

A New *Leaf,*  
A New *Beginning.*



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## About Us

Singapore Action Group of Elders (SAGE) created a counselling programme and telephone hotline for needy older persons and their caregivers in 1991. In 2008, SAGE Counselling Centre (SAGECC) registered with Registry of Society to develop into an independent professional counselling centre and in the same year obtained National Council of Social Service full membership and Institution of Public Character (IPC) charity status.

### Vision Statement

Be a leading Social Service Agency specializing in gero-counselling for older persons, their family members, and caregivers.

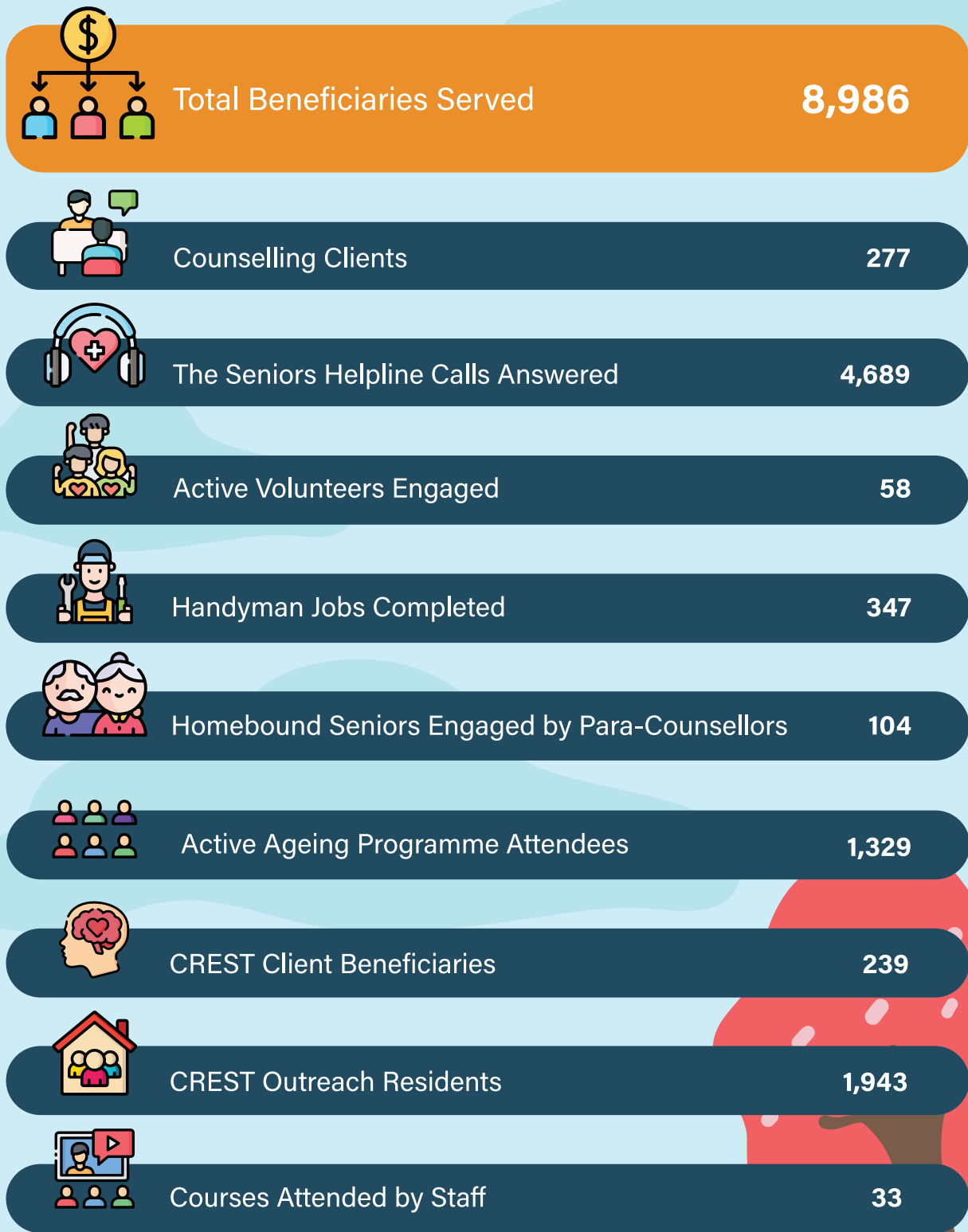
### Mission Statement

To promote the well-being of older persons with a special focus on the social and psychological aspects of their health through engaging, enabling and empowering them in active ageing.

### Values



# Total Impact



# Chairman's Message

Dear Friends and Supporters,

Reflecting on FY23/24, SAGE Counselling Centre (SAGECC) has faced significant changes and embraced new opportunities. A major highlight was the launch of the AIC-funded CREST programme in July 2023. Our Community Resource, Engagement and Support Team (CREST) team at Anchorvale and Buangkok has established strong partnerships with local social service agencies, GP clinics, and hospitals to deliver essential mental health services.

We also had our financial support transferred from the Ministry of Health (MOH) to the National Council of Social Service (NCSS). We are deeply appreciative of MOH's past support for our Counselling Programme, particularly for the Seniors Helpline, which remains a vital service operated by our dedicated volunteers.

In response to rising public expectations, we continue to be committed to enhancing our professionalism and efficiency. With NCSS Tech-and-Go's support, we implemented a CRM system to streamline case management for our CREST, Counselling Programme, and Home Maintenance Service, significantly improving our operations.

Throughout the year, we organized webinars covering a range of topics such as mental and physical health. These sessions, led by experts, received positive feedback for their educational value and interactivity. Key community events included Psychological First Aid Training for volunteers, intergenerational reminiscence walk at the Singapore Botanic Gardens, and outreach to residents in Anchorvale and Buangkok.

Looking ahead, SAGECC is focused on empowering individuals and promoting mental well-being through effective counselling and mental health programmes. We are excited to continue serving the community and look forward to achieving new milestones together.

Thank you for your unwavering support.

**Koh Eng Soon, Tim**  
Chairman



# Executive Director's Message

In FY23/24, SAGE Counselling Centre (SAGECC) has been steadfastly focusing on navigating new horizons, particularly evident in our successful launch of the Agency for Integrated Care (AIC) - funded Community Resource, Engagement and Support Team (CREST) programme. Since July 2023, the CREST team at Anchorvale and Buangkok has worked hard to build meaningful relationships with the community partners including the social service agencies, the General Practitioners (GP) clinics, the 2 hospitals in the vicinity (namely Sengkang General Hospital and Sengkang Community Hospital) and through community programmes.

During the Partners' and Volunteers' Appreciation Day on 25 November 2023, we honoured partners and volunteers for their long-standing commitment and contribution to the community through SAGECC.

SAGECC remains committed to its mission throughout the year by organising monthly or bi-monthly webinars covering diverse topics and educational content such as care for physical health and mental health issues. The participants gave good feedback for the sessions. They appreciated interacting with subject matter experts on issues relating to technological advancements, physical health concerns such as dental issues, hearing problems, eye care, as well as cancer prevention.

With the support of National Council of Social Service (NCSS) Tech-and-Go, SAGECC has initiated Customer Relationship Management (CRM) to enhance staff efficiency with paperless case management for CREST, Counselling Programme and Home Maintenance Service.

As we transit from receiving funds from the Ministry of Health (MOH) to NCSS, we would like to take this opportunity to thank MOH for their past support of the Seniors Helpline and Counselling Service. SAGECC remains committed to operating the Seniors Helpline with our team of dedicated volunteers, recognizing its significance as a vital support service for seniors in need of a listening ear.

Looking ahead, SAGECC will continue in its mission to empower individuals and promote mental well-being through effective counselling and mental health programs. And we look forward to crafting another milestone in our service to the community with you.

**Grace Lee**  
Executive Director



# Highlight of FY23/24



**APR 2023**

Psychological First Aid Training for volunteers on **29 Apr 23**



**MAY 2023**

River Valley High Eagles Scout Reminiscence Walk at Singapore Botanic Gardens **29 May 23**



**JUN 2023**

Health & Wellness @ Ayer Rajah CC on **10 Jun 23**



**JUL 2023**

A 6-session Very Musical Retreat sponsored by WeCare Art Fund was held in **Jul to Aug 23** for 20 seniors.



Door-to-Door outreach for CREST SAGE @ Anchorvale & Buangkok on **25 Jul 23**



SouthWest District Meeting & Partners Appreciation 2023 **01 Jul 23**



**AUG 2023**

SAGECC's 15th AGM held at Carlton Hotel on **26 Aug 23**



**SEP 2023**

Functional Screening at Anchorvale CC on **17 Sep 23**



**NOV 2023**

Partners & Volunteers' Appreciation Day held at Hotel Jen Tanglin on **25 Nov 23**



**JAN 2024**

Singapore Power talk to matured staff held on **29 Jan 24**



**DEC 2023**

Our staff distributed ComChest Heartstrings Bags to CREST clients on **27 Dec 23**



NEA Christmas Day Celebration at NEA HQ on **6 Dec 23**



**FEB 2024**

CNY celebration for volunteers on **23 Feb 24**



**MAR 2024**

Staff and Board Retreat held at JW Marriott South Beach on **2 Mar 24**



Staff Retreat held on **14 Mar 24**

# Management Board



**Mr Tim Koh Eng Soon**  
Chairman



**Dr Kan See Mun**  
Vice Chairman



**Ms Seng Yuh Jen**  
Honorary Secretary



**Mr Lim Wee Lim**  
Honorary Treasurer



**Mr Robert Fu Qiguo**  
Hon. Asst. Treasurer



**Dr Chan Kin Ming** *PBM*  
Board Member



**Mr Zulkifli Bin Mohammed**  
Board Member



**Dr Cheng Yuanshan**  
Board Member



**Dr Grace Ding-Wong Mei Lin**  
Board Member



**Mr Kwan Chung Min**  
*Joined 26 August 2023*  
Board Member



**Dr Angeline Koh Cheok Eng**  
*Joined 27 January 2024*  
Board Member

## Advisors



**Dr Esther Tan nee Yiu Kum Yu** *PB, PBM, BBM*  
Honorary Adviser



**Dr Lui Hah Wah Elena** *PBM*  
Honorary Adviser



**Ms Lee Soo Kwan**  
Honorary Adviser



**Mr Charles Leong**  
Legal Adviser

## Sub - Committee

### HR COMMITTEE

**Mr Tim Koh Eng Soon** *(Chair)*  
Ms Seng Yuh Jen

### PROGRAMME & SERVICES

**Dr Kan See Mun** *(Chair)*  
Ms Seng Yuh Jen  
Mr Tim Koh Eng Soon

### FUNDRAISING

**Mr Tim Koh Eng Soon** *(Chair)*  
Mr Robert Fu Qiguo  
Dr Chan Kin Ming *PBM*  
Mr Zulkifli Mohammed  
Dr Cheng Yuanshan

### FINANCE COMMITTEE

**Mr Lim Wee Lim** *(Chair)*  
Mr Robert Fu Qiguo

### INTERNAL AUDIT

Mr Kwan Chung Min

| Committee Member                   | Current Appointment                    | Past Appointment  | Occupation  | Attendance |
|------------------------------------|--|---|---|------------|
| Mr Koh Eng Soon, Tim               | Chairman since Sep 2021                | Board Member Jul 2018 to Sep 2021   | Group CEO UberGARD Pte Ltd                              | 4/4        |
| Dr Kan See Mun                     | Vice Chairman since Sep 2021           | Honorary Asst Treasurer Jul 2017 to Sep 2021<br>Board Member Jul 2015 to Jul 2019   | Lecturer SUSS   | 4/4        |
| Ms Seng Yuh Jen                    | Honorary Secretary since Aug 2023      | Honorary Asst Treasurer Aug 2020 to Nov 2022<br>Board Member May 2017 to Jul 2020   | Principal Medical Senior Worker Changi General Hospital | 4/4        |
| Mr Lim Wee Lim                     | Honorary Treasurer since Aug 2023      | Board Member Aug 2020 to Aug 2023   | Chartered Accountant, Singapore                         | 4/4        |
| Mr Robert Fu Qiguo                 | Honorary Asst Treasurer since Aug 2023 | Honorary Treasurer Sep 2021 to Aug 2023<br>Board Member Jul 2016 to Sep 2021  | CEO CellWave Technologies Pte Ltd                       | 1/4        |
| Dr Chan Kin Ming                   | Committee member since Sep 2021        | Vice Chairman Jul 2018 to Sep 2021<br>Board Member Jul 2015 to Jul 2018   | Geriatrician Chan KM Geriatric & Medical Centre         | 3/4        |
| Mr Zulkifli Bin Mohammed           | Committee member since August 2021     | Honorary Treasurer Jul 2017 to Aug 2021<br>Honorary Secretary Jul 2013 to Jul 2017<br>Honorary Treasurer Aug 2008 to Jul 2013 | Retired MP  | 2/4        |
| Dr Cheng Yuanshan                  | Committee member since Jul 2017        | -   | Retired Lecturer NTU                                    | 4/4        |
| Dr Grace Ding (Wong Mei Lin Grace) | Committee member since Nov 2022        | -   | Retired Senior Lecturer                                 | 3/4        |
| Mr Kwan Chung Min                  | Committee member since Aug 2023        | -   | Patent Agent/Attorney                                   | 3/4        |
| Dr Angeline Koh Cheok Eng          | Committee member since Jan 2024        | -   | Retired Asso. Professor NTU                             | 2/2        |

### Reserve Policy

The Board is prudent with funds and endeavours to ensure that all public money is spent and managed appropriately. We have a reserve policy of 2 times of our annual operating expenses. The reserve that we have set aside serves two purposes a) to ensure the long-term financial sustainability of SAGECC and b) to provide the means for the development of our core programmes and activities.

### Whistle Blowing Policy

SAGECC is committed to upholding high standards of corporate governance and work practices. As an enhancement to the internal control system, a whistle blowing policy is in place for the reporting of any malpractice, illegal act or omission by management, staff, volunteers, Board of Directors, both internal and external stakeholders that contribute to or have a vested interest in SAGECC's operations, programmes and fundraising activities.

### Investment Policy

At SAGECC, all investment decisions are carefully considered at the Management Board level. Each time a decision is made, a Board Resolution is passed and properly documented before any action is taken. When investing, the Management Board takes into consideration the following: 1. Availability of funds for operation for the next 12 months. 2. Accessibility of suitable investment instruments offered by banks. 3. Risk and return to avoid high-risk investment. 4. Investment timeline to ensure that cash flow for operation is not disrupted. SAGECC investment is only limited to placing excess funds in Fixed Deposit with major banks.

### Conflict of Interest

There are documented procedures for Management Committee members and employees to declare actual or potential conflict of interest to the Management Committee. Management Committee members abstain and do not vote or participate in decision-making on matters where they have a conflict of interest.

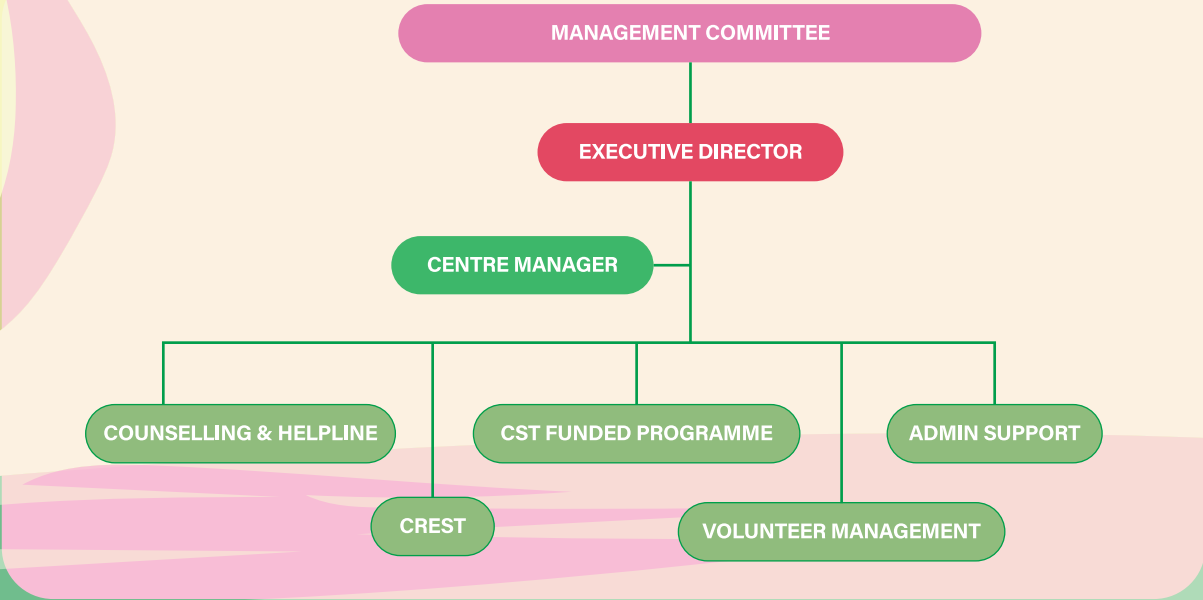


# Staff



Left to Right:  
**Yeo Chee Keong** (Counsellor), **Gregory Ho** (Counsellor), **Lack Li Lian** (Asst Snr Social Worker), **Shannen Ang** (Centre Manager),  
**Grace Lee** (Executive Director), **Amanda Leong** (Programme Exe), **Angela Peng** (Counsellor), **Kang Siew Hiang** (Snr Fin & Adm Exe),  
**Melvin Wong** (Counsellor), **Tang Zhi Yew** (Social Work Exe)

## Organization Chart



# Counselling Programme

Our counselling programme has continued to make significant strides in providing support, guidance, and empowerment to individuals aged 50 years and above, as well as their family members and caregivers. Through our dedicated team of counsellors, we have offered a range of counselling services aimed at addressing various mental health concerns and well-being.

## Understanding Seniors' Needs

We acknowledge the rich tapestry of life experiences and transitions that define the journey of seniors. Our counselling services are meticulously crafted to cater to the mental health and well-being needs of seniors, addressing issues such as adjustment to retirement, grief and loss, loneliness, caregiver stress, and mental health concerns like anxiety and depression.

## Support for Families and Caregivers

We understand that behind every senior stands a network of family members and caregivers whose support is indispensable. Our services extend beyond individual counselling to offer guidance and support to these unsung heroes, fostering stronger familial bonds and improving communication within caregiving relationships.

## A Holistic Approach

Central to our ethos is a holistic approach that acknowledges the interconnectedness of physical, emotional, and social well-being. Our counsellors work hand in hand with clients to develop personalized treatment plans that honor their unique needs and aspirations.

## Embracing Technology

In response to the evolving landscape, we have integrated technology into our services, offering teletherapy options to ensure accessibility and continuity of care, especially in the wake of the Covid-19 pandemic.

## Groupwork for Senior

Group sessions serve as a valuable platform for seniors to share their struggles, connect with others, and find their voice in a small and safe community. The group dynamic fosters a sense of camaraderie and understanding. Seniors feel empowered by their ability to render emotional support to their fellow

group members. Our counsellors also guide participants in identifying their personal strengths which boast their self-confidence and resilience. Through group discussions, seniors learn to process their challenges. Sharing experiences helps them gain insights and cope effectively. Many participants emerge from the groupwork programme feeling happier and stronger. New friendships are often formed during these sessions.

In FY23, we organized a total of 7 runs of groupworks on Expressive Therapeutic Activities (ETA) and Guided Autobiography (GAB). In ETA seniors engage in art-making, clay work, and card activities. These creative outlets allow them to express their inner feelings. In GAB, seniors write and share their life stories. This meaningful journey of self-discovery connects them with their past.

## Looking Ahead

As we chart the course forward, our commitment to empowering seniors remains unwavering. We envision a future where our counselling program continues to evolve and expand, driven by collaboration, community outreach, diversity, cultural competence, and ongoing professional development.

We remain dedicated to empowering seniors and their families to lead fulfilling and resilient lives. We are grateful for the support of our clients, partners, and stakeholders, and we look forward to continuing our mission of promoting mental health and well-being among seniors in Singapore. We continue to create supportive spaces where growth and connection thrive.

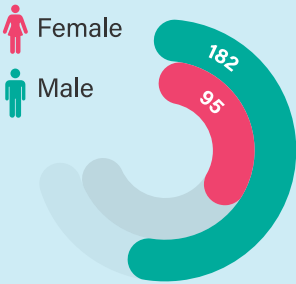
## Guided Autobiography

Seniors write and share their life stories. This meaningful journey of self-discovery connects them with their past.

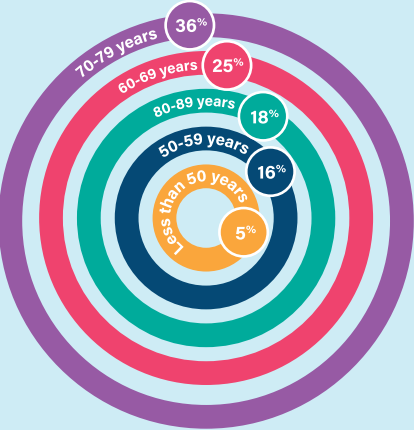
## Impact

Participants leave our groupwork programmes with a clearer sense of purpose and a deeper appreciation for life. Reflection, celebration, and connection are at the heart of this transformative experience. Our commitment to seniors' well-being extends beyond individual counselling, and we continue to create supportive spaces where growth and connection thrive.

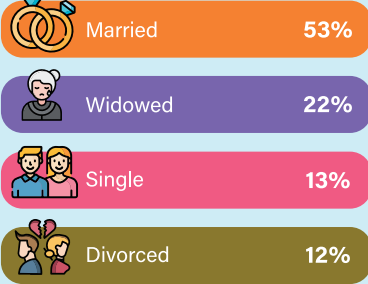
### Gender



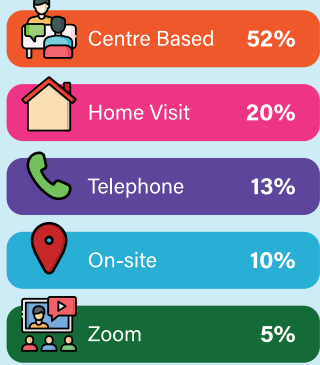
### Age



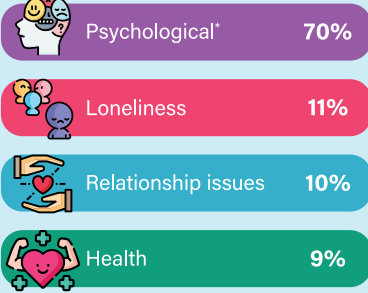
### Marital Status



### Mode of Counselling



### Presenting Issues



\*Psychological (depression, stress, anxiety, grief & loss)

## Mr L's Story



Mr. L, a senior gentlemen seek counselling due to low mood. He suffered from ill health, reduced physical functioning, and loss of autonomy, which lowered his quality of life. His estranged familial relationships often made him feel unimportant and unwanted by his children.

A SAGECC counsellor, using a strengths-based approach, explored his past careers and travels. Mr. L eventually found a job with a clan association and reconciled with one of his sons. As his pain and anger were acknowledged, he began to take things in his stride, recognizing his worth and value regardless of his physical condition. He became more jovial at the shelter and participated in monthly excursions to local hawker centers, feeling included, cared for, and appreciated. He now falls back on positive memories whenever he feels distressed and seeks support when needed.

## Mr A's Story

Mr. A, a single man in his mid-fifties, experienced profound sadness and grief following the loss of his mother. He gave up his job to care for her for nine months. The bond between mother and son was so strong that, after her passing, he struggled to cope with the pain and felt empty, even contemplating suicide.

The counsellor at SAGECC helped Mr. A process his grief and loss through numerous sessions. By the end of the therapeutic work, he accepted his mother's death and learned ways to regulate his emotions. After more than a year of counselling, he felt ready to move on and requested to close the case.

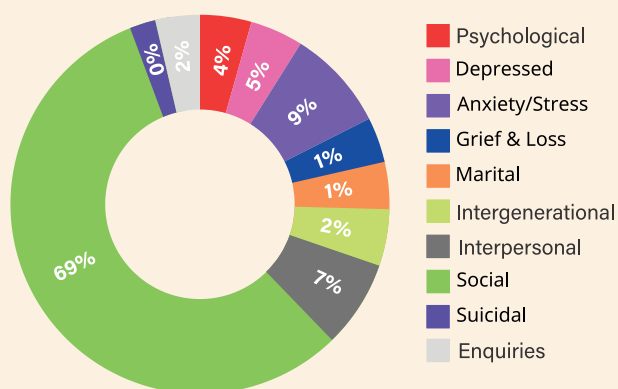
# The Seniors Helpline

The Seniors Helpline (SHL) has been a channel of support for seniors aged 50 years, their family members, and caregivers in the community since 2005, and it is also a lifeline for some regular callers. The helpline is manned by a group of volunteers, who went through intensive training and regular supervision by staff, and they are fluent in various languages, including dialects. They provide a listening ear to the callers and address their concerns and needs attentively. After identifying the callers' needs, the volunteers then provide relevant information to the callers or would refer them to respective agencies or link them to activities that can help meet their needs. The callers who are identified to have deeper issues would be given the option to seek face-to-face counselling at the Centre which is offered free of charge to Singapore Citizens or Permanent Residents (PR). To better support the volunteers in their roles and responsibilities at SHL,

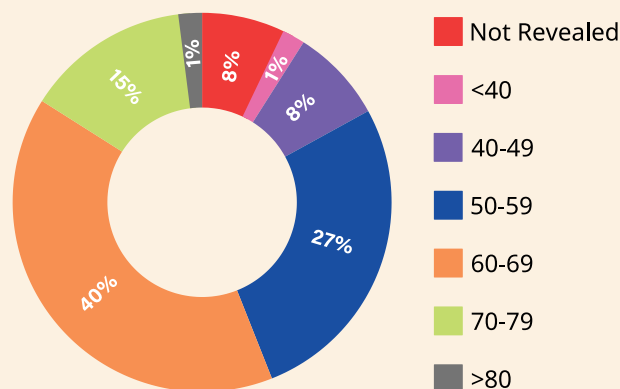
and to ensure the quality of service of the helpline, training and meetings were conducted periodically by staff as well as internal and external trainers. The meetings also provide the space for the volunteers to share their challenges at the helpline.

In FY23, the helpline received a total number of 4869 calls, out of which 581 were from new callers. We observed that the numbers of calls have fallen due to easing of community measures as well as more services provided by various social and governmental agencies. The most noticeable challenge faced by the callers is social loneliness and isolation. The callers also faced relationship issues with their spouses or partners, family members, friends or colleagues. They face anxiety or stress, depression, and psychological conditions such as psychosis and addiction.

## Presenting Issues of Callers



## Age Group of Callers



## Mdm H's Story

Mdm H retired as a cleaner a year ago. One day, she was introduced to the SAGE helpline to help her manage conflicts with her children and her depressive moods triggered by strained relationships. The helpline counsellor encouraged her to engage in church and community activities to increase her social support. Her moods have improved significantly, and she now experiences fewer episodes of depression.

She has also learned skills to communicate better with her children and has more realistic expectations of them. Consequently, the interactions between Madam H and her children have become more amicable. Madam H continues to call the helpline to update them on her daily activities.





# Volunteer Development

Volunteer development is a vital part of SAGE Counselling Centre, and their contributions have made a positive impact on the beneficiaries of our services and programs. Ninety-two volunteers, of whom fifty-eight were active, are mobilized in areas such as the Seniors Helpline, Counselling Associate eNabling program, administrative work, arts, and outreach activities.

Volunteering can bring meaning and purpose to volunteers' lives, giving them a chance to give back to society through service to vulnerable or underprivileged people in the community, while increasing their own self-esteem and wellbeing.

SAGECC organizes festive get-together events to bond, as well as training sessions to facilitate their learning and development. On November 25, 2023, 48 volunteers and 8 community partners, along with our board members and staff, came together for our first Partners' and Volunteers' Appreciation Day.



"Seeing how a simple daily chat on SHL can make a great impact on client's day. They have shared that our help has given them a sense of purpose and comfort. Nothing brings me more joy to know how volunteering at SAGECC can make a change in their lives. My journey has not only been rewarding but also fulfilling. I always look forward to my sessions at SAGE."

- Jean Lum, Volunteer of the Year 2023



Psychological First Aid Training  
29 Apr 23



NTU Psychological Club Workshop for  
volunteers 23 Aug 23

## VOLUNTEER OF THE YEAR 2023

Jean Lum Hung Yee

## STAR PERFORMERS 2023

Mary Chang Jen Kwang

Wong Lay Kiow Regina

Sylvia Costa

Goh Seu Boi Francesca

## HIGHEST VOLUNTEERING HOURS

Pho Bon Kee

## 5 YEARS SERVICE

Leow Siew Ching Anny

Fong Kok Choy Charles

Jean Lum Hung Yee

Lee Poh Leng

Lim Kia Hee Richard

Wang Kwei Fang

Mak Yuet Kuen Eleen

Lau Siu Yin

# Active Volunteers

Araviinthansai S/O Subramaniam

Audrey Tan Ai Lan

Catherine Soo Soon Imm

Chan Sock Kan Cecilia

Chia Choo Hia

Chiang Soo Koon James

Chin Lee Huang

Doris Leong Siew Ngan

Foo Yang Chiang Justin

Goh Seu Boi Francesca

Ho Kwek Ching Lucy

Hoang Thi Kim Chi

Jean Lum Hung Yee

June Lee Han Choon

Khng Thiam Bin

Lau Hwee Hun Carol

Lau Peng Chuah Albert

Lee Gek Ling Joey

Lee Poh Leng

Lee Puay Khoon Jim

Lee Swee Gee

Leow Siew Ching Anny

Lim Kia Hee Richard

Lim Lea Wah

Lim Wee Choo

Linda Mok Boh Guan

Loh Siew Mei (Serene)

Loon Soh Mei (May)

Mary Chang Jen Kwang

Ng Chai Beng Joanne

Ng Kooi Em

Ong Ming Ying

Parekh Nidhi Sachin

Pho Boon Kee

Shi Jing (Julie)

Sona Pranav Kumar (Dr)

Sowmya Nitin Chokhani

Sr Anne Margaret Lim Chwee Thong

Sukanya Shastri

Sylvia Costa

Talwar Zarine

Tan Bee Yan Irene

Tan Jin Kee

Tan Joo Geok

Tay Sheau Yin

Teh Phooi Sim

Teoh Eam Khwang

Ting Siew Ngeok Abigail

Wang Kwei Fang

Winnie Angeline

Wong Ai Li

Wong Geok Foong Helen

Wong Lay Kiow Regina

Xu Wenxue

Yeo Ay Moh Jocelyn

Yeo Siew Tiang

Zhu Huixing

Michael Chew

# CREST SAGE @Anchorvale & Buangkok

The Community Resource, Engagement and Support Team (CREST) programme was awarded to SAGECC on the 1st July 2023 to serve the community of Sengkang residents at Anchorvale and Buangkok. This programme serves as a community safety network for individuals with or at risk of mental health conditions and dementia, including their caregivers. It is run by a team of Case Managers, Social Work Executive, Care Support Staff and complemented by Counsellors of SAGECC.

The functions of CREST includes but are not limited to; 1) Outreach, networking and raising awareness of mental health; 2) Screenings, early identification and assessments of mental health concerns; 3) Emotional support, counselling, monitoring, following-up of cases and support to caregivers; 4) Collaborations with SSAs, government agencies, healthcare and community partners for service linkages in addition to information and referrals for integration of care with clients; and 5) Meaningful activities engagement such as through group work and workshops to beneficiaries and volunteers. In the first 9 months of FY23, CREST SAGE has done 24 outreach and partners such as Singapore Thong Chai Medical Institution (Sengkang branch), Silver Generation Office (Sengkang), Residents'

Networks, 5 Active Ageing Centres (AACs), Methodist Welfare Services & Allkin Singapore Ltd, ASCAT at Sengkang General Hospital (SKGH) and Anchorvale, Buangkok & Sengkang Community Centres (CC). The 5 AACs include BCARE Senior Activity Centre, ECONLife! Hub AAC, Precious AAC, SASCO @ Compassvale AAC and St Luke's Eldercare @ Anchorvale Active Ageing Hub.

Through various outreach efforts such as talks, booths and participation in functional screenings programme for Singaporeans aged 60 and above, CREST SAGE has in FY23 reached out to 1,943 residents in the community to raise public awareness of mental health. The team has also conducted screenings for 446 residents to identify various underlying mental health needs and those at risks of developing mental health issues due to the multiple stressors they face. The 239 beneficiaries served through home visits and teleconsultation since its inauguration are supported with enhanced befriending, counselling, meaningful activities engagements and emotional support. In addition, they are assisted with monitoring of their health and social functioning while others are connected to the relevant services they need to live well in the community.



Training for the SGAs of SGO Sengkang on Mental Health



Recruiting from internal pool of volunteers for CREST



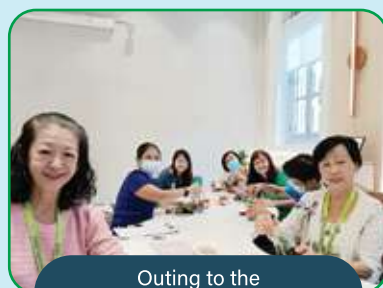
Functional Screening at Anchorvale CC



Screening of Dementia and Depression



Groupwork at SASCO @ Compassvale Ancilla AAC



Outing to the National Museum



Clients

239



Outreached

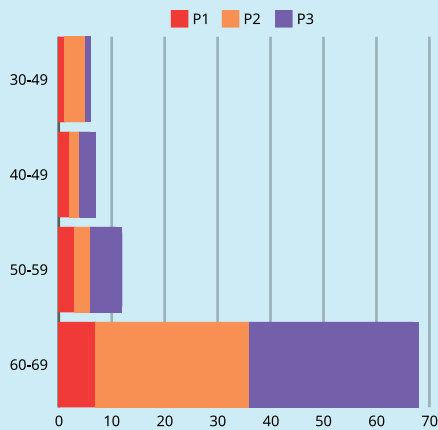
1,943



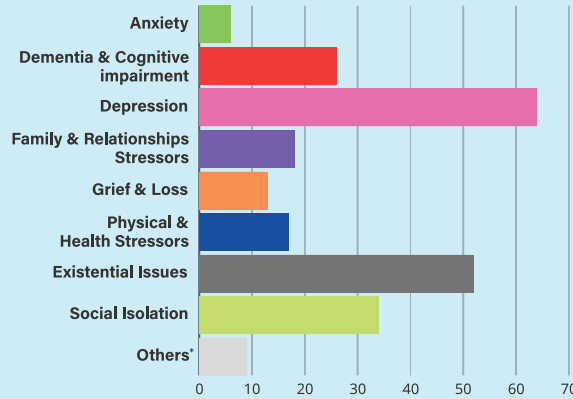
Screened

446

### Age Group

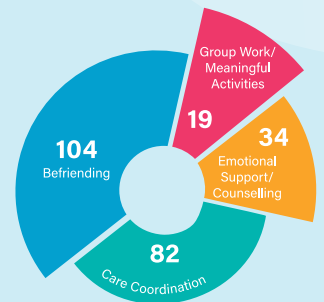


### Presenting Issues



\*Others include trauma, psychosis, personality, obsessive-compulsive, & neurodevelopmental disorders.

### Services Rendered



## Mrs T's Story

Mrs. T was referred to CREST SAGE @ Anchorvale and Buangkok from SASCO Active Ageing Centre (AAC) after experiencing stress from being the sole caregiver to her husband, who suffers from advanced dementia and exhibits behavioral challenges. Mrs. T's husband was rejected by care providers because of his aggressive behavior.

Feeling tired and helpless, Mrs. T showed signs of caregiver fatigue, including hopelessness, depression, and physical exhaustion. The CREST SAGE worker provided counselling for Mrs. T and her adult children, who were involved in creating a supportive environment for her. Sengkang General Hospital's community nurses and the medical social worker co-managed the case with CREST SAGE, eventually placing Mrs. T's husband in a residential care facility.

Mrs. T and her eldest son were grateful for the timely help. Mrs. T expanded her social network and began participating in SAGE activities.



# CST Home Maintenance Service

Home Maintenance Service (HMS) was started to provide free basic home repairs to needy seniors in Singapore. HMS also empowers their volunteers in their ageing, ensuring their potential and skills do not go to waste.

Since 2018, HMS has served a total of 2,834 seniors through a variety of repair work such as changing light bulbs, clearing chokes and repairing door locks. This year, we have received the highest number of HMS requests from seniors aged 70-79 years old, followed by 60-69 years old. Majority of the seniors possess a blue CHAS card while the rest are under the ComCare Assistance Scheme. Most referrals are from SSAs while the second largest source of referrals are walk-ins.

In FY23/24 we have handled a total of 347 job orders completed by 13 handymen, with the longest volunteer being with us for 7 years. Their ages range from 45 years old to 78 years old. Some are retired while some are still working part-time. All of them contribute their unique skills and insights to the serve needy seniors in our country.



Handyman Adam Ho (left) and Sam Tan (right) receive their Hardworking Handyman Award from Chairman Tim Koh (centre).

## Mr Ong's Story

"My elder sister, who is about 80 years old, underwent total hip surgery a year ago. Unfortunately, our washing machine was not connected to the drainage system. For many years, my sister had to manually direct the washing machine's drainage pipe into the toilet after each use. However, this task became exceedingly challenging for her, especially after her surgery, as it requires kneeling down to empty the leftover water and to store the pipe after use. These activities pose significant inconvenience and risks to my sister's well-being.

During my recent visit to the Cornerstone @ Cheng San Active Aging Centre two weeks ago for an interview, Faith inquired about our immediate needs. I explained our washing machine issue to her, and she promptly took action. Within three days, she arranged for us to meet with a volunteer plumber to address our problem. Within a week, the volunteer plumber arrived and skilfully drilled a hole to connect the drainage pipe directly to the toilet. He completed the task excellently, and best of all, it was done completely free of charge! We are immensely grateful to Faith, the volunteer Sam Tan, and the Cheng San Active Aging Centre for their invaluable assistance. It's heartwarming to see such support provided to citizens, especially to seniors and those in need. I wonder which other countries offer similar assistance to their citizens?"

**Mr Ong, 68**

# CST Active Ageing & Awareness

Active Ageing and Awareness (AAA) work closely with community partners and seniors to develop talks and workshops that encourage lifelong learning in seniors and give them opportunities to develop their social and life skills.

This year, we hosted a total of seven webinars, delivered in both English and Mandarin, with a total of 1,076 attendees. Topics covered ranged from mental health, physical health and personal styling. One of our more popular talks was by Dr Yuen Yew Sen, Consultant Ophthalmologist from National University Hospital and Alexandra Hospital, about caring for one's eyes past the age of 50. As part of the Public Education programme, these webinars equip seniors with essential knowledge about how to care for themselves and develop their potential.

We ran 11 workshops in-person with a total of 222 participants. This ranged from intergenerational walks in collaboration with River Valley High School, to workshops taught by volunteers, peer artists and professional artists. With the generous funding from WeCare Arts Fund, we ran a 6-session Very Musical Retreat. The participants highly enjoyed the unique experiential way of enjoying the various musical instruments with musical backgrounds.

In addition to the webinars and workshops, our seniors also have opportunities to further develop their artistic skills through self-directed learning in a community of peer artists in weekly art jamming sessions.



Proud seniors with their artworks after Beginner's Art Workshop' taught by Mdm Yang Yip Kum (second from left)



Music Therapist Ms Hanna Ma (standing) facilitating 'A Very Musical Retreat' sponsored by WeCare Arts Fund.



Participants at the Pastel Nagomi Art Workshop working on their art pieces.



Active Ageing Programme Attendees

1,329



No. of webinars

7



No. of webinar participants

1076



No. of workshops

11



No. of workshop participants

222



No. of open studio participants

31

## Mdm Ting's Story

"Sometime in the middle of last year, I joined SAGE Counselling Centre's Art Jamming group. It was eye opening for me to see such a variety of painting materials available there. I started to explore and enjoyed painting with my fellow classmates.

In the beginning, we had art volunteer Shanu who taught us colour blending. Our latest art volunteer is Mdm Yang Yip Kum, an experienced art jammer, who has a varied experience in handling painting tools and colour blending techniques. We have learned so much. Special thanks to Amanda who ensures that the art jamming sessions and workshops run smoothly. Thank you SAGE Counselling Centre for this opportunity."

**Mdm Ting, 71**



# CST Counselling Associate eNabling

Counselling Associate eNabling (CAN) programme is an enhanced home-based or virtual conferencing service that provides befriending and para-counselling for lonely or socially isolated clients who are house-bound. These clients could be counselling clients who were still in the recovery stage or they could have been just discharged from counselling programme but required additional psychosocial emotional support. They could also be referred by other Social Service Agencies. This programme is supported and manned by a group of CAN volunteers. The volunteers are trained in befriending, with elements of basic counselling skills, to provide support to the seniors. The programme aims to reduce social isolation and loneliness among the seniors through giving them opportunities for social connection and a sense of belonging to the community that they are living in. CAN also hopes to improve the total well-being of the seniors and help them gain self-reliance by enhancing their social and coping skills through regular home visits or phone calls.

In FY23, our 17 CAN volunteers have made 260 home visits and phone calls to 104 seniors. These home visits and phone call contacts had reinforced their recovery and reduced the possibilities of relapse for seniors through the building of their ecosystems and helping them to find and develop habits of coping. These are evidenced and tracked by a Pre and Post Life Satisfaction Index (LSI) questionnaire administered by the CAN volunteers at the beginning and end of the CAN service rendered to the seniors.

SAGE Counselling Centre also organize meetings and training periodically to allow the CAN volunteers to discuss the challenges they encounter, and share ways of enhancing their skills and knowledge to better meet the seniors' needs.

## Mdm G's Story

Madam G, 72 years old, was referred to CAN for psycho-socio-emotional support by a community hospital. After her discharge from the rehabilitation programme, she stayed home with a new foreign domestic helper and felt isolated and lonely. She had raised her two children single-handedly after a divorce, but they were not close to her. She felt anxious and stressed about her relationship with her adult children, especially when they were at odds.

As the Care Associate (CA) visited Madam G weekly, they built rapport. The CA provided active listening, expressed empathetic responses, and attended to her needs by providing appropriate resources. Madam G learned to relate to her children, improving communication and reducing conflicts. The relationship between her children also improved.

By engaging in positive activities at the Active Ageing Centre, she made new friends and learned new things.



# CST Advanced Professional Staff Development



Clinical Supervision with Mr Tan Boon Huat, clinical supervisor.

During the FY23/24, our dedicated staff actively participated in professional development and clinical supervision. Here are the key highlights:

## Training Courses:

Our staff attended a total of 33 courses, accumulating 354 training hours. These courses enhanced their skills and knowledge, contributing to their professional growth.

## Clinical Supervision:

- For our professional staff, in addition to group clinical supervision, our individual counsellors engaged in one-to-one clinical supervision with an external clinical supervisor.
- Collectively, we logged 118 clinical supervision hours from both group and individual sessions.

We remain committed to continuous learning and maintaining high standards of care.

After receiving supervision of supervision from Mr Tan Boon Huat, I have learnt to be more intentional and targeted in asking the supervisees' intent in their counselling work. He has also taught me to guide supervisees in evaluating their practice and identifying their strengths and addressing areas of improvement.

- Ms Shannen Ang, Senior Counsellor

The few courses I have attended this year have reinforced my professional practice especially on the concept of personhood. I was able to utilize the skills taught in Emotional Focussed Therapy to deepen my work with clients who suffered emotionally. Most of the clients' issues exist not in isolation but contextualized and systemic training expanded my assessment holistically.

- Mr Melvin Wong, Counsellor

Through the 'Skills-Based Behavioural Health Approaches in Managing Chronic Conditions' course, I learnt that some chronic illnesses can be life threatening and devastating to the clients and their families. However, with holistic social work case and care planning that include behavioural change and positive coping in clients and their families can maintain the chronic conditions of the clients and level of functioning of the clients and their families.

- Ms Lack Li Lian, Asst Senior Social Worker cum Counsellor

I have attended the evidence-based Gold standard programme for couple therapy - The Gottman Couple Therapy. The Gottman Couple Therapy has helped me to appraise relationship dynamics of couples and help couples to manage their conflict and communication pattern.

- Mr Yeo Chee Keong, Counsellor

# Code of Governance

## Principle 1: The charity serves its mission and achieves its objectives.

| No. | Call For Action   | Code | Response |
|-----|---|------|----------|
| 1   | Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so one) that can be easily accessible by the public. | 1.1  | Complied |
| 2   | Develop and implement strategic plans to achieve the stated charitable purposes.  | 1.2  | Complied |
| 3   | Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.   | 1.3  | Complied |
| 4   | Document the plan for building the capacity and capability of the charity and ensure the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.  | 1.4  | Complied |

## Principle 2: The charity has an effective Board and Management.

|    |   |     |                    |
|----|---|-----|--------------------|
| 5  | The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and the Management should be clear and distinct.   | 2.1 | Complied           |
| 6  | The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.  | 2.2 | Complied           |
| 7  | Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity:<br>a. Audit   b. Finance<br>* Other areas include Programmes and Services, Fund-raising, Appointment/Nomination, Human Resource, and Investment.   | 2.3 | Complied           |
| 8  | Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.   | 2.4 | Complied           |
| 9  | Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and re-appointment at least once every three years.<br><br>To ensure leadership renewal and in accordance with our constitution, all board members shall hold service for a term of 2 years. They can be re-elected to serve two more consecutive terms except for the Treasurer who can only serve a maximum of 2 terms.  | 2.5 | Partially Complied |
| 10 | Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).<br><br>For Treasurer (or equivalent position) only:<br>a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role.<br><br>i. After meeting the maximum term limit for the Treasurer, a Board member's re-appointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break)<br><br>ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer. | 2.6 | Complied           |
| 11 | Ensure the Board has suitable qualifications and experience, understand its duties clearly, and performs well.<br>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.  | 2.7 | Complied           |
| 12 | Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.  | 2.8 | Complied           |

## Principle 2: The charity has an effective Board and Management.

|    |  |                      |                    |
|----|--|----------------------|--------------------|
| 13 | <p>The term limit for all Board members should be set a 10 consecutive years or less, Re-appointment to the Board can be considered after at least a two-year break.</p> <p>For all Board members:</p> <p>a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service should continue from the time he/she left the Board.</p> <p>b. Should the charity consider it necessary to retain a particular Board member (with or without office bearer's positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with two-year term of service would conduct its election once every two years at its general meeting).</p> <p>c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.</p> <p>Mr Zulkifli Bin Mohammed is the only long standing board member as we value his guidance in serving the Malay community.</p> | 2.9a<br>2.9b<br>2.9c | Partially Complied |
| 14 | <p>For Treasurer (or equivalent position) only:</p> <p>d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.</p> <p>i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9b.</p>  | 2.9d                 | Complied           |

## Principle 3: The charity acts responsibly fairly and with integrity.

|    |  |     |          |
|----|--|-----|----------|
| 15 | <p>Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.</p>  | 3.1 | Complied |
| 16 | <p>Document the processes for the Board and Management to declare actual or potential conflict of interest and the measures to deal with these conflicts of interest when they arise.</p> <p>a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.</p> | 3.2 | Complied |
| 17 | <p>Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.</p>   | 3.3 | Complied |
| 18 | <p>Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.</p>  | 3.3 | Complied |
| 19 | <p>Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.</p>   | 3.5 | Complied |
| 20 | <p>Take into consideration the ESG factors when conducting the charity's activities.</p>   | 3.6 | Complied |

## Principle 4: The charity is well-managed and plans for the future.

|    |   |      |          |
|----|---|------|----------|
| 21 | <p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donation by board members to the charity, funding staff costs and so on).</p>   | 4.1a | Complied |
| 22 | <p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as :</p> <p>i. Revenue and receipting policies and procedures;</p> <p>ii. Procurement and payment policies and procedures; and</p> <p>iii. System for delegation of authority and limits of approval.</p> | 4.1b | Complied |

#### Principle 4: The charity is well-managed and plans for the future.

|    |  |     |          |
|----|--|-----|----------|
| 23 | Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example loans to employees/subsidiaries, grants or financial assistance to business entity.  | 4,2 | Complied |
| 24 | Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.   | 4,3 | Complied |
| 25 | Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example loans to employees/subsidiaries, grants or financial assistance to business entity.  | 4,4 | Complied |
| 26 | Set internal policies for the charity on the following areas and regularly review them:<br>a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT);<br>b. Board strategies, functions and responsibilities;<br>c. Employment practices;<br>d. Volunteer management;<br>e. Finances;<br>f. Information Technology (IT) including data privacy management and cyber-security;<br>g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board);<br>h. Service or quality standards; and<br>i. Other key areas such as fund-raising and data protection. | 4,5 | Complied |
| 27 | The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.  | 4,5 | Complied |

#### Principle 5: The charity is accountable and transparent.

| 28                    | Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and son on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).   | 5,1                   | Complied |         |                       |   |   |                       |   |   |                      |   |   |     |          |
|-----------------------|--|-----------------------|----------|---------|-----------------------|---|---|-----------------------|---|---|----------------------|---|---|-----|----------|
| 29                    | Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.   | 5,2                   | Complied |         |                       |   |   |                       |   |   |                      |   |   |     |          |
| 30                    | The charity should disclose the following in its annual report.<br>a. Number of Board meetings in the year; and<br>b. Each Board member's attendance.  | 5,3                   | Complied |         |                       |   |   |                       |   |   |                      |   |   |     |          |
| 31                    | The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.<br><br><table border="1" style="margin-left: 20px;"> <thead> <tr> <th style="background-color: #004a99; color: white;">Remuneration of Staff</th> <th style="background-color: #004a99; color: white;">FY23/24</th> <th style="background-color: #004a99; color: white;">FY22/23</th> </tr> </thead> <tbody> <tr> <td>\$150,001 - \$200,000</td> <td style="text-align: center;">1</td> <td style="text-align: center;">1</td> </tr> <tr> <td>\$100,001 - \$150,000</td> <td style="text-align: center;">1</td> <td style="text-align: center;">1</td> </tr> <tr> <td>\$50,000 - \$100,000</td> <td style="text-align: center;">7</td> <td style="text-align: center;">8</td> </tr> </tbody> </table> | Remuneration of Staff | FY23/24  | FY22/23 | \$150,001 - \$200,000 | 1 | 1 | \$100,001 - \$150,000 | 1 | 1 | \$50,000 - \$100,000 | 7 | 8 | 5,4 | Complied |
| Remuneration of Staff | FY23/24  | FY22/23               |          |         |                       |   |   |                       |   |   |                      |   |   |     |          |
| \$150,001 - \$200,000 | 1  | 1                     |          |         |                       |   |   |                       |   |   |                      |   |   |     |          |
| \$100,001 - \$150,000 | 1  | 1                     |          |         |                       |   |   |                       |   |   |                      |   |   |     |          |
| \$50,000 - \$100,000  | 7  | 8                     |          |         |                       |   |   |                       |   |   |                      |   |   |     |          |
| 32                    | The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.  | 5,5                   | Complied |         |                       |   |   |                       |   |   |                      |   |   |     |          |
| 33                    | Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice and resources to conduct their roles effectively.<br>a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.   | 5,6a                  | Complied |         |                       |   |   |                       |   |   |                      |   |   |     |          |
| 34                    | Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice and resources to conduct their roles effectively.<br>b. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.   | 5,6b                  | Complied |         |                       |   |   |                       |   |   |                      |   |   |     |          |



**Principle 5: The charity is accountable and transparent.**

|           |  |     |          |
|-----------|--|-----|----------|
| <b>35</b> | Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate. | 5.7 | Complied |
|-----------|--|-----|----------|

**Principle 6: The charity communicates actively to instil public confidence.**

|           |  |     |          |
|-----------|--|-----|----------|
| <b>36</b> | Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness o its cause to maintain or increase public support, show appreciation to supporters, and so on) | 6.1 | Complied |
| <b>37</b> | Listen to the views of the charity's stakeholders and the public and respond constructively.   | 6.2 | Complied |
| <b>38</b> | Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.  | 6.3 | Complied |



# Acknowledgements

We are grateful to our funders, donors and partners in supporting us. A big thank you to all of you in contributing to enhancing the well-being of older persons, their caregivers and family members.

## Funders, Partner and Stakeholders

- Agency for Integrated Care
- Community Chest
- Ministry of Health
- National Council of Social Service
- River Valley High School
- Silver Generation Office (Sengkang)
- Singapore Thong Chai Medical Institution (Sengkang Branch)
- South West Community Development Council
- Thye Hua Kwan Moral Charities Ang Mo Kio Cluster Support
- The Hokkien Foundation
- Lee Foundation
- Shaw Foundation

## Support Us

Our services and programmes are made possible with kind donations and committed volunteers. With your donations and support, we can continue to provide free services to the seniors and their family members.

**More information on donations** <https://sagecc.org.sg/#/donation>

**More information on volunteering** <http://sagecc.org.sg/#.volunteersOpportunities>

## Scan to Donate



**Account Name:** SAGE Counselling Centre

**UEN No. :** T08SS0025E

**Account No. :** DBS 005-901741-0

# Corporate Information

## Registered Office

1 Jurong West Central 2 #06-04 Jurong Point  
Shopping Centre Singapore 648886

## Charity Registration No: 1010/2008

Date Registered as a Charity under ROS Charity  
under the Charities Act : 1 July 2008

## Registry of Society (ROS)

UEN Number: T08SS0025E

## National Council of Social Service

Full member since 2008

## Institution of Public Character (IPC) Status

IPC Reg. No: IPC 000628

General Fund Period Approved: 1 June 2022 to 31 May 2025

## Sector Administrator

Ministry of Health

**Banker** | DBS

**Auditor** | Helmi Talib LLP

## Contact Information

☎ 6354 1191

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🌐 [www.sagecc.org.sg](http://www.sagecc.org.sg)

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