



慈恩林
GRACE LODGE
(NURSING HOME)

ANNUAL REPORT
2021



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1 Annual Report - 31 March 2021

1.1 Organisation Profile

GRACE LODGE was registered as a society on 19 December 1988 and under the Charities Act on 6 March 1990.

Charity Registration Number	: 0720
Unique Entity Number	: UEN S88SS0120C
IPC Status	: IPC 000336 01 September 2019 – 31 August 2021
Registered Address	: 105 Punggol Road, Singapore 546636
Place of Operation	: 19 Compassvale Walk, Singapore 544644
Banker	: United Overseas Bank Limited, Siglap Branch Standard Chartered Bank(s) Ltd
Auditor	: Robert Yam & Co PAC
Honorary Legal Advisors	: Mr Khor Thiam Beng, Mr Khor Wee Siong
Honorary Medical Advisor	: Dr. Ee Chye Hua

The Executive Committee for the term from 21 December 2020 to 30 September 2022 was elected at the Annual General Meeting held on 19 December 2020.	Grace Lodge board members make significant contributions to our charitable cause, with their selfless dedication as well as their commitment of professional knowledge and precious time.		Related Entities
	Board members who have served for more than 10 consecutive years	Board Meeting Attendance in year 2020	
Venerable Kuan Yan, BBM President	Co-Founder, succeeded Founder, Late Venerable Yen Pei as President since 1997	1/1	<ul style="list-style-type: none"> Singapore Buddhist Welfare Services, President 2020 – 2022
Mdm Tan Suat Lay Vice President	Pioneer Board Member since establishment	1/1	<ul style="list-style-type: none"> Singapore Buddhist Welfare Services Committee Member 2020 - 2022
Mr Yeo Yam How Honorary Secretary	Board member since 2014	1/1	<ul style="list-style-type: none"> NA
Mr Wee Cho Tat Assistant Secretary	Board member since 2013	1/1	<ul style="list-style-type: none"> NA
Mr Toh Seng Poh Honorary Treasurer	Pioneer Board member since establishment	1/1	<ul style="list-style-type: none"> NA
Ms Lim May Poh Mabel Assistant Treasurer	Board member since 2018	1/1	<ul style="list-style-type: none"> NA
Mdm Lim Watt Committee Member	Board member since 2006	0/1	<ul style="list-style-type: none"> NA

No.	EXECUTIVE SUB-COMMITTEES	COMMITTEE MEMBERS
1	Audit Committee	Mr Yeo Yam How, Chairman
		Mr Wee Cho Tat, Member
		Mdm Lim Watt, Member
2	Programmes & Services Committee	Mr Wee Cho Tat, Chairman
		Mr Toh Seng Poh, Member
		Ms Mabel Lim May Poh, Member
3	Human Resource Committee	Mdm Ng Bee Nah, Chairperson
		Venerable Kuan Yan, Member
		Mdm Saw Swee Lan, Member

Key Management Personnel

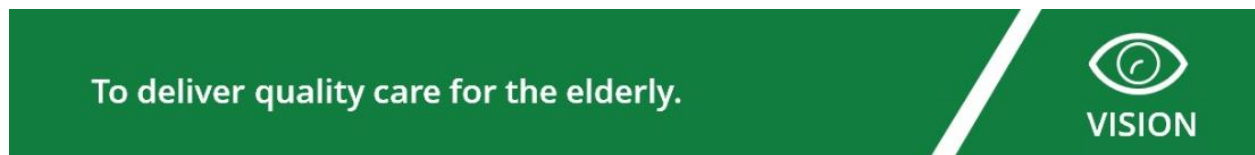
No.	GRACE LODGE		Date Joined
1	Mr Ranjit Singh	Director of Nursing	August 2010
2	Mr Qian Zhi Jiang	Operations cum Facilities Manager	June 2019
3	Ms Christina Ng	Senior Nurse Manager	March 2021

Related Entity

No.	Entity	UEN No.
1	Singapore Buddhist Welfare Services	S81SS0060H



1.1.1 Vision



1.1.2 Mission



1.1.3 Objective

The nursing home's objective is to provide shelter and care for needy, handicapped persons and the aged sick in Singapore, regardless of race, religion or gender.

1.1.4 Corporate Governance

- As an Institution of Public Character (IPC) and a registered charity, Grace Lodge is committed to the established standards of corporate governance in Singapore.
- Grace Lodge believes that strong corporate governance is in its best interests and is committed towards maintaining the standards required.
- Grace Lodge is guided by a set of corporate governance guidelines, based on best practices in the corporate and voluntary sectors.

1.2 Policies

1.2.1 Finance and Funding Policy

The nursing home is funded by the Government and public donations. The Home also collects fees from paying cases. Such fees are based on the individual families' financial situations. All families are means-tested to determine their respective abilities to pay. The Ministry of Health provides subsidies based on the per capita income of the family, with subsidies ranging from 0% to 75% of the norm cost as specified by the Ministry.

As an IPC, the nursing home's policy is to preserve its integrity and transparency, promote public trust and confidence in the nursing home, comply with the code of governance guidelines, institute and observe measures to prevent actual, potential or perceived conflicts of interest that could affect the integrity, fairness and accountability of the nursing home, as well as ensure that its staff and volunteers all act in the best interests of the nursing home in helping to achieve its vision as defined above.

The policy includes establishing standard procedures for handling the disclosure of any conflicts of interest that may arise and how to address them.

1.2.2 Reserves Policy

The reserves that we have set aside provide financial stability and the means for development of our principal activities. The current level of reserves, which amounts to SGD\$7.7 million, is adequate to fund 0.78 year of annual operating expenditure. However, the reserves include the fixed assets of SGD\$1,016,084 which are required for the continued operations of our organization. Adjusting for such fixed assets and depreciation (non-cash outlay), at operating expenditure, on a cash basis, this figure would be reduced to 0.69 year. We intend to grow our reserves to ratio of 1.0. We intend to use the reserves for the nursing home and its welfare activities. The Management Committee regularly reviews the amount of reserves that are required, to ensure that they are adequate to fulfil our continuing obligations.

Our reserves position as at the financial year ended 31 March 2021:

	Current Year	Previous Year	% Increase/ (Decrease)
Unrestricted Funds (Reserves)	S\$	S\$	S\$
- General Funds	7,723,287	6,183,085	25%
Restricted/Designated Funds			
- Medifund Account	945,413	856,802	10%
- CST Fund	372,524	243,681	53%
Total Funds¹	9,041,224	7,283,568	24%
Ratio of Reserves² to Annual Operating Expenditure³	0.78	0.72	8%

¹ Total funds include unrestricted, restricted, designated and endowment funds.

² Unrestricted Funds.

³ Expenditure for Charitable Activities as well as Operating and Administrative Expenses.

1.3 About the Programmes and Services

Grace Lodge has a team of dedicated, professional nursing and support staff who offer comprehensive nursing home services to residents. Residents are also supported with access to quality facilities, as well as medical and social care around the clock.

- 1) Grace Lodge services include:
 - medical services,
 - occupational therapy,
 - physiotherapy,
 - speech therapy.

- 2) Specialist services under the Integrated Framework include:
 - geriatric care,
 - psycho-geriatric care,
 - speech therapy,
 - pharmaceutical services,
 - dietetic services,
 - podiatrist services.

Volunteers engaged by Grace Lodge commit their time and efforts in improving the social and physical well-being of our residents.

- 3) Scope of volunteer work:
 - perform simple chores at the nursing home;
 - organize activities and celebrations;
 - provide hair-cutting services;
 - arrange outings for residents and accompany them during outings.



1.4 Application for Admission to the Nursing Home

Applications for admission of subsidized residents are made by referrals through Agency for Integrated Care (AIC), followed by review and approval by Grace Lodge Management, after careful consideration of the clinical conditions of the applicants.

Grace Lodge follows the admission criteria set by the Ministry of Health and AIC.

Admission Criteria:

- 1) Any sick person, especially an elderly person with medical condition(s) such as stroke, diabetes mellitus or other chronic sickness;
- 2) a patient requiring long-term daily nursing care, such as tube feeding, pain relief, wound dressing;
- 3) a patient with no caregiver or the caregiver is unable to provide the nursing care required;
- 4) a patient with any of the following medical conditions: dementia, psychiatric illness (stable), MRSA (colonized);
- 5) a patient with special nursing needs, such as:
 - urinary catheter care;
 - colostomy care;
 - nasogastric / gastrostomy feeding;
 - insulin injections.



1.5 Review of the Year 2020 – 2021

Residents are treated with dignity, compassion and respect by our Grace Lodge team, which comprises medical, nursing care, support professionals with diverse backgrounds, nationalities, skillsets and work experience.

DESCRIPTION	STAFF ON PAYROLL		TOTAL
	LOCAL	FOREIGN	
Care Staff			
Director of Nursing	1	-	1
Senior Nurse Manager	1	-	1
Assistant Nurse Manager	-	1	1
Nurse Educator	1	-	1
Senior Staff Nurse / Staff Nurse	8	5	13
Senior Enrolled Nurse / Enrolled Nurse	8	8	16
Nursing Aide	-	35	35
Health Attendant	-	48	48
Therapy Assistant	5	6	11
Total No. of Care Staff	24	103	127
Support Staff			
Administrative/Accounts Executive	4	1	5
Operations cum Facilities Manager	1	-	1
Business Liaison Officer	1	-	1
Medical Social Worker	2	-	2
Driver	1	-	1
Temperature Screener	3	-	3
Total No. of Support Staff	12	1	13
TOTAL STAFFING	36	104	140

SPECIALIST SERVICES		
DESCRIPTION	SERVICE PROVIDER	FREQUENCY OF SERVICES
Geriatrician	1	Once a month
Psycho-geriatrician	1	Twice a month
Speech Therapist	1	Twice a month
Occupational Therapist	1	Thrice a week
Physiotherapist	1	Thrice a week
Dietician	1	Once every 2 months
Pharmacist	1	Weekly
Medical Consultant	2	Four times a week and twice a month
Total No. of Specialists	9	

1.5.1 Staff Strength

- 1) There were 140 staff members as at 31 March 2021. Total staff costs and emoluments for FY 2020 was \$3,508,659.
- 2) Employees are recruited locally and abroad. Foreign nursing staff underwent training which provided them with the skills needed to look after the residents.
- 3) Number of staff members in remuneration band:
 - a. S\$100,000 and below S\$200,000 1
 - b. S\$50,001 – S\$100,000 6
 - c. S\$50,000 and below 133
- 4) Key management personnel of the nursing home are those persons having authority and responsibility for planning, directing and controlling the activities of the nursing home.

The members of the Executive Committee are considered key management personnel and did not receive any form of remuneration for the financial year ended 31 March 2021.



1.5.2 Staff Development

Training is critical to impart the right skills and knowledge to our staff that ultimately will result in enhanced care for our residents. From April 2020 to March 2021, 52 training courses were conducted with 380 attendees, including healthcare assistants, staff nurses, social workers and management personnel.



Highlights of our training:

- 1) Staff certified by Singapore Civil Defence Force in WSQ Response to Fire Emergency in Buildings for handling emergencies.
- 2) Infection Control (nursing home standard) Parts 1 & 2 on modes of virus transmission and prevention.
- 3) Fall Prevention rehash as a continual reminder for staff to guard against fall accidents.
- 4) In-house training by senior nurses on wearing Personal Protective Equipment (PPE) and their types of application.
- 5) Dementia Care (Basic) by St Luke's Hospital for our dementia ward staff.
- 6) Regular courses conducted by National Healthcare Group Pharmacy for our staff, such as "Safe Medication Administration".
- 7) 2 staff attended the WSQ Conduct Food & Beverage Hygiene Audit and were trained to initiate cleanliness audits.
- 8) 9 staff successfully completed a course for ITE Skills Certificate in Health Care conducted in Grace Lodge.
- 9) CLEAR (Communication, Law, Ethics And Professional Regulations) Course on End-of-Life Care by "The Palliative Care Centre for Excellence in Research and Education (PaC)" for our medical social workers.
- 10) Elder Abuse Talk by staff nurses for junior members.
- 11) Pressure Injury Prevention Day 2020 by St Luke's Hospital, a yearly convention on the latest developments.
- 12) N95 Mask Fitter Respiratory Certification by Kwong Wai Shiu Hospital, in which our staff were certified at the national level to perform mask-fitting.

1.5.3 Occupancy

GRACE LODGE STAFF HEAD COUNT

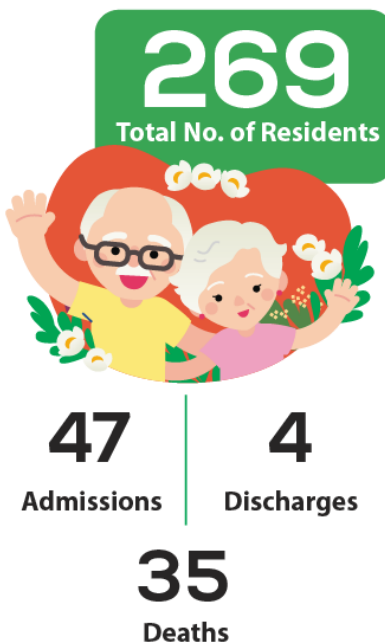
(As at end March 2021)



*All staff are appraised annually through open performance appraisal.

RESIDENTIAL CARE - BED OCCUPANCY

(As at end March 2021)



RESIDENTIAL CARE - CATEGORIZATION

Category 1

0 Residents

Category 2

10 Residents

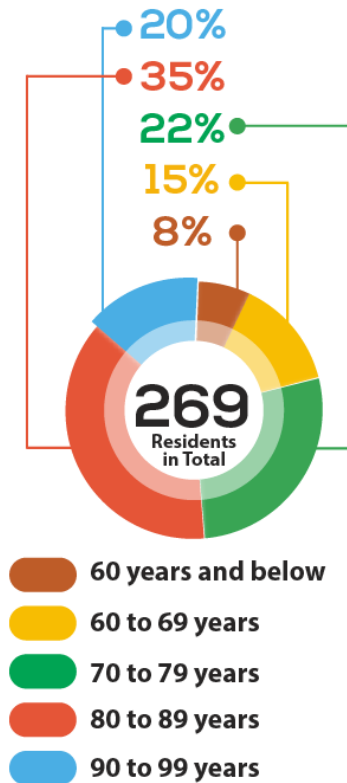
Category 3

157 Residents

Category 4

102 Residents

RESIDENTIAL CARE - PROFILE BY AGE



RESIDENTIAL CARE - MOBILITY STATUS

Walkers

23
Residents



Assisted Walkers

5
Residents



Wheelchair-bound

174
Residents



Bed-bound

67
Residents



RESIDENTIAL CARE - MONTHLY FEE RANGE

Range of Monthly Fees	Number of Residents' Families
Non-paying	84
< \$ 100	16
\$ 101 --- 200	22
\$ 201 --- 300	28
\$ 301 --- 400	14
\$ 401 --- 500	28
\$ 501 --- 600	22
\$ 601 --- 700	15
\$ 701 --- 800	13
\$ 801 --- 900	12
\$ 901 --- 1000	1
> \$ 1000	17

1.5.3.1 Dementia Ward (Female)

The Dementia Ward located on Level 6 is geared towards serving the needs of residents with dementia. Through constant training and exposure, our specially selected staff have come to understand and excel in caring for residents with dementia.

- 1) Maximum capacity of 30 beds, with 15 single bedrooms for individuals and 15 beds in an open-concept general ward layout.
- 2) Criteria for admission:
 - female;
 - mild to moderate dementia;
 - continence;
 - ambulant.
- 3) Number of residents as at 31 March 2021: 23 females.

Our dementia residents are females and housed at Fu Hui Link, Level 6.



1.5.3.2 Nursing Wards (Female and Male)

- 1) There were 269 residents in total as at 31 March 2021.
- 2) Average occupancy rate for the period 1 April 2020 to 31 March 2021 was 94.78%.
- 3) As at 31 March 2021, the occupancy was 96.76% which was the highest achieved for the period.
- 4) Grace Lodge provides highly subsidized services as the majority of residents come from low-income families.

Female residents are housed at Fu Hui Link, Levels 7 and 8.



Males residents are housed at Fu Hui Link, Levels 9 and 10.



1.5.4 Programmes and Services

1.5.4.1 Events

Grace Lodge fosters sustained social relationships of our residents with the community through organized events, which include visits, seasonal activities, celebrations, trips and outings, that will engage our Ah Mahs and Ah Gongs to be active and age gracefully. However due to the pandemic restrictions, many activities were either cancelled or converted to in-ward virtual events.

1.5.4.2 Significant Visits / Outings

- 1) Volunteers returned in limited numbers, starting in June 2020, to perform hair-cutting for our residents. The scheduling was intermittent, depending on the evolving pandemic situation.
- 2) Pouches and thermos mugs, purchased with the “Sayang Sayang Fund”, were gifted to all care staff in appreciation of their hard work during the COVID-19 circuit breaker period.
- 3) Little toddlers from various PCF Sparkletots preschools in the Sengkang North area interacted virtually with our Ah Mahs via large video projections in Wards 6 & 7. They sang songs, talked and played games during the 1-hour sessions held during the period June 2020 to March 2021.
- 4) Professor Teo Eng Keong, Deputy Director of SingHealth Medical Group, visited Grace Lodge on 26 February 2021, for a mini tour and discussion on the project collaborations with Grace Lodge.



1.5.4.3 Celebration Highlights



- 1) **Nurses' Day 2020**: Under "Phase 2 of Re-opening", each ward held a mini celebration at the ward level, with yummy curry puffs, pizzas, cakes, snacks and drinks, as well as gifts of NTUC vouchers and lucky draw prizes sponsored by the Management.
- 2) **National Day 2020**: Residents & staff were treated to delicious vegetarian lunch from Green Delights, in our celebration of National Day 2020. Goodie bags were also distributed on 7 August 2020.

A group of 8 students and volunteers from Nanyang Polytechnic celebrated National Day with the residents of Ward 6 via Zoom on 11 August 2020. The one-hour online program consisted of exercises and games.

- 3) **Community Care Day**: Minister Masagos Zulkifli from the Ministry of Social & Family Development chaired the Community Care Day on 1 November 2020 and arranged for special gifts to be distributed to our deserving care staff through the Agency of Integrated Care.
- 4) **Winter Solstice Festival**: Singapore Buddhist Welfare Services provided 200 glutinous rice balls with soup to Grace Lodge on 21 December 2020 for the Winter Solstice Festival.
- 5) **Christmas Celebration**: A 7-course lunch was served in every ward to celebrate Christmas at the ward level on 23 December 2020. Prizes were sponsored for the wards to conduct a lucky draw. These included NTUC vouchers, EZ-Link cards and other items. Our staff enjoyed the festivities and were glad to bid farewell to the tough year of 2020.
- 6) **Lunar New Year Celebration**: Parents and children of Grace Child Development Centre offered gifts of oranges and specially-made Chinese New Year cards to the residents of Grace Lodge. A pre-recorded video of the children's performance was also screened for the Ah Mahs and Ah Gongs on this occasion on 18 February 2021.

On 26 February 2021, a kind donor catered vegetarian lunch sets from Green Delights for Grace Lodge to celebrate Lunar New Year 2021. 117 residents and 68 staff members were treated to this immensely enjoyable meal.



1.6 In the Year Ahead 2021 – 2022



1) **Strengthening Manpower (on-going process)**

- focus on hiring of more locals;
- training of staff to enhance their knowledge and skills;
- rotation of staff to different wards for operational adaptability.

2) **Combat against Pandemics**

- Infection-Control Training for care staff – to ensure that all are well-trained in infection-control and use of personal protective equipment (PPE);
- safe zoning and distancing priorities;
- personal and environmental hygiene;
- ensure that Grace Lodge is well stocked with PPE;
- visitor control and screening to facilitate contact tracing;
- take immediate action in response to the changing advisories from MOH on the evolving pandemic situation;
- increase vaccination/testing rates for staff and residents;
- implement on-site Covid-19 Antigen Rapid Tests (ART) for all visitors.

3) **Dementia Ward 6, Level 6**

- upgrade staff further through advanced training in dementia care;
- increase number of dementia residents to reach target of 30 (100% capacity);
- continue admission of general ward residents to level 6.

4) **Enhancing collaboration with Sengkang Hospital (SKH)**

- Advance Care Planning (ACP) Training for end-of-life care;
- further enhance tele-consultation with SKH to reduce referrals to Emergency department or hospitalization.



Prime Minister Lee Hsien Loong announced a nationwide partial lockdown on 3 April 2020. Grace Lodge had taken precautions as early as January 2020 to contain the spread of COVID-19. This is critical as nursing homes care for two major high-risk groups - the elderly and those with underlying medical conditions.

Measures implemented during the course of the pandemic:

- regular briefings on the latest updates from MOH/ AIC;
- careful monitoring of residents' and staff health status with focus on flu-like symptoms;
- twice daily temperature screening and contact tracing/ declaration from 17 February 2020;
- suspension of all events (hair-cutting, birthday celebrations, volunteer activities) from February 2020;
- strict implementation of wearing masks and PPE (Personal Protective Equipment);
- constant verbal & visual reminders (such as posters) for staff and visitors to observe social distancing and hygiene;
- increased frequency of disinfection in high-touch and high-footfall areas;
- stockpiling of essential medical supplies and sourcing for additional backups;
- increased training in pandemic-related topics via internet video conferencing.

Zoning Actions:

- re-organizing the rental home arrangements of foreign staff, with those working in the same ward staying together in the same dwelling (no dwelling with staff working in other wards);
- staff restricted from entering other wards, with each ward conducting its own internal training;

- supplier deliveries restricted to allocated days and location for receiving the goods;
- restrictions on visits in terms of number of visitors, dates of visits, time, durations and visitor’s movement within Fu Hui Link;
- implementation of “Work-from-Home” arrangements for support staff.

Grace Lodge was successful in having met full-compliance in 2 audits by the Ministry of Health (MOH) during the lock-down:

- an initial audit to ensure compliance with MOH directives on COVID-19 measures (6 May 2020);
- a more comprehensive, second visit by 5 auditors, which involved the renewal of our PHMC licence and more in-depth investigation into adherence to COVID-19 measures (14 July 2020).

Grace Lodge endeavoured to “Stay Safe from COVID-19”, through regular virus swab testing. The following tests all yielded negative results:

- 29 April 2020 – SKH guidance and assistance in performing the testing of GL staff;
- 19 May 2020 – Grace Lodge staff conducted swab tests for all residents;
- 21 November 2020 – in-house testing for all Grace Lodge staff (for the period Nov/ Dec 2020);
- 26 January 2021 - in-house testing for all Grace Lodge staff (for the period Jan/ Feb 2021);
- 26 March 2021 - in-house testing for all Grace Lodge staff (for the period Mar/ Apr 2021).

When viable vaccines were secured, arrangements were made in January 2021 for our staff and residents to be vaccinated. Doctors and nurses from the Mobile Vaccination Teams (MVTs), which were appointed by MOH, assisted in the assessments and vaccinations on the dates below:

Vaccination Group	1st Dose	2nd Dose	Remarks
Staff	4 February 2021	25 February 2021	All vaccinations completed in 1 day.
Residents	1 – 3 March 2021 5 May 2021	22 – 24 March 2021 3 June 2021	Vaccinations are on-going.

Moving forward, MOH has implemented a 2-monthly swab test regime for nursing homes and is in the midst of vaccinating the local population. However, social-distancing and pandemic-containment measures are still in force and have been tightened as:

- globally, many countries are experiencing an upsurge in infections (2nd or 3rd wave);
- locally, new clusters have been discovered.

Grace Lodge will maintain vigilance and continue all safety protocols, to safeguard the health of our residents, staff and visitors.

END