

A NEW CHAPTER

Annual Report 2018



caregivers alliance
— limited —

A NEW CHAPTER

Caregivers Alliance Limited (CAL) marks a new chapter in its story by featuring succulents in its Annual Report 2018. Succulents are hardy drought-resistant plants that are good at surviving the harshest of climates, and represent the resilience of caregivers of persons with mental health issues, who thrive despite difficulties and challenges.

CAL's desire is to help caregivers grow and flourish. Just as caregivers support their loved ones through long recovery journeys, CAL hopes to walk with caregivers every step of the way. Since 2011, CAL has been nurturing caregivers to be more resilient by teaching them how best to look after their loved ones, while taking care of their own well-being.

As you turn the pages, you will be greeted by the five featured succulents that are home-grown and cared for here at CAL's head office. Selected from our little indoor garden, may these plants provide a breather to your eyes and mind with their tender leaves and calming colours.



It's good to be able to
be for our loved ones, but
important to take
care of ourselves too.



Caring is an act of love



We're in
this
TOGETHER



Take time to practise self-care

www.cal.org.sg | Tel: +65 6460 4400 | E-mail: general@cal.org.sg

caregivers allian

加油



You are not alone

www.cal.org.sg | Tel:



caregivers alliance

limited

About Caregivers Alliance Limited

Caregivers Alliance Limited (CAL) is a professional non-profit organisation in Singapore dedicated to meeting the needs of caregivers of persons with mental health issues through education, support networks, crisis support, tailored services and self-care enablement. While there are other organisations providing support to the community affected by mental health issues, only CAL focuses exclusively on supporting caregivers with professional services.

CAL was incorporated on 25 October 2011. Our founding members are Singapore Anglican Community Services, Caregivers' Association of the Mentally Ill and BinjaiTree Limited.

CAL is an Institution of a Public Character (IPC). This IPC status indicates that CAL is exclusively non-profit in nature, and that donors are able to claim 2.5 times the amount of their donations in tax relief.

Vision

To reach out to all caregivers of persons with mental health issues in Singapore and empower them to achieve a high level of well-being and resilience.

Table of Contents



Chairman's Message	6
Executive Director's Message	7



Caregiver Vibes	8
-----------------	---



Caregivers' Demographics	12
--------------------------	----



Programmes	14
------------	----



Key Events	20
In the Spotlight	24



Acknowledgements	26
------------------	----

Board of Directors	29
--------------------	----

Corporate Governance	30
Governance Evaluation Checklist	32

Conflict of Interest Policy	35
Financial Information	37



Chairman's Message

2018 marks the start of a new chapter for CAL.

In April 2018, we bade farewell to our Founding Executive Director, Sally Thio, and welcomed our new Executive Director, Tim Lee. Tim brings with him passion, drive and new ideas on how to serve the needs of caregivers of persons with mental health issues, building on the strong foundations with Sally's stewardship.

In the analogy of a seedling, the past six years under the leadership of Sally was a time of germination: establishing CAL and developing the Caregivers-to-Caregivers Training Programme (C2C) to make its curriculum useful and relevant to caregivers in Singapore. We saw the team at CAL grow from only a handful of staff in 2012, to close to 30 staff in 2018. With more hands came the ability to have dedicated teams to handle outreach, publicity, volunteer management, and other key support roles, alongside the teams of counsellors and caregiver support specialists. CAL also benefited from a gradually increasing pool of loyal supporters who were willing to stand with us as donors, volunteers or partners – the roots for future growth.

With Tim and CAL's growing family, our reach is expanding, with new initiatives to develop more presence through corporates and multi-religious faith-based groups, in order to support caregivers in those communities as well. Besides equipping caregivers to better care for their loved ones through training, CAL is also holistically meeting caregiver needs through engagement activities and support groups, as well as raising awareness for mental health issues under the umbrella of NCSS's Beyond The Label campaign.

It is important that we continue to expand our services, as caregivers are an important but neglected group in our society. The challenges that those with mental health issues face are often borne by their caregivers as well, including difficulties such as the lack of understanding of their plight and stigma against mental health. Many also struggle with financial difficulties in looking after their loved ones, sometimes made worse due to them leaving their jobs to care for their loved ones full-time.

Our efforts over the years have been meaningful. We are privileged to have benefited from the contributions of many dedicated members of CAL's Board of Directors, who are now retiring after long and faithful service to CAL – including Ms Anita Fam, Mr Alan Goei, Ms Mary Kwan and Mr Ching Hon Siong. This year, I am pleased to welcome new directors Mr Tim Oei, Mr Koay Peng Yen, Dr Chua Siew Eng and Mr Raymond Choo to the cause.

As the seeds of awareness, resilience, self-care and mutual support spread further and wider amongst caregivers, CAL's new chapter in its story will continue to be co-created with the support of all who make it possible. Special thanks especially to our dedicated team of staff and Board members, to all who volunteer alongside, and to donors and agencies who enable us to serve.

Chew Sutat
Board Chairman
Caregivers Alliance Limited



Executive Director's Message

When I joined in April 2018, it was clear to me that CAL is doing something very special. It meets the needs of a group that is often overlooked: caregivers of persons with mental health issues. These caregivers are “hidden heroes”. Many chose to be hidden because of the stigma associated with mental health. Be that as it may, they are all heroes, struggling silently, selflessly and sacrificially, in caring for their loved ones for prolonged periods of time. Their caregiving journey is challenging and often filled with helplessness and hopelessness.

CAL's signature 12-week Caregivers-to-Caregivers Training Programme (C2C) produces impactful outcomes for caregivers. Many caregivers have shared how the C2C course has enabled them to look at their loved ones with a renewed perspective - some even affirmed that their families and lives have been transformed as a result! But, caregiving is a long journey... and we at CAL wish to journey with them.

CAL's vision is to reach out to all caregivers of PMHIs (Persons with Mental Health Issues) in Singapore and to empower them to achieve a high level of well-being and resilience. In April and May 2018, we came together to identify the service gaps that we need to address so that we can better meet the needs of our caregivers. We concluded that we need to **engage more, equip more and empower more**.

We need to **ENGAGE** our caregivers by keeping in touch more frequently, and drawing them out to meet other caregivers through activities that will help them acquire a better sense of well-being and build stronger social connections. We need to **EQUIP** caregivers with more skills and knowledge so that they are more effective in caregiving and self-care, and well able to lend a helping hand to support other caregivers. We want to **EMPOWER** them so that they can become active volunteers and advocates for worthwhile social causes – not just for CAL, but nationwide, and to spread awareness and remove stigma against mental health conditions.

Moving forward, I hope that CAL continues to be a force for good!

I invite our family of well-wishers, donors, partners and caregiver volunteers to turn the page and start a new chapter with CAL! Come journey with us. Together, we can make a difference to our “hidden heroes” and empower them to continue their heroic work in order to realise a future filled with hope.

Tim Lee
Executive Director
Caregivers Alliance Limited

Caregiver Vibes

The feedback CAL receives from caregivers is valuable. It shows whether caregivers are benefiting from the programmes and services offered to them, and indicates how they are doing on their journey to well-being and resilience. Caregivers' comments also are a great encouragement, both to CAL and to the wider community of caregivers. We are pleased to share some of the feedback from participants of recent C2C classes.



CLASS 14 2018
Noel Goh

I have found the presentation very helpful and encouraging - the examples given were very practical. I always leave the session more patient and willing to give "chance" to both myself & loved one.

A BIG BIG Thank you, Nancy/Eunice

DEAR CAL TEAM

THANK YOU ALL SO MUCH FOR
HELPING ME ON MY JOURNEY TO



TAKE CARE OF MYSELF AND
MY SON. I HAVE REALLY
LEARNT A LOT AND APPRECIATE

ALL THE EFFORT.
Caregiving is an act of love

WISHING YOU ALL THE BEST

A journey worth!
The support, care,
understanding
make lots of
difference!



Take time to practise self-care

靖庭：

谢谢你专业的教导与付出，让这十二堂课的知识成为我们一生受用的本领。照顾者的路上因为有你们这一群无私付出的好心人，才不会孤单无助。谢谢！

♡ 燕慈



Grateful that we have come
to this caregivers course, especially
to Evelyn and Tony (the perfect
husband and wife team) for their
commitment and patience. Let's hope
our children fully recovered and be the
next Pat Deegen! C46/2018



To All Caregivers: -

"All I can do is all I can do" —
Repeat the words until they calm
you and help you realize that you
can't do everything you want.
You do only what you can.



"Be Gentle with yourself,
You're doing the Best you
can!"

Caregiving is an act of love

Danny



Caregivers Alliance

Dear Nondita & Team

It has been a full-filling 12 weeks and I
sincerely thank you for your patience &
your guidance. Let's continue
to help as many caregivers &
spread our love to the
caregivers & loved ones.



Caregiving is an act of love

God Bless,
Regina Chung



Caregivers Alliance

老師：月清，筱媚，維春，組長 多花



C46/2018

謝謝各位老師，從你們認真
的解說，令我受益良多。
心情好多了，令我更了解太太
的病情。真的非常感謝。



李志



致：所有照顾者

你並不孤单，你不是一个人，
大家一起加油！



You are not alone

谢谢“照顾者联盟”
提供了课程，让我们
有机会分享！



Caregivers alliance

Dear Eunice, Frank, Veena & Alice & Peng Yan,
You did well in bringing cg together to support,
encourage & cheer our individual journeys
so that we know that we are not alone, we still
have your team & many others!



Dear cg of 45/2018 OTH 8p.
You have been such a great
bunch, sharing, listening, role
playing & befriending! You are all
champions & heroes! Kaplop Great Work

Take time to practise self-care

Caregivers alliance

MIMI LEE 15/11/18

GREAT JOB! THE TRAINERS FOR C2C
WERE VERY PROFESSIONAL & PATIENCE IN
THEIR SHARING & FACILITATING THE 12 WEEKS
SESSIONS. THE OPENNESS AND GROUP DISCUSSION



HELPED TO BUILD TRUST &
SHARED HELPFUL EXPERIENCES
TO ~~ABBY~~ CAREGIVER IN
THEIR JOURNEY & RELIEVING
SOME STRESS. THANK U

Caregiving is an act of love ONCE AGAIN Caregivers alliance

Demographics of Caregivers



There are many different kinds of mental health issues experienced in Singapore, by persons ranging from young to old. CAL's beneficiaries are also a diverse group, as can be seen by some of the statistics we have gathered of the caregivers whom we have supported. This is only the tip of the iceberg, since many more caregivers in Singapore have yet to connect with CAL, but it shows a snapshot of the family situations faced by those affected by mental health challenges in Singapore.

Caregiver's Relationship with Loved One

Caregiver is a (e.g. parent) to the loved one



No Info 6%

Friend 3%

Relative 5%

Sibling 13%

Parent 33%

Child 25%

Spouse 12%

Others* 3%

+ Examples of other relationships: Neighbours, colleagues, partners, domestic helpers etc.

Demographics of Caregivers whom CAL has supported

Total: 9,149 caregivers

Loved One's Diagnosis



Schizophrenia 24%

Depression 20%

Dementia 18%

Anxiety Disorder 12%

Others 26%*

*Other diagnoses include:

ADHD, Autism, Bipolar Disorder, Borderline Personality Disorder, Intellectual Disability, OCD

Males

30%

Females

70%

Caregiver's Gender



20 and Below 1%

21 - 30 5%

31 - 40 6%

41 - 50 16%

51 - 60 22%

61 - 70 12%

Above 70 5%

No Info 33%



Caregiver's Age

The above data was taken from CAL's service logs which have been recorded since 2012.

Programmes



Outreach

Based on the latest figures on mental health from a 2016 Institute of Mental Health (IMH) study, we estimate that there are at least half a million people in Singapore who are caring for someone with a mental health issue. Yet, only a fraction of these have heard about CAL.

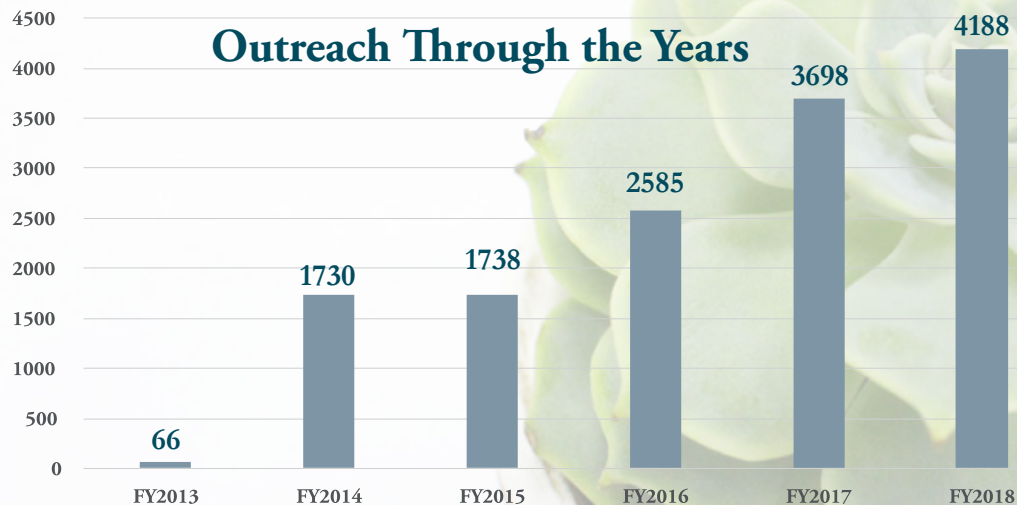
Hence, the goal of outreach is to raise awareness of CAL's services, and to invite caregivers to benefit from the help and support that CAL provides. Outreach is conducted by CAL's staff and volunteers at places where caregivers are most likely to visit, including hospitals, community spaces, corporations and faith-based groups.

Total
Outreach
for FY2018

4188*



Outreach Through the Years



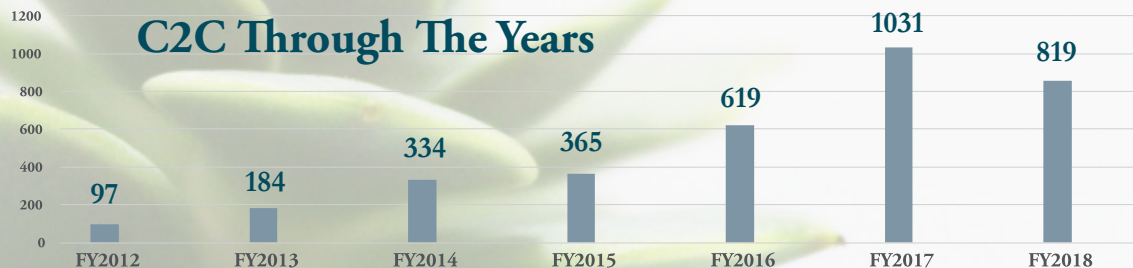
From top: Health Minister Gan Kim Yong and Mayor Low Yen Ling writing a note of encouragement to caregivers at Southwest CDC Caregivers' Day Out; DPM Heng Swee Kiat visiting the CAL booth at Poi Ching School; Minister Desmond Lee visiting an outreach booth at the Habitat for Life Carnival held at Kreta Ayer Square

*Outreach figure includes both caregivers and non-caregivers who have learned of CAL's services through our staff. FY refers to the reporting period from April of the current year to March of the subsequent year. For example, FY2018 refers to April 2018 to March 2019.



Caregivers-to-Caregivers Training Programme (C2C)

The Caregivers-to-Caregivers Training Programme (C2C) aims to teach caregivers how best to look after their loved ones, while also maintaining their own well-being in the long term. The course teaches substantive knowledge about mental health conditions, the brain, and medication – as well as soft skills such as communication and having empathy. It aims to equip caregivers to be resilient, and to welcome them into a community of caregivers who are able to support them.



Total Attended
in FY2018:
819

Number of Classes
in FY2018:
52



From left: A volunteer trainer conducting a C2C class in Chinese at IMH; a batch of C2C graduates at Khoo Teck Puat Hospital; 2nd batch of Dementia C2C graduates



One-Session Workshops

As part of CAL's outreach, workshops and talks are conducted to bring better awareness of mental health and CAL's services to the community. A total of 1672 people attended our workshops held at community spaces, corporations (lunch-time talks) and faith-based groups. Some workshops include "Introduction to Mental Health" at Bank of America Merrill Lynch, "Relieving Caregiver Stress" at Church of Our Saviour, and "Overview of Mental Health Issues, Dementia & Elderly Care" at Bukit Batok CC.

Total
Attended
in FY2018

1672



Modular Training Courses

CAL also conducts modular trainings on mental health and caregiving that are customised to meet the needs of companies, organisations and faith-based groups. A 7-week programme for Caregivers of Persons with Disability was developed with the support of SG Enable. In addition, we partnered the National Kidney Foundation and delivered an 8-week programme for Caregivers of Persons with Renal Failure.

Dementia C2C Pilot Programme

As dementia differs from other mental health conditions in a number of ways, there has been strong interest in a training programme focused on teaching caregivers about dementia. In July 2018, CAL piloted an 8-week Dementia C2C Programme to help caregivers who are looking after their elderly loved ones with dementia. Two classes were conducted and a total of 38 caregivers were trained. The programme was very well received and there was strong demand for more.

Total
Attended
in FY2018

264



Individual Training & Support (ITS)

Not all caregivers are able to attend the Caregivers-to-Caregivers Training Programme (C2C) as they are unable to leave their homes for long because they need to look after their loved ones. To meet their needs, the Individual Training and Support Programme (ITS) was started in April 2015 to provide relevant C2C content to these caregivers on a case by case basis. Some sessions are held one-on-one or in small groups at a location convenient to the caregiver receiving support. Caregivers in need of assistance were also given emotional support over the phone via our Active Careline.

Total Caregivers
Supported in FY2018:

349

Number of Active
Careline Calls in FY2018:

599



From top: A modular training session at OCBC; "Overview of Mental Health Issues, Dementia & Elderly Care" at Bukit Batok CC for Chinese-speaking residents; a talk titled "Redefining Schizophrenia", in collaboration with Johnson & Johnson at National University Hospital (NUH)

Our Outreach/C2C Locations



Hospitals

Bright Vision Hospital
Changi General Hospital
Institute of Mental Health
Jurong Community Hospital
Khoo Teck Puat Hospital
KK Women's and Children's Hospital
National University Hospital
Ng Teng Fong General Hospital
Singapore General Hospital
St. Andrew's Community Hospital
Tan Tock Seng Hospital



Community

Bishan CC
Bukit Batok CC
Bukit Batok Zone 7 RC
Bukit Panjang CC
Bukit Panjang Zone 8 RC
Enabling Village
Henderson Heights RC
Hong Kah North CC
Kampong Kembangan CC
Montfort Care
Nanyang Polytechnic
NorthLight School
Our Tampines Hub
South Central Community FSC
Tampines Central CC
Thye Hua Kwan Moral Charities
Very Special Arts



Corporations

Bank of America Merrill Lynch
CDAC
DBS
Deutsche Bank
DHL
Fraser Suites
HSBC Singapore
Lloyd's of London (Asia)
NKF
OCBC
Parkview Square
SAFRA
SATS
SINDA
SingPost Centre
UOB
Workforce Singapore

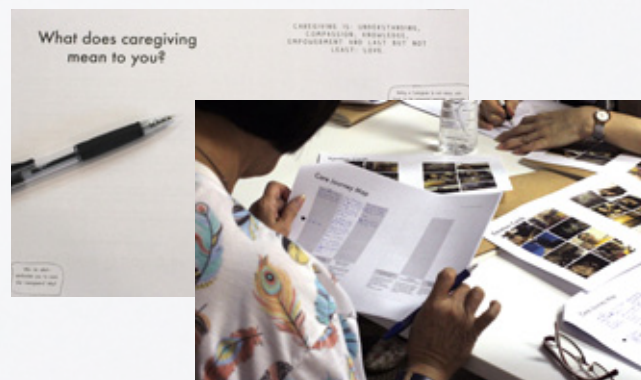


Faith-based groups

Church of Our Saviour
Covenant Community Methodist Church
Katong Presbyterian Church
Lighthouse Evangelism
St Andrew's Cathedral
St Paul's Church
Tai Pei Buddhist Centre



Outreach at Bank of America Disability Awareness Fair



NCSS We Care Toolkit workshop at CAL's head office



Dementia C2C Class



CAL staff at our Caregivers Support Centre at IMH



Representatives from CAL at the Enabling Festival 2018 with Mayor Denise Phua and Enable Asia founder Daniel



CAL's anxiety management workshop at Changi General Hospital



CAL staff and volunteer sharing about their experience with mental health issues and caregiving at OTH Gives Back



Above: CAL's outreach booth and a representative at a panel discussion at Bedok Bethesda Church

Key Events

CAL organised a variety of different events in 2018, ranging from engagement activities to help caregivers interact with each other and strengthen their social connections, to campaigns aiming to raise awareness of mental health and advocate against stigma. Some of these activities were run for the very first time this year.





Our happy volunteers and support leaders after an appreciation dinner



A volunteer trainer presenting in a Chinese Train-the-Trainer session



Our team of volunteers at the Flea Market

Estate Planning for Caregivers | 18 April 2018

Caregiving is a long journey which requires sustained effort and resources. Ensuring financial stability for caregivers and their loved ones is imperative in empowering families to feel more secure. CAL held a one-day workshop for guiding caregivers on estate planning and trusts through presentations by student volunteers. Caregivers were also given the opportunity to make their Lasting Power of Attorney (LPA) applications through the pro bono assistance of legal professionals.

Appreciation Sessions for Volunteers and Support Leaders

10 May, 22 June, 23 August 2018

What better way to show our gratitude to loyal and dedicated caregivers who have volunteered with CAL tirelessly than to have a number of appreciation dinners acknowledging their invaluable contribution to CAL's growth and reach? The dinners allowed volunteers to catch up with old friends, including other volunteers and staff, and to be updated on recent news and initiatives at CAL.

Train-the-Trainer | June 2018

CAL's signature C2C programme would not be possible without the staunch support of CAL's volunteer trainers. These are C2C graduates who subsequently returned to share their knowledge and experiences with other participants. In June 2018, a total of 49 volunteers were trained.

Flea Market | 4 August 2018

As part of our fundraising activities, CAL organized a flea market at our head office giving caregivers and volunteers an opportunity to meet each other. An assortment of pre-loved articles such as toys, appliances and bags have now found a new home and some of our caregivers new friends within the community.



Participants warming up at the Anybody Can Dance (ABCD) workshop

Le Jeu & ABCD | 1 September 2018

Losing oneself to the rhythms and moves of music and dance can be therapeutic to caregiver lives fraught with anxiety and stress. CAL collaborated with Creatives Inspirit, a creative arts company, to bring two dance workshops - Le Jeu and Anybody Can Dance (ABCD).

At the end of the workshops, an appreciative participant commented: "...it was such fun to just play and dance, which I have forgotten as an adult."

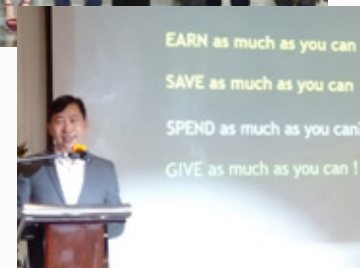
The two dance workshops were the first of several engagement activities aimed at helping caregivers relax from the anxieties of daily caregiving. It was also an opportunity for caregivers to experience first-hand the importance of self-care through exercise, artistic expression and having fun together with other participants.



A fun shot with ministers Mr Tharman Shanmugaratnam and Dr Amy Khor (Photos from IMH)

Mental Health Festival 2018 | 9 September 2018

CAL was part of the Mental Health Festival 2018, held in celebration of the 90th Anniversary of the Institute of Mental Health (IMH). It was a chance for CAL to showcase the Caregivers Support Centre (CSC) at IMH, a drop-in centre for caregivers to connect with CAL staff to receive emotional support, information and referrals. Visitors enjoyed fun activities such as a lucky draw and games run by volunteers and staff. It was also the launch of the nationwide anti-stigma campaign, "Beyond the Label". Notable visitors on the day included ministers Mr Tharman Shanmugaratnam and Dr Amy Khor.

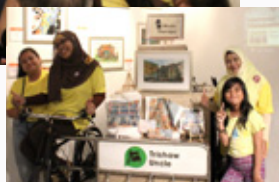


From top: Minister Ng Chee Meng, CAL Board Members and Executive Director Tim Lee at our Charity Lunch; Tim encouraging generosity in his speech

CAL Charity Lunch 2018 | 29 September 2018

CAL's annual Charity Lunch was attended by more than 490 caregivers and guests. Graced by Guest-of-Honour Minister Mr Ng Chee Meng, the guests donated generously and CAL raised more than S\$270,000 in donations.

The theme "Journey of Hope" resonated with many who attended the Charity Lunch and were encouraged by the insightful narratives of caregiver, Hidayah and person-in-recovery, Claire.

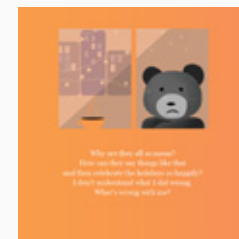


Caregivers touring the Chinatown Heritage Centre and singing along to oldies with local band Chain Reaction



#YOLO
2020

#YOLO2020 press conference held at CAL's head office



Amberletter's definition and a sample post on Instagram

Those Were The Days | 13 and 14 October 2018

Working closely with community partners is a meaningful way to engage with caregivers. CAL had its first collaboration with Chinatown Heritage Centre at "Those Were The Days", a weekend for caregivers to enjoy a day out with their families. Caregivers were given the chance to tour the museum and experience Chinatown in the bygone era of the 1950s, while relaxing to a sing-along session of classical favourites performed live by local band Chain Reaction. There was also an origami workshop and old school games for caregivers, in line with the theme of reminiscence therapy.

#YOLO2020 Launch | 28 November 2018

CAL was chosen as the main beneficiary of #YOLO2020, an 18-month fundraising campaign to raise awareness of mental health issues. The campaign will culminate in May 2020 with an attempt by Mr Yeo Siak Ling and Mr Uantchern Loh to summit Mount Everest. The initiative is in support of the National Council of Social Service's (NCSS) Beyond the Label campaign, and aims to encourage individuals and organisations to make a difference in the lives of others.

More than 50 participants from varied organisations (CAL, IMH, NCSS, SGX, Accenture, Resilience Collective, Deutsche Bank, Make The Change, Ingenuity) have committed to join the climb to Everest Base Camp in support of #YOLO2020.

AmberletterSG | November 2018 - February 2019

In December 2018, CAL launched AmberletterSG, a 12-week awareness campaign on Instagram. The initiative called on all in Singapore to care for those feeling sad and down during the festive season. By encouraging viewers to reach out to the largely unnoticed group in society at risk of depression or even suicide, the campaign sent the message that anyone can be a caregiver. The key face of the campaign was CAL Bear, a character who goes through different life scenarios that a person at risk might face.

A post-campaign survey showed encouraging results. The majority of respondents could relate to CAL Bear's struggles and felt inspired to be concerned for others during the festive season. In addition, the campaign received support from local celebrities such as Hossan Leong, Chua En Lai, and Narelle Kheng. AmberletterSG is due to run again the next festive season.

In the Spotlight

In 2018, CAL was featured prominently in the media as well as by various public figures. There was strong interest in mental health over the course of the year, and CAL benefited from the increase in publicity and media attention. In particular, CAL was frequently highlighted as being the only organisation in Singapore that caters specifically to caregivers of persons with mental health issues. The following page lists some instances of CAL being featured in the media.





News

- **Channel 8**

13 October 2018 | 报读看护者培训班人数 六年增近十倍

- **The Straits Times**

16 October 2018 | Caregivers, fret not, more help is on the way

- **The Straits Times**

28 November 2018 | Two pledge to scale Mount Everest to raise awareness for mental health issues

- **TodayOnline**

5 December 2018 | Gen Y Speaks: What caring for my mum taught me about mental illness



Television

- **Channel NewsAsia**

1 November 2018 | First Look Asia: Personally Speaking: The Art of Caregiving

- **Channel NewsAsia**

28 October 2018 | Fatigue and burnout: Efforts being made to support caregivers



Speeches

- **Speech by President Halimah Yacob** at the First Global Summit for Mental Health Advocates

4 October 2018

- **Speech by Dr Amy Khor** at Caregiver Symposium

3 February 2018



Radio

- **938 Now** interview with Jared Goh, CAL's Head of Operations & Partnerships

26 September 2018 | "Night Chat with Susan Ng"



Awards

- **Singapore Patient Conference Caregiver Award** presented to CAL caregiver support specialist Hidayah

19 October 2018

Two pledge to scale Mount Everest to raise awareness for mental health issues (Mr Yeo Siak Ling and Mr Uantchern Loh, far left)



938 Now interview with Jared Goh, CAL's Head of Operations & Partnerships (Jared Goh, far left)



Singapore Patient Conference Caregiver Award presented to CAL caregiver support specialist Hidayah

Acknowledgements



Thank you for your continuous support



Founding Members

BinjaiTree
Caregivers' Association of the Mentally Ill
Singapore Anglican Community Services



Partners

Agency for Integrated Care
Changi General Hospital
Chinatown Heritage Centre
Community Chest
Creatives Inspirit
Institute of Mental Health
Jurong Community Hospital
Khoo Teck Puat Hospital
National Council of Social Service
National University Hospital
Ng Teng Fong General Hospital
People's Association
Singapore Association for Mental Health
Singapore General Hospital
St. Andrew's Community Hospital
Tan Tock Seng Hospital
Tote Board
Unseen Art
Yishun Community Hospital



Corporates & Foundations

Capital International
Community Foundation of Singapore
Deutsche Bank
Johnson & Johnson
The Silent Foundation
The Singapore Island Country Club
Tan Chin Tuan Foundation

Donors who contributed \$1,000 and above in 2018

Individuals

Andreas Handayanto
Ang Ai Leng
Ang Hao Yao
Ang Sok Leng
Chan Wai Leong
Chew Sutat
Chong Chiet Ping
Chow Mung Sheung
Dr Chua Hong Choon
David SC Zhao
Dr Chong Lai Leong William
Elaine Teo
Fam Siu Ping Anita
Ferdinand
Galen Tan Kok Kheng
Jane Koh Hwee Ling
Jared Goh Kim Hun
Jennifer Fan
Khor Yong Kok
Koay Peng Yen
Lee Kwok Cheong
Lee Wee
Dr Leong Jern-yi
Lew Way Yuen

Lim Boon Hai
Lim Siew Eng Jane
Dr Loh Yik Hin
Margaret Ong Weei Keng
Mark Tay Kuang Ming
Nelson Lo
Ng Jui Sia
Peter Poh Chong Siang
Poh Hai
Dr Sally Thio
Sasiraj Somarajan
Dr Swapna Verma
Dr Tan Buay Imm
Tan Teik Seng
Tim Oei
Timothy Lee Siew Teck
Toh Hock Siew
Tong Chai Khim
Valerie Liu
Vinayak Herur
Wong Kok Yee
Wong Wing Wah Samuel
Woo Kwong Mun
Yanti Tjandra

Organisations

BinjaiTree
Deutsche Bank
Feinmetall Singapore Pte Ltd
Holywell Foundation Limited
Johnson & Johnson
MINDSET Care Limited
NCI Golf Pte Ltd
Orange Clove Catering Pte Ltd
Robert Khan & Co Pte Ltd
RSM Chio Lim LLP
Sunray Woodcraft Construction Pte Ltd
SymAsia - Jia Foundation
SymAsia Singapore Fund - Nehemiah Foundation
Tan Chin Tuan Foundation
Temasek T-Touch
The Silent Foundation Ltd
The Singapore Island Country Club
Tote Board

Board of Directors

**Chew Sutat**

Chairman | Appointed: 10 December 2015
Member, Nominations & Human Resource Committee
& Fundraising Committee
Executive Vice President, Singapore Exchange

**Ching Hon Siong**

Vice Chairman | Appointed: 25 October 2011
Chairman, Nominations & Human Resource Committee
Director, LODS International Pte Ltd

**Dr Chua Siew Eng**

Director | Appointed 1 January 2019
Specialist Psychiatrist, Raffles Medical Group

**Elaine Teo**

Director | Appointed: 1 February 2017
Chairman, Fundraising Committee
Director, Olam International & Mapletree Investments

**Galen Tan**

Director | Appointed: 1 October 2017
Chairman, Finance Committee
Managing Director, One Tree Partners Pte Ltd

**Jennifer Fan**

Director | Appointed: 1 October 2017
Member, Fundraising Committee & Finance Committee
Head of Asia, Freemont Capital

**Koay Peng Yen**

Director | Appointed: 1 May 2018
Member, Nominations & Human Resource Committee
Former Group CEO, Tiger Airways Holdings

**Lim Jen Howe**

Director | Appointed: 21 March 2013
Chairman, Audit Committee
Partner, Thong & Lim, Chartered Accountants

**Dr Swapna Kamal Verma**

Director | Appointed: 21 March 2013
Chairman, Programmes and Services Committee
Chief of the Early Psychosis Intervention Department, Institute of Mental Health

**Tim Oei**

Director | Appointed: 1 May 2018
Member, Programmes and Services Committee
CEO, National Kidney Foundation

**Wong Kok Yee**

Director | Appointed: 1 January 2017
Member, Fundraising Committee & Audit Committee
Director, Wong Kok Yee Tax Services Pte Ltd

Corporate Governance

CAL is led by a Board of Directors who are elected or co-opted volunteers. The Board is headed by the Chairman and consists of Board Directors who possess diversified leadership experience across various public and private sectors. No staff sits on the Board; the Executive Director and the Head, Operations & Partnerships attend Board meetings as CAL staff. During the financial year 2018, the Board met 4 number of times and are kept abreast of CAL's activities and progress as well as to approve proposals and projects. The authorities, duties and responsibilities of the Board are guided by CAL's Constitution and Terms of Reference (TOR).

CAL has an induction and training policy for new Board Directors where they will be issued with a Board Orientation and given a briefing by the Executive Director/Senior Management on CAL's vision, mission, strategy and operation. During the year, the Board undertook a self-evaluation assessment.

CAL has the following sub-committees:

- **Nominations and Human Resource**
- **Fundraising**
- **Programmes and Services**
- **Audit**

A new Finance sub-committee will also be established in 2019.

The Audit Committee provides the Board with Financial regular updates for Board meetings to allow the Board to make informed decisions of CAL's performance, position and prospects. The Board is responsible for the appointment of external auditors.

Whistle Blowing Policy

CAL promotes an open, transparent, no-rank culture where whistle blowers – staff, volunteers, suppliers, and the general public – are encouraged to whistle blow about any possible corporate or employee improprieties in good faith without fear of punishment or unfair treatment. Reports may be channelled to CAL's designated email account: **whistleblow@cal.org.sg**. This will be auto-forwarded to the Board Chairman and the Audit Committee Chairman. All reports will be treated in strictest confidence and promptly investigated.

Conflict of Interest

The Board adopts the policy of declaration by the Board Directors and all staff of any personal interests that may affect the integrity, fairness and accountability to CAL. When a situation arises where there is a conflict of interest, the Director or staff shall abstain from participating in the discussion, decision making and voting on the matter.

Transparency

CAL provides its Governance Evaluation Checklist from the Code of Governance for Charities and Institutions of a Public

Character, a yearly summary of its financial information and copies of CAL Annual Report in the CAL website and on the Charity Portal for access by members of the public. In addition to disclosing whether CAL has complied with each requirement under the checklist, CAL has further elaborated on how it has complied.

Financial and Budgeting

Budgeting exercise for each programme, project and event is conducted before the beginning of the financial year and approved by the Board. Monthly financial reports are generated by the Finance Department and circulated to the Executive Director and the Board Chairman to monitor the actual spending against budget. Quarterly budget reviews are also conducted and reported to the Board as well. CAL has a proper chart of authority for seeking approval for procurement and payment, which is approved by the Board.

Remuneration Policies

All Directors of the Board are volunteers and do not receive any remuneration. To avoid potential conflict of interest when determining the remuneration of key management staff within CAL, there is a formal and transparent procedure for determining key management personnel's remuneration by the Nominations and Human Resource Committee. No employee is involved in deciding his or her own remuneration.

Other Practices

CAL does not provide any loan to staff or external parties. It also does not make any cash donations to external parties.

Board Meeting Attendance

Directors	Number of Meetings	Attendance
Chew Sutat	4	4
Ching Hon Siong	4	3
Elaine Teo	4	2
Galen Tan	4	3
Jennifer Fan	4	4
Koay Peng Yen	2	1
Lim Jen Howe	4	3
Dr Swapna Verma	4	3
Tim Oei	2	1
Wong Kok Yee	4	3
Alan Goei*	1	1
Anita Fam*	2	2
Mary Kwan*	3	3

Board Sub-Committee Meeting Attendance

Audit Committee

Directors	Number of Meetings	Attendance
Lim Jen Howe, Chairperson	2	2
Galen Tan, Member	2	2
Wong Kok Yee, Member	2	1
Tim Lee, Executive Director	2	2
Jared Goh, Secretariat	2	2

*No longer in Board of Directors

Fundraising Committee

Directors	Number of Meetings	Attendance
Elaine Teo, Chairperson (New)	3	2
Mary Kwan, Chairperson (Old)*	3	1
Chew Sutat, Member	3	3
Jennifer Fan, Member	3	3
Wong Kok Yee, Member	3	2
Susan Ding, Secretariat	3	3

Nominations & Human Resource Committee

Directors	Number of Meetings	Attendance
Ching Hon Siong, Chairperson	1	1
Chew Sutat, Member	1	1
Koay Peng Yen, Member	1	1
Jared Goh, Secretariat	1	1

Programmes & Services Committee

Directors	Number of Meetings	Attendance
Dr Swapna Verma, Chairperson	1	1
Tim Oei, Member	0	0
Tim Lee, Executive Director	1	1

Governance Evaluation Checklist

S/N	Description	Code ID	Response	Reasons for Non-Compliance
Board Governance				
A	Are there Board Members holding staff appointments? (Skip items 1 and 2 if “No”).		No	There are no staff holding Board appointments.
3	There is a maximum limit of four consecutive years for the Treasurer position (<u>or equivalent, e.g. Finance Committee Chairman</u>).	1.1.6	Complied	Chairman of the Finance Committee cannot serve for more than two (2) consecutive terms. Chairman of the Board currently oversees finances. A new Finance Committee has just been established.
4	The Board has an audit committee (or designated Board members) with documented terms of reference).	1.2.1	Complied	Terms of Reference for Board and Committees are published in the 2018 Annual Report.
5	The Board meets regularly with a quorum of at least one-third or at least three members, whichever is greater (or as required by the governing instrument).	1.3.1	Complied	
Conflict of Interest				
6	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied	Board members and all staff declared their potential conflicts of interest annually in the Conflict of Interest Declaration Form. For conflict instances, they shall abstain from participating in the discussion, decision making and voting on the matter.
7	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied	All Board members are prohibited from any business dealings and contracts with CAL. A Board member with a declared conflict of interest is not allowed to vote or participate in decision making on the matter.
Strategic Planning				
8	The Board reviews and approves the vision and mission of the charity. They have documented and communicated to its members and the public.	3.1.1	Complied	The vision and mission were reviewed and changed in 2018 and are published in CAL’s website (http://www.cal.org.sg) as well as in the Annual Report.

9	The Board approves and reviews a strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	Strategic directions and plans were presented and updated by management at two board meetings, and endorsed by the Board.
Human Resource Management				
10	The Board approves documented human resource policies for staff.	5.1	Complied	HR policies for staff are proposed by management, reviewed and endorsed by the Nominations and HR Committee and approved by the Board. A set of new HR Manual and HR Staff Handbook was approved in 2018.
11	There are systems for regular supervision, appraisal and professional development of staff.	5.6	Complied	Annual appraisal and training plans are in place for all staff. Staff were also appraised based on behavioural commitments to established values.
Financial Management and Controls				
12	The Board ensures internal control systems for financial matters are in place with documented procedures.	6.1.2	Complied	Documented policies and procedures such as authorisation limits, procurement, payment, etc, are endorsed and approved by the Board.
13	The Board ensures reviews on the charity's control, processes, key programmes and events.	6.1.3	Complied	The Board maintained independent oversight on the adequacy and effectiveness of controls through the review of monthly management accounts and transactions and the work done by the external auditors.
14	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	The annual budget was presented by management and approved by the Board. Monthly financial reports were reviewed to compare against the approved budget, and regular financial updates are presented and approved during board meetings.
15	The charity discloses its reserve policy in the annual report.	6.4.1	Complied	Reserves policy is disclosed in CAL's Annual Report.
B	Does the charity invest its reserves? (Skip item 16 if "No")		Yes	

16	The charity invests its reserves in accordance with an investment policy approved by the Board. It obtains advice from qualified professional advisors, if deemed necessary by the Board.	6.4.3	Complied	Investment policy is disclosed in CAL's Annual Report. Investments in FDs were approved by the Board.
Fundraising Practices				
17	Donations collected are properly recorded and promptly deposited by the charity.	7.2.2	Complied	All direct donations were issued with receipts and reported quarterly to the Board. Donations relating to charity events were reported to the respective Organising Committee and the Board.
Disclosure and Transparency				
18	The charity makes available to its stakeholders an annual report that includes information on its programmes, activities, audited financial statements, Board members and executive management.	8.1	Complied	An Annual Report, including the audited Financial Statements, is published yearly. It is also available in CAL's website.
C	Are Board members remunerated for their Board services? (Skip items 19 and 20 if "No")		No	Board members were not paid for their services.
D	Does the charity employ paid staff? (Skip items 21 and 22 if "No")		Yes	
21	No staff is involved in setting his or her own remuneration.	2.2	Complied	CAL followed very closely the salary scales provided by NCSS.
22	The charity discloses in its annual report the annual remuneration of its three highest paid staff who each receives remuneration exceeding \$100,000, in bands of \$100,000. If none of its top three highest paid staff receives more than \$100,000 in annual remuneration each, the charity reveals this fact.	8.3	Complied	The annual remunerations of staff exceeding \$100,000 are disclosed in CAL's Annual Report.
Public Image				
23	The charity accurately portrays its image to its members, donors and the public.	9.1	Complied	CAL's vision, mission, values, programmes and activities are contained in the Annual Report which is available in CAL's website.

Conflict of Interest Policy

Purpose

CAL (hereinafter ‘the Organisation’) is a non-profit organisation. Consequently, there exists between CAL and its employees and the public a fiduciary duty, which carries with it a broad and unbending duty of loyalty and fidelity. All employees have the responsibility of administering the dealings of the Organisation honestly and prudently, and of exercising their best care, skill, and judgment for the sole benefit of the Organisation.

All employees shall exercise the utmost good faith in all transactions involved in their duties, and they shall not use their positions with the Organisation or knowledge gained for their personal benefit. There shall be no vested or personal interest or interest of third parties. The interests of the Organisation must be the first priority in all decisions and actions.

Persons Concerned

This statement is directed not only to Board Members and directors, but to all employees who can influence the actions of the Organisation. For example, this would include all who make purchasing decisions, and anyone who has proprietary information concerning the Organisation.

Areas In Which Conflict May Arise

The following non-exhaustive examples that conflicts of interest may arise in the relations of the employees with any of the following third parties:

- Persons and organisations supplying goods and services to the Organisation;
- Persons and organisations from whom the Organisation leases property and equipment;

- Persons and organisations with whom CAL is dealing or planning to deal in connection with the gift, purchase or sale of goods and services, securities, or other property;
- Competing or affiliated organisations;
- Donors and others supporting the Organisation;
- Agencies, organisations and associations which can influence the operations of CAL;
- Family members, friends, and other employees; and
- Recruitment of an employee with close relationship (i.e. those who are more than acquaintances).

Nature Of Conflicting Interest

A conflicting interest may be defined as an interest, direct or indirect, with any persons or organisations mentioned in the above examples. Such an interest might arise through:

- Owning stock or holding debt or other proprietary interests in any third party dealing with the Organisation;
- Holding office, serving on the board, participating in management, or being otherwise employed (or formerly employed) with any third party dealing with the Organisation;
- Receiving remuneration for services with respect to individual transactions involving the Organisation; and
- Using the Organisation’s resources or goodwill for other than the Organisation approved activities, programs, and purposes.

Interpretation Of This Statement Of Policy

The areas of conflicting interest listed above, and the relations in those areas which may give rise to conflict listed in Section 4, are not exhaustive. Conflicts might arise in other areas or through other relations. It is assumed that the employees will recognise such areas and relations by analogy.

The fact that one of the interests described above exists does not necessarily mean that a conflict exists, or that the conflict, if it exists, is material enough to be of practical importance, or if material, that upon full disclosure of all relevant facts and circumstances it is necessarily adverse to the interests of the Organisation.

However, it is the policy of the Board that the existence of any of the interests described above shall be disclosed before any transaction is consummated. It shall be the continuing responsibility of the members and employees to scrutinise their transactions and outside business interests and relationships for potential conflicts and to immediately make such disclosures.

CAL or a duly constituted committee thereof shall determine whether a conflict exists and in the case of an existing conflict, whether the contemplated transaction may be authorised as just, fair, and reasonable to the Organisation. The decision of the Organisation or a duly constituted

committee thereof on these matters will rest in their sole discretion, and their concern must be the welfare of the Organisation and the advancement of its purpose.

Disclosure Policy And Procedure

Transactions with parties with whom a conflict of interest exists may be undertaken only if all of the following are observed:

- a) That conflict of interest is fully disclosed;
- b) The employee with the conflict of interest is excluded from the discussion and approval of such transaction;
- c) A competitive bid or comparable valuation exists; and
- d) The Organisation or a duly constituted committee thereof has determined that the transaction is in the best interest of the Organisation.

Financial Information

Income	FY ending	FY ending	FY ending
	31/12/2016	31/12/2017	31/12/2018
Tote Board Funding	1,072,905	1,191,456	1,241,367
Care & Share Grants	132,666	804,106	386,985
Donations	474,155	237,430	152,675
Fundraising Event	527,423	247,401	384,424
Programme Fees	8,385	6,591	5,954
Others	32,021	54,380	85,185
Total Receipts	2,247,555	2,541,364	2,256,590

Expenses	FY ending	FY ending	FY ending
	31/12/2016	31/12/2017	31/12/2018
Staff Costs	1,127,930	1,611,767	1,847,265
Operating Expenses	275,270	304,266	264,713
Fundraising Costs	69,917	19,073	28,413
Total Expenditure	1,473,117	1,935,106	2,140,391
Surplus	774,438	606,258	116,199

Balance Sheet	As at	As at	As at
	31/12/2016	31/12/2017	31/12/2018
ASSETS			
Property, plant & equipments	251,333	166,733	95,060
Other Receivables	9,691	113,036	52,883
Cash & Cash equivalents	2,933,909	3,530,747	3,870,004
Total Assets	3,194,933	3,810,516	4,017,946
FUNDS			
General Funds	1,812,173	1,982,745	2,239,968
Restricted Funds	1,375,506	1,811,192	1,670,169
Total Funds	3,187,679	3,793,937	3,910,137
LIABILITIES			
Current Liabilities	7,254	16,579	107,809
Total Liabilities	7,254	16,579	107,809
Total Liabilities and Funds	3,194,933	3,810,516	4,017,946
Other Information	FY ending	FY ending	FY ending
	31/12/2016	31/12/2017	31/12/2018
No. of Employees	21	26	26

caregivers alliance
— limited —



calsingapore | www.cal.org.sg

CAL Head Office

491-B River Valley Road, #04-04 Valley Point Office Tower, S248373
E-mail: general@cal.org.sg | Tel: 6460 4400

Caregivers Support Centre

Institute of Mental Health (Block 1 Lobby), 10 Buangkok View, S539747
E-mail: csc@cal.org.sg | Tel: 6388 2686 / 6388 8631

Changi General Hospital

E-mail: emaileast@cal.org.sg | Tel: 9736 9170

Khoo Teck Puat Hospital

E-mail: emailcentral@cal.org.sg | Tel: 9826 7115

Ng Teng Fong General Hospital

E-mail: emailwest@cal.org.sg | Tel: 9720 7590

Singapore General Hospital

E-mail: emaileast@cal.org.sg | Tel: 6221 5004

Tan Tock Seng Hospital

E-mail: emailcentral@cal.org.sg | Tel: 9729 8628