

TRANSFORMATION  
IN **DISRUPTION**

# Singapore Association for Mental Health (SAMH)

has been uplifting lives in Singapore's mental health community since 1968. Our clients include youths, adults and seniors. We are with our clients every step of their journey to wellness, while also providing emotional and practical support to their families and caregivers.

## Vision

Mental Wellness for All

## Mission

To improve the lives of persons with illness and provide support for their families

To promote acceptance and respect for persons with mental illness

To improve the mental resilience of our community

## Values

Professionalism & Respect

Compassion & Acceptance

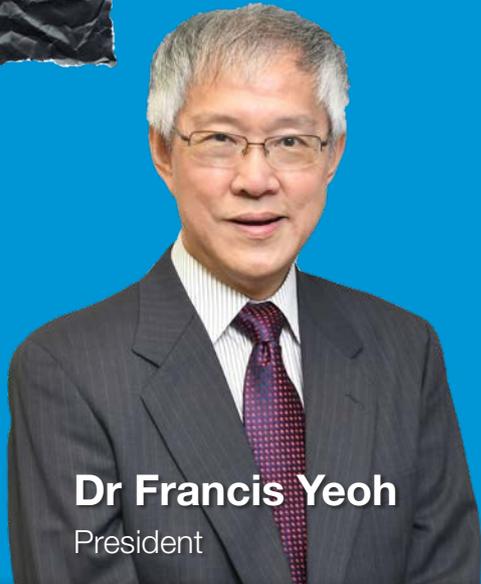
Hope & Empowerment

Engagement & Collaboration

# Contents

02	●	<b>SAMH President's Message</b>
03	●	<b>Executive Director's Message</b>
04	●	<b>Board of Directors</b>
06	●	<b>Organisational Structure</b>
07	●	<b>SAMH Centres &amp; Services</b>
08	●	<b>Financial Statements</b>
10	●	<b>Highlights of the Year</b>
12	●	<b>Transformation Amid Disruption</b> - Bringing About Transformation - Meeting Changing Needs - Community Involvement - Sharing and Learning
20	●	<b>Public Awareness And Holistic Perspectives</b> - Partners and Volunteers - Partners and Corporates - Hope Amid Uncertain Future
25	●	<b>Impact in FY2019</b>
27	●	<b>Our People</b>
28	●	<b>Code of Governance</b>

## PRESIDENT'S MESSAGE



**Dr Francis Yeoh**

President

adopting a hybrid service delivery model that would involve both online and offline modes of engagement, enabled by technology. This may even become a necessity in the new normal of the post-COVID-19 future, so it is important that we begin our transformation journey early.

### **Youth Mental Well-being**

The Singapore Mental Health Study 2016 undertaken by the Institute of Mental Health found that youths aged between 18

in conversations on mental well-being at home, workplaces and educational institutions.

SAMH has significant experience in youth mental health work. Our SAMH YouthReach and SAMH Creative Services reach out to hundreds of youths each year with activities and programmes to build mental resilience and wellness. For the last 2 years, we have organised our annual signature public event, YOUth Alive!, to connect directly with youths.

The work to address youth mental well-being effectively is significant and requires a comprehensive and sustained effort involving the government, educational institutes, workplaces and social service agencies.

The work to address youth mental well-being effectively is significant and requires a comprehensive and sustained effort involving the government, educational institutes, workplaces and social service agencies. We look forward to contributing to this very important national effort.

### **Unprecedented Disruption**

Like many organisations, SAMH faced unprecedented disruption from COVID-19.

We had to change the way we provide support and services to our clients and the community, such as by implementing split teams that worked from different locations. To minimise face-to-face contact with clients and their caregivers for safe distancing, we provided support mainly through emails, phone calls, tele-conferencing or meetings on virtual platforms.

Amid these challenges, we stepped up efforts in digitalisation, seeking not just operational efficiency but more importantly, opportunities to try out new and innovative ways of service delivery. For example, we looked into the possibility of

and 34 were more likely to struggle with depression, alcohol abuse, self-harm, obsessive compulsive disorder and other mental disorders. COVID-19 has exacerbated the situation. In a recent study, 1 in 2 youths in Singapore admitted that their mental health had deteriorated to an unsatisfactory level, in line with findings elsewhere in the world.

Commendably, our government had been quick to respond to this worrying situation. In February 2020, then Minister for Social and Family Development (MSF) Desmond Lee announced, in a Facebook post, the formation of a Youth Mental Well-being Network to gather ground-up ideas for improving youth mental wellness. The initiative has since engaged more than a thousand youths

### **In Appreciation**

The year ahead will be uncertain and fraught with challenges but I am confident that our team at SAMH has the tenacity and resourcefulness to work through this COVID-19 pandemic crisis. I would like to commend our SAMH team for their commitment to the organisation in such difficult times.

I would also like to thank our community partners, funding agencies, donors, volunteers and supporters for your continuing support and partnership in helping SAMH bring Mental Wellness for All!

My twenty months in the mental health space have been both a humbling and rewarding experience. I am very encouraged by the tireless efforts and commitment of colleagues, volunteers, partners and supporters who have creatively adapted, connected and engaged the community to promote mental health and wellness.

## Eventful Year

Mental health has gained increasing attention this past year and especially so since the onset of the COVID-19 pandemic in early 2020. SAMH stepped up efforts to meet the diverse mental health needs of the community through a myriad of programmes, events and initiatives.

In July 2019, SAMH organised “Art Therapy Meets” (ATM), a unique showcase of art therapy with an interactive art exhibition highlighting the impact of adverse childhood experience on mental health. The guided exhibition was supported by volunteer docents from the community who underwent specialised training on the subject matter. Following the successful 2-day launch at Our Tampines Hub, we re-created ATM into a roving exhibition in partnership with schools, corporates and youth agencies, and saw attendance of close to 2000 participants. The exhibition at ITE College East Campus on World Mental Health Day 2019 was particularly rewarding with enthusiastic students and supportive educators giving positive response on their awareness of the importance of good mental health.

With youth mental health issues on the rise, we hope to promote youth mental well-being through innovative

approaches and programmes. Our second edition of “YOUTH Alive!” was specially curated to reach out to youths and their significant others. Themed, “Inspiring Hopes, Realising Dreams”, the event showcased youth talents in music and dance as well as inspiring sharing and a panel discussion by Xun An (mental health advocate), Qian Yin (parashuttler) and Gary (social work student) on overcoming their respective challenges with mental health, disability and delinquency, and pushing on to realise their potentials.

## Ms Ngo Lee Yian

Executive Director



Transformation through digitalisation is a necessity and we are thankful that we have embarked on this journey in 2019.

To commemorate World Mental Health Day in October 2019, SAMH partnered Reel Loco Productions and Club Heal to launch the 3-part web series, “UNBOXING”, that focused on the recovery journey and stigmatisation experienced by people with mental health issues. The “UNBOXING” series has attracted close to 10,000 views from across various social media platforms.

## New Normal

The unprecedented COVID-19 created a “new normal” and we responded to the disruptions at work, home and social life with innovative solutions to support our operations and ensure continuity of our service delivery to our clients. Transformation through digitalisation is a necessity and we are thankful that we have embarked on this journey in 2019.

We have adapted our work systems and made use of digital technologies to streamline the day to day running of our operations. We adopted e-systems in various areas, including GIRO payment for our clients’ training allowances, electronic submission and reimbursement for staff claims, and an increase in the use of online platforms for fundraising and service delivery. More plans are in store to harness technology for higher productivity, efficiency and governance to enable us to serve our clients better.

Going forward, we remain committed to doing all we can to support the community during these unprecedented times. We will continue to add value to the mental health community, and work closely with partners, volunteers and supporters.

# BOARD OF DIRECTORS



**Dr Francis Yeoh**  
President



**Adj Assoc Prof  
Lee Cheng JP**  
Vice President



**Ms Joanne Chio**  
Honorary Secretary



**Ms Saw Seang Pin**  
Honorary Treasurer



**Assoc Prof Leslie Lim**  
Board Member



**Dr Ong Say How**  
Board Member





**Ms Lim Cheng Pier**  
Board Member



**Dr Derrick Yeo**  
Board Member



**Ms Caroline Kwong**  
Board Member



**Dr Lee Kwok Cheong**  
Board Member



**Dr Joseph Leong Jern-Yi**  
Board Member



**Ms Jasmine Oh**  
Board Member

## BOARD

## EXECUTIVE DIRECTOR

### COMMITTEES

1. Executive & Personnel
2. Audit
3. Fund Raising
4. Finance
5. Branding and Organisational Culture
6. Services Review
  - Rehabilitative
  - Outreach
  - Creative

### Rehabilitative Services

- SAMH Activity Hub
- SAMH Group Homes
- SAMH MINDSET Learning Hub
- SAMH Oasis Day Centre
- SAMH YouthReach

### Outreach Services

- SAMH Community Education & Engagement
- SAMH Insight Centre
- SAMH Mobile Support Team

### Creative Services

- SAMH Creative MINDSET Hub
- SAMH Creative SAY!

### Corporate Services

- Corporate Communications
- Community Partnership
- Finance
- HR & Admin
- Information Technology

## SAMH Head Office

Block 139 Potong Pasir  
Avenue 3 #01-136  
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## SAMH Activity Hub

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Singapore 539752

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## SAMH Group Homes

Block 239 Bukit Batok East  
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T: +65 6564 7003  
E: grouphomes@samhealth.org.sg

## SAMH MINDSET Learning Hub MLH Cafe

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T: +65 6665 9220  
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## SAMH Oasis Day Centre

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## SAMH YouthReach

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## SAMH Community Education & Engagement

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## SAMH Insight Centre

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## SAMH Mobile Support Team

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## SAMH Creative MINDSET Hub

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# FINANCIAL STATEMENTS

## STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2020

	Note	2020 S\$	2019 S\$
<b>INCOME</b>			
Donation income			
- Tax deductible	5	507,029	612,074
- Non-tax deductible		212,076	118,588
Grants from Singapore Government		6,094,261	5,364,118
Grants / funding from non-government entities		315,036	193,304
Designated projects income		140,516	132,902
Interest income		57,297	8,707
Programme fees		108,787	109,705
Sales of art works		21,661	13,276
Talks and workshops		67,237	28,820
Others		431	400
		<u>7,524,331</u>	<u>6,581,894</u>
<b>EXPENDITURE</b>			
Auditor's remuneration			
- Statutory audit		12,971	11,770
- Special audit		5,778	5,778
Activities		115,046	63,878
Allowance for impairment of trade receivables	10	8,110	0
Art therapy		4,170	7,590
Bank charges		872	1,196
Beneficiaries' job contract expenses		46,436	54,357
Beneficiaries' training programmes		72,641	58,916
Communication		33,664	39,878
Depreciation	11	149,994	167,677
Designated project expenses		57,101	67,991
Expenses related to sales of artwork		8,893	4,115
Equipment / assets expense		38,826	16,629
General / social expenses		4,700	108,022
Insurance		30,663	25,147
Interest expense on lease liabilities	12I	8,194	0
Lease expense – low value assets	12(d)	7,941	0
Lease expense – short term lease	12(d)	98,265	0
Maintenance of equipment		15,268	20,571
Maintenance of land and building		118,202	136,771
Maintenance of vehicles		16,738	14,936
Miscellaneous expenses		10,937	13,933
Printing and postage		34,856	32,206
Property, plant and equipment written-off		41	8,612
Professional services		301,787	250,935
Recruitment expenses		1,648	2,888
Rental of premises		0	151,380
Restricted donation expenses		5,920	17,417
Specific assistance		62,210	346
Staff benefits		44,198	36,900
Staff salaries and CPF contributions	6	5,458,247	5,122,371
Staff training		49,916	98,997
Supplies and refreshment		18,997	17,895
Support contract services		131,858	150,960
Talks and workshops expenses		1,512	4,631
Transport		17,434	20,056
Utilities		120,596	117,009
		<u>7,114,630</u>	<u>6,851,758</u>
<b>Net surplus/(deficit) for the year, representing total comprehensive income for the financial year</b>		<u>409,701</u>	<u>(269,864)</u>

## STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2020

	Note	2020 S\$	2019 S\$
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	7	4,322,771	6,984,154
Fixed deposits	8	4,522,211	1,144,362
Grants receivable	9	840,075	986,212
Trade and other receivables	10	212,347	283,284
		<u>9,897,404</u>	<u>9,398,012</u>
<b>Non-current asset</b>			
Property, plant and equipment	11	801,890	745,286
		<u>10,699,294</u>	<u>10,143,298</u>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Other payables	13	524,348	402,643
Deferred capital grants	14	57,492	57,492
Deferred grant income	15	1,112,419	1,173,870
Lease liabilities	16	26,627	0
		<u>1,720,886</u>	<u>1,634,005</u>
<b>Non-Current liabilities</b>			
Deferred capital grants	14	287,453	344,922
Lease liabilities	16	118,448	0
		<u>405,901</u>	<u>344,922</u>
		<u>2,126,787</u>	<u>1,978,927</u>
<b>Total liabilities</b>			
		<u>8,572,507</u>	<u>8,164,371</u>
<b>NET ASSETS</b>			
<b>FUNDS</b>			
Unrestricted funds	17	4,410,980	4,452,300
Restricted funds			
Programme funds:			
<i>National Council of Social Services</i>		1,156,917	1,090,504
<i>Ministry of Social and Family Development</i>		2,980,106	2,597,063
Donations funds		24,504	24,504
	18	<u>4,161,527</u>	<u>3,712,071</u>
<b>TOTAL FUNDS</b>		<u>8,572,507</u>	<u>8,164,371</u>

The Society had three key management staff with annual remuneration exceeding SGD100,000.  
A copy of the full audited financial statements can be viewed online at [www.samhealth.org.sg](http://www.samhealth.org.sg)



### SAMH Inauguration Day 2019

SAMH celebrated its 50th Inauguration Day on 26 April 2019.



### Asia Pacific Accessible Art Festival @ Macau

SAMH participated and facilitated sessions on mental well-being at the Asia Pacific Accessible Art Festival in Macau between 2 and 7 June 2019.



### Meet & Greet at Community Chest Awards 2019

On 9 October 2019, four SAMH clients were at Istana to meet and greet Guest-of-Honour, President Halimah Yacob, host, then Minister for Social and Family Development, Mr Desmond Lee, and guests at the Community Chest Awards 2019.



### Between the Pieces

This five-day exhibition, conceptualised by STORY KUCHING and co-produced with Global Cultural Alliance and Studio Juliat at Arts and Cultural Centre, was held in Temenggong 18/20 from 10 to 14 October 2019 with a display of more than 30 first-hand accounts of depression.



### UNBOXING

In commemoration of World Mental Health Day 2019, this 3-episode Web series, UNBOXING, was launched on 31 October 2019 to address stereotypes and stigmatisation of certain mental health conditions.



### Christmas On A Great Street Light-Up Ceremony 2019

On 16 November 2019, clients, volunteers and staff of SAMH YouthReach performed at the Christmas On A Great Street Light-Up Ceremony 2019 organised by Orchard Road Business Association and Community Chest.



### Art Therapy Meets

SAMH Creative MINDSET Hub held a creative showcase of art therapy for mental wellness on 20 and 21 July 2019 that included an interactive art exhibition.



### YOUth Alive! 2019

YOUth Alive! 2019 was held on 21 September 2019, with over 200 youths coming together for an afternoon of performances and inspiring sharing by youths.



### The MINDSET Challenge & Carnival 2019

On 20 October 2019, MINDSET, the charity arm of the Jardine Matheson Group, held this event to raise funds for SAMH MINDSET Learning Hub for the fourth year.



### Outreach at ITE College East

SAMH reached out to students and staff of ITE College East with an art-themed exhibition to raise awareness of art therapy and its impact on mental wellness on World Mental Health Day on 10 October 2019.



### Charity Transparency Award 2019

SAMH received the Charity Transparency Award 2019 at the Charity Transparency and Governance Awards on Tuesday, 3 December 2019.



### Digitalisation

In early 2020, SAMH staff attended training sessions for the roll-out of iShine Cloud, a secure cloud-based IT platform that would improve the productivity, governance and efficiency of operations, and enable SAMH to serve clients better.

# "This is the age of disruption."

**Sebastian Thrun,**  
CEO Kitty Hawk Corporation,  
professor in computer science



## Transformation Amid Disruption

**T**ransformation from, and in the midst of, disruption aptly describes the journeys taken by persons in recovery from mental illness. The onset of mental illness can be greatly debilitating and disruptive to the lives of individuals, and the journey to recovery is often long and fraught with many obstacles. But through the many services provided by SAMH in areas such as counselling, music, dance, arts and other activities, our clients are able to transform and regain normal life. In many circumstances, their lives take trajectories they would otherwise never have imagined.



Vibrant, youthful opening dance by "Yellowren" at YOUTH Alive! 2019



Presentation of welcome gift to Special Guest, Mr Edward Chia, by Dr Francis Yeoh, President of SAMH



More than 200 youths came together for SAMH's second edition of "YOUTH Alive!", themed "Inspiring Hopes, Realising Dreams"

The year 2019 was a special one, where SAMH's clients took on new challenges, and in so doing, transformed the way they saw themselves, and how others see them. A highlight of the year was YOUTH Alive! 2019. With the theme of "Inspiring Hopes, Realising Dreams", the event aimed to raise awareness about the challenges faced by youths which could affect their mental health, and the importance of resilience and seeking timely help. The event featured music and dance performances by youths from SAMH, the Singapore Children's Society and Yellowren Productions, which served the dual purpose of showcasing their talents while demonstrating the use of arts for self-expression and achieving well-being. Three youth panelists, Mr Gary Lau, Mr Chia Xun An and Ms Yap Qian Yin, shared their inspiring stories in overcoming adversities, which included struggles with delinquency, mental wellness and disability.

"UNBOXING", a 3-part web series launched in commemoration of World Mental Health Day 2019, showed how disruptive mental



"ART THERAPY MEETS", a creative showcase, including an interactive art exhibition with guided tours, provided a meaningful reflective experience for the participants.



The first episode of the 3-part UNBOXING web series was shown on the outdoor giant display screen of Our Tampines Hub



The second episode, UNBOXING 2, was launched across SAMH's social media platforms

illness can be, and how people living with mental illnesses, such as depression (UNBOXING 1), schizophrenia (UNBOXING 2) and Bipolar Disorder (UNBOXING 3), are able to transform their lives with support and understanding from their loved ones and professionals.

Art Therapy Meets, held over a weekend on 20 and 21 July 2019 at Our Tampines Hub, was an exhibition that aimed to introduce the public to art therapy and to educate them on how Adverse Childhood Experiences can have lifelong impact on mental wellness. The public participated in reflective artmaking as a response to what they saw and experienced in the learning journeys through the art exhibition, as well as making art loops to form a giant installation to raise awareness on mental wellness.



Visitors to "Art Therapy Meets" participating and making art loops together

# Bringing About Transformation

The clients from Pelangi Village participated in innovative and engaging activities conducted by the staff of SAMH Activity Hub, with the aim of improving their ability to enjoy better quality of life and to re-integrate back into the community. Through their engagement with “Therapy Dogs”, which was a new programme introduced in 2019, the clients developed socially, emotionally and physically in a fun and natural way.

Through patience and perseverance, SAMH Activity Hub has successfully placed jobs for 61 clients in the cleaning, retail, and

Food & Beverages service industries. This was a 33% increase, as compared to FY2018. SAMH Activity Hub was also engaged in 21 Social Enterprise events, an increase of 24% from FY2018, to raise awareness of mental health and to promote the Social Enterprise products created by our clients.



Through engagement with “Therapy Dogs”, clients of SAMH Activity Hub developed socially, emotionally and physically in a fun and natural way



SAMH Activity Hub were engaged in Social Enterprise events.

To ease the reintegration of clients from institutional settings to the community, SAMH Group Homes is situated in the void decks of two HDB blocks. Clients are thus able to recover within the community, which normalises their reintegration process. By having the freedom to work and move within the community, clients learn how to manage their illness better while preparing for their eventual full reintegration. The setting also

promotes de-stigmatisation, which is aided by the participation of SAMH Group Homes’ clients in community events, such as the Mid-Autumn Festival which was jointly organised by Bukit Batok East RC Zone 2 and 正福堂, a neighbourhood temple group, for families and children residing in the neighbourhood. The clients helped with the site set-up, served food, and distributed lanterns to the children.



Client of SAMH Group Homes delivering rations to the seniors in the neighbourhood



Clients of SAMH Group Homes celebrating Mid-Autumn Festival with residents in the neighbourhood on 13 September 2019

**J**an Li (not her real name) was still in secondary school when she started experiencing anxiety and stress over not being able to perform to her own expectations and not being able to remember what she studied. She felt physically unwell, skipped school often, and felt that her classmates were unpleasant. She recalled a time when her artwork was destroyed by a classmate and how hurt she was by the incident. As time went on, she felt, in her own words, “isolated, like an outcast and being excluded” by her peers. She also started feeling nauseous and would develop symptoms of cough on the way to school. Eventually, she gave up on her dreams of obtaining her GCE “O” Levels certificate and dropped out of school. After 4 years of staying at home, she decided to reach out for help, and found SAMH’s helpline after searching online.

**Jan said, “Seeing the counsellor was helpful and beneficial as I felt I could talk without being judged or being fearful. This opportunity to see the counsellor also helped to establish a routine and I looked forward to the appointments. I began to open up more to my friends. As a result, I felt connected and that I did not have to face my problems alone.**

Today, I feel different. I never thought I could feel calm and sort out my feelings and manage my anxiety better. I have become more goal-driven and want to succeed in taking the O levels. Sustaining and developing relationships is also what I want. I look forward to being able to get a stable job and in time to come, to be able to support my parents as this would be meaningful to me.”

Jan’s dreams were disrupted by the onset of her symptoms, but through a combination of her own courage to seek help and the support from her counsellor from SAMH Insight Centre, she has re-discovered her sense of purpose, dreams, and goals.

**T**he counsellors from SAMH Insight Centre meet the emotional and psychological needs of individuals, couples and families with mental health concerns by providing counselling through telephone and face-to-face counselling. The duration of the counselling depends on the needs of each client, and SAMH Insight Centre’s counsellors would review intervention goals regularly with their clients to ensure that the therapy continues to meet their needs. SAMH Insight Centre served a total of 318 clients in FY2019, of which 180 (57%) were new clients. The counsellors also counselled 42 caregivers, loved

ones and friends on how to better support their family members who have mental health concerns.

As the emotional and mental well-being of people became affected by the escalating COVID-19 situation in the first half of 2020, the counsellors from SAMH Insight Centre and case workers from the SAMH Mobile Support Team, like the rest of the case workers of SAMH, have adapted their traditional mode of face-to-face counselling and conducting home visits, to providing counselling over the telephone, by video-calls and text messages.



With the COVID-19 situation, SAMH case workers provided counselling over the phone, and by video-calls and text messages



A counsellor from SAMH Insight Centre providing tele-counselling to clients

**S**AMH Mobile Support Team provides counselling and casework support to clients living in the western and central regions of Singapore, as well as clients living in the MacPherson area. In FY 2019, the case management team from SAMH Mobile Support Team served a caseload of 861. With a challenging caseload of 1:84, the SAMH Mobile Support Team's caseworkers collaborated closely with stakeholders ranging from clients and their caregivers, to government and social service agencies, as well as other formal and informal support and referral sources, in order to provide holistic support to improve the quality of life and functioning of clients.

The approach taken by the SAMH Mobile Support Team allows them to tap on the collective skills, knowledge and experience of stakeholders to help clients in their transformation journeys. A collaborative approach to intervention is also used by other SAMH services in order to provide holistic and effective treatment for our clients.

Clients of SAMH YouthReach range from age 12 to 21 years, and this is the period when typically, adolescents transit from childhood to adulthood, developing a sense of independence from their parents and a personal identity, and setting realistic goals for themselves.



Case workers of SAMH Mobile Support Team collaborating with stakeholders to provide holistic support to clients.

Being at risk of, or developing a, mental illness at this period of life is highly disruptive and can impede the youth's ability to live a healthy and fulfilling adult life. In FY 2019, SAMH YouthReach started a new experiential programme, Cajon Percussion (Music) and singing lessons. The programme focused on the development of clients' mindfulness and expressivity, as well as increasing their self-awareness and confidence in social and music skills. The youths took to the percussion lessons like ducks to water, and proudly displayed their newly uncovered talents at corporate events like YOUth Alive! 2019, the MINDSET Challenge & Carnival 2019 and the Community Chest Christmas Light Up 2019. They also displayed their singing prowess in a singing competition organised by SAMH YouthReach for 40 fellow clients and their caregivers.



Being at risk of or developing a mental illness is highly disruptive and can impede the youth's ability to live a healthy and fulfilling adult life



SAMH YouthReach's Music Experiential Programme (Cajon) focused on developing mindfulness and expressivity, and increasing self-awareness and confidence in social and music skills.



A nature walk organised for clients of SAMH YouthReach

**"SAMH YouthReach staff are readily available when I need someone to share, and will always be there to guide me on managing my issues and difficulties. Joining SAMH YouthReach's activities allows me to have different exposures which aid in my personal development. It has also become a platform where I get to meet people with diverse backgrounds. Being involved in public performances via SAMH has helped to build up my courage and confidence. The journey of learning and performing Cajon together with the instructor, and other youths has been fun and exciting."**

--- **W., SAMH YouthReach client**



Clients of SAMH YouthReach displayed their musical talents at The MINDSET Challenge & Carnival 2019

# Meeting Changing Needs

“After working with the client for 4 months, his progress was obvious - from avoiding mopping tasks and taking one and a half hours with resistance, to finishing mopping a small cafe within 20 minutes with self-motivation. It is encouraging and worthwhile doing this job when the trainees show capacity to learn to be independent and when it even leads to meaningful employment.”

---- Tony Cheong, MLH Café supervisor



Café supervisor, Tony Cheong, teaching a trainee at MLH Café, as part of the integrated vocational rehabilitation services provided by SAMH MINDSET Learning Hub

During FY 2019, SAMH MINDSET Learning Hub and SAMH Oasis Day Centre enhanced their service and programme models to better serve the needs of clients and to further empower clients in their recovery journeys. SAMH MINDSET Learning Hub has broadened its service scope from its previous focus on offering trainees vocational skills training and job placement services, to providing integrated vocational rehabilitation services. As part of the revamping of its training programme, trainees are now given support prior to reskilling and outside of purely work skills, such as enhancing their psycho-social skills.

The arrival of a new café supervisor, Tony Cheong, has brought changes, such as the revitalisation of the café's menu. Tony, a former mechanical and software engineer-turned-mental health counsellor and now, café supervisor, has personal experience with emotion dysregulation. Tony uses his

own life experience of transformation to inspire, understand and teach his trainees. Tony recalled with satisfaction the journey of one client who has Obsessive Compulsive Disorder and Psychosis, and was very

insecure in every aspect of his life, and his performance during his traineeship was poor initially. The client needed repeated assurance for very simple tasks and tried his utmost to avoid 'difficult tasks', such as mopping, customer service and others.

Since its set-up in 2016, SAMH MINDSET Learning Hub has trained over 380 individuals and placed 190 persons in the workforce.

**MLH CAFÉ**

Follow us on Instagram @mlhcafe for the latest scoop and be sure to tag us #mlhcafe in your cool food pics!

**DESSERTS**  
We've got the perfect cure for your sweet tooth!

- BELGIAN WAFFLE WITH ICE CREAM 5.0  
Topped with a single scoop of ice cream\*
- CHEESECAKE 2.0  
Assorted flavours\*
- MUFFIN 1.5  
Assorted flavours\*

\*Please check with our staff for our monthly selections

**TEA**

- CLASSIC TEA BLENDS 1.8
- ICED LEMON TEA (HOT/ICED) 2.0
- HONEY GREEN TEA (HOT/ICED) 2.0

**COFFEE**

- BLACK COFFEE/ESPRESSO 1.8
- CAFE LATTE/CAPPUCCINO 2.0
- HAZELNUT/CARAMEL/MOCHA 3.0

**DRINKS**

- HOMEMADE BARLEY (HOT/ICED) 2.0
- HONEY LEMON (HOT/ICED) 2.0
- ICED BUNBUNG 2.0
- CANNED DRINKS 2.0
- KOREAN YUZU LIME (HOT/ICED) 3.0
- CHOCOLATE (HOT/ICED) 3.0
- ICED MILK DINOSAUR 3.0
- COCA-COLA/ROOT-BEER/SPRITE FLOAT 3.0

The menu of MLH Café underwent "revitalisation" to adapt to customer preferences

**S**AMH Oasis Day Centre underwent a programme rationalisation exercise in 2019, with more focus on activities and interventions targeted at developing and enhancing the Recovery, Relaxation or Recreational skills of clients. Moving away from the traditional focus on contract work, clients have been coached and empowered to either co-create or facilitate sessions for their peers. About a third of the total sessions conducted in SAMH Oasis Day Centre were led by clients, which has increased their self-confidence and helped them to develop presentation skills. Other clients have been encouraged by the example of the pioneer batch of peer facilitators to take on the challenge of leading sessions. To facilitate the transformation journeys of clients and to strengthen their focus and attention skills, SAMH Oasis Day Centre and SAMH YouthReach collaborated with SAMH Creative MINDSET Hub to conduct a pilot 6-month programme for their clients using pointillism techniques, "Let's Dot". Clients were progressively introduced to using dots in different art media and sizes to create artworks.



Using pointillism techniques, "Let's Dot", clients were progressively introduced to using dots to create artworks.

The pilot programme showed that clients with stabilised symptoms of schizophrenia benefited most from learning the techniques. The collaboration will

continue, with some modification for clients with a dual diagnosis of intellectual disability and mental illness.

"(The technique) helps me to calm down. I don't feel so angry all the time."

--- "Let's Dot" participant, 52

"Before (the sessions), I cannot even write because of my hand shaking. Now I can dot properly and write my name."

--- "Let's Dot" participant, 67



This artwork of an apple was created using pointillism techniques, "Let's Dot".

**S**AMH Creative SAY! implemented a pilot mentoring programme in FY2019. 9 youth mentees were involved in various projects where they took on the role of facilitators, co-facilitators and



Participants spending time to connect with nature during an outing facilitated by a youth mentee with the help of a SAMH staff mentor



SAMH Creative Services staff learning from a youth mentee facilitator conducting an oil pastel workshop via Zoom



Participants bonding through a card game during the year-end party planned by staff and youth mentees of SAMH Creative SAY!



Sailing voyage during the Discovery Sailing Programme by SAMH Creative SAY!

event planners under the guidance of staff mentors. The projects included an end-of-year party, an outing to Jurong Lake Garden and several dance and craft-making sessions. A youth mentee facilitated an online Pastel Art Workshop, where she taught staff members how to

make pastel art and shared tips on how she designed her online art teaching session. Through these projects, youths learned useful life skills, such as budgeting, planning, facilitating and coping strategies to manage stress and anxiety in their daily lives.

“My mentor connected me with a lot of other people and gave me opportunities to be involved in a video and the YOUth Alive! event. We also developed the hip hop sessions together. These opportunities have provided me with good knowledge and helped me gain experience in the field I want to work in. I’ve learnt facilitation skills which, in turn, improved my schoolwork and academics, too. My mentor is also extremely encouraging and motivational, so it’s a safe space where I can develop and grow as a person.”

--- Youth mentee facilitator, Hip Hop Workshops

“The mentorship programme helped me regain my confidence.”

--- Youth mentee co-facilitator, Jurong Lake Garden Outing

“It was my first time researching on how best to conduct an online workshop, it does push me to think beyond my limitations and come out with innovative ideas on how to work about with the limited resources on hand. It has been a while since I was asked to come out with ideas that need creative brainstorming and I am thankful for that opportunity.”

--- Youth mentee facilitator, Online Pastel Art Workshop

# Community Involvement

**S**AMH clients have increasingly been more involved in giving back to the community. Clients from SAMH Oasis Day Centre volunteered to clean up beaches. Prior to the onset of the pandemic, they were also volunteering with Food from the Heart, learning to sort, stock take, and pack rations for the recipients.

SAMH YouthReach clients visited the residents of St Luke's Eldercare Hougang Centre to conduct a percussion session for the seniors. The youths facilitated the session, and after the session, engaged the seniors by distributing food to them,

chatting with them, and helping seniors on wheelchairs to their transport.

SAMH Group Homes' clients assisted to deliver monthly food rations to needy residents, which increased the visibility and acceptance of persons in recovery as neighbours who contribute positively to society. One of the SAMH Group Homes' clients, Mr Jackson Ee, was part of SAMH's Meet and Greet team at the Community Chest Awards 2019 at the Istana on 9 October 2019, and he shared that he felt "honoured to be at the Istana" for this Meet and Greet.

The community involvement projects have helped to transform our clients' mindsets, from being recipients to becoming benefactors. They have learnt social responsibility and the importance of teamwork. They have also developed a greater sense of belonging to the community and realised that they can bring joy and happiness to others.



Clients of SAMH YouthReach set up a game booth at the 10th Anniversary of CHAT



SAMH YouthReach clients visiting and conducting a percussion session for residents of St Luke's Eldercare Hougang Centre



SAMH clients, Firdaus, Tan Choon Heng, Nigel Ng and Jackson Ee, meeting the Guest-of-Honour, President Halimah Yacob and then Minister for Social and Family Development, Mr Desmond Lee, at the Meet & Greet for Community Chest Awards 2019 on 9 October 2019 (Photo : Courtesy of ComChest)

**"It is also my pleasure to meet President Halimah Yacob at (the) Istana."**

**--- Jackson Ee, client of SAMH Group Homes**

# Sharing And Learning

**S**AMH's innovative approach to psychiatric rehabilitation and community reintegration has sparked much interest from local and foreign agencies for study visits to SAMH service centres. These included Professor Veronica Carey and international students from Drexel University on 12 August 2019, who visited SAMH Group Homes, SAMH MINDSET Learning Hub and SAMH Creative SAY!. Mr Tan Kwang Cheak, Chief Executive Officer of Agency for Integrated Care, his team and some officers

from Ministry of Health visited SAMH Oasis Day Centre on 12 September 2019. We also hosted several delegations, including MINDSET Hong Kong on 1 October 2019 and California State University Channel Island on 7 January 2020, to SAMH MINDSET Learning Hub where we shared about our approach to rehabilitation and employment training. SAMH YouthReach shared on our specialized and age-appropriate mental health services for youths with visitors

from the 13th Hwa Chong Asia-Pacific Young Leaders Summit 2019 on 23 July 2019 and the Guangzhou Health Promotion Centre on 25 September 2019.



The delegation from Guangzhou Primary & Secondary Health Promotion Centre visited SAMH YouthReach on 25 September 2019

"The only thing that is constant is change."

---- Heraclitus, the Greek philosopher

## Public Awareness And Holistic Perspectives

**S**AMH's services constantly evolve to meet the changing needs of our clients. As we consciously and purposefully disrupt the way we work and how we face the disruptions around us, the organisation is transformed along with the clients we serve.

SAMH has been progressively extending our outreach online on

social media platforms to meet the changing ways of how increasing numbers of the public, including our clients, prefer to engage and be engaged, and how they seek and consume information. In creating the "UNBOXING" web series, SAMH collaborated with Reel Loco Productions to produce the social media campaign, which aligned with the national mental health

campaign, "Beyond The Label". The campaign has been aimed at breaking stigmas and stereotypes associated with mental illness. The 3-episode web series has drawn close to 10000 views to-date and elicited many positive comments.



Serene Goh from SAMH Creative Services conducting the Creative Journaling Workshop at the event, "Between The Pieces", held in October 2019

"Love the video for the messages conveyed and its creativity."

– Follower on SAMH's Instagram

"Well-done! I love the messages conveyed and the creative way the video is presented."

– Follower on SAMH's Facebook



Kate from SAMH Oasis Day Centre running one of the Human Library sessions at "Between The Pieces"

**O**ut of cyberspace and in the physical world, SAMH Community Education & Engagement and the staff from all SAMH services continually empower people on their wellness journeys by giving talks and SAMH-curated workshops. Staff provided training to professionals and corporate groups on topics such as "Mental Health Preparedness Training", "Psychiatric Rehabilitation in Welfare Homes" and Sensory Art Toolkit workshops.

In October 2019, SAMH's staff and clients contributed to

"Between the Pieces: an exhibition on untold stories of depression in Singapore and Kuching". The exhibition was co-produced and curated by Global Cultural Alliance, STORY KUCHING and Studio Juliat. Through writings and photographs, the exhibition showed visitors that we are not alone in challenging journeys in life as we find strength in each other's stories. In addition to being part of the panelists for group discussions, SAMH mental health practitioners also conducted creative journaling and ran 2 Human

Library sessions while some of SAMH's clients shared their stories through letters at the exhibition.

"Very nice. Interesting concept of graphic medicine. I discovered a new way of self-expression that I have never tried before and enjoyed it."

– Participant, aged 30

In October 2019, SAMH successfully collaborated with the ITE East for their World Mental Health Day 2019 exhibition. An estimated 245 educators and students visited SAMH's public education booth that featured the use of art therapy.

Ms Valerie Liu, Executive / Peer Support Specialist with SAMH

Community Education & Engagement, has been a mental health ambassador for ComChest since April 2019. Like the other ComChest ambassadors, Valerie's recovery story has helped to convey the importance and impact of sustained support to continue empowering the lives of social service users.



Valerie Liu, Executive / Peer Support Specialist with SAMH Community Education & Engagement, has been a mental health ambassador for ComChest since April 2019 (Photo : Courtesy of ComChest)



Valentina of SAMH Mobile Support Team giving a talk on "Managing Stress Positively"



SAMH collaborated with ITE East for their World Mental Health Day 2019 exhibition.



Pathma of SAMH Mobile Support Team giving a talk on "Enhancing Emotional Resilience"



SAMH participated in the Asia Pacific Accessible Art Festival (APAAF) in Macau, SAR between 2 and 7 June 2019.

Beyond the stories of Singapore, SAMH participated in the Asia Pacific Accessible Art Festival (APAAF) in Macau, SAR between 2 and 7 June 2019. SAMH Creative Services staff, Eugene Yeo and Dorothy Lim, each facilitated a session during the festival entitled, "Creative Risks and Mental Wellness" and "Art Loops" respectively, which were well received by the participants.

# Partners and Volunteers

It is not a cliché to say that much of the work we do and the outcomes that we achieved would not be possible without the support of our partners and volunteers. The sheer number of agencies and organisations that have been partnering with SAMH not only help us to serve our clients, but also indicate how awareness of mental illness has grown and the desire to be involved in breaking the stigma has gained traction in Singapore.

Clients from the SAMH Group Homes had the rare opportunity of bonding with their family members at a prawning facility, Orto, as part of Dairy Farm Singapore's Family Day and Community Event on 27 July 2019. Our clients seldom meet their families, and it was heart-warming to witness a client having a friendly prawn-catching competition with his son, just like any other typical father and son.



Clients of SAMH Group Homes and their families at Orto, a prawning facility, as part of Dairy Farm Singapore's Family Day and Community Event on 27 July 2019

Volunteers from Flamenco sin Fronteras have been training clients from SAMH Activity Hub since 2014, and in 2019, the clients moved beyond their comfort zones by performing the flamenco dance in front of a live audience, after just two months of intensive training.

“Antonio Vargas and I from Flamenco sin Fronteras have been working with SAMH at Pelangi Village since 2014. We have introduced flamenco music and dance, drumming, movement as well as drama in various projects and the residents have always enjoyed and engaged themselves thoroughly and have performed with us in various community projects outside the home. It's been a joy and we always look forward to working with them.”

- Daphne, Flamenco sin Fronteras



Art Therapy Meets: Facilitation of art experiential activity by programme lead volunteers



Dance volunteers for the Deepavali celebratory event organized for clients of SAMH Activity Hub

Volunteers also enrich the recovery journeys of clients in other SAMH services, such as helping to coach clients of SAMH Oasis Day Centre cooking, arts and crafts, and yoga. Volunteer Koh Yi Yan taught the clients of SAMH YouthReach how to play the Cajun, which challenged them to learn how to coordinate and interact as a group, while another volunteer, Gwendolyn Tan, taught the youths how to improve their singing techniques, thereby increasing their confidence.

As part of the Art Therapy Meets exhibition, 76 volunteers from SAMH Creative MINDSET Hub were trained in understanding Adverse Children Experiences (ACEs), well-being and art therapy as well as in engaging the public in the learning journeys. The volunteers shared that the training taught them how to engage an audience effectively through pacing and the use of analogies. As a small gesture of gratitude for their contributions, SAMH hosted an appreciation tea for the volunteers in August 2019.

“Volunteering for Art Therapy Meets was such an inspiring experience! SAMH staff equipped us with valuable knowledge about mental health issues and its effects on our lives and communities. After hearing the stories shared and looking at the artwork, I am even more passionate about sharing the importance of mental health and how art therapy can be useful for everyone!”

- Volunteer for Art Therapy Meets

# Partners and Corporates

**M**INDSET Care Limited held the fourth edition of MINDSET Challenge and Carnival, its annual mental health awareness and fundraiser event for SAMH MINDSET Learning Hub on 20 October 2019. The Guest-of-Honour for the event, Mr Edwin Tong, then Senior Minister of State (Law and Health), flagged off the mass walk-up up the 33 stories of the Marina Bay Financial Centre. Jardine Matheson Group and their

Jardine Ambassadors also support SAMH in transforming our clients by facilitating workshops on interview skills and resume writing, identifying suitable training or employment opportunities in their business units for our clients, consultation on business models and inviting SAMH clients to family or community events, or for events that raise awareness for mental health.



Guest-of-Honour, Mr Edwin Tong, then Senior Minister of State (Law & Health) speaking to staff of SAMH MINDSET Learning Hub at The MINDSET Challenge & Carnival 2019



Dr Francis Yeoh, President of SAMH, speaking at The MINDSET Challenge & Carnival 2019 on 20 October 2019



Getting together with Mr Benjamin Birks, Chairman of MINDSET, and his team, as well as partners at Level 33 of Marina Bay Financial Centre during The MINDSET Challenge & Carnival 2019



Mr Guillermo Cabeza, Managing Director of Barclays Bank PLC (left) receiving a token of Appreciation -- a painting by a SAMH client -- from Ms Julie Tan, SAMH Corporate Services Director on 12 July 2019

**B**arclays Bank (Singapore) started its corporate partnership with SAMH in 2019 and demonstrated its passion and dedication by raising over \$79,000 through the “Mind-over-Mountains” project organised by Just Challenge. “Mind-over-Mountains” was a 4-day trekking challenge in the Himalayas, undertaken by 25 employees of Barclays Bank Singapore, to raise funds and awareness for mental health. SAMH gave a lunchtime talk to employees of Barclays Bank Singapore on “Understanding Mental Health” on 12 July 2019.



SAMH's Senior OT, Wen Xiang, speaking to employees of Barclays Bank Singapore at the lunchtime talk-cum-appreciation event on 12 July 2019

Six teams (Hwa Chong Institution (High School & Junior College section), Victoria Junior College, ITE College Central, Eunoia Junior College, Dunman High School (Junior College section) and Anglo-

Chinese School International) chose SAMH as the beneficiary of their fund-raising efforts via the Citi-YMCA Youth for Causes 2019. The teams raised a total of \$18,737, through various fundraising activities held between

May to August 2019. Two of the teams, Project Kaleidoscope and Project Harika, were awarded the Certificate of Merit at the YFC Awards Celebration at YMCA in recognition for their accomplishments.



Project Harika was awarded the Certificate of Merit at the YFC Awards Celebration at YMCA

“All this could not be achieved without the help of SAMH , the devotion of time and effort from our volunteers, as well as the support of the public. We are truly grateful to be given this opportunity to embark on our project. Through this, we have learnt alot and tried our best to help those in need. This is indeed an unforgettable experience for us.”

– Project Kaleidoscope

The SAMH Tree of Hope has been a visual reminder of resilience and positivity at SAMH’s outreach booths since 2018. Visitors are invited to pen down their words of encouragement on colourful paper leaves in support of mental health and to inspire persons in recovery.

**Hang in there, there is always a new day ahead!**  
Member of Parliament  
Rahayu Mahzam

**Be a friend to someone and make him/her special!**  
Senior Minister of State  
Amy Khor

**The seed of hope grows within you. You are your own tree of hope.**  
-Anonymous

**Dear self, you are doing very well. Celebrate every small win. They lead to peace.**  
-Anonymous

**Dear ... One’s life has value so long as one attributes value to the life of others, by means of love, friendship and compassion.**  
-Anonymous

**Be encouraged that help is always available to you. Be brave to seek for someone who can help you.**  
-Anonymous

## Hope Amid Uncertain Future

The disruption wrought by the COVID-19 pandemic has compelled SAMH to quickly adapt our traditional face-to-face intervention and instruction methods of providing services to ensure that we are able to continue supporting our clients. The organisational changes, such

as the programme changes in SAMH Oasis Day Centre and SAMH MINDSET Learning Hub, as well as manpower constraints have required SAMH staff to discover new ways to meet client needs. In the process, we have also been able to grow along with our clients in learning how to

embrace new technologies, new modalities, and to meet the new normal together. As we continue to look to an uncertain future, we are filled with hope that in the midst of disruption, great transformation has, and will continue, to happen for our clients, and for SAMH.

# Rehabilitative Services

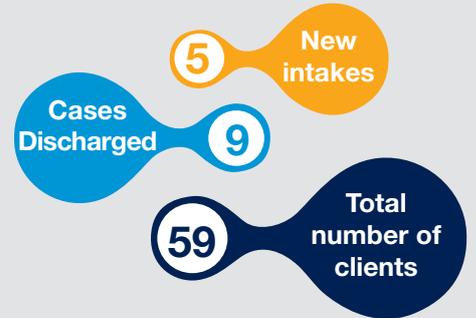
## SAMH YouthReach



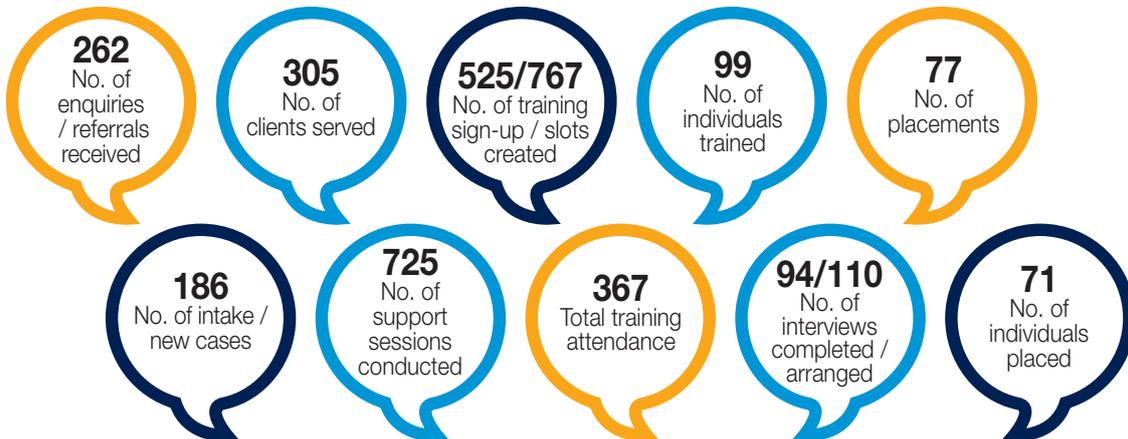
## SAMH Group Homes



## SAMH Oasis Day Centre



## SAMH MINDSET Learning Hub



## SAMH Activity Hub

Total programmes : **85**  
Total sessions : **6948**



Average clients engaged / month : **888**



Total job interviews arranged : **63**, with **97%** successfully placed



## Outreach Services

### SAMH Insight Centre

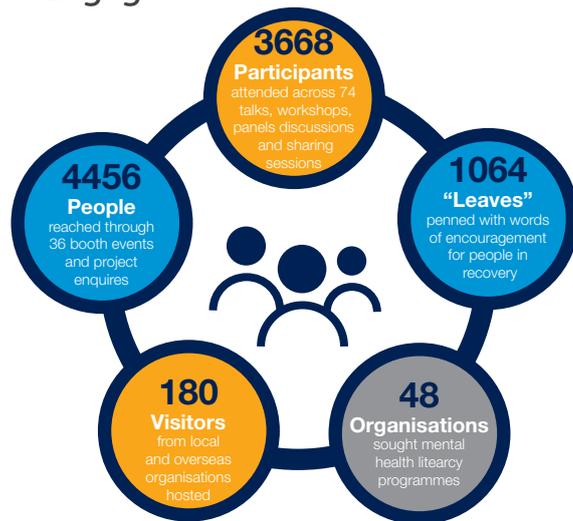
New cases = **180 (57%)**

Total number of clients = **318**

Total number of caregivers, loved ones, friends, etc. = **42**

More than 80% of clients felt that they either coped or felt better after attending the counselling sessions.

### SAMH Community Education & Engagement



### SAMH Mobile Support Team

#### Clinical intervention

**Total Clients served**  
861

**Individual Interventions**  
1568 sessions

**Home Visits**  
1724 sessions

#### Functional Assessments

**GAF**  
Target: 20%  
Achieved: 30%

**Sheehan**  
Target: 20%  
Achieved: 34%)

**Zarit Burden**  
Target: 70%  
Achieved: 71%

## Creative Services

### SAMH Creative Services

#### CLIENTS

(In-centre programme or therapy participants at SAMH Creative MINDSET Hub and SAMH Creative SAY!)

**Total served: 316**

**162** participants served by out of SAMH Creative SAY! @ Woodlands

**154** participants served by out of SAMH Creative MINDSET Hub @ Tampines

Total **816** sessions, of which:

**337** were Individual Art Therapy/Counselling sessions

**221** were Artmaking sessions (Art, Music, Drama, Dance, Writing)

**230** were Open-studio concept sessions, including Youth Circle

**28** were Sports, Outdoors & Fitness sessions

#### Out-centre Programme Participants

**Total served: 5045**

Total **84** events

#### VOLUNTEERS

(For both SAMH Creative SAY! and SAMH Creative MINDSET Hub)

**Total number of volunteers : 131**

**SAMH Creative SAY!** had **38** volunteers.

**SAMH Creative MINDSET Hub** had **93** volunteers.

#### SAMH Creative MINDSET Hub

**Programme Outcomes**  
Based on an adapted Cognition-Emotion-System framework

**71.4%** of participants experienced cognitive proficiency during sessions (which included good attention, problem-solving ability and self-efficacy)

**50.0%** of participants experienced emotional proficiency during sessions (which included ability to identify, manage and utilise emotions)

**61.9%** of participants experienced system proficiency during sessions (which included good social connection, contribution and integration)

#### SAMH Creative SAY!

**Programme Outcomes**  
Based on ACT! SG Framework, which measure youth proficiencies in 3 domains – Achieve, Connect and Thrive

**60.0%** of youths showed improvement in Achieve domain

**64.0%** of youths showed improvement in Connect domain

**48.0%** of youths showed improvement in Thrive domain

**GAF (Global Assessment of Functioning) Scale** is a tool which uses observations to measure the psychological, social and occupational functioning of clients on a hypothetical continuum of mental health.

**Sheehan Disability Scale** is a brief self-reporting tool to assess functioning impairment in three inter-related domains: work/school, social and family life.

**Zarit Burden Scale** is a self-report by the caregiver which is used to measure personal strain and role strain.

"Sometimes it is the people  
no one can imagine anything of  
who do the things  
no one can imagine."

– Alan Turing



# CODE OF GOVERNANCE

S/N	Code guideline	Code ID	Compliance	Explanation (if Code guideline is not complied with)
<b>Board Governance</b>				
1	<b>Induction and orientation</b> are provided to incoming governing board members upon joining the Board <b>Are there governing board members holding staff1 appointments? (skip items 2 and 3 if "No")</b>	1.1.2	Complied	No
2	Staff does <b>not chair</b> the Board and does not comprise more than one third of the Board.	1.1.3		
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5		
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) <b>can only serve a maximum of 4 consecutive years.</b>  If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
5	All governing board members must submit themselves for <b>re-nomination and re-appointment</b> , at least once every 3 years.	1.1.8	Complied	
6	There are <b>documented terms of reference</b> for the Board and each of its committees	1.2.1	Complied	
<b>Conflict of Interest</b>				
7	There are documented procedures for governing board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied	
8	Governing board members <b>do not vote or participate</b> in decision making on matters where they have a conflict of interest.	2.4	Complied	
<b>Strategic Planning</b>				
9	The Board <b>periodically reviews and approves the strategic plan</b> for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
<b>Human Resource and Volunteer2 Management</b>				
10	The Board approves <b>documented human resource policies</b> for staff.	5.1	Complied	
11	There is a <b>documented Code of Conduct</b> for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
12	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
<b>Financial Management and Internal Controls</b>				
13	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
14	The Board ensures that <b>internal controls for financial matters</b> in key areas are in place with <b>documented procedures.</b>	6.1.2	Complied	
15	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
16	The Board ensures that there is a process to <b>identify, and regularly monitor and review</b> the charity's <b>key risks.</b>	6.1.4	Complied	
17	The Board approves an <b>annual budget</b> for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
	<b>Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 18 if "No")</b>		Yes	
18	The charity has a <b>documented investment policy</b> approved by the Board.	6.4.3	Complied	
<b>Fundraising Practices</b>				
	<b>Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 19 if "No")</b>		Yes	
19	All collections received (solicited or unsolicited) are <b>properly accounted for</b> and <b>promptly deposited</b> by the charity.	7.2.2	Complied	
	<b>Did the charity receive donations in kind during the financial year? (skip item 20 if "No")</b>		Yes	
20	All donations in kind received are <b>properly recorded</b> and <b>accounted for</b> by the charity.	7.2.3	Complied	
<b>Disclosure and Transparency</b>				
21	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	Board meets at least once every 3 months, with a quorum of not less than 6 members
	<b>Are governing board members remunerated for their services to the Board? (skip items 22 and 23 if "No")</b>		No	
22	<b>No</b> governing board member is involved in setting his own remuneration.	2.2		
23	The charity discloses the <b>exact</b> remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated.	8.3		
	<b>Does the charity employ paid staff? (skip items 24 and 25 if "No")</b>		Yes	
24	No staff is involved in setting his own remuneration.	2.2	Complied	
25	The charity discloses in its annual report — (a) the total annual remuneration for <b>each of its 3 highest paid staff</b> who each has received remuneration (including remuneration received from the charity's subsidiaries) <b>exceeding \$100,000</b> during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member 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 paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	

SAMH Toll-free Helpline :

**1800-283-7019**

Email : [enquiry@samhealth.org.sg](mailto:enquiry@samhealth.org.sg)

Website : [www.samhealth.org.sg](http://www.samhealth.org.sg)

 [singaporeassociationformentalhealth](https://www.facebook.com/singaporeassociationformentalhealth)

 [samhsingapore](https://www.instagram.com/samhsingapore)

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