



慈恩林  
**GRACE LODGE**  
(NURSING HOME)



ANNUAL REPORT **2024**

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## 1 Annual Report – for Financial Year ended 31 March 2024

### 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

Governing Instrument : Constitution

Registered Address : 105 Punggol Road, Singapore 546636

Place of Operation : 19 Compassvale Walk, Singapore 544644

Banker : United Overseas Bank Limited  
Standard Chartered Bank (Singapore) Limited

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

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.							
The pioneer board members are, moreover, important exemplars for the other board members.							
They have been offering long-term assistance to us since GRACE LODGE establishment, being strong pillars of support who command respect and trust.							
The Executive Committee for the term from 1 October 2022 to 31 September 2024 was elected at the Annual General Meeting held on 24 September 2022.							
GRACE LODGE Board Members are not remunerated for their services to the Board, as their appointments are honorary.							
Description	1	2	3	4	5	6	7
<b>Name</b>	Venerable Kuan Yan, <i>BBM</i>	Mr Yeo Yam How	Ms Lim May Poh, Mabel	Mr Toh Seng Poh	Mr Wee Cho Tat	Mdm Tan Suat Lay	Mdm Lim Watt
<b>Position Held</b>	President	Honorary Secretary	Assistant Secretary	Honorary Treasurer	Assistant Treasurer	Committee Member	Committee Member
<b>Year of Appointment</b>	Co-Founder, succeeded Founder, Late Venerable Yen Pei as President since 1997	Board Member since 2014	Board Member since 2018	Pioneer Board Member since establishment	Board Member since 2013	Pioneer Board Member since establishment	Board Member since 2006
<b>Occupation</b>	Buddhist Leader, Voluntary Social Worker	Retired  Formerly Executive Director of Metro Pte Ltd	Lawyer  Employed	Retired  Formerly Director of ERA Realty	Assistant Director  Employed	Executive Director  Self-Employed	Finance Executive  Employed
<b>Position in GL's Affiliated Charities</b>	President SBWS FHBCC	Not Applicable	Assistant Secretary - FHBCC	Honorary Secretary - FHBCC	Not Applicable	Committee Member – SBWS	Not Applicable
<b>Board Meetings Attended from Apr 2022 to Mar 2023</b>	3/3	3/3	3/3	3/3	3/3	3/3	3/3
SBWS : Singapore Buddhist Welfare Services				FHBCC : Fu Hui Buddhist Cultural Centre			
<b>Board's Declaration:</b> 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. Only four of GL's board members are also serving in the board of SBWS or board of SBWS's affiliates, FHBCC. IV. Grace Lodge and Fu Hui Buddhist Cultural Centre are the only charities/organisations affiliated to SBWS.							

### 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.	Name	Position	Date Joined
1	Mr Ranjit Singh	Director of Nursing	August 2010
2	Ms Christina Ng	Deputy Director of Nursing	March 2021
3	Ms Lucy Lim	Director of Human Resources	February 2023
4	Mr Qian Zhi Jiang	Senior Operations cum Facilities Manager	March 2019

### 1.1.5 Related Entity

Entity	UEN No.
Singapore Buddhist Welfare Services	S81SS0060H



### 1.1.6 Vision and Mission Statements



#### **OUR VISION**

*To deliver quality care for the elderly*



#### **OUR MISSION**

*To preserve dignity and loveliness in aging*



#### **OUR OBJECTIVES**

*To provide shelter and care for needy, handicapped persons and the aged sick in Singapore, regardless of race, religion or gender.*





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## 1.2 CORPORATE GOVERNANCE - POLICIES

As an Institution of Public Character (IPC) and a registered charity, Grace Lodge believes that strong corporate governance is in its best interests and it is committed to the established standards of corporate governance in Singapore.

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 interests that may affect the integrity, fairness and accountability of 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 support volunteers in discharging their roles safely, take care of their development and well-being, as well as appreciate and recognise their contributions.

### 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 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 31<sup>st</sup> March 2024:

	Current Year	Previous Year	% Increase/ (Decrease)
<b>Unrestricted Funds (Reserves)</b>			
- General Funds	8,268,668	7,902,724	5%
<b>Restricted Funds</b>			
- Medifund account	1,375,849	544,249	153%
- CST Fund	342,009	140,493	143%
<b>Total Funds<sup>1</sup></b>	<b>9,986,526</b>	<b>8,587,466</b>	<b>16%</b>
<b>Ratio of Reserves<sup>2</sup> to Annual Operating Expenditure<sup>3</sup></b>	0.65	0.69	(6%)

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 \$8.26 million is adequate to fund 0.65 year of annual operating expenditure. However, the reserves include the fixed assets of \$559,039 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, would be reduced to 0.62 year. We intend to grow our reserves to 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.

<sup>1</sup> Total funds include unrestricted, restricted, designated and endowment funds.

<sup>2</sup> Unrestricted Funds.

<sup>3</sup> Charitable Activities and Operating and Administration Expenses.



## 1.2.2 Governance Evaluation Checklist FOR THE PERIOD 1 APRIL 2023 TO 31 MARCH 2024

S/No.	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
<b>BOARD GOVERNANCE</b>				
1.	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	Complied	
	Are there Board members holding staff appointments? (skip items 2 and 3 if "No")		No	
2.	Staff does not chair the Board and does not comprise more than one-third of the Board.	1.1.3		
3.	There are written job descriptions for their executive functions and operational duties which are distinct from their Board roles.	1.1.5		
4.	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	Complied	
5	All Board members submit themselves for renomination and reappointment, at least once every three years.	1.1.8	Complied	
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
	Are there Board member(s) who have served for more than 10 consecutive years?		Yes	
7	The charity discloses in its annual report the reasons for retaining Board member(s) who has served for more than 10 consecutive years.	1.1.13	Complied	
8	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	Complied	
<b>CONFLICT OF INTEREST</b>				
9	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied	
10	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied	
<b>STRATEGIC PLANNING</b>				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of the plan.	3.2.4	Complied	

**GOVERNANCE EVALUATION CHECKLIST  
FOR THE PERIOD 1 APRIL 2023 TO 31 MARCH 2024**

S/No.	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
<b>HUMAN RESOURCE AND VOLUNTEER MANAGEMENT</b>				
13	The Board approves documented human resource policies for staff.	5.1	Complied	
14	There is a documented Code of Conduct for Board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteers serving in the charity?		Yes	
16	There are volunteer management policies in place for volunteers.	5.7	Complied	
<b>FINANCIAL MANAGEMENT AND INTERNAL CONTROLS</b>				
17	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	Complied	
18	The Board ensures internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
19	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
20	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks.	6.1.4	Complied	
21	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	
	Does the charity invest its reserves, including fixed deposits? (skip item 22 if "No")		No	
22	The charity has a documented investment policy approved by the Board.	6.4.3		
<b>FUNDRAISING PRACTICES</b>				
	Did the charity receive cash donations (solicited or unsolicited) during the year?		Yes	
23	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
	Did the charity receive donations-in-kind during the year? (skip item 24 if "No")		No	
24	All donations-in-kind received are properly recorded and accounted for by the charity.	7.2.3		

**GOVERNANCE EVALUATION CHECKLIST  
FOR THE PERIOD 1 APRIL 2023 TO 31 MARCH 2024**

S/No.	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
<b>DISCLOSURE AND TRANSPARENCY</b>				
25	The charity discloses in its annual report: i. Number of Board meetings in the year; and ii. Individual Board member's attendance.	8.2	Complied	
	Are Board members remunerated for their Board services? (skip items 26 and 27 if "No")		No	
26	No Board member is involved in setting his or her own remuneration.	2.2		
27	The charity discloses the exact remuneration and benefits received by each Board member in its annual report. OR The charity discloses that no Board members are remunerated.	8.3		
	Does the charity employ paid staff?		Yes	
28	No staff is involved in setting his or her own remuneration.	2.2	Complied	
29	The charity discloses in its annual report: i) The total annual remuneration (including any remuneration received in its subsidiaries), for each its three highest paid staff, who each receives remuneration exceeding \$100,000, in bands of \$100,000; and ii) If any of the 3 highest paid staff also serves on the Board of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its staff receives more than \$100,000 in annual remuneration each.	8.4	Complied	
30	The charity discloses the number of paid staff who are close members of the family of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000. OR The charity discloses that there is no paid staff who are close members of the family of the Executive Head or Board Member, who receives more than \$50,000 during the year.	8.5	Complied	
<b>PUBLIC IMAGE</b>				
31	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	



## 1.3 CORPORATE GOVERNANCE - STAFFING

### 1.3.1 Staff Strength

- 1) There were **148** staff members as at 31 March 2024.
- 2) Total staff costs and emoluments for FY 2024 was **S\$7,029,994**.
- 3) Employees are recruited locally and from abroad. Foreign nursing staff underwent training, which ensures they are equipped with the skills needed to look after the residents.
- 4) The key management personnel are responsible for planning, directing and monitoring the activities of the nursing home.
- 5) Number of staff members in the respective remuneration bands:

Position	Remuneration Band	No. of Staff
Key Management	Above S\$200,000	1
	S\$100,001 and below S\$200,000	3
Care Staff & Support Staff	Above S\$100,000	2
	S\$50,001 – S\$100,000	20
	S\$50,000 and below	122

- 6) None of the 4 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.



Multi-disciplinary Zoom meeting with Consultant Geriatrician of Khoo Teck Puat Hospital.



Physcho-Geriatrician from Changi General Hospital reviewed patients



Dietician interviewed a resident about his diet

### 1.3.2 Staff Profile

Residents are treated with compassion and respect by our team, which comprises diverse medical, nursing and support professionals with different skillsets and work experience.

	STAFF ON PAYROLL		TOTAL
	LOCAL	FOREIGN	
<b>Care Staff</b>			
Director of Nursing	1	-	1
Deputy Director of Nursing	1	-	1
Nurse Managers / Assistant Nurse Managers	3	-	3
Nurse Educator	1	-	1
Senior Staff Nurses / Staff Nurses	4	9	13
Senior Enrolled Nurses / Enrolled Nurses	5	8	13
Nursing Aides	-	37	37
Therapy Assistants	3	6	9
Healthcare Assistants	1	55	56
<b>Total No. of Care Staff</b>	<b>19</b>	<b>115</b>	<b>134</b>

<b>Support Staff</b>			
Director of Human Resource	1	-	1
Senior Operations cum Facilities Manager	1	-	1
Senior Facilities cum Operations Executive	1	-	1
Medical Social Workers	2	-	2
Finance Executives	3	-	3
HR Executives	2	-	2
Administrative Assistants	2	-	2
Drivers	2	-	2
<b>Total No. of Support Staff</b>	<b>14</b>	<b>-</b>	<b>14</b>
<b>TOTAL STAFFING</b>	<b>33</b>	<b>115</b>	<b>148</b>

SPECIALIST SERVICES		
SPECIALIST	SERVICE PROVIDER	FREQUENCY OF SERVICES
Consultant - 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
<b>Total No. of Specialists</b>	<b>8</b>	

### 1.3.3 Staff Development

Training is a crucial investment in the continual development of our healthcare professionals, enabling them to deliver high-quality care and excel in their respective roles. From April 2023 to March 2024, training courses were conducted for all care staff. These educational opportunities provide up-to-date knowledge, enhance skills specific to each role, foster professional growth, as well as help our staff adapt to changing responsibilities.

The training also ensures compliance with regulations and ethical standards, improve patient safety and outcomes, as well as contribute to overall patient satisfaction. Some of these training courses were stipulated by the Ministry of Health, to ensure that healthcare professionals meet the necessary standards of competence and practice in their respective roles.

#### Training courses for our nurses included:

- 1) Updates from the Harvard Medical School Geriatric Review Course
- 2) Is Your Stress Bucket Full?
- 3) Communicating sensitively with dying patients and their families
- 4) Elder Abuse
- 5) EatSafe SG Training Workshop
- 6) IDDSI Training
- 7) Training course: N95 Respirator Mask-Fitting Workshop
- 8) BCLS AED and CPR AED Training

#### ITE Attachment Program

The ITE students on attachment (24/7/23 – 11/8/23) to Grace Lodge are shown in a photo here with our Director of Nursing and nurses. The students also underwent a grading exercise on 7 August 2023, which involved the senior nurses of Grace Lodge.





**Global Education Exchange ITE**

Eight Brunei students were attached to Grace Lodge from 25/10/2023 - 27/10/2023. This exchange program was arranged by ITE (Simei).



**In-house Training for ITE Skills Certificate in Healthcare (Home Care)**

Grace Lodge is an Approved Training Centre (ATC) for in-house ITE Skills Certificate in Healthcare (Home Care) training. At Grace Lodge, we conduct the training for our care staff, namely Nursing Aides and Healthcare Assistants. The participants gained knowledge of basic healthcare and home care such as feeding and bed-making, providing personal grooming and hygiene services, as well as moving elderly patients in a nursing home environment.



### EatSafe SG | IDDSI

The EatSafe SG initiative highlights our dedication to prioritising the safety and well-being of residents who are coping with dysphagia. Under the guidance of the Ministry of Health (MOH), healthcare facilities have embraced the International Dysphagia Diet Standardisation Initiative (IDDSI) framework, a globally recognised standard for describing texture-modified food and thickened fluids.

Grace Lodge had conducted comprehensive training sessions for all care staff via the AIC/LMS e-learning platform on EatSafe SG [IDDSI], achieving full participation from 12 October 2023 to 24 January 2024. Furthermore, two champions per ward will be completing the EatSafe SG Basic and Advanced hands-on programmes by June 2024, in accordance with MOH's directive.

Since February 2024, identified champions have taken the lead in training efforts, to ensure the proficiency of ward staff in modifying liquids and diets according to IDDSI guidelines, as endorsed by speech therapists.



*Staff attending the EatSafe SG IDDSI training workshop conducted by Nestle Singapore in March 2024.*

We are glad to collaborate with Nestle, which has joined us in supporting our champions and training all our care staff. We appreciate contributions in enhancing the EatSafe SG IDDSI training sessions for our staff. With an impressive 100% attendance rate, we are well-prepared to adhere to the IDDSI standards, in line with MOH's timeline for implementation by July 2024.

### SKH@NH Program

Grace Lodge, in collaboration with Sengkang General Hospital (SKH), embarked on the innovative Sengkang General Hospital @NH program in August 2023.

This transformative initiative yielded tripartite benefits for Grace Lodge, our residents and our staff. Primarily, it optimised bed occupancy rates, facilitated a seamless transition of services from hospital to nursing home with support from SKH's medical team, as well as incorporated technology-enabled consultation and communication channels alongside a dedicated team of vendor nurses.



Since its inception, we have cared for five residents within the SKH@NH framework, prioritising their well-being in familiar surroundings and with familiar staff.



*Discussion session with SKH on implementation of the SKH@NH programme*

The project was presented at a MOH meeting with Directors of Nursing from other institutions. The presentation was done by the team from SKH and Grace Lodge.



Group photograph taken with Professor Kenneth Mak, Director-General of Health and Ms Paulin Koh, Chief Nursing Officer of MOH, as well as the team of SKH and Grace Lodge.



### EAGLEcare VS SKH@Home

The **Enhancing Advance Care Planning, Geriatric Care and End-of-Life Care** (EAGLEcare) programme was set up to equip and support nursing homes in Advance Care Planning (ACP), geriatric and end-of-life care. It aims to ensure nursing home residents at the end of life are cared for comfortably in their nursing homes according to their preferences, thereby reducing unnecessary hospital utilisation.



### Annual Mask-Fit Test Exercise

Mask-fitting is required for all healthcare staff wearing tight-fitting respirators, such as disposable or reusable respirators. This procedure helps ensure the user has selected a respirator of the correct size and that a seal against the face can be made in order to provide the expected protection. The mask-fitting was carried out by certified Senior Staff Nurses and Staff Nurses.



## 1.4 PROGRAMMES AND ACTIVITIES

### 1.4.1 Our Services

Grace Lodge has a team of dedicated professionals, nurses, allied health staff and support staff, who provide comprehensive services to our residents. Residents are also supported with access to quality facilities, as well as medical care around the clock.

- 1) Grace Lodge services include:
  - medical care,
  - 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;
  - organise 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 subsidised residents are made by referrals through the 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) an elderly, sick person with (a) medical condition(s) such as stroke, diabetes mellitus and/or other chronic sickness(es);
- 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 (colonised);
- 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, during which our policies and procedures are made clear.

The family members are assured of quality care for the elderly in Grace Lodge and encouraged to provide feedback to the Management if they find any gaps in the provision of care.

#### **Financial Counselling with Family Members**





### 1.4.3 Occupancy

#### GRACE LODGE STAFF HEAD COUNT

(As at end March 2024)



**148**

Total Staff

**134**

Care Staff

**14**

Support Staff

\*All staff are appraised annually through open performance appraisal.

#### RESIDENTIAL CARE

##### Category 1

no assistance required in daily activities

**0**

Residents

##### Category 2

some assistance required

**5**

Residents

##### Category 3

frequent assistance required

**147**

Residents

##### Category 4

total dependence on assistance

**127**

Residents



#### MOBILITY STATUS

##### Walkers

**3**

Residents



##### Assisted Walkers

**20**

Residents



##### Wheelchair-bound

**200**

Residents



##### Bed-bound

**56**

Residents



#### BED OCCUPANCY

for the period  
1/4/2022 to 31/3/2023



**279**

Total No. of Residents

**53**

New Admissions

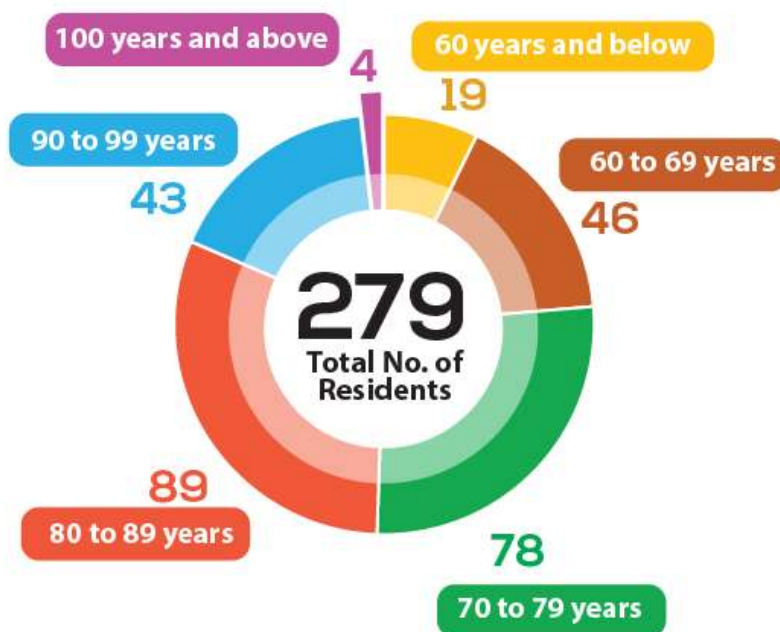
**4**

Discharged

**45**

Deaths

#### PROFILE BY AGE



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### DEMENTIA WARD (FEMALE)

The Dementia Ward located on Level 6 serves the special needs of residents with dementia. Through constant training and practice, our specially selected staff have come to understand and excel in caring for residents with dementia.

- 1) Maximum capacity of 34 beds, with 15 single bedrooms for individuals and 19 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 2024: 34 females.



### GENERAL NURSING HOME WARDS (FEMALE AND MALE)

- 1) Grace Lodge is a dedicated care facility serving a diverse community. With a total resident population of 279 as of 31 March 2024, we strive to provide the highest level of care and support to all residents.
- 2) In August 2023, we reached our highest resident count of 281 residents, reflecting the growing trust and confidence that families and individuals have placed in our facility.
- 3) We understand the importance of catering to individuals from various socioeconomic backgrounds. We are committed to ensuring that our services are affordable by all, including those from low-income families. A significant portion of our residents receive subsidies, which alleviate financial burdens and enable them to access the care they need.
- 4) Wards 6,7, and 8 are dedicated to providing care for female residents. These wards are designed with their unique requirements in mind, ensuring a safe and nurturing space where residents can receive personalised care. Similarly, Wards 9 and 10 are designated for male residents.



#### 1.4.4 Programmes and Services

##### Monthly Haircutting Sessions by Volunteers

Volunteers came to provide free haircutting for our residents every month.



**Bowling Activity at Ward 6**



##### Befriender Service

Befrienders visited the residents regularly.



**BINGO Session at Ward 7**





## 1.4.5 Celebrations and Special Activities

### Highlights

- 1) Visits by children from PCF Sparkletots Preschools with activities, games, singing and dancing;
- 2) Lunar New Year Celebration;
- 3) Nurses' Day Celebration;
- 4) Celebration of Myanmar New Year for our staff from Myanmar;
- 5) National Day Celebration;
- 6) Grassroots Club Anniversary Lunch;
- 7) Christmas Celebration;
- 8) Residents' Birthday Celebration;
- 9) Outings for residents.

### Visits by Children from PCF Sparkletots Preschools



### 2023 Nurses' Day Celebration

At our vibrant nursing home, we create an atmosphere filled with joy, laughter and unforgettable moments for our cherished residents, through an array of engaging activities and events, such as lively games that foster camaraderie and captivating performances that transport everyone to a world of theatrical delight.



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### **2023 National Day Celebration with Volunteers from Standard Chartered Bank**



### **Migration of NHelp to ECCareSuite T-system**

On 12/6/2023, the NHelp system under AIC was discontinued and replaced by the ECCareSuite T-system provided by an external vendor.

### **2023 Presidential Election**

Grace Lodge was one of the 31 nursing homes selected to be in the mobile polling station trial for Presidential Election 2023. Polling booths were set up in the training room and residents were brought down on wheelchairs to vote. The election team also went from ward to ward, assisting the bedbound residents to vote. A total of 87 eligible residents voted.

### **Conversion to Health Care Services Act (HCSA)**

On 13/12/2023, Grace Lodge converted to the Healthcare Services Act (HCSA), which replaced the Private Hospitals and Medical Clinics Act (PHMCA).

### **2023 Christmas Celebration**

Staff of Grace Lodge celebrated Christmas, with lunch catered by Singapore Buddhist Welfare Services.





### 2024 Chinese New Year Celebration

A kind donor sponsored lunch for our residents at Green Delights vegetarian café.



### Residents' Birthday Celebration







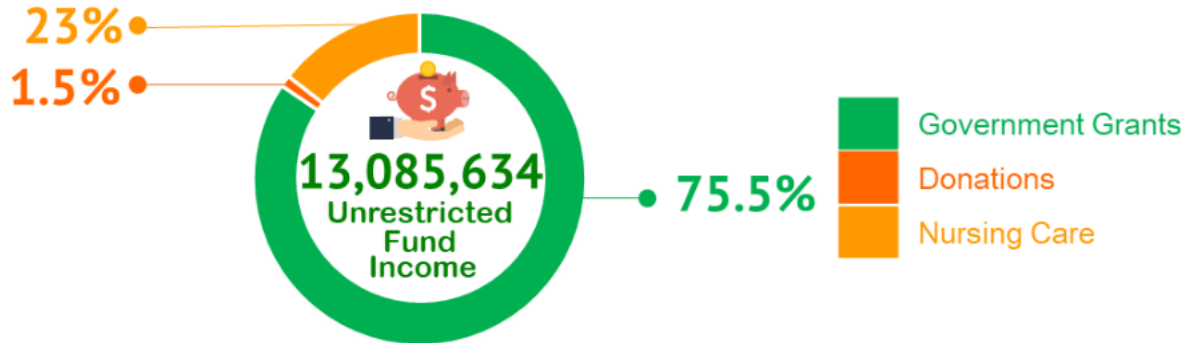
Outings for Residents



## 1.5 HIGHLIGHTS OF THE YEAR

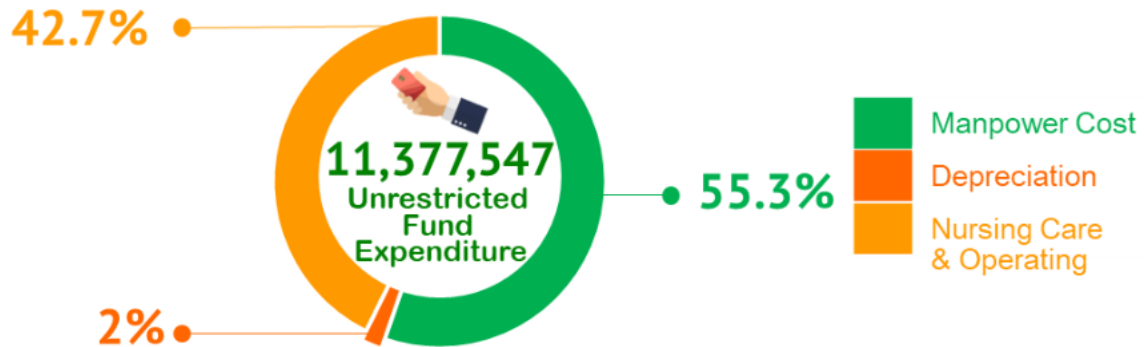
### 1.5.1 Summary of Financial Performance (1 April 2023 – 31 March 2024)

#### INCOME



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

#### EXPENDITURE



Grace Lodge budgeted to incur \$233,984 (Governance Costs), \$329,138 (Expenditure for Charitable Activities) and \$12,532,680 (Administrative and Overhead Costs).



### 1.5.2 COVID-19 Award

The President's Certificate of Commendation (COVID-19) was presented to Grace Lodge on 18/6/2023 by the 8<sup>th</sup> President of Singapore, Mdm Halimah Yacob.

### 1.5.3 Healthcare Humanity Award 2023

Grace Lodge nursing home proudly celebrates the remarkable achievements and unwavering dedication of our team members who were recognised with the prestigious Healthcare Humanity Award (HHA) in 2023. Presented by the 9<sup>th</sup> President of Singapore, Mr Tharman Shanmugaratnam on October 12, 2023, the award honours the outstanding contributions of Venerable Kuan Yan, BBM (President of Singapore Buddhist Welfare Service), Deputy Director of Nursing Christina Ng and Senior Staff Nurse Bimferchu.



This recognition underscores the exceptional service and dedication of our team. We are incredibly proud of Venerable Kuan Yan, Deputy Director of Nursing Christina Ng and Senior Staff Nurse Bimferchu. Their commitment to excellence and compassionate care exemplifies the highest standards of our profession and sets a profound example for all.

## 1.6 MOVING FORWARD

### In the Year Ahead 2024 – 2025

#### 1) Dementia Ward

- Dementia Ward has reached full occupancy;
- quality programmes are provided for our dementia residents.

#### 2) Enhancing collaboration with Sengkang General Hospital (SKH)

- Training in Advance Care Planning (ACP) for end-of-life care;
- increase tele-consultation with SKH to reduce referrals to Emergency department or hospitalisation;
- continue with the services of Senior Medical Consultant from SKH.

#### 3) Improving Manpower Quantity and Quality (on-going)

- hiring of more locals;
- training of staff to enhance their knowledge and skills;
- rotation of staff in different wards for operational adaptability;
- retention of staff through more incentives such as promotion, upgrading and monetary awards;
- improving teamwork and staff morale.

#### 4) 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);
- mandatory mask-wearing in our healthcare setting;
- safe zoning and distancing;
- personal and environmental hygiene, especially in “high-touch” areas;
- ensuring adequate stockpile of PPE;
- immediate action on advisories from the Ministry of Health;
- vaccinations and testing for staff and residents;
- visitor control and screening to facilitate contact tracing when necessary;
- on-site ART (Antigen Rapid Test) tests for visitors as and when necessary.



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