

**LOVING
CARE,
DIGNIFIED
LIVES**



2022 ANNUAL REPORT



慈恩林
GRACE LODGE
(NURSING HOME)

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1 Annual Report – for Financial Year ended 31 March 2022

1.1 ORGANISATION PROFILE

1.1.1 About Us

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 2021 – 31 August 2024
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

1.1.2 The Executive Committee

<p>GRACE LODGE (GL) board members make significant contributions to our charitable cause, with their selfless dedication as well as their commitment of professional knowledge and precious time.</p> <p>The pioneer board members are, moreover, important exemplars for the other board members.</p> <p>They have been offering long-term assistance to us since GRACE LODGE establishment, being strong pillars of support who command respect and trust.</p> <p>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</p> <p>GRACE LODGE Board Members are not remunerated for their services to the Board, as their appointments are honorary.</p>							
Description	1	2	3	4	5	6	7
Name	Venerable Kuan Yan, <i>BBM</i>	Mdm Tan Suat Lay	Mr Yeo Yam How	Mr Wee Cho Tat	Mr Toh Seng Poh	Ms Lim May Poh, Mabel	Mdm Lim Watt
Position Held	President	Vice-President	Honorary Secretary	Assistant Secretary	Honorary Treasurer	Assistant Treasurer	Committee Member
Year of Appointment	Co-Founder, succeeded Founder, Late Venerable Yen Pei as President since 1997	Pioneer Board Member since establishment	Board Member since 2014	Board Member since 2013	Pioneer Board Member since establishment	Board Member since 2018	Board Member since 2006
Occupation	Buddhist Leader, Voluntary Social Worker	Executive Director Self-Employed	Retired Formerly Executive Director of Metro Pte Ltd	Assistant Director Employed	Retired Formerly Director of ERA Realty	Lawyer Employed	Finance Executive Employed
Position in other boards	President - SBWS - FHBCC	Committee Member - SBWS	Not Applicable	Not Applicable	Honorary Secretary - FHBCC	Assistant Secretary - FHBCC	Not Applicable
Board Meetings Attended in Year 2021	3/3	3/3	3/3	3/3	3/3	3/3	3/3
<p>Board's Declaration:</p> <ol style="list-style-type: none"> I. None of the board members are related to one another; II. None of the board members are remunerated for their services to the board; III. Two of Grace Lodge board members are also serving in the board of Singapore Buddhist Welfare Services (SBWS); IV. Three of Grace Lodge board members are also serving in the board of Fu Hui Buddhist Cultural Centre (FHBCC). Grace Lodge and FHBCC are separately affiliated to SBWS. Grace Lodge and FHBCC are operationally separate. 							

1.1.3 Executive Sub-Committees

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

1.1.4 Key Management Personnel

No.	GRACE LODGE		Date Joined
1	Mr Ranjit Singh	Director of Nursing	August 2010
2	Mr Qian Zhi Jiang	Senior Operations cum Facilities Manager	June 2019
3	Ms Christina Ng	Senior Nurse Manager	March 2021
4	Ms Khin Than Htwe	Nurse Manager	June 2009
5	Ms Faradilah Bte Hamdan	Nurse Manager	March 2016

Related Entity

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



1.1.5 Vision and Mission Statements



OUR VISION
To deliver quality care for the elderly

OUR MISSION
To preserve dignity and loveliness in aging

OBJECTIVES
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.

We care & serve beyond differentiation

1.2 CORPORATE GOVERNANCE - POLICIES

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.

1.2.1 Policies

CONFLICT OF INTEREST POLICY

Grace Lodge adopts a policy of declaration by Executive Committee members, staff and volunteers with personal interest that may affect the integrity, fairness and accountability to Grace Lodge. The Conflict of Interest Policy includes standard operating procedures in handling disclosure of a conflict of interest and how to address a situation when conflict of interest arises. Staff are required to sign a declaration to acknowledge the Conflict of Interest Policy.

PERSONAL DATA PROTECTION POLICY

Grace Lodge is committed to act responsibly under the Personal Data Protection Act (PDPA) to protect the personal data of individuals under Grace Lodge's custody. The purpose of the policy is to define and implement the procedures and guidelines on protection of personal data of individuals, in compliance with the PDPA regulations. This policy governs the collection, use, disclosure and protection of personal data of individuals. It also allows individuals to exercise their rights to access, correct or withdraw their data.

HUMAN RESOURCE POLICY

Grace Lodge ensures fairness and consistency in its human resource practices, through compliance with legislation requirements and updates to its Human Resource Policy. This policy provides clear and structured guidelines for its human resource practices.

VOLUNTEER MANAGEMENT POLICY

Grace Lodge has a Volunteer Management Policy to ensure volunteers are supported in discharging their roles safely; their development and well-being are taken care of; and their contributions are appreciated and recognized.

- 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.

FINANCE AND FUNDING POLICY

The nursing home is funded by the Government and public donations. Grace Lodge 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 incomes of the families, 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 can 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 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.

RESERVES POLICY

Our reserve position as at the financial year ended 31st March 2022:

	Current Year	Previous Year	% Increase/ (Decrease)
Unrestricted Funds (Reserves)			
- General Funds	\$7,990,203	\$7,723,287	3%
Restricted Funds			
- Medifund Account	\$148,503	\$945,413	(84%)
- CST Fund	\$236,708	\$372,524	(36%)
Total Funds¹	\$8,375,414	\$9,041,224	(7%)
Ratio of Reserves² to Annual Operating Expenditure³	0.75	0.78	(4%)

The reserves that we have set aside provide financial stability and the means for the development of our principal activity. The current level of reserves at \$7.9 million is adequate to fund 0.75 years of annual operating expenditure. However, the reserves include the fixed assets of \$811,682 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, the figure of 0.75 years would be reduced to 0.69 years. We intend to grow our reserves to a ratio of 1.0. We intend to use the reserves for nursing home and welfare activities.

The Management Committee regularly reviews the amount of reserves that are required to ensure that they are adequate to fulfill our continuing obligations.

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

² Unrestricted Funds.

³ Charitable Activities, Operating and Administration Expenses.

1.2.2 Governance Evaluation Checklist

GOVERNANCE EVALUATION CHECKLIST (ADVANCED TIER) Code Compliance for the period from 1 April 2021 to 31 March 2022

S/No.	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
BOARD GOVERNANCE				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	Are there governing board members holding staff ¹ appointments? (skip items 2 and 3 if “No”)		No	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	-	
3	There are written job descriptions for the staff’s executive functions and operational duties, which are distinct from the staff’s Board role.	1.1.5	-	
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years . If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
5	All governing board members must submit themselves for re-nomination and re-appointment , at least once every 3 years.	1.1.8	Complied	
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if “No”)		Yes	
7	The charity discloses in its annual report the reasons for retaining the governing board member 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 committees.	1.2.1	Complied	
CONFLICT OF INTEREST				
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Governing 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 charity’s activities are in line with the charity’s 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		
HUMAN RESOURCE AND VOLUNTEER² MANAGEMENT				
13	The Board approves documented human resource policies for staff.	5.1	Complied	
14	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	

GOVERNANCE EVALUATION CHECKLIST (ADVANCED TIER)

Code Compliance for the period from 1 April 2021 to 31 March 2022

S/No.	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteers serving in the charity? (skip item 16 if "No")		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 that 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, and regularly monitor and review the charity's key risks .	6.1.4	Complied	
21	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 22 if "No")		No	
22	The charity has a documented investment policy approved by the Board.	6.4.3	-	
FUNDRAISING PRACTICES				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if "No")		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 financial year? (skip item 24 if "No")		No	
24	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	-	
DISCLOSURE AND TRANSPARENCY				
25	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
	Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if "No")		No	
26	No governing board member is involved in setting his own remuneration.	2.2		
27	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated.	8.3	-	
	Does the charity employ paid staff? (skip items 28, 29 and 30 if "No")		Yes	
28	No staff is involved in setting his own remuneration.	2.2	Complied	

GOVERNANCE EVALUATION CHECKLIST (ADVANCED TIER)

Code Compliance for the period from 1 April 2021 to 31 March 2022

S/No.	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
29	<p>The charity discloses in its annual report —</p> <p>(a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and</p> <p>(b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p>OR</p> <p>The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.</p>	8.4	Complied	
30	<p>The charity discloses the number of paid staff who satisfies all of the following criteria:</p> <p>(a) the staff is a close member of the family³ belonging to the Executive Head⁴ or a governing board member of the charity;</p> <p>(b) the staff has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p>OR</p> <p>The charity discloses that there is no paid staff, being a close member of the family³ belonging to the Executive Head⁴ or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p>	8.5	Complied	
PUBLIC IMAGE				
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	

1.3 CORPORATE GOVERNANCE - STAFFING

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 Managers / Nurse Manager	2	1	3
Nurse Educator	1	-	1
Senior Staff Nurse / Staff Nurse	6	8	14
Senior Enrolled Nurse / Enrolled Nurse	8	6	14
Nursing Aide	-	38	38
Health Attendant	1	52	53
Therapy Assistant	6	6	12
Total No. of Care Staff	25	111	136
Support Staff			
Administrative/Accounts Executive	5	1	6
Operations cum Facilities Manager	1	-	1
Facilities Executive	1	-	1
Business Liaison Officer	1	-	1
Medical Social Worker	3	-	3
Driver	1	-	1
Total No. of Support Staff	12	1	13
TOTAL STAFFING	37	112	149

SPECIALIST SERVICES		
DESCRIPTION	SERVICE PROVIDER	FREQUENCY OF SERVICES
Medical Consultant	1	Twice a month
Geriatrician	1	Once a month
Psycho-geriatrician	1	Twice a month
Medical Officer	1	Twice a week
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
Total No. of Specialists	9	

1.3.1 Staff Strength

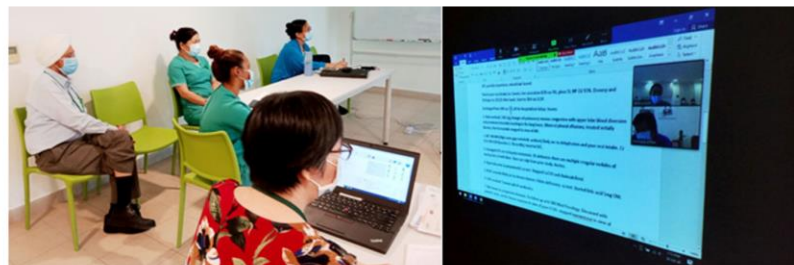
- 1) There were **149** staff members as at 31 March 2022.
- 2) Total staff costs and emoluments for FY 2022 was **S\$5,285,267**.
- 3) Employees are recruited locally and abroad. Foreign nursing staff underwent training which provided them with the skills needed to look after the residents. Four Care Ambassadors from Jetstar, who had been employed to work in Grace Lodge, went back to their airline upon expiry of their contract on 21 December 2021.
- 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.
- 5) Number of staff members in the respective remuneration bands:

Position	Remuneration Band	No. of Staff
Key Management	S\$100,000 and below S\$200,000	2
	S\$50,001 – S\$100,000	1
Care Staff & Support Staff	S\$50,001 – S\$100,000	8
	S\$50,000 and below	138

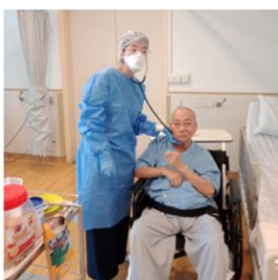
- 6) None of the 3 highest paid staff serves as a governing board member of Grace Lodge.
- 7) There is no paid staff who is a close family member of the Executive Head or a Board Member and who receives more than \$50,000 during the year.
- 8) Venerable Kuan Yan, Co-Founder of Grace Lodge, was appointed as President in 1997, after the demise of our founder, Venerable Yen Pei. The President (in a position equivalent to Chief Executive Officer) oversees the key management team on a voluntary basis. She does not receive compensation as her appointment is honorary.



Support Staff



Multi-disciplinary Zoom Meeting (MDM) with Consultant Geriatrician of KTPH



Speech Therapist from Sengkang General Hospital assessing a resident for swallowing function



Psycho-Geriatrician from Changi General Hospital reviewing patients



Volunteers provide services such as haircutting

1.3.2 Staff Development

Training is critical to impart the right skills and knowledge to our staff, as this will ultimately result in enhanced care for our residents. From April 2021 to March 2022, 98 training courses were conducted with 1,123 attendees, including Health Care Assistants, Staff Nurses, Social Workers, Medication Administration staff and Management personnel. All staff is trained in Basic Cardiac Life Support/Automated External Defibrillator (BCLS/AED) and Cardiopulmonary Resuscitation/Automated External Defibrillator (CPR/AED), as this mandatory certification is stipulated by the Ministry of Health. The training was done in-house and outsourced.



Highlights of our training:

- 1) “Clinical Incident Reporting and Management Workshop” by Ren Ci Learning Academy;
- 2) “Safe Medication Administration” by NHG Pharmacy;
- 3) “ITE Train-The-Trainer Programme Module: Develop & Conduct Assessment (DCA181)”;
- 4) “OSCE and Case Presentation” by CSM Academy;
- 5) “General Advance Care Planning (ACP) Facilitation Course” by Sengkang General Hospital ACP;
- 6) “Infection Surveillance and Prevention (Intermediate)” by St. Luke’s Hospital (Academy);
- 7) “Physiotherapy in Palliative Care” by GeriCare Yishun Community Hospital;
- 8) “Wound Care Management” by Smith & Nephew;
- 9) “Clinical Incident Reporting and Management Workshop” by Ren Ci Learning Academy;
- 10) “Factors Associated with Transfer to ED” by GeriCare Yishun Community Hospital;
- 11) “Trending to the Crying Heart – Grief and Bereavement” by GeriCare Yishun Community Hospital;
- 12) “11th APSIC Training Course in Infection Prevention and Control” by Infection Control Association Singapore;
- 13) “Pharmaceutical Waste and Disposal” by NHG Pharmacy;
- 14) “Understanding Staff Mental Health & Well-Being” by Agency for Integrated Care.



1.4 PROGRAMMES AND ACTIVITIES

1.4.1 Our 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 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.

1.4.2 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 infection (colonized);
- 5) a patient with special nursing needs, such as:
 - urinary catheter care;
 - colostomy care;
 - nasogastric / gastrostomy feeding;
 - insulin injections.



Pre-admission counselling is conducted by a multidisciplinary team with the family of the elderly prior to admission.

The policies and procedures of Grace Lodge are made clear to the family members, who are assured of quality care in Grace Lodge and they are also encouraged to provide feedback to the Director of Nursing, Senior Nurse Manager or Medical Social Worker, if they find any gaps in the care provided.

1.4.3 Occupancy

GRACE LODGE STAFF HEAD COUNT

(As at end March 2022)



*All staff are appraised annually through open performance appraisal.

RESIDENTIAL CARE - CATEGORIZATION

Category 1

0 Residents

Category 2

4 Residents

Category 3

139 Residents

Category 4

128 Residents



RESIDENTIAL CARE - MOBILITY STATUS

Walkers

20
Residents



Assisted Walkers

8
Residents



Wheelchair-bound

175
Residents



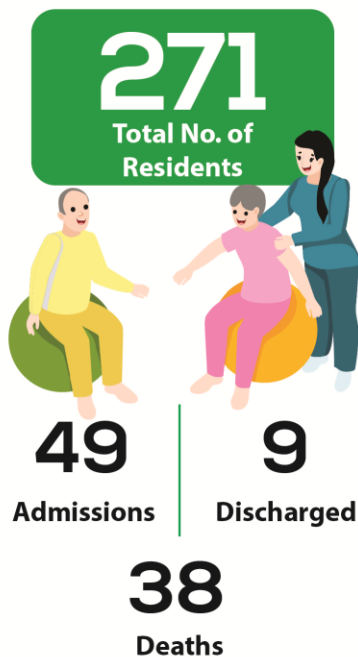
Bed-bound

68
Residents

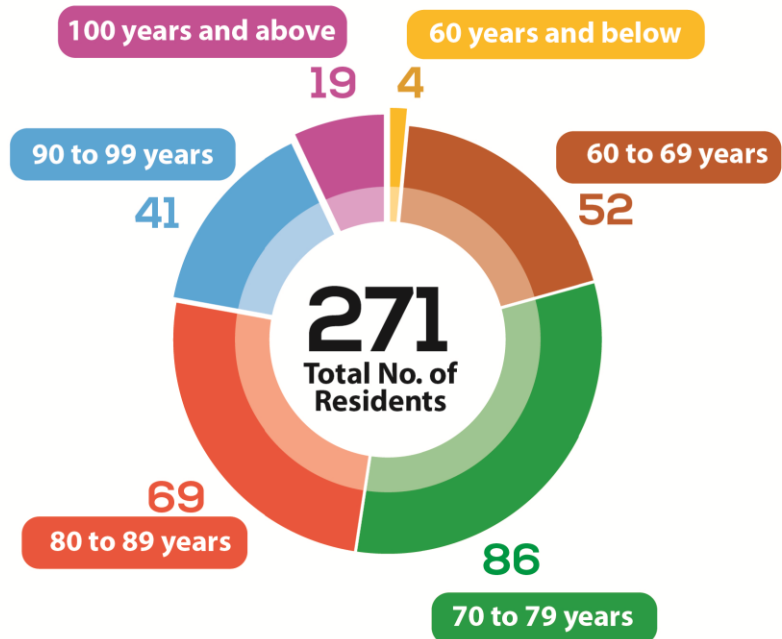


RESIDENTIAL CARE - BED OCCUPANCY

(As at end March 2022)



RESIDENTIAL CARE - PROFILE BY AGE



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;
 - continent;
 - ambulant.
- 3) Number of residents as at 31 March 2022: 28 females.

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



NURSING WARDS (FEMALE WARDS AND MALE WARDS)

- 1) There were 271 residents in total as at 31 March 2022.
- 2) Average occupancy rate for the period 1 April 2021 to 31 March 2022 was 96.10%.
- 3) As at 31 March 2022, the occupancy was 96.10% achieved for the period.
- 4) Grace Lodge provides highly subsidized services as the majority of residents come from low-income families.



1.4.4 Special Programmes

Due to COVID-19 restrictions, some of our programmes had been curtailed and instead conducted virtually with Safe Management Measures.

Ace Seniors NDP 2021: An Ace Seniors virtual program produced by Vintage Radio, which featured specially curated multi-lingual music from the 1950s, 1960s & 1970s.

PCF Sparkletots Preschool Intergenerational Program (IG) with Grace Lodge: PCF Sparkletots yearly collaboration with Grace Lodge to bring cheer to our seniors via online interaction.



Visits by NCID Staff

Professor Leo Yee-Sin, along with representatives from National Centre for Infectious Diseases (NCID) and Agency for Integrated Care, visited Grace Lodge on 3 March 2022.

They gave recommendations in regard to the issues faced by Grace Lodge, such as cohorting and ventilation.



Pneumococcal Vaccination for Residents

Our residents received pneumococcal vaccination on 21 March 2022.

This was made possible through the generous sponsorship by Pfizer and Gainhealth.



Representatives from Pfizer Pte Ltd and Gainhealth.

1.4.5 Celebration Highlights



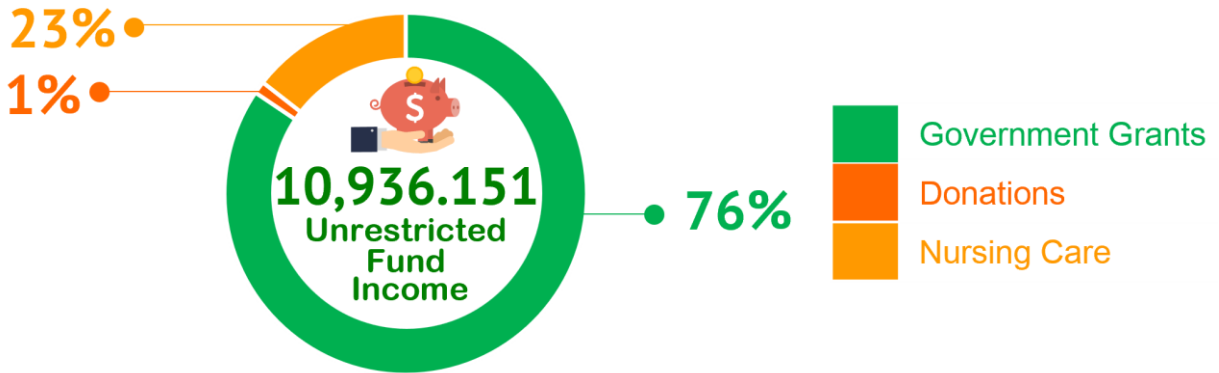
- 1) **Nestle Health Science Gifts to Nurses:** Nestle graciously sponsored tote bags for our nurses. The bags came in multiple designs with phrases like “Not all heroes wear capes”.
- 2) **Seniors’ Sports Day:** Active Masters, under the guidance of ActiveSG team, celebrated Seniors’ Sports Day with Grace Lodge residents.
- 3) **PCF Sparkletots Grandparents’ Day Celebration:** Our residents participated via Zoom in puzzle games, performances and light physical exercises with the children from PCF.
Community Care Day Appreciation: Our staff were presented with bottles of vitamins and mineral supplements, as tokens of appreciation from our Management, Ministry of Health and Agency for Integrated Care.
- 4) **Grace Lodge Christmas Celebration:** Staff of Grace Lodge celebrated Christmas, with lunch catered by Singapore Buddhist Welfare Services.
- 5) **PCF Sparkletots Lunar New Year Celebration:** PCF sent oranges and handmade greeting cards, wishing our residents good health.
- 6) **MindChamps Yio Chu Kang Preschool Lunar New Year Celebration:** The preschool held an in-house celebration and invited our residents to watch their performances virtually.
- 7) **The Shaw Foundation Hong-Bao 2022:** Every year, the Shaw Foundation distributes Lunar New Year red packets to our needy residents with MFEC (Medical Fee Exemption Card) status. 101 of our seniors received the gifts this year.



1.5 HIGHLIGHTS OF THE YEAR

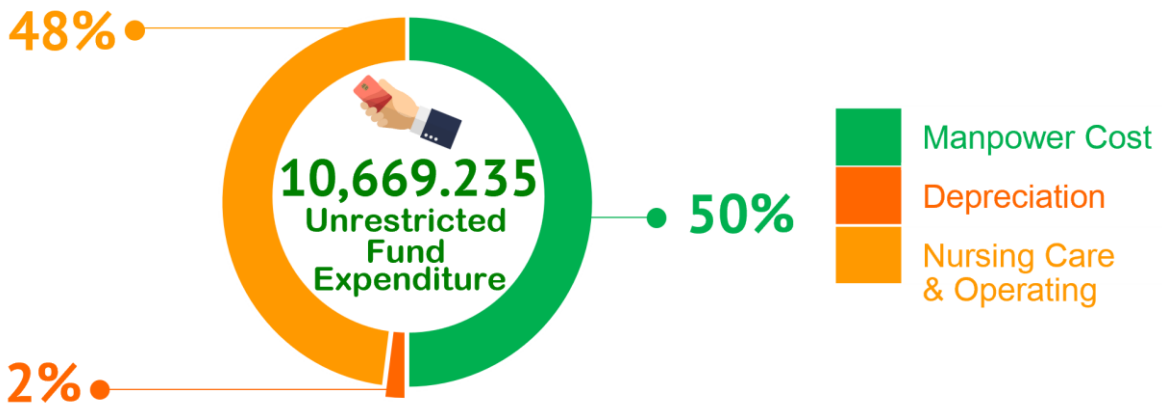
1.5.1 Summary of Financial Performance

INCOME



Grace Lodge donation budgeted at \$100K, considering the market situation and inflation pressure on donors. There is no specific fund-raising plan.

EXPENDITURE



Grace Lodge budgeted to incur \$6,076,343 (Governance Cost), \$4,372,548 (Charitable Activities) and \$1,113,101 (Administrative and Overhead Cost).



1.6 THE YEAR AHEAD

1.6.1 In the Year Ahead 2022 – 2023



1) **Improve Manpower Quantity and Quality (on-going)**

- focus on hiring of more locals;
- training of staff to enhance their knowledge and skills;
- rotation of staff to different wards for operational adaptability;
- retention of manpower by providing more incentives such as promotion and upgrading;
- providing more incentives for staff with monetary awards;
- improve team work and morale of staff.

2) **Prevention and Control of COVID-19 Infection**

- 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 advisories from the Ministry of Health on the endemic 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 occupancy of 30 (100% capacity);
- continue transfer 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;
- continue the services of Senior Medical Consultant.

1.6.2 Together we can overcome COVID-19



Prime Minister Lee announced on 24 March 2022 that the risk of outdoor transmission is significantly lower, and the wearing of masks will be optional outside. Although some restrictions had been lifted, Grace Lodge has not let our guard down, but still continues our current practices for making our nursing home safe. We are doing our best to ensure safety measures in this endemic situation.

Measures implemented during the pandemic:

- regular briefings on the latest updates from the Ministry of Health and Agency for Integrated Care;
- careful monitoring of the health status of residents and staff, with focus on flu-like symptoms;
- temperature-screening twice daily and contact tracing/declaration since 17 February 2020;
- suspension of in-person activities (hair-cutting, birthday celebrations, volunteer activities) since February 2020;
- strict implementation of wearing masks and PPE (Personal Protective Equipment);
- constant verbal and 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-organised 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 visitors' movements within Fu Hui Link;
- implementation of "Work-from-Home" arrangements for support staff.

To fight the pandemic, we ensure that all staff and residents are vaccinated for protection against COVID-19. The data below indicates the number of staff and residents who have already received their vaccines and booster doses.

Current Vaccination Status:

Vaccination Group	1st Dose Vaccine	2nd Dose Vaccine	3rd Dose Booster
Staff	153	151	145
Residents	270	269	157

We continue to do our best to ensure that our residents and staff remain well and free from infection.