration exceeding \$100,000, fall into the following bands:

Remuneration Band	Number of staff
Between \$200,001 to \$300,000	1
Between \$100,000 to \$200,000	2

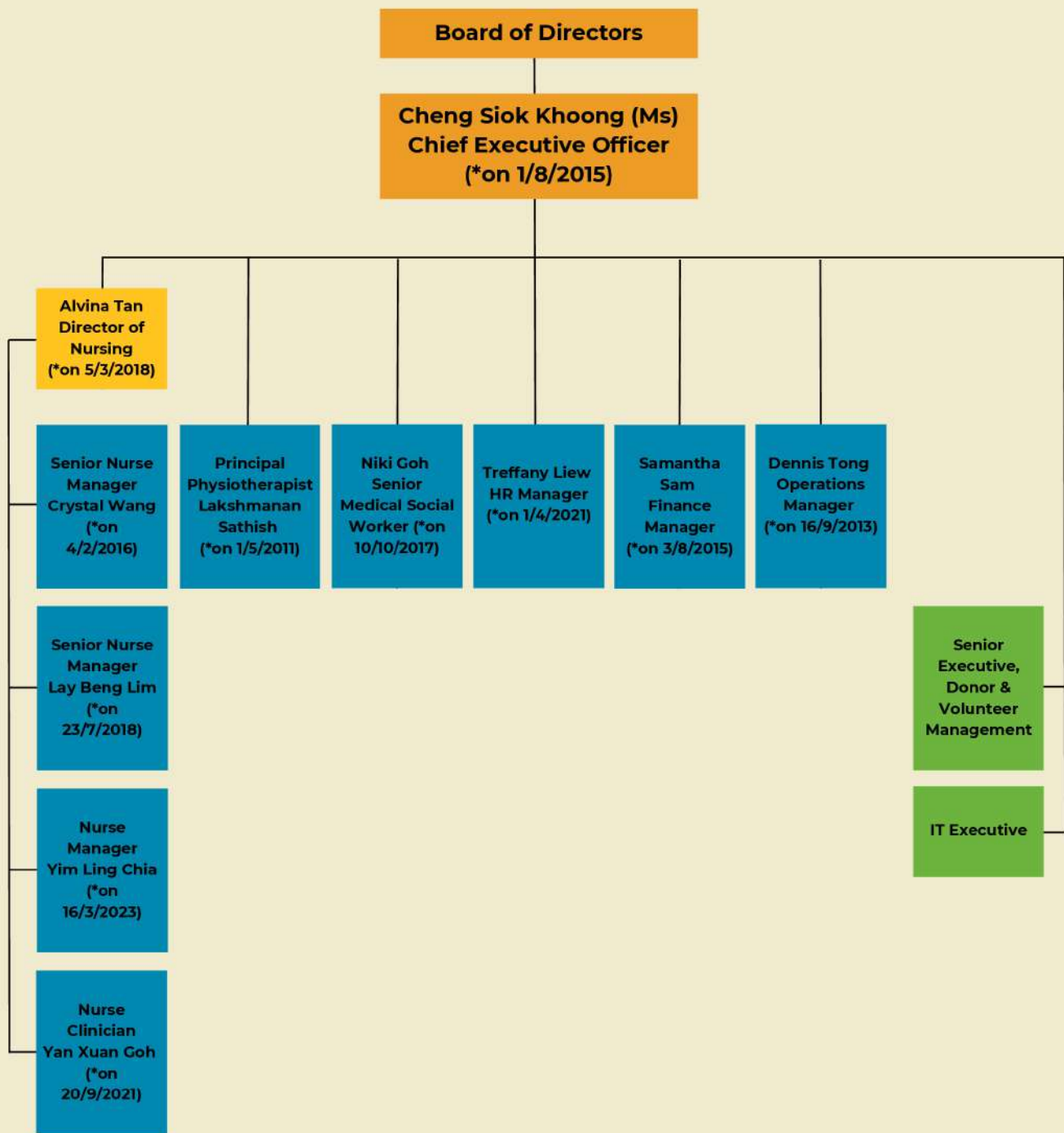
Bright Hill Evergreen Home is governed by the Constitution of the Society and is committed to adhere to practices that ensure good governance and management with specific reference to:

- Licensing & Regulatory requirements of the Ministry of Health
- Code of Governance for Charities and Institutions of Public Character



We take great effort to constantly improve on our governance and management practices. Please see Annex A for our Governance Evaluation Checklist to assess compliance with the Code of Governance for Charities and Institutions of Public Character.

# Organisation Chart



(\*Date first appointed)



# Management Team

## **Ms Cheng Siok Khoong**

Chief Executive Officer

(Appointed on 1 Aug 2015)

Ms Cheng is a Chartered Accountant of Singapore. She obtained her Bachelor Of Accountancy degree from the National University Of Singapore and is a member of the Institute of Singapore Chartered Accountants. She joined the home in August 2014.

Prior to joining the charity sector, Ms Cheng held various senior regional roles with leading global FMCG and logistic companies for more than 25 years.

## **Ms Alvina Tan**

Director of Nursing

(Appointed on 5 Mar 2018)

Alvina obtained her Bachelor Of Health Science, Nursing, from the University Of Sydney and has been a Registered Nurse under Singapore Nursing Board since 1995. She was a lecturer, holding the position of Matron and Assistant Director Of Nursing with various healthcare institutions before joining our nursing home as the Director of Nursing in 2018. In 2024, she received the Nurses' Merit Award for her exceptional performance and significant contributions to the nursing profession.

## **Mr Laksmanan Sathish Kumar**

Principal Physiotherapist

(Appointed 1 May 2011)

Sathish obtained his Bachelor Of Physiotherapy from the Trinity Mission And Medical Foundation (affiliated to Tamil Nadu Dr. M.G.R Medical University, Madurai India). He also holds a Master In Gerontology from the Singapore University Of Social Sciences. Sathish is a registered licensed member of the Allied Health Professions Council Singapore and a member of the Gerontological Society of Singapore. He was working for 5 years as a Physiotherapist at hospitals and rehabilitation centers in India before moving to Singapore in 2004. He has been working with the elderly in various healthcare institutions and taking care of our residents since 2011.

## **Ms Niki Goh**

Senior Medical Social Worker

(Appointed 10 Oct 2017)

Niki obtained her Degree in Social Science (Psychology) and Graduate Diploma in Social Work from the National University of Singapore, before moving on to complete her Postgraduate Diploma of Psychology with James Cook University. She has cared for people at different stages of their illness trajectory since 2007. She had served in various capacities as a psychologist, medical social worker and Head of Psychosocial Services in different healthcare institutions before joining our Home in 2017.



# Management Team



## **Ms Treffany Liew**

Human Resource Manager  
(Appointed 1 Apr 2021)

Treffany holds a Diploma in Business Management (major in Human Resource Management) from SMA School of Management. She was working as the Human Resource Manager, mainly in the service sector for 21 years. Prior to joining our nursing home, she was the Human Resource and Admin Manager of a community hospital for 4 years.

## **Ms Samantha Sam**

Finance Manager  
(Appointed 3 Aug 2015)

Samantha is a Chartered Accountant of Singapore. She obtained her Bachelor Of Accountancy degree from the National University Of Singapore and is a member of the Institute of Singapore Chartered Accountants.

She held finance positions in both the commercial and charity sectors for more than 30 years, including many years of experience with various healthcare organizations and elderly homes.

## **Mr Dennis Tong**

Operations Manager  
(Appointed 16 Sept 2013)

Dennis holds a Diploma in Mechanical Engineering from Singapore Polytechnic, and obtained both his Graduate Certificate in Health Services Management and Master of Health Services Management from Griffith University Queensland Australia. He is a certified Fire Safety Manager. He started his career in serving the Republic Of Singapore Air Force for 10 years. In 2008, he moved on to work as an Operations Manager, bringing along many years of experience overseeing the smooth running of operations in the various organizations he worked for. He joined our home in 2013.





# Achievements Of The Year

## Charity Transparency Award 2023



We are honoured with the Charity Transparency Award 2023 and this award recognizes charities that have embraced strong transparency and governance standards. We are truly grateful for this recognition and pledge to uphold corporate governance and transparency standards to solidify our position as a trusted charity organisation in Singapore!

We are honored to have received this esteemed award in 2018, 2019 and 2023 respectively.

## Nursing Home Resident Satisfaction Survey 2022

BHEH key indicators have significantly improved since 2018, exceeding nursing scores in all areas. These high scores are particularly notable given the challenges of Covid-19 and the construction of our new block.

	T2B%** Score			
	Overall Satisfaction	Service Quality	Environment	Fees
BHEH 2022 Score	83% (▲9%)	78% (▲12%)	93% (▲11%)	60% (▲35%)
BHEH 2018 Score	74%	66%	82%	25%
Overall Nursing Home 2022 Score	77%	74%	87%	53%

\*\* T2B% - Top 2 Box score is a way of summarizing the positive responses ie. Strongly Agree/Excellent and Agree/Good

## Digital Transformation Projects

In FY 2023-2024, we introduced stock management system, visitor management system as well as our central resident data system with the aim of consolidating data and automating operational tasks within secure settings.



## National Healthcare Innovation Productivity (HIP) Medals 2024

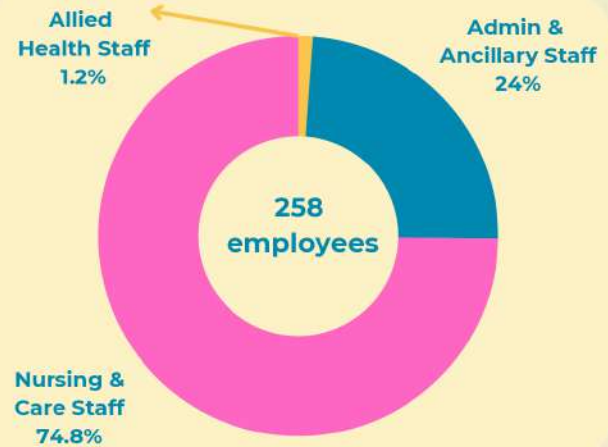
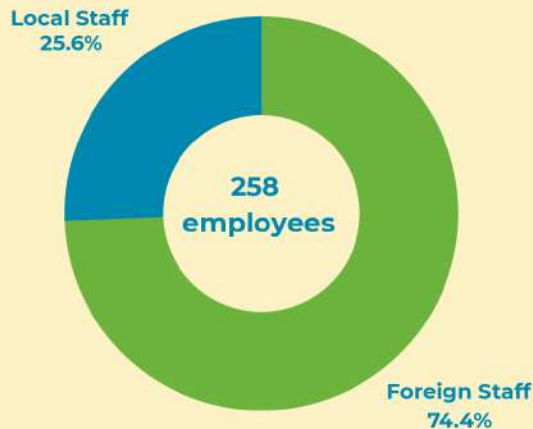
We received the Best Practice Medal (Workforce Transformation) for our innovative **Project ESCAPE - Empowering Senior Care Aides through Prospects and Education** initiative. Project ESCAPE focuses on job redesign, identifying capable care aides for upskilling, and capacity building to take on roles traditionally held by higher-level nursing staff.

The National Healthcare Innovation Productivity (HIP) Medals is a highly esteemed national-level award that acknowledges excellence in healthcare innovation and productivity in various sectors, and we are honoured to be among the ten public healthcare institutions recognised with this prestigious award.



# Year At A Glance

## Bright Hill Evergreen Home Staff Head Count



## Helping The Needy

Subsidized Residents	100%
Residents on Medifund	52%
Residents on Full Medifund	23%
Residents with no family support	14%
Residents on highest possible Government subsidy	83%

## Volunteer Impact



**3446**  
volunteers across  
**394 activities**

*at least 1 volunteering activity  
per day!*

## Staff Training and Education Sessions



**3759 hours**

## Usage of Dexie

**66%**

average  
increase in  
positive client  
engagement

**81%**

of clients showed  
improvement in  
image  
identification,  
recognition and  
attention



# Policies, Review of Financial State and Explanation of Major Financial Transactions



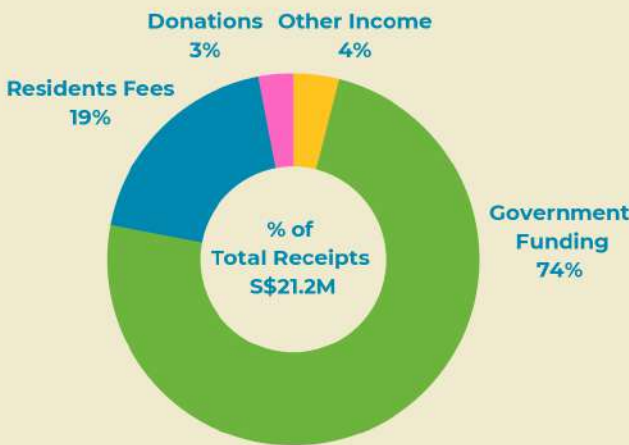
## Funding Sources

Bright Hill Evergreen Home is financially supported by government grants and donations.

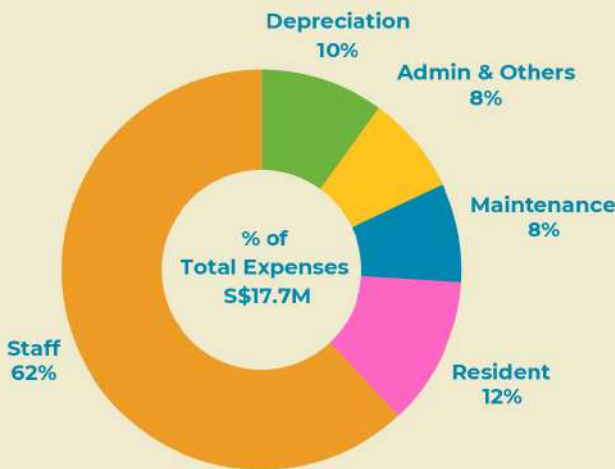
## Key Financial Highlights

For the financial year ended 31 March 2024, our Home recorded a total income & expenses of **S\$21.2m** & **S\$17.7m** respectively.

Breakdown of the income:



Breakdown of the expenses:



Our fundraising efficiency ratio for the financial year is 0.11%, all charities and IPCs are expected to keep their fundraising efficiency ratio below 30%.



# Policies, Review of Financial State and Explanation of Major Financial Transactions



## Financial Management & Internal Controls

It is the responsibility of the Management Committee and the Management Team to ensure that the Home has an effective internal control to safeguard its assets and stakeholders' interest.

There are documented policy and procedures in place for financial matters covering the following key areas:

1. Board Governance
2. Procurement and Payment
3. Revenue and Receipts
4. Programme Management
5. Grants, Donations and Sponsorship
6. Fixed Asset Management
7. HR and Volunteer Management

Review of the policy and procedures are conducted regularly to ensure effective functioning of the internal controls and processes.

## Reserve Policy

Our reserve policy is that at any point in time we will have 5 years operational expenses kept as reserves and will be reviewed yearly by the Executive Committee if the amount of reserve is sufficient and if it needs to be revised.

There is no planned timing of use for the designated and restricted funds except for the Community Silver Trust fund, which the Home has been using to support projects for its expansion and improve capabilities plans.



# Policies, Review of Financial State and Explanation of Major Financial Transactions



Our reserve position as at 31 March 2024:

Funds	Current Year	Previous Year
<b>Unrestricted funds</b>		
Accumulated General Funds	25,157,052	21,902,320
Unrestricted designated funds		
Capacity Expansion	7,000,000	7,000,000
Capability Building	1,860,000	1,860,000
<b>Total Unrestricted Funds</b>	<b>34,017,052</b>	<b>30,762,320</b>
<b>Restricted or Designated Funds</b>		
Community Silver Trust	1,920,243	1,683,888
Designated donation	160,930	160,930
<b>Total Restricted Funds</b>	<b>2,081,173</b>	<b>1,844,818</b>
<b>Total Funds</b>	<b>36,098,225</b>	<b>32,607,138</b>
<b>Total Annual Operating Expenditure</b>	16,765,259	15,950,005
<b>Ratio of funds to Annual Operating Expenditure (A/E)</b>	2.03	1.93



# Policies, Review of Financial State and Explanation of Major Financial Transactions



## Explanation of Purposes for which the Charity Assets are Held

No major assets were purchased during the financial year. Fixed Assets of net book value S\$2.7m, include S\$0.8m right-of-use assets, the balance S\$1.9m were assets purchased over the years for the Home's expansion and operations use.

## Purpose of Designated Funds

Our Home established the following funds in the financial year ended 31 March 2014 by transferring from the General Fund:

Capacity Expansion Fund of S\$7m with the objective to finance capital expenditure of the Home such as building development, furniture and fittings, office equipment, and any relevant operating expenses.

Capability Building Fund of S\$1.9m with the objective to invest in increasing capability of the Home's medical and therapy services, patient care equipment and human resource development to provide better services in future.





# Residents' Profile

1 April 2023 - 31 March 2024

109

Admissions

17

Discharge

436

Full Capacity

92%

Bed  
Occupancy  
Rate

79  
years  
old

Average  
Age Group

34  
years

Longest Stay

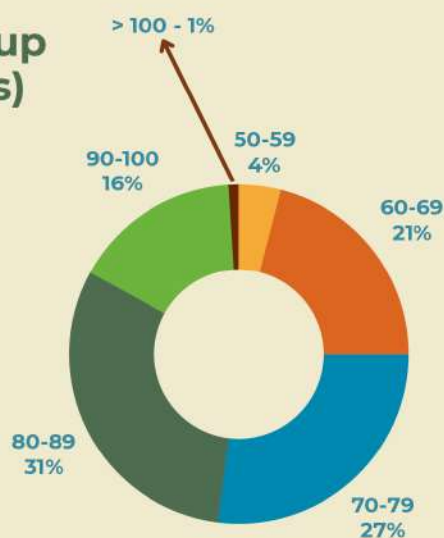
## Gender



71%

29%

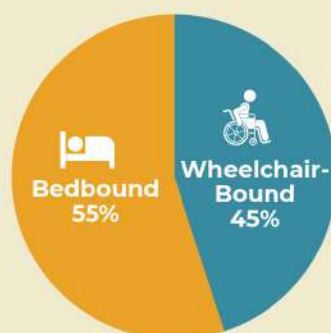
## Age Group (by years)



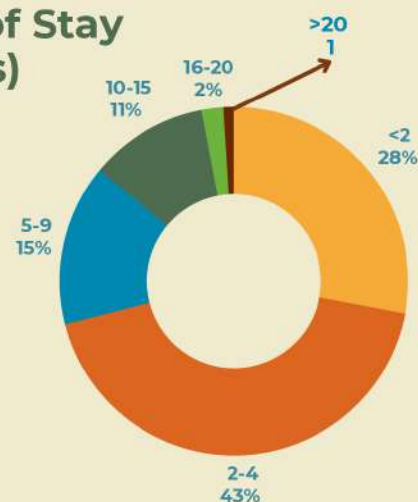
Youngest Resident:  
50 years old

Oldest Resident:  
104 years old

## Mobility



## Length of Stay (by years)



## Top 3 medical conditions

Stroke, Dementia and Fall

# Quality Care Through Compassion: Nursing Excellence and Impacts

At Bright Hill Evergreen Home, our Nursing Department plays a crucial role in ensuring the daily well-being and comfort of our residents by delivering comprehensive care that addresses both physical and emotional needs. We offer high quality nursing services through our highly trained nurses and dedicated support staff. With a team prepared to handle all facets of medical care, residents can rely on receiving exceptional support around the clock, 24 hours a day, 7 days a week.

## Our Nursing Services

### Psychogeriatric Care

Our Psycho-Geriatrician, Dr Low Bee Lee offers consultation and treatment for mental and cognitive health concerns, including depression, anxiety, and dementia. Additionally, Dr Low's timely reviews have reduced the need for residents to wait long hours at external clinics, further enhancing their care experience.



#### Output:

Sessions conducted	No of residents assessed
38	393

#### Findings:

Residents able to manage & stabilise mental health conditions	Residents showing significant behavioral improvements
47% (185)	24% (90)

### Mobile Dental Service



Maintaining good oral health is crucial in preventing the exacerbation of diseases such as respiratory and cardiovascular conditions. Residents benefit from convenient access to mobile dental services provided at our Home twice a year. These services encompass consultations, scaling and polishing, extractions, topical fluoride treatment and tooth fillings.

#### Output:

Residents Benefitted
60



## Our Nursing Services



### Continence Management

The Continence Management Project is an ongoing initiative designed to enhance continence and restore independence for our residents whenever possible. This programme has significantly boosted residents' self-esteem and improved their overall quality of life.

#### Success story – Regaining confidence

Mr Chue, who was dependent on diapers, was transferred to BHEH from the hospital in 2022. Thanks to the dedicated nursing care, his medical condition showed significant improvement over the past year. In 2023, he joined the continence programme to address his toileting challenges. A tailored continence training plan was created for him, and with his active participation, his toileting abilities improved. By January 2024, Mr Chue had successfully transitioned from using pull-up diapers to wearing underwear and is now able to use the toilet independently. He is actively engaged in ward activities and enjoying a more fulfilling life. His daughter is delighted with his progress and praises the staff for their exceptional care.

### Speech Therapy

Our Speech Therapist (ST) offers a variety of services, which encompass assessment and management of swallowing and feeding, as well as assessment and management of speech, voice, and language. She visits up to 3.5 hours per week and typically sees around 18 residents during each visit



#### Output:

Sessions conducted

240 (including 110 new residents)

#### Findings:

10% upgraded diet  
80% unchanged  
10% downgraded due to medical reasons

#### Output:

Residents Identified

60

#### Findings:

65% weaned off diapers.



### Adopting the International Dysphagia Diet Standardisation Initiative (IDDSI) framework



Under the EatSafe SG initiative, which standardises diet textures and fluid consistencies for individuals with swallowing difficulties, residents currently have options including Level 7 (regular), Level 7 (easy to chew), Level 5 (minced and moist), and Level 4 (pureed) diets.



## Our Nursing Services

### Skin and Wound Management

Our approach to wound management is comprehensive. This includes wound assessment, supplementing with good nutrition, implementing infection control measures, conducting regular reviews and keeping up to date with the latest research.

#### Output:

Residents Identified

49

#### Findings:

**73% Wound in progress to recover or has fully recovered**  
**27% Limited improvement (due to medical conditions)**

### Success Story - Healing Against the Odds: Mr Soon's Foot Recovery

Mr Soon was admitted to BHEH in April 2022. Following a severe infection, he lost his right leg in September 2022. When a wound and infection began to develop on his left foot two months later, he was readmitted to the hospital and was again offered an amputation. Mr Soon declined the amputation and chose to continue his care at BHEH.

Our team committed to preserving his left leg, working tirelessly for nearly a year with various allied health professionals, including a Physiotherapist, Dietician, and Medical Social Worker. Through their combined efforts and Mr Soon's trust and cooperation, his infected foot was successfully healed by October 2023.

Mr Soon is now thriving, actively participating in the social activities organised by our Home, and is enjoying a happier life.



## Our Commitment



### Infection Control Audit



The Infection Control Committee conducts quarterly audits each year to evaluate staff compliance with infection control protocols during their duties.

**In 2023, the average compliance rate for Infection Control and Hand Hygiene is 91.6%.**

The Committee organised an event on infection control in conjunction with World Hand Hygiene Day, involving approximately 70 participants from all departments. The event aimed to reinforce the importance of hand hygiene and the Five Moments of Handwashing, as well as enhance staff handwashing techniques.



### Internal Quality Audit



It is mandatory for every Nursing Home to conduct an Internal Quality Audit (IQA) once every 6 months. At our Home, we carry out the IQA in April and October. The Quality Assurance (QA) Committee, which includes members from the Nursing, Therapy, and Operations Departments, oversees this process.

The IQA assesses two main domains:

Domain 1: Clinical aspects of care, with 12 indicators

Domain 2: Social aspects of care, with 8 indicators

**In 2023, we achieved an overall average score of 99.4% across these domains.**





# Our Commitment

## Trainings

### In-Service Trainings

Our Nurse Clinicians, Managers, and Ward ICs have conducted 9 in-house training sessions on topics such as Falls Prevention and Continence Management, with a total of 431 participants.

Since August 2023, our institutional champions for the EatSafe programme have provided Basic Hands-on Training to 224 nurses, care staff, and kitchen staff, with this training ongoing for all new relevant hires.

### External Training by vendors 2023

From February 2023 to October 2023, 149 care staff participated in Basic Cardiac Life Support and Automated External Defibrillator courses. Additionally, from September 2022 to July 2023, 126 care staff received training from the Institute of Mental Health's Aged Psychiatry Community Assessment and Treatment Service (APCATS) on topics related to geriatric mental health and dementia. Furthermore, 52 care staff attended other courses, including End of Life Care, Basic Activity Planning for Nursing Home Clients, and Advanced EatSafe training.



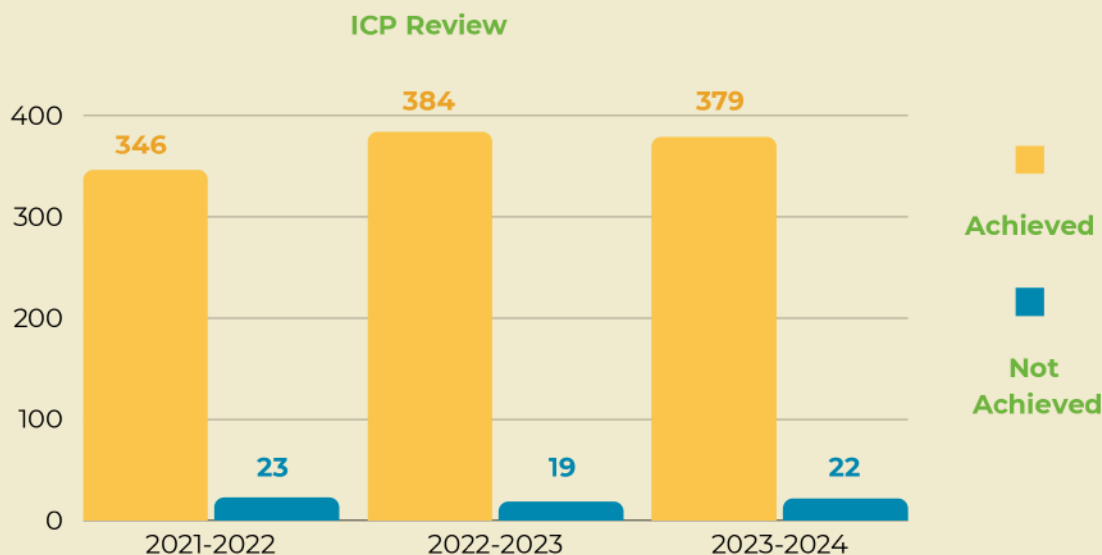


# Advancing Care & Empowering Recovery: Successes in Rehabilitation

Our rehabilitation team plays a pivotal role in enhancing the lives of our elderly residents through personalized and innovative care. The team, consisting of skilled physiotherapists and occupational therapists collaborates to address each resident's unique needs. They provide tailored rehabilitation programmes designed to improve mobility, strengthen physical functions, and enhance daily living skills. By adopting advanced techniques and technologies, such as adaptive equipment and therapeutic exercises, they help residents regain independence and feel empowered. Through their comprehensive and compassionate approach, the team not only fosters physical recovery but also promotes emotional well-being, ensuring that our residents can enjoy a more fulfilling and active lifestyle in the Home.

## The Individual Care Plan (ICP)

The Individualized Care Plan (ICP) is a comprehensive document outlining the residents' unique healthcare needs and goals to meet their physical, mental, and social needs. Residents undergo assessments or reviews every six months to track their progress and adjust care plans as needed.

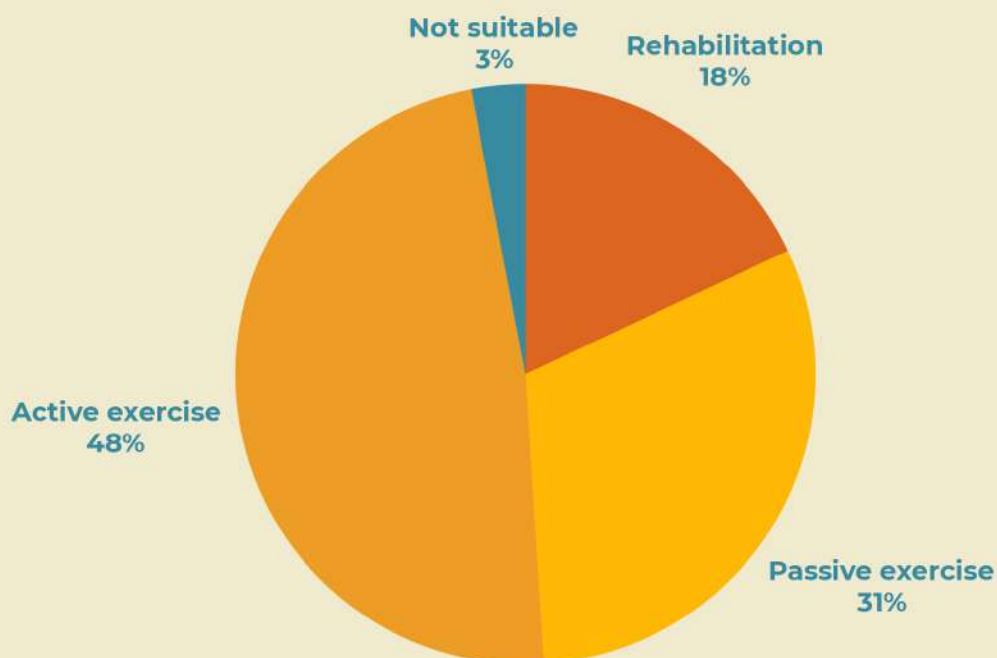


# Advancing Care & Empowering Recovery: Successes in Rehabilitation

The individualised rehabilitation sessions feature activities such as psychomotor exercises to enhance sitting balance and training using standing frames to improve standing balance. Residents involved in passive maintenance exercises are encouraged to engage in activities based on their interests. Our team consistently promotes resident participation in various programmes including active exercise, group exercises, passive exercises, chest physiotherapy, balance and strength training, as well as group activities like the Waltz at the Rooftop Garden.

Residents who have achieved intended therapy outcome of individual care plan: **93%**

## Physiotherapy Statistics





Rehabilitation	Active Exercise - Maintenance	Passive Exercise- Maintenance	Balance Exercises	Group Exercises
825	2106	1530	1440	1953



Active Exercise - Hur Machine



APT- Active Passive Trainer



Passive Exercise - Vibrating Machine



Better Rehabilitation Through Play - Moto Tiles



Active Exercise - Seated Step Up



Active Exercise - Gait Training



Relaxation and Comfort Through Foot Reflexology



# Advancing Care & Empowering Recovery: Successes in Rehabilitation

## Level of Participation in OT Group Activities

% of residents



Silverpad Activity



Mama shop Activity - residents get to redeem snacks in their wards

## Summary Impact of the Dexie Programme

Dexie, a multi-competency humanoid therapeutic robot, was introduced to elevate the standard of care for our residents. Since its introduction, the programme has engaged at least 170 residents. Dexie is capable of facilitating games and exercises, conducting sing-along sessions in multiple languages, and conversing with residents.



66%

average increase in positive client engagement

81%

of clients showed improvement in image identification, recognition and attention

Mama Shop	Silverpad Activity
1980	590



# Empowering well-being: Efforts of Medical Social Services

As an integral component of our multidisciplinary healthcare team, our Medical Social Services (MSS) team fulfills a crucial role in addressing the social, practical, and emotional needs of residents and their families.

Working closely with residents and their families, our MSS team delivers tailored support and interventions to promote overall well-being, dignity, and quality of life.

Additionally, serving as trained Advance Care Planning (ACP) facilitators, our MSS team accompanies residents and their loved ones through open and supportive discussions about future medical care preferences. This process ensures that residents receive care aligned with their wishes, offering reassurance and peace of mind to all involved.



## Story of Mr Tan's discharge

Facing a unique challenge, Mr Tan had no home to return to after recovering well enough to leave our care.

- + Recognizing this social barrier, our Medical Social Worker (MSW) Jieying worked diligently to connect Mr
- + Tan with various community support services.

- + + Through tireless efforts, Jieying secured referrals for
- + various community support services that would best suit Mr Tan's circumstances. Additionally, she secured a critical placement for him in a senior group home, a setting ideal for independent living with the added benefit of home support by the service provider.

Jieying's thoughtful approach extended further. Understanding the importance of a smooth transition, she secured a trial stay for Mr Tan, ensuring he could comfortably adjust to his new environment. This dedication paid off! When Jieying recently followed up, Mr Tan expressed immense joy and satisfaction at regaining his independence within the supportive community setting of the senior group home.



A happy Mr Tan offering his food to the team!



# Empowering well-being: Efforts of Medical Social Services



## Eat Well, Live Better

Eat Well, Live Better is a transformative project that elevates the dining experience of our residents. This initiative was born from a collaborative effort between medical social services, nursing, operations, and our dedicated kitchen staff.



## Listening to Our Residents

We began by prioritising resident preferences. Through focus groups with resident representatives, we gained valuable insights into what they liked and disliked about the original menu. This feedback served as a foundation for creating a more satisfying and enjoyable dining experience.

## Reduced Food Waste, Enhanced Satisfaction

By carefully considering resident preferences and adjusting portion sizes, we've achieved a remarkable 30-50% reduction in food waste. This not only promotes sustainability but also ensures resources are used efficiently.

## Safety and Satisfaction Hand-in-Hand

Eat Well, Live Better adheres to the stringent Eat Safe guidelines, guaranteeing that meals are provided in textures appropriate for each resident's individual needs. This ensures safety while promoting resident enjoyment and well-being.

## Memorial Service Honouring The Departed

A quarterly memorial service is organised to provide a platform for emotional healing, allowing individuals to share their grief, find solace in communal support, and cherish the memories of their departed friends. Candle lighting ceremonies, and moments of silence were observed to honour the significant impact and lasting memories of the departed residents.





# Enriching Lives: Living their Golden Years (Activities)

*Here are some highlights...*

## 1 Golden Talent Time 2023

We held our inaugural “Golden Talent Time” showcase, uniting our elderly residents in a celebration filled with music, laughter, and camaraderie. The event showcased a variety of talents, from artistry and crafts to dance and singing, creating a vibrant atmosphere that resonated with the spirit of our community. Adding to the inclusivity of the occasion, one resident had the honor of serving as a judge!



## 2 Christmas Carnival & Steamboat Extravaganza 2023

Our Year-End Carnival and Christmas Steamboat Extravaganza truly brought the spirit of Christmas alive at our home. Laughter echoed through the air as residents enjoyed classic carnival games and indulged in a delightful buffet that left everyone smiling. The heartwarming Christmas steamboat feast added a special touch, filling our hearts with warmth and joy.



## 3 Chinatown Outing 2024

From lantern making, to reunion buffet lunch and to nostalgic Chinatown outings, the residents get to embrace the festive spirit and create cherished memories together with our amazing supporters.





# Enriching Lives: Living their Golden Years (Activities)



*Here are some highlights...*

## 4 Monthly Birthday Blast!

At Bright Hill Evergreen Home, we believe in celebrating life's milestones with warmth and joy, and our monthly birthday celebrations are a testament to this spirit. Each month, we gather to honor and commemorate the birthdays of our beloved residents, creating meaningful moments filled with laughter, camaraderie, and heartfelt connections.



## 5 A Century of Life!

During Chinese New Year, we celebrated 5 centenarian's birthday with a special gathering attended by residents, staff, and their families. The event featured a hearty steamboat meal, reminiscent of cherished family reunion traditions. These celebrations remind us of the significance of cherishing every moment and appreciating the rich experiences that come with such remarkable longevity.



## 6 Seniors' Sports Day

Organised by the undergraduate student-teachers from National Institute of Education (NIE), this event was successfully held with months of meticulous planning. Through several visits, the student-teachers connected with the elderly residents, forming bonds that made the Sports Day even more special. Adding to the excitement, the lucky winners clinched vouchers worth \$20 each, allowing them to treat themselves to something special—a well-deserved reward for their impressive skills and determination!





# Enriching Lives: Living their Golden Years (Projects)

*Here are some highlights...*

## 1 Senior Chef CookOut programme by Fun!Fund Initiative

Each month, our residents eagerly participate in the Senior Chef CookOut programme, relishing the opportunity to cook meals reminiscent of those they would prepare for loved ones at home. The joy and satisfaction are palpable as they create mouth-watering dishes like Bak Ku Teh and Pan-fried Salmon! This collaborative cooking experience not only fosters culinary creativity but also ensures our menu remains diverse and dynamic, catering to the unique tastes of each resident!

## 2 Kek Ai Diam

Nostalgic traditional provision shops hold a special place in the hearts of Singaporeans who grew up in the olden days. Many will fondly recall the enjoyable trips to these shops, offering a wide array of items including sundry goods, canned food, newspapers, and toys.

Drawing inspiration from this nostalgia, we open Kek Ai Diam on 15th November 2023. This unique concept allows residents to choose their favorite snacks and items, using points that they have earned through their participation in various activities across different departments. More than just a shop, Kek Ai Diam has become a cornerstone of independence, choice, and familiarity for our residents, providing a sense of normalcy and comfort in their daily lives.





# Creating Connections: Community Engagements<sup>++</sup>

*Here are some highlights...*

## 1 Humanizing Technology: Fostering Person-Centred Care in the Digital Age Seminar

We participated in the "Humanizing Technology: Fostering Person-Centered Care in the Digital Age" seminar hosted by Goshen Consultancy on 13th October at Republic Polytechnic. Our CEO, Ms Cheng, discussed the positive impact of digitalisation on the delivery of care services in our nursing home during the panel discussion with leaders from the healthcare industry. She emphasised how this technological advancement has benefited both our residents and staff in the long term.



## 2 Overview of the Singapore Healthcare System Sharing

Navigating the healthcare system can be overwhelming, especially for seniors. To help shed some light on this topic, our nursing director, Ms Tan shared an overview of the Singapore Healthcare System and the available resources in the Intermediate Long Term Care setting. Through understanding these resources, seniors can make informed decisions about their healthcare needs and access the support available to them. Thank you Chong Hua Tong Active Ageing Centre for inviting us to conduct this meaningful Community Health Talk.

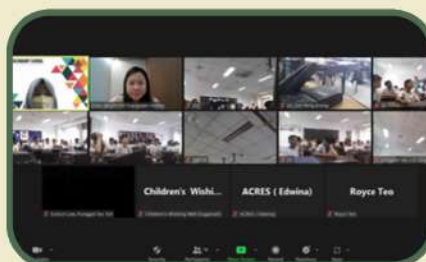


## 4 Sharing of Nursing Home with Food Empire

We were invited by Food Empire to share more about the Nursing Home, the challenges seniors face in their stage of life, the importance of their care in our facility, and how Food Empire's volunteering initiatives can create meaningful changes in seniors' lives.

## 3 Volunteer Engagement Talk with Punggol Secondary School

We are delighted to be invited by Punggol Secondary School to share about the volunteering opportunities at the Nursing Home. During the session, we provided insights into the Home and explore how students can support the residents' needs.





# Cultivating Camaraderie: Highlights of Staff Engagement



## 1 Nurses Day Celebration

On 24th July, we commemorated Nurses Day with case presentations showcasing effective interventions for our elderly residents. The event featured a buffet dinner, lucky draws, and games, marking our first major gathering since Covid-19! We extend heartfelt gratitude to our nurses and care staff for their steadfast dedication to resident well-being, safety, and comfort. Their professionalism continues to inspire us all.



## 2 Community Care Day

In line with the theme, “#CelebratingCommCare,” we hosted the Community Care Excellence Award Ceremony 2023, honoring 8 winners, including dedicated staff members with over 12 years of service in our nursing home. The Director of Nursing, Ms Tan, also presented awards to the wards that have shown great improvement in infection control, an audit carried out quarterly to evaluate an organisation’s infection prevention and control practices. To top it all off, our incredible care staff enjoyed carnival games and indulged in sumptuous food to mark this happy occasion!





# Kindness in Motion: Volunteers at BHEH



Volunteers are instrumental in improving care quality and creating a sense of home within the nursing home environment by providing social interaction, mental stimulation, and companionship to the elderly residents.

This section honours the invaluable contributions of our volunteers they have had in creating a vibrant and compassionate community at Bright Hill Evergreen Home.

## Volunteer Appreciation Day 2023

Our intimate Volunteer Appreciation Day event on 2nd December was a truly memorable occasion. We celebrated their contributions with special dance performances by our nurses and a wonderful singing performance by two of our residents. The day ended with bingo games, a favorite among the residents, with a fun twist—this time, the residents themselves led the games!

As a token of our appreciation, we personally handed out goodie bags to each volunteer. These bags included handmade cookies baked by our staff, bookmarks lovingly colored by our elderly residents, and custom-designed recyclable bags.



## Volunteer Impact

Meal Sponsorships (festive celebrations, tea breaks etc)	Indoor Activities (karaoke, bingo, arts and crafts etc)	Outdoor Activities	Physiotherapy and Occupational Therapy Support	Others (companion, feeding befriender, distribute goodies bag)
165	97	28	34	183



# Kindness in Motion: Volunteers at BHEH

Volunteers are instrumental in improving care quality and cultivating a welcoming, inclusive atmosphere at our Home. Their commitment and generosity enable us to create significant experiences for our residents. This section honours the invaluable contributions of our volunteers and highlights the profound impact they have had in nurturing a vibrant and compassionate community at Bright Hill Evergreen Home.

*Here are some volunteering highlights...*



*Received student-volunteers from the Community Youth club in Hong Kong. It was a delightful cross-cultural exchange!*



*Mooncake making session with Redfin Technologies.*



*Sea Aquarium outing with EDB!*



*60 volunteers from NETS participated in activities like playing bingo and handing out goodie bags!*



*The SAF team generously assisted us by cleaning wheelchairs, serving lunch, and feeding our residents!*



*Funfair by Mrs Chandran Group. 80 residents had a great day enjoying the games!*



*Magic show and games with Earth Interior!*



*Dog therapy by AAISG. Helps to improve residents' physical, mental, and emotional well-being!*



*Intergenerational bonding students from Nan Chiau High School!*



*Chinese New Year celebration with McDonald's!*



# Together We Achieve: Our Fund-raising Journey

Over the year, we conducted a range of fundraising initiatives designed to improve the well-being for our residents. From the Vesak Day fund-raising event to online crowdfunding campaigns and corporate sponsorships, each contribution played a vital role in bettering the lives of our elderly residents. The funds raised will support operating expenses and enable us to implement several programmes that will positively influenced the residents' well-being. Here are some of the highlights...

## 1 A Good Night's Sleep



A quality hospital bed has a significant impact on the health and well-being of our residents. It also supports our staff in providing care, such as during diaper changes and feeding times. With our nursing home's occupancy rate averaging 97% over the past few years, our facilities, including the hospital beds, have been heavily utilised. From 24 April 2023 to 23 April 2024, we launched a fund-raising campaign to raise funds to replace the faulty beds that are over 10 years old, ensuring better comfort and care for our residents.

Every Vesak day, we will fund-raise at the premises of Kong Meng San Phor Kark See Monastery. In preparation for this two-day event, our nurses created beautiful keychains, and our residents contributed colorful bracelets for sale. Our staff and volunteer, Mrs Tay, also teamed up to bake delicious chocolate chip and cashew nut cookies! Besides that, we offered a range of items for sale, including jewelry, nano blocks, pouches etc. As a token of our appreciation, patrons received intricate origami made by our residents and staff.

## 2 Vesak Day Fund-raising Event



## 3 Mee Toh School's 70th Anniversary

We are thrilled to have received generous donations from the fundraising activities held through Mee Toh School's 70th Anniversary event. Our heartfelt thanks to the Chairman and Members of the Mee Toh School Management Committee, the President and Members of the Mee Toh School Alumni Association Exco, as well as the principal, staff, students, and parents for their support in raising funds for Bright Hill Evergreen Home.





# Our Heartfelt Appreciation

As we reflect on FY 23/24, we extend our heartfelt gratitude to our donors and volunteers for their steadfast support towards our nursing home. Your generosity and dedication have been truly invaluable, making a significant impact on the lives of those we care for. We deeply appreciate your selflessness and commitment, which form the cornerstone of our organisation and enable us to provide essential care to our residents.

To our generous donors: your contributions have allowed us to acquire crucial medical equipment, enhance our facilities, and deliver more comprehensive care. Thanks to you, we can offer a safe and comfortable environment, along with additional services that greatly improve our residents' quality of life. Your support has expanded our capabilities and bolstered our efforts to assist the elderly residents in our care.

Our volunteers play a vital role in the Home, bringing added support and a sense of companionship to our residents, which helps them feel more at home. Whether through providing personal interaction, assisting with administrative tasks, or supporting our staff, our volunteers give generously of their time and energy. We are deeply grateful for their compassion and unwavering dedication.

The progress we've made this year would not have been possible without their incredible support. Their contributions and volunteer efforts have made a lasting difference in the lives of those we serve. We are profoundly thankful for their belief in our mission and for everything they do. From the bottom of our hearts, thank you!

Although I don't understand Mandarin, I have always felt the love and warmth of the volunteers when they come!



I am very grateful for the opportunity to participate in the Golden Talent Time 2023 showcase. Without Hope Worldwide as the sponsor, I would not be able to sing to my heart's content and invite my sister to support me!





# Stories Of Wellness & Independence



## *Radiance of Recovery:*

### *Mr Yeow's Path to Renewed Vitality*



Mr Yeow, a 70-year-old resident was referred to Bright Hill Evergreen Home in July 2022 for his worsening leg condition, leading to his reliance on a wheelchair. With his admission, our compassionate staff quickly embraced him, providing a supportive environment that uplifted his spirits.

Determined to regain his strength and independence, Mr Yeow wholeheartedly engages himself in the nursing home's rehabilitation programme. His dedication was palpable as he attends physiotherapy sessions and occupational therapy treatments diligently. He actively engages himself in volunteer-led activities, and the Home's events to maintain an active lifestyle as well.

In his ward, he helps out by clearing dishes after meals, organising plastic bags, and engaging in friendly conversations with other residents. Additionally, he enjoys watching television shows, especially those on boxing and wrestling.

The staff are pleased at Mr Yeow's remarkable progress. Every step of the way, they provide him with support, tailored care, and personalised attention, enabling him to surpass each milestone in his recovery journey. The residents, too, help to bolster his determination.

As the months passed, Mr Yeow's resilience bore fruit, and his recovery surpassed expectations. The once daunting prospect of regaining mobility and independence now seems within reach. His dedication and the collective encouragement of the nursing home's staff had transformed his recovery into a triumph of hope and perseverance!

**Evergreen: You are making good progress! Do you look forward to getting discharged soon?**

Mr Yeow: Actually I prefer to stay in the nursing home as the nurses and therapists took care of me well. Back at home, I have to be independent and it gets bored being alone. Over here, I have my friends and everyone is nice and caring to me.



*Here's us wishing him a wholesome recovery and may he live long in his golden years!*



# Stories Of Wellness & Independence



## Mdm Lee's Recovery and Return to Independence

Mdm Lee's story of recovery and discharge from Bright Hill Evergreen Home is another inspiring tale of resilience and perseverance. After a severe fall that resulted in a head injury and the loss of movement in her fingers, Mdm Lee was admitted to our nursing home. She had weakness in all her limbs and was told that odds of recovering to premorbid independence level was very slim.

Despite the challenges she faced, her progress towards recovery has been stable. After one year of dedicated care and therapy, she began to show signs of improvement and was able to regain movement in her body. This progress continued, and after two years, her determination and the support of the healthcare professionals enabled her to achieve the milestone of being able to walk again. Mdm Lee's preference for the nursing home stems from her fear of falling at home due to living alone. Additionally, having adapted to the nursing home environment, she felt more at ease residing with us.

Throughout Mdm Lee's six-year stay in the Home, she had formed deep and meaningful connections with her fellow residents. She will dearly miss two of her closest friends – Mdm Lee and Mdm Wong. These friendships were a source of comfort and support during her recovery process.

Mdm Lee's discharge is a joyful recognition of her revitalised energy, fortitude, and perseverance throughout her path to recovery. Her story is a testament to the comprehensive care and unwavering support provided by the Home, ensuring that her transition back to the community is rooted in empowerment, dignity, and well-being.

### **Evergreen: What do you intend to do next after you are discharged?**

Mdm Lee: I sincerely wish to travel the world and live my best life!

### **Evergreen: Any other words to your fellow friends in the ward?**

Mdm Lee: If one desires to live, they must be resolute in standing up and walking on their own. I hope my friends here will be able to walk independently one day, just like me!

*Let's join us in wishing Mdm Lee a long and fulfilling life in her golden years!*





# Annex A - Governance Evaluation Checklist for the Financial Year Ended 31 March 2024

S/NO	CODE GUIDELINE	CODE ID	RESPONSE	EXPLANATION (IF CODE GUIDELINE IS NOT COMPLIED WITH)
<b>BOARD GOVERNANCE</b>				
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? (Skip items 2 and 3 if "No")		No	
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 re-nomination and re-appointment, 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 three years, whichever is shorter.	1.1.12	Complied	
	Are there Board member(s) who have served for more than 10 consecutive years?		Yes	
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	Complied	
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	
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of the plan.	3.2.4	Complied	
HUMAN RESOURCE AND VOLUNTEER MANAGEMENT				
13	The Board approves documented human resource policies for staff.	5.1	Complied	
14	There is a documented Code of Conduct for Board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteers serving in the charity?		Yes	
16	There are volunteer management policies in place for volunteers.	5.7	Complied	
FINANCIAL MANAGEMENT AND INTERNAL CONTROLS				
17	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
18	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
19	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	



20	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks.	6.1.4	Complied	
21	The Board approves an annual budget for the charity's plan and regularly monitors the its expenditure.	6.2.1	Complied	
	Does the charity invest its reserves, including fixed deposits?		Yes	
22	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
<b>FUNDRAISING PRACTICES</b>				
	Did the charity receive cash donations (solicited or unsolicited) during the year?		Yes	
23	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?		Yes	
24	All donations-in-kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	
<b>DISCLOSURE AND TRANSPARENCY</b>				
25	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? (Skip items 26 and 27 if "No")		No	
	Does the charity employ paid staff?		Yes	
28	No staff is involved in setting his own remuneration.	2.2	Complied	

29	<p>The charity discloses in its annual report:</p> <p>i) The total annual remuneration (including any remuneration received in its subsidiaries), for each of its three highest paid staff, who each receives remuneration exceeding \$100,000 in bands of \$100,000; and</p> <p>ii) If any of the three 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</p> <p><u>OR</u></p> <p>The charity discloses that none of its staff receives more than \$100,000 in annual remuneration each.</p>	8.4	Complied	
30	<p>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</p> <p><u>OR</u></p> <p>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.</p>	8.5	Complied	
<b>PUBLIC IMAGE</b>				
31	<p>The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.</p>	9.2	Complied	



**BRIGHT HILL EVERGREEN HOME**  
**FINANCIAL STATEMENTS**  
**FOR THE FINANCIAL YEAR ENDED**  
**31 MARCH 2024**

---

**CONTENTS**

Statement by the Management Committee	1
Independent Auditor's Report	2
Statement of Comprehensive Income	5
Balance Sheet	7
Statement of Changes in Funds	8
Statement of Cash Flows	9
Notes to the Financial Statements	10

---

**BRIGHT HILL EVERGREEN HOME**  
(Registered in Singapore under the Societies Act)

**STATEMENT BY THE MANAGEMENT COMMITTEE**

On behalf of the Management Committee, we do hereby state that in our opinion, the financial statements of Bright Hill Evergreen Home (the "Home") as set out on pages 5 to 28 are properly drawn up in accordance with the Societies Act 1966, Charities Act 1994 and other relevant regulations and Financial Reporting Standards in Singapore so as to present fairly, in all material respects, the financial position of the Home as at 31 March 2024, and the financial performance, changes in funds and cash flows of the Home for the financial year ended on that date.

On behalf of the Management Committee



Venerable Shi Chuan Jia  
Chairman

27 August 2024



Chan Poh Swai @ Chan Poh Swee  
Treasurer



**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
BRIGHT HILL EVERGREEN HOME**  
(Registered in Singapore under the Societies Act)

**Report on the Audit of the Financial Statements**

***Opinion***

We have audited the accompanying financial statements of Bright Hill Evergreen Home (the "Home") as set out on pages 5 to 28, which comprise the balance sheet as at 31 March 2024, and the statement of comprehensive income, statement of changes in funds and statement of cash flows for the financial year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the Societies Act 1966 (the "Societies Act"), the Charities Act 1994 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 Home as at 31 March 2024 and the financial performance, changes in funds and cash flows of the Home for the financial year ended on that date.

***Basis for Opinion***

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

***Other Information***

The Management Committee is responsible for the other information. The other information comprises the Statement by the Management Committee as set out on page 1 and other information included in the Annual Report, but does not include the financial statements and our auditor's report thereon.

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

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

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
BRIGHT HILL EVERGREEN HOME (cont'd)**  
(Registered in Singapore under the Societies Act)

**Report on the Audit of the Financial Statements (cont'd)**

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

The Management Committee 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 Committee 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 Committee is responsible for assessing the Home'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 Committee either intends to liquidate the Home or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Home's financial reporting process.

***Auditor's Responsibilities for the Audit of the Financial Statements***

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

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

- Identify and assess the 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 Home's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management Committee.



**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
BRIGHT HILL EVERGREEN HOME (cont'd)**  
(Registered in Singapore under the Societies Act)

**Report on the Audit of the Financial Statements (cont'd)**

***Auditor's Responsibilities for the Audit of the Financial Statements (cont'd)***

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

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

**Report on Other Legal and Regulatory Requirements**

In our opinion,

- (i) the accounting and other records required to be kept by the Home have been properly kept in accordance with the provisions of the Societies Regulations enacted under the Societies Act, the Charities Act and Regulations; and
- (ii) the fund-raising appeals held during the finance year ended 31 March 2024 have been carried out in accordance with Regulation 6 of the Societies Regulations issued under the Societies Act and proper accounts and other records have been kept of the fund-raising appeal.

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

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

A handwritten signature in black ink, appearing to read "Baker Tilly".

Baker Tilly TFW LLP  
Public Accountants and  
Chartered Accountants  
Singapore

27 August 2024

**BRIGHT HILL EVERGREEN HOME**  
(Registered in Singapore under the Societies Act)

**STATEMENT OF COMPREHENSIVE INCOME**  
**For the financial year ended 31 March 2024**

	Note	Unrestricted funds \$	Restricted funds \$	2024 \$	2023 \$
<b>Income</b>					
Donations	4	719,409	–	719,409	538,311
Government subventions		11,095,206	–	11,095,206	10,182,802
Training grant		8,142	–	8,142	20,814
Community Silver Trust Fund ("CST")		–	1,178,499	1,178,499	753,851
Ministry of Health ("MOH") - disbursement of rental		1,076,717	–	1,076,717	1,066,763
MOH - Intermediate Long-term Care ("ILTC") Community Care Salary Enhancement		1,805,271	–	1,805,271	1,118,250
Programme fees from paying residents		3,985,291	–	3,985,291	3,582,719
		<b>18,690,036</b>	<b>1,178,499</b>	<b>19,868,535</b>	<b>17,263,510</b>
<b>Other income</b>					
Gain on disposal of property, plant and equipment		–	–	–	50
Interest income		797,131	–	797,131	292,254
Special Employment & Wage Credit grants		50,100	–	50,100	405,954
Other government grants	5	371,240	–	371,240	1,000,608
Others		111,484	–	111,484	122,801
		<b>1,329,955</b>	<b>–</b>	<b>1,329,955</b>	<b>1,821,667</b>
<b>Total income</b>		<b>20,019,991</b>	<b>1,178,499</b>	<b>21,198,490</b>	<b>19,085,177</b>

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



**BRIGHT HILL EVERGREEN HOME**  
(Registered in Singapore under the Societies Act)

**STATEMENT OF COMPREHENSIVE INCOME (cont'd)**  
**For the financial year ended 31 March 2024**

	Note	Unrestricted funds \$	Restricted funds \$	2024 \$	2023 \$
<b>Less: Expenditure</b>					
<i>Cost of charitable activities</i>					
Fundraising expenses		108	—	108	714
Recruitment expenses		24,061	—	24,061	5,934
Cleaning expenses		267,500	471,400	738,900	681,300
Person-Centered Care Project		—	—	—	194,958
Patient care expenditure		95,472	31,625	127,097	105,157
Diapers		251,038	—	251,038	217,577
Repair and maintenance		546,709	—	546,709	410,085
Staff costs	6	8,069,041	—	8,069,041	7,484,783
Supplies and materials		1,927,931	—	1,927,931	2,023,796
Transportation		164	—	164	138
Utilities charges		576,427	—	576,427	559,808
Volunteer expenses		368	—	368	235
		<b>11,758,819</b>	<b>503,025</b>	<b>12,261,844</b>	<b>11,684,485</b>
<i>Governance and other administrative costs</i>					
Allowance for impairment loss on financial assets (net)	21b	6,759	—	6,759	1,042
Audit fee		19,000	—	19,000	18,000
Bank charges		1,915	—	1,915	1,553
Communication		9,699	—	9,699	8,159
Depreciation of property, plant and equipment	7	1,355,528	438,778	1,794,306	1,792,744
GST expenses		347,132	—	347,132	305,063
Minor assets		51,523	—	51,523	190,113
Insurance		20,240	—	20,240	21,627
Interest expense on lease liabilities	11	72,158	—	72,158	120,290
Licenses & subscriptions		103,313	341	103,654	87,232
Loss on disposal of property, plant and equipment		441	—	441	—
Membership fee		4,341	—	4,341	3,062
Miscellaneous expenses	9	57,119	—	57,119	3,493
Motor vehicles expenses		32,445	—	32,445	33,353
Official opening expenses		(1,929)	—	(1,929)	33,092
Professional and legal fees		23,850	—	23,850	10,900
Postage, printing and stationeries		27,363	—	27,363	26,131
Staff costs	6	2,875,543	—	2,875,543	2,615,128
Refund of CST grant		—	—	—	150,000
		<b>5,006,440</b>	<b>439,119</b>	<b>5,445,559</b>	<b>5,420,982</b>
<b>Total expenditure</b>		<b>16,765,259</b>	<b>942,144</b>	<b>17,707,403</b>	<b>17,105,467</b>
<b>Surplus and total comprehensive income for the financial year</b>		<b>3,254,732</b>	<b>236,355</b>	<b>3,491,087</b>	<b>1,979,710</b>

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

**BRIGHT HILL EVERGREEN HOME**  
(Registered in Singapore under the Societies Act)

**BALANCE SHEET**  
**At 31 March 2024**

	Note	2024 \$	2023 \$
<b>Non-current asset</b>			
Property, plant and equipment	7	2,708,697	4,081,736
<b>Current assets</b>			
Trade and other receivables	8	2,182,030	2,876,293
Bank and cash balances	9	9,445,124	7,282,612
Fixed deposits	10	25,025,075	23,025,000
<b>Total current assets</b>		36,652,229	33,183,905
<b>Total assets</b>		39,360,926	37,265,641
<b>Non-current liabilities</b>			
Lease liabilities	11	–	889,349
Deferred grant	12	296,173	507,404
		296,173	1,396,753
<b>Current liabilities</b>			
Deferred grant	12	270,002	252,507
Trade and other payables	13	1,525,231	1,733,384
Residents' accounts		281,946	320,594
Lease liabilities	11	889,349	955,265
<b>Total current liabilities</b>		2,966,528	3,261,750
<b>Total liabilities</b>		3,262,701	4,658,503
<b>Net assets</b>		36,098,225	32,607,138
<b>Unrestricted funds</b>			
General Fund	14	25,157,052	21,902,320
<b>Designated funds</b>			
Capacity Expansion Fund	15	7,000,000	7,000,000
Capability Building Fund	16	1,860,000	1,860,000
<b>Restricted funds</b>			
Community Silver Trust Fund	17	1,920,243	1,683,888
Designated Donation Fund	18	160,930	160,930
<b>Total funds</b>		36,098,225	32,607,138

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



**BRIGHT HILL EVERGREEN HOME**  
(Registered in Singapore under the Societies Act)

**STATEMENT OF CHANGES IN FUNDS**  
**For the financial year ended 31 March 2024**

	← Unrestricted funds →			← Restricted funds →		
	General Fund	Capacity Expansion Fund	Capability Building Fund	Community Silver Trust Fund	Designated Donation Fund	Total funds
	\$	\$	\$	\$	\$	\$
Balance at 1.4.2022	19,520,999	7,000,000	1,860,000	2,085,499	160,930	30,627,428
Surplus/(deficit) and total comprehensive income/(loss) for the financial year	2,381,321	—	—	(401,611)	—	1,979,710
Balance at 31.3.2023	21,902,320	7,000,000	1,860,000	1,683,888	160,930	32,607,138
Surplus and total comprehensive income for the financial year	3,254,732	—	—	236,355	—	3,491,087
<b>Balance at 31.3.2024</b>	<b>25,157,052</b>	<b>7,000,000</b>	<b>1,860,000</b>	<b>1,920,243</b>	<b>160,930</b>	<b>36,098,225</b>

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

**BRIGHT HILL EVERGREEN HOME**  
(Registered in Singapore under the Societies Act)

**STATEMENT OF CASH FLOWS**  
**For the financial year ended 31 March 2024**

	2024 \$	2023 \$
<b>Cash flows from operating activities</b>		
Surplus for the financial year	3,491,087	1,979,710
Adjustments for:		
Allowance for impairment loss on financial assets (net)	6,759	1,042
Amortisation of deferred grant income	(267,380)	(312,627)
Depreciation of property, plant and equipment	1,794,306	1,792,744
Interest income	(797,131)	(292,254)
Interest expense on lease liabilities	72,158	120,290
Loss/(gain) on disposal of property, plant and equipment	441	(50)
Operating cash flows before movements in working capital	4,300,240	3,288,855
Trade and other receivables	832,716	14,066
Trade and other payables	(208,153)	(498,913)
Deferred grant	76,667	385,320
<b>Net cash generated from operating activities</b>	<b>5,001,470</b>	<b>3,189,328</b>
<b>Cash flows from investing activities</b>		
Interest received	651,919	86,477
Purchases of property, plant and equipment (Note 7)	(424,781)	(400,491)
Proceeds from disposal of property, plant and equipment	50	50
<b>Net cash generated from/(used in) investing activities</b>	<b>227,188</b>	<b>(313,964)</b>
<b>Cash flows from financing activities</b>		
Repayment of lease liabilities	(955,265)	(940,384)
Interest paid	(72,158)	(120,290)
<b>Net cash used in financing activities</b>	<b>(1,027,423)</b>	<b>(1,060,674)</b>
<b>Net increase in cash and cash equivalents</b>	<b>4,201,235</b>	<b>1,814,690</b>
Cash and cash equivalents at beginning of financial year	29,912,018	28,097,328
<b>Cash and cash equivalents at end of financial year</b>	<b>34,113,253</b>	<b>29,912,018</b>
<b>Cash and cash equivalents comprise:</b>		
Bank and cash balances (Note 9)	9,113,178	6,912,018
Fixed deposits (Note 10)	25,000,075	23,000,000
	<b>34,113,253</b>	<b>29,912,018</b>

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



**BRIGHT HILL EVERGREEN HOME**  
(Registered in Singapore under the Societies Act)

**NOTES TO THE FINANCIAL STATEMENTS**  
**For the financial year ended 31 March 2024**

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

**1. General information**

Bright Hill Evergreen Home (the “Home”) is registered with the Registry of Societies under Societies Act 1966 in Singapore on 24 May 1982. The Home’s registered address and principal place of business is at 100 Punggol Field, Singapore 828811.

The principal activities of the Home are those of provide standard nursing care to the residents, therapy activities by occupational therapist and physiotherapist and social activities such as in-house party, outings, entertainment, games organised by volunteers.

The objectives of the Home are to provide and maintain quality care to the residents and discharge them to the community when appropriate.

The Home is a charity registered under the Charities Act since 2 April 1987 and an approved Institution of a Public Character (“IPC”) for the period from 1 December 2020 to 30 November 2023 and was renewed for another period from 1 December 2023 to 30 November 2026. The National Council of Social Service (“NCSS”), which is itself a gazetted IPC, has approved the Home to be a member of the NCSS-managed Central Fund Registry since 15 June 1993. As a result, all cash contributions to the Home are tax deductible to the donors and the Home is eligible for tax exemption under Section 13M(2)(b) of the Singapore Income Tax Act.

**2. Material accounting policies**

**(a) Basis of preparation**

The financial statements, expressed in Singapore dollar (“\$”) which is the functional currency of the Home, have been prepared in accordance with the Societies Act 1966, Charities Act 1994 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 Committee’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 bank and cash balances, fixed deposits, trade and other current receivables and payables approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

## **2. Material accounting policies (cont'd)**

### **(a) Basis of preparation (cont'd)**

#### *New and revised standards that are adopted*

In the current financial year, the Home has adopted all the new and revised FRSs and Interpretations of FRSs ("INT FRSs") that are relevant to its operations and effective for the current financial year.

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

#### **Amendments to FRS 1 and FRS Practice Statement 2: Disclosure of Accounting Policies**

The amendments to FRS 1 and FRS Practice Statement 2 *Making Materiality Judgements* provide guidance and examples to help entities apply materiality judgements to accounting policy disclosures. The amendments require entities to disclose their material accounting policies rather than their significant accounting policies, and provide guidance on how entities apply the concept of materiality in making decisions about accounting policy disclosures.

The Home has adopted the amendments to FRS 1 on disclosures of accounting policies. The amendments have no impact on the measurement, recognition and presentation of any items in the Home's financial statements.

#### *New and revised standards not yet effective*

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 2024 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 Home.

### **(b) Income recognition**

#### *Programme fees*

The Home provides resident services for patients with high dependency on nursing care for their daily activities. Programme fees are recognised as income over time as the Home provides the services. The Home has the right to the fees from the patients in an amount that corresponds directly with the provision of services.

#### *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 deferred income until the event has been conducted.

#### *Interest income*

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

### **(c) Government grants**

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with.



## **2. Material accounting policies (cont'd)**

### **(c) Government grants (cont'd)**

#### *Subventions and grants*

Subventions and grants from government and other organisations are recognised as income only when there is sufficient evidence that the Home has complied with the conditions attached to them and there is reasonable certainty that they will be received. These subventions and grants are recognised on an accrual basis. Additionally, subventions and grants recognised in the statement of comprehensive income are calculated based on the funding principles set by the individual organisations. Adjustments to the subventions and grants which are made on finalisation by the relevant organisations are recognised in the statement of comprehensive income in the financial year in which they are finalised.

Subventions and grants with specific conditions are recognised either when they have been conformed to, or when there is sufficient evidence that they will be met. In instances where there is uncertainty about the ability of the Home to meet the conditions set by grantors, the recognitions of the grants as income is deferred until conditions imposed at the time of the grants can be complied with.

#### *Capital grants*

Where the grant relates to an asset whose value is more than \$1,000, the fair value is recognised as deferred grant on the balance sheet and is amortised to statement of comprehensive income over the expected useful life of the relevant asset by equal annual instalments. Where the grant relates to low-value assets (asset below \$1,000), the grant is recognised as income when received.

### **(d) Leases**

#### *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 Home uses its incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise fixed lease payments (including in-substance fixed payments). 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 Home 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 Home 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.

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.

## 2. Material accounting policies (cont'd)

### (e) Income tax

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

### (f) Property, plant and equipment

Depreciation is charged 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
Furniture and fittings	6 $\frac{2}{3}$
Equipment	2 to 4
Motor vehicles	10 (2021: 5 years)
Building renovation	6 $\frac{2}{3}$
Leasehold properties	2 to 2 $\frac{9}{10}$

Depreciation of relevant property, plant and equipment that are funded in part by CST grants are charged to the Community Silver Trust Fund account.

### (g) Funds

Unless specifically indicated, fund balances are not represented by any specific assets, but are represented by all assets of the Home.

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 general fund.

### (h) Financial assets

#### *Recognition and derecognition*

Regular purchases and sales of financial assets are recognised on trade-date - the date on which the Home 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 Home 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. Trade receivables without a significant financing component is initially measured at transaction prices.

#### *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 Home classifies its financial assets based on the Home's business model for managing the financial assets and the contractual cash flow characteristics of the financial assets. The Home's financial assets are classified at amortised cost which comprise trade and other receivables (excluding prepayments and Goods and Services Tax ("GST") subvention receivables), fixed deposits and bank and cash balances on the balance sheet.



## **2. Material accounting policies (cont'd)**

### **(h) Financial assets (cont'd)**

#### ***Subsequent measurement***

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.

### **(i) Financial liabilities**

Financial liabilities include trade and other payables (excluding GST payables and provision for unutilised annual leave) and lease liabilities. Financial liabilities are recognised on the balance sheet when, and only when, the Home becomes a party to the contractual provisions of the financial instrument. Financial liabilities are initially recognised at fair value plus directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method.

## **3. Critical accounting judgement and key sources of estimation uncertainty**

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

### ***Critical judgements in applying the Home's accounting policies***

#### ***Determination of control of Medical Endowment Fund and Financial Assistance Scheme Fund***

The Home holds a Medifund bank account and Financial Assistance Scheme ("FAS") bank account of \$580,083 (2023: \$368,861) and \$61,363 (2023: \$Nil), respectively that are not recognised in the financial statements of the Home. The Home has set up a Medifund Committee and FAS Committee to evaluate and approve residents' applications. The Medifund and FAS Committee must comprise not more than one member who are part of the Home's management or staff. Any nomination of committee members will need to be approved by Ministry of Health ("MOH"). As at 31 March 2024, there are five (2023: five) and five (2023: Nil) committee members appointed for the Medifund and FAS Committee respectively, out of which majority are independent of the management committee of the Home. The monies are held in trust and administered by the Home as part of the Medical Endowment Scheme and Financial Assistance Scheme. As per the Medifund and FAS Guidelines, it shall be deemed not to form part of the Home's assets (Note 9).

#### ***Reinstatement cost of leasehold properties***

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

The Home's Management Committee is of the view that the likelihood to reinstate the building is low due to the nature of the Home's operation. No provision has been made in the financial statements. The carrying amount of the leasehold building as at 31 March 2024 is \$844,085 (2023: \$1,795,258) (Note 7).

### 3. Critical accounting judgement and key sources of estimation uncertainty (cont'd)

#### *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 Home 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(f). 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 net carrying amount of property, plant and equipment at 31 March 2024 and the annual depreciation charge for the financial year ended 31 March 2024 are disclosed in Note 7.

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

### 4. Donations

The donations received during the financial year are as follows:

	2024 \$	2023 \$
Donations		
- Tax exempt	599,427	401,307
- Non-tax exempt	119,982	137,004
	<b>719,409</b>	<b>538,311</b>
	2024 \$	2023 \$
Donations are received as follows:		
Voluntary income	620,029	465,430
Donations		
- Vesak Day (fund-raising event)	-	52,373
- Doing the Best for Auntie Daisy (fund-raising event)	1,770	20,508
- A Good Night's Sleep (fund-raising event)	94,766	-
- Let's Get Our Residents Ready for CNY'24 (fund-raising event)	2,844	-
	<b>719,409</b>	<b>538,311</b>

**5. Other government grants**

	2024 \$	2023 \$
Agency for Integrated Care ("AIC") fundings	33,495	288,954
Amortisation of deferred grant income (Note 12)	267,380	312,627
MOH capital grant subsidy for low-valued assets	37,516	352,233
NCSS grant	10,571	46,794
Tote Board Enhanced Fund-Raising Programme	22,278	—
	<b>371,240</b>	<b>1,000,608</b>

**6. Staff costs**

	2024 \$	2023 \$
Accommodation expenses	130,734	244,016
Salaries and bonuses	8,241,373	7,499,296
CPF contributions	512,082	514,223
Foreign worker levy	1,672,384	1,607,507
Medical expenses	63,409	58,948
Staff training	30,376	19,907
Staff welfare	294,226	167,676
Gratuities	—	(11,662)
	<b>10,944,584</b>	<b>10,099,911</b>

The staff costs were allocated as follows:

Cost of charitable activities	8,069,041	7,484,783
Governance and other administrative costs	2,875,543	2,615,128
	<b>10,944,584</b>	<b>10,099,911</b>

There is no paid staff who are close members of the family of the key management personnel or Management Committee.

In compliance with the Code of Governance for Charities and Institutions of a Public Character, the annual remuneration of the Home's three highest paid staff, who each receives remuneration exceeding \$100,000, fall into the following bands:

	Number of staff	
	2024	2023
Between \$200,001 to \$300,000	1	2
Between \$100,000 to \$200,000	2	1



**7. Property, plant and equipment**

	<b>Furniture and fittings \$</b>	<b>Equipment \$</b>	<b>Motor vehicles \$</b>	<b>Building renovation \$</b>	<b>Leasehold properties \$</b>	<b>Total \$</b>
<b>2024</b>						
<b>Cost</b>						
At 1.4.2023	1,572,654	2,457,614	321,193	1,437,473	2,835,307	8,624,241
Additions	62,817	361,964	–	–	–	424,781
Disposals	(63,300)	(26,591)	–	–	(72,846)	(162,737)
Balance at 31.3.2024	<b>1,572,171</b>	<b>2,792,987</b>	<b>321,193</b>	<b>1,437,473</b>	<b>2,762,461</b>	<b>8,886,285</b>
<b>Accumulated depreciation</b>						
At 1.4.2023	964,377	1,543,509	173,509	821,061	1,040,049	4,542,505
Depreciation charge	149,515	529,180	17,901	146,537	951,173	1,794,306
Disposals	(63,300)	(23,077)	–	–	(72,846)	(159,223)
Balance at 31.3.2024	<b>1,050,592</b>	<b>2,049,612</b>	<b>191,410</b>	<b>967,598</b>	<b>1,918,376</b>	<b>6,177,588</b>
<b>Net carrying value</b>						
At 31.3.2024	<b>521,579</b>	<b>743,375</b>	<b>129,783</b>	<b>469,875</b>	<b>844,085</b>	<b>2,708,697</b>

**7. Property, plant and equipment (cont'd)**

	<b>Furniture and fittings \$</b>	<b>Equipment \$</b>	<b>Motor vehicles \$</b>	<b>Building renovation \$</b>	<b>Leasehold properties \$</b>	<b>Total \$</b>
<b>2023</b>						
<b>Cost</b>						
At 1.4.2022	1,532,769	2,268,487	321,193	1,407,473	3,089,128	8,619,050
Additions	49,234	321,257	—	30,000	—	400,491
Disposals	(9,349)	(132,130)	—	—	—	(141,479)
Written off	—	—	—	—	(253,821)	(253,821)
<b>Balance at 31.3.2023</b>	<b>1,572,654</b>	<b>2,457,614</b>	<b>321,193</b>	<b>1,437,473</b>	<b>2,835,307</b>	<b>8,624,241</b>
<b>Accumulated depreciation</b>						
At 1.4.2022	831,245	1,206,435	155,608	640,614	311,159	3,145,061
Depreciation charge	142,481	469,204	17,901	180,447	982,711	1,792,744
Disposals	(9,349)	(132,130)	—	—	—	(141,479)
Written off	—	—	—	—	(253,821)	(253,821)
<b>Balance at 31.3.2023</b>	<b>964,377</b>	<b>1,543,509</b>	<b>173,509</b>	<b>821,061</b>	<b>1,040,049</b>	<b>4,542,505</b>
<b>Net carrying value</b>						
At 31.3.2023	608,277	914,105	147,684	616,412	1,795,258	4,081,736

Included in net carrying value are right-of-use assets of \$844,085 (2023: \$1,795,258).

**8. Trade and other receivables**

	2024 \$	2023 \$
Trade receivables	495,116	535,589
Less: Allowance for expected credit loss (Note 21(b))	(17,040)	(10,281)
	<u>478,076</u>	<u>525,308</u>
Deposits	317,116	323,516
Interest receivables	386,740	241,528
Prepayments	75,076	98,330
Other receivables	837,579	1,613,363
GST subvention receivables	87,443	74,248
	<u>2,182,030</u>	<u>2,876,293</u>

**9. Bank and cash balances**

	2024 \$	2023 \$
Cash on hand	7,500	7,500
Cash in bank	9,437,624	7,275,112
	<u>9,445,124</u>	<u>7,282,612</u>

For the purpose of presentation in the statement of cash flows, bank and cash balances comprise the following:

	2024 \$	2023 \$
Bank and cash balances	9,445,124	7,282,612
Less: Residents' accounts held in trust	(281,946)	(320,594)
Less: Donation to be surrendered to Singapore Police Force after the financial year ended 31 March 2024	(50,000)	(50,000)
Bank and cash balances for presentation in the statement of cash flows	<u>9,113,178</u>	<u>6,912,018</u>

Cash on hand and in bank includes an amount of \$281,946 (2023: \$320,594) held in trust and on behalf of the residents of the Home in a designated bank account.

The Home also holds a Medifund bank account of \$580,083 (2023: \$368,861) and Financial Assistance Scheme ("FAS") bank account of \$61,363 (2023: \$Nil) that are not recognised in the financial statements of the Home. The monies are held in trust and administered by the Home as part of the Medical Endowment Scheme and FAS Scheme and shall be deemed not to form part of the Home's asset as per the Medifund Guidelines and FAS Guidelines respectively (Note 3).

Included in miscellaneous expenses for the current financial year ended 31 March 2024 is \$50,000 related to donation which was received in the year 2022 from an individual who was involved in a money laundering case. This amount was set aside for the current financial year ended 31 March 2024 for intended surrender to the Singapore Police Force. Accordingly, this amount has been excluded from cash and cash equivalents balance in the statement of cash flows for the financial year ended 31 March 2024 and 31 March 2023.



**10. Fixed deposits**

Fixed deposits amounting to \$25,000 (2023: \$25,000) are pledged in relation to corporate credit card obtained by the Home.

For the purpose of presentation in the statement of cash flows, fixed deposits comprise the following:

	2024 \$	2023 \$
Fixed deposits	25,025,075	23,025,000
Less: fixed deposits pledged	(25,000)	(25,000)
Fixed deposits for presentation in the statement of cash flows	<u>25,000,075</u>	<u>23,000,000</u>

**11. Lease liabilities**

	2024 \$	2023 \$
Non-current	—	889,349
Current	889,349	955,265
	<u>889,349</u>	<u>1,844,614</u>

**The Home as a lessee****Nature of the Home's leasing activities**

- The Home leases home premises and staff accommodation from non-related parties. The lease for home premises have a remaining tenure of 11 months (2023: 1 to 2 years for staff accommodation and home premises); and
- The Home makes monthly lease payments for a tenure of 3 years (2023: 3 years) leasehold home premises. The right-of-use of the home premises are classified as right-of-use assets.

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

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

	2024 \$	2023 \$
<u>Classified within property, plant and equipment (Note 7)</u>		
Leasehold properties	<u>844,085</u>	<u>1,795,258</u>

**Amounts recognised in income or expenditure**

<u>Depreciation charge for the financial year (Note 7)</u>		
Leasehold properties	<u>951,173</u>	<u>982,711</u>

**Lease expense not included in the measurement of lease liabilities**

Interest expense on lease liabilities	<u>72,158</u>	<u>120,290</u>
---------------------------------------	---------------	----------------

Total cash flows for leases amounted to \$1,027,423 (2023: \$1,060,674).

**11. Lease liabilities (cont'd)****Reconciliation of movements of lease liabilities to cash flows arising from financing activities:**

	<b>Lease liabilities</b>	
	<b>2024</b>	<b>2023</b>
	<b>\$</b>	<b>\$</b>
Balance at 1 April	1,844,614	2,784,998
Changes from financing cash flows:		
- Repayments	(955,265)	(940,384)
- Interest paid	(72,158)	(120,290)
	(1,027,423)	(1,060,674)
Non-cash changes:		
- Interest expense	72,158	120,290
Balance at 31 March	889,349	1,844,614

**12. Deferred grant**

	<b>2024</b>	<b>2023</b>
	<b>\$</b>	<b>\$</b>
<b>Capital grant:</b>		
Balance at beginning of financial year	1,206,549	821,229
Grant received during the financial year	76,667	385,320
Disposal	(6,684)	—
	1,276,532	1,206,549
<b>Less: Accumulated amortisation recognised in statement of comprehensive income</b>		
Balance at beginning of financial year	446,638	134,011
Amortisation for the financial year	267,380	312,627
Disposal	(3,661)	—
Balance at end of financial year	710,357	446,638
<b>Net carrying amount</b>	<b>566,175</b>	<b>759,911</b>
These represent:		
Non-current	296,173	507,404
Current	270,002	252,507
	566,175	759,911

The capital grant is funding received for furniture & equipment and haze-related equipment for the Home expansion programme which has ended on 31 August 2023 based on the terms and conditions as stipulated in the letter of award from the Ministry of Health.

**13. Trade and other payables**

	2024 \$	2023 \$
Trade payables	359,504	469,256
Accrued expenditure	537,047	701,271
Other payables	158,609	158,566
GST payables	67,472	58,203
Provision for unutilised annual leave	216,038	178,467
Residents' deposits	186,561	167,621
	<b>1,525,231</b>	<b>1,733,384</b>

**14. General Fund**

Included in General Fund are donations received during the financial year which amounted to \$60,000 (2023: \$Nil) for purchase of medical equipment. As at financial year-end, \$47,818 (2023: \$Nil) remained unutilised.

**15. Capacity Expansion Fund**

The Capacity Expansion Fund was established in the financial year ended 31 March 2014 by transferring \$7,000,000 from the General Fund. The objective of the fund is to finance capital expenditure of the Home such as building development, furniture and fittings, office equipment, as well as any relevant operating expenses.

**16. Capability Building Fund**

The Capability Building Fund was established in the financial year ended 31 March 2014 by transferring \$1,860,000 from the General Fund. The objective of the fund is to invest in increasing capability of the Home's medical and therapy services, patient care equipment and human resource development to provide better services in future.

**17. Community Silver Trust Fund**

	2024 \$	2023 \$
At 1 April	1,683,888	2,085,499
Grant received during the financial year	1,178,499	753,851
Depreciation charges	(438,778)	(424,734)
Disbursement during the financial year	(503,366)	(580,728)
Unutilised grant refunded	–	(150,000)
Surplus/(deficit) during the financial year	236,355	(401,611)
At 31 March	1,920,243	1,683,888



**17. Community Silver Trust Fund (cont'd)**

The CST balance is represented by:

	2024 \$	2023 \$
Unutilised CST grant balance	1,077,129	451,564
Carrying amounts of property, plant and equipment funded by CST grant	843,114	1,232,324
Total	<u>1,920,243</u>	<u>1,683,888</u>

Community Silver Trust ("CST") is a matching grant of one dollar for every donation dollar raised by eligible organisations with proper governance and whose programmes are aligned with the Government's long-term vision for the ILTC sector, which will be provided by the CST.

The CST is managed by the MOH on behalf of the Trustees, which is a restricted fund.

The objective of the CST is to encourage donations and provide additional resources for the service providers in the ILTC sector to enhance their capabilities, provide value-added services to achieve higher quality care, and enhance the affordability of step-down care for service users and patients.

**18. Designated Donation Fund**

The Designated Donation Fund comprised designated donations received, which have not been fully utilised for designated purposes specified by donors.

**19. Remuneration of key management personnel**

The remuneration of key management personnel during the financial year is as follows:

	2024 \$	2023 \$
Salaries and related costs	424,072	461,844
CPF contributions	27,489	33,073
	<u>451,561</u>	<u>494,917</u>

Key management personnel are the Chief Executive Officer and the direct reporting senior officers. The Management Committee did not receive any compensation during the financial year.

**20. Capital commitments**

Capital commitments not provided for in the financial statements:

	2024 \$	2023 \$
Capital commitments in respect of property, plant and equipment, approved by Management Committee and contracted for	<u>17,440</u>	<u>30,400</u>

The above-mentioned capital expenditure was fully funded by a donor.

## 21. Financial instruments

### a) Categories of financial instruments

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

	2024 \$	2023 \$
<i>Financial assets</i>		
Financial assets at amortised cost	36,489,710	33,011,327
<i>Financial liabilities</i>		
Financial liabilities at amortised cost	2,413,016	3,661,922

### b) Financial risk management

The Home 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 Home is not exposed to foreign exchange risk as the Home transacts substantially in its functional currency. The policies for managing each of these risks are summarised below. The Management Committee reviews and agrees policies and procedures for the management of these risks.

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

#### *Interest rate risk*

The Home's exposure to the risk of changes in interest rates arises mainly from the bank balances (Note 9) and fixed deposits (Note 10) placed with reputable financial institutions. For interest income from the fixed deposits, the Home manages the interest rate risks by placing fixed deposits with reputable financial institutions on varying maturities and interest rate terms. Sensitivity analysis for changes in interest rate is not disclosed as the effect on income or expenditure is not significant.

#### *Liquidity risk*

Liquidity risk is the risk that the Home will encounter difficulty in meeting its financial obligations due to shortage of funds. The Home's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities.

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

**21. Financial instruments (cont'd)****b) Financial risk management (cont'd)*****Liquidity risk (cont'd)***

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

	<b>Within 1 year \$</b>	<b>2 to 5 years \$</b>	<b>Total \$</b>
<b>2024</b>			
Trade and other payables	1,241,721	–	1,241,721
Residents' accounts	281,946	–	281,846
Lease liabilities	912,472	–	912,472
	<b>2,436,139</b>	<b>–</b>	<b>2,436,139</b>
<b>2023</b>			
Trade and other payables	1,496,714	–	1,496,714
Residents' accounts	320,594	–	320,594
Lease liabilities	1,027,424	912,472	1,939,896
	<b>2,844,732</b>	<b>912,472</b>	<b>3,757,204</b>

***Credit risk***

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Home's exposure to credit risk arises primarily from bank and cash balances, fixed deposits and trade and other receivables. For financial assets, including bank and cash balances and fixed deposits, the Home minimises credit risk by dealing exclusively with high credit rating counterparties.

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



**21. Financial instruments (cont'd)****b) Financial risk management (cont'd)***Credit risk (cont'd)*

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

<b>Description of evaluation of financial assets</b>	<b>Basis for recognition and measurement of ECL</b>
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 Home 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 Home 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 Home 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 \$17,040 (2023: \$10,281) was recognised by the Home as at 31 March 2024 and 31 March 2023 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:

	<b>2024</b>	<b>2023</b>
	<b>\$</b>	<b>\$</b>
At 1 April	<b>10,281</b>	9,721
Loss allowance recognised in income or expenditure during the financial year:		
Lifetime ECL - simplified approach	<b>15,388</b>	1,042
Amount written off against credit loss allowance	<b>–</b>	(482)
Amount recovered	<b>(8,629)</b>	–
At 31 March (Note 8)	<b>17,040</b>	10,281

**21. Financial instruments (cont'd)****b) Financial risk management (cont'd)*****Credit risk (cont'd)***

Credit risk exposure in relation to bank and cash balances, fixed deposits and other receivables as at 31 March 2024 and 31 March 2023 are insignificant, and accordingly no credit loss allowance is recognised as at 31 March 2024 and 31 March 2023.

**c) Fair values of financial assets and financial liabilities**

The carrying amounts of financial assets and financial liabilities are reasonable approximation of their respective fair values, either due to their short-term nature or that they are floating rate instruments that are re-priced to market interest rates on or near the balance sheet date.

**22. Reserve position and policy**

The Home's reserve position as at 31 March 2024 is as follows:

	2024 \$	2023 \$	Increase/ (decrease) %
A Unrestricted funds			
General Fund	25,157,052	21,902,320	14.86
Unrestricted designated funds			
Capacity Expansion Fund	7,000,000	7,000,000	—
Capability Building Fund	1,860,000	1,860,000	—
Total unrestricted funds	34,017,052	30,762,320	10.58
B Restricted funds			
Community Silver Trust Fund	1,920,243	1,683,888	14.04
Designated Donation Fund	160,930	160,930	—
	2,081,173	1,844,818	12.81
C Endowment funds	N/A	N/A	N/A
D Total funds	36,098,225	32,607,138	10.71
E Total annual operating expenditure	16,765,259	15,950,005	5.11
F Ratio of funds to annual operating expenditure (A/E)	2.03	1.93	5.18

**Reference:**

- C. An endowment fund consists of assets, funds or property that are held in perpetuity which produce annual income flow for a foundation to spend as grants.
- D. Total funds include unrestricted, restricted and endowment funds.
- E. Total annual operating expenditure excluding expenditure from restricted funds and includes expenses related to cost of charitable activities and governance and other administrative costs.

## 22. Reserve position and policy (cont'd)

The Home's reserve policy is as follows:

The Home at any point in time will have 5 years of operational expenses kept as reserves and will be reviewed yearly by the Management Committee if the amounts of reserves is sufficient and if it needs to be revised.

There is no planned timing of use for the designated and restricted funds except for the Community Silver Trust Fund which the Home has been using to support ongoing projects for its expansion and improve capabilities plans.

## 23. Reclassification of comparative figures

Certain line items on the statement of cash flows for the previous year have been reclassified to conform to current year's presentation due to the following reasons:

- (i) Residents' accounts amounted to \$320,594 are held in trust for the residents and therefore have now been excluded from cash and cash equivalents; and
- (ii) Donations amounted to \$50,000 which was surrendered after the financial year-end have been excluded from cash and cash equivalents

The items reclassified were as follows:

	2023	
	As previously reported \$	As reclassified \$
Contract liabilities - residents' accounts	9,692	-
Net cash generated from operating activities	3,199,020	3,189,328
Net increase in cash and cash equivalents	1,824,382	1,814,690
Cash and cash equivalents at beginning of financial year	28,458,230	28,097,328
Cash and cash equivalents at end of financial year	30,282,612	29,912,018

In addition to the above, certain comparative figures on the balance sheet have also been reclassified to conform to current year's presentation.

The reclassifications have no impact on the net assets at 31 March 2023 and net surplus for the financial year ended 31 March 2023.

## 24. Authorisation of financial statements

The financial statements of the Home for the financial year ended 31 March 2024 were authorised for issue in accordance with a resolution of the Management Committee meeting dated 27 August 2024.