

Celebrating 20 Years
in community services



THE NEXT LAP



Viriya Community Services (VCS) was established on 8 March 2001 by the Leong Hwa Monastery.

We provide community-based family services, community mental health and health services, community development programmes and specialist services.

We are committed to provide quality social services with the right effort and compassion, and make a positive and sustainable impact to the society.

Charity Status

UEN No.: T01SS0059B (Registered as a charity since 03/07/2001)

IPC Registration No.: 0154 (Renewed from 01/10/2020 to 30/09/2023)

Governing Instrument: Constitution
 Banker: DBS Bank Ltd
 Auditor: Fiducia LLP
 Registered Address: 72 Shrewsbury Road Singapore 307837

Our Vision

Caring for you; enhancing quality of life

Our Mission

To promote fulfilling lives by providing social services with the right effort and compassion

Viriya

A Pali word which means **Right Effort**. It is defined as the **persistent effort** to work for the **benefit of others** through our thoughts and actions

Our Core Values– TRUST

- Teamwork and Collaboration
- Respect
- Uprightness
- Solutions-Oriented
- Taking Ownership

The Story of VCS Heartbeat

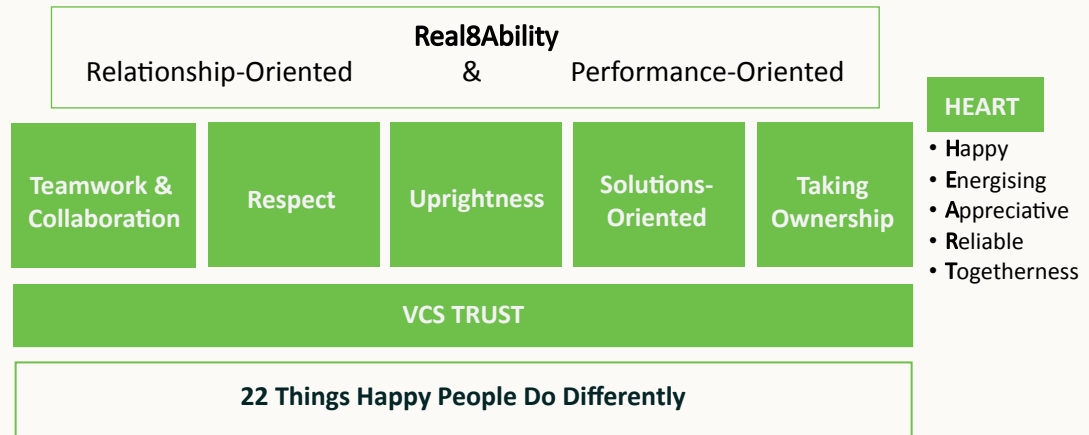


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President's Message



It was a very eventful past year for Viriya Community Services (VCS) as we embarked on a major transformation journey. This transformational change is necessary as VCS has grown to be a medium-sized enterprise with 20 years of history.

A new organisational chart and service model for our professional services were mooted. VCS reorganised into seven divisions namely, (1) Division of Family Services, (2) Division of Specialist Services, (3) Division of Community Mental Health, (4) Division of Community Health, (5) Division of Community Development, (6) Division of Professional Practice & Development, and (7) Division of Corporate Services.

Our initial effort is to set up the Office of Transformation with a significant focus on two areas: (1) Strategic HR and Organisation Culture and (2) Systems and Processes. Over three years, we will firmly stay the course as we introduce a better work culture and processes with immediate improvements to our human resource benefits and system reviews with digitalisation as our priority.

All the changes created staff mobility. Senior professional staff are accorded the title of “director” or “assistant director”, and more staff have taken on the head of the department role. The immediate challenge is to ensure staff are adequately prepared for their new roles. Selected staff have been sent to leadership courses, and staff overseeing new clinical programmes are supported with certification courses.

I am happy to note that our attrition rate remains manageable because we expected a higher rate, which naturally accompanies any transformational changes. The manageable attrition rate shows that our staff still trust VCS and believe that the change is for the betterment of all.

During challenging times like a major transformation, the Management Committee and Senior Staff Management have to make tough decisions that may not at once seem palatable to many younger and newer staff on the ground. Management decisions are more than clinical decisions. Corporate image and financing are as critical as ground sentiments. The guiding principle is strict adherence to upholding strong professional values and practice.

I certainly hope all our staff and service users will give their heartiest congratulations to VCS for celebrating its 20th anniversary.



Dr Gilbert Fan, DProf, RSW, FAPA
President

MANAGEMENT COMMITTEE

VCS is governed by a management committee comprising individuals who are passionate about making a difference in the lives of individuals in the community. Each member brings about their own skill sets to provide leadership and is committed to ensuring effective management of the organisation and its activities while monitoring the activities to ensure they are in keeping with the founding principles, mission and values.

As of 31 December 2021, VCS has nine management committee members.



Ms Lim Yin Nee, Jenny
Advisor & Honorary Treasurer

Retired Partner
Big 4 Accounting Firm
First joined 29 March 2002



Dr Fan Kam Tong, Gilbert
President

Master Medical Social Worker
National Cancer Centre, Singapore
First joined 20 November 2019



Mr Koh Ming Feng, Abner
Vice President

Executive Director, Tax Advisory
BDO Tax Advisory Pte Ltd
Re-joined 27 March 2019



Mr Tan Yan Song
Honorary Secretary

Director
PWC
First joined 23 March 2016



Dr Chan Guek Cheng, Noreen
Member

Senior Consultant, Palliative Medicine
Nation University of Hospital
First joined 24 March 2021



Mr Goh Joachim
Member

Lead, Industry & Strategy Development
National Volunteer & Philanthropy Centre
First joined 24 March 2021



Mr Hiew Wui Sin
Member

Managing Director
iChange Solutions Pte Ltd
First joined 24 March 2021



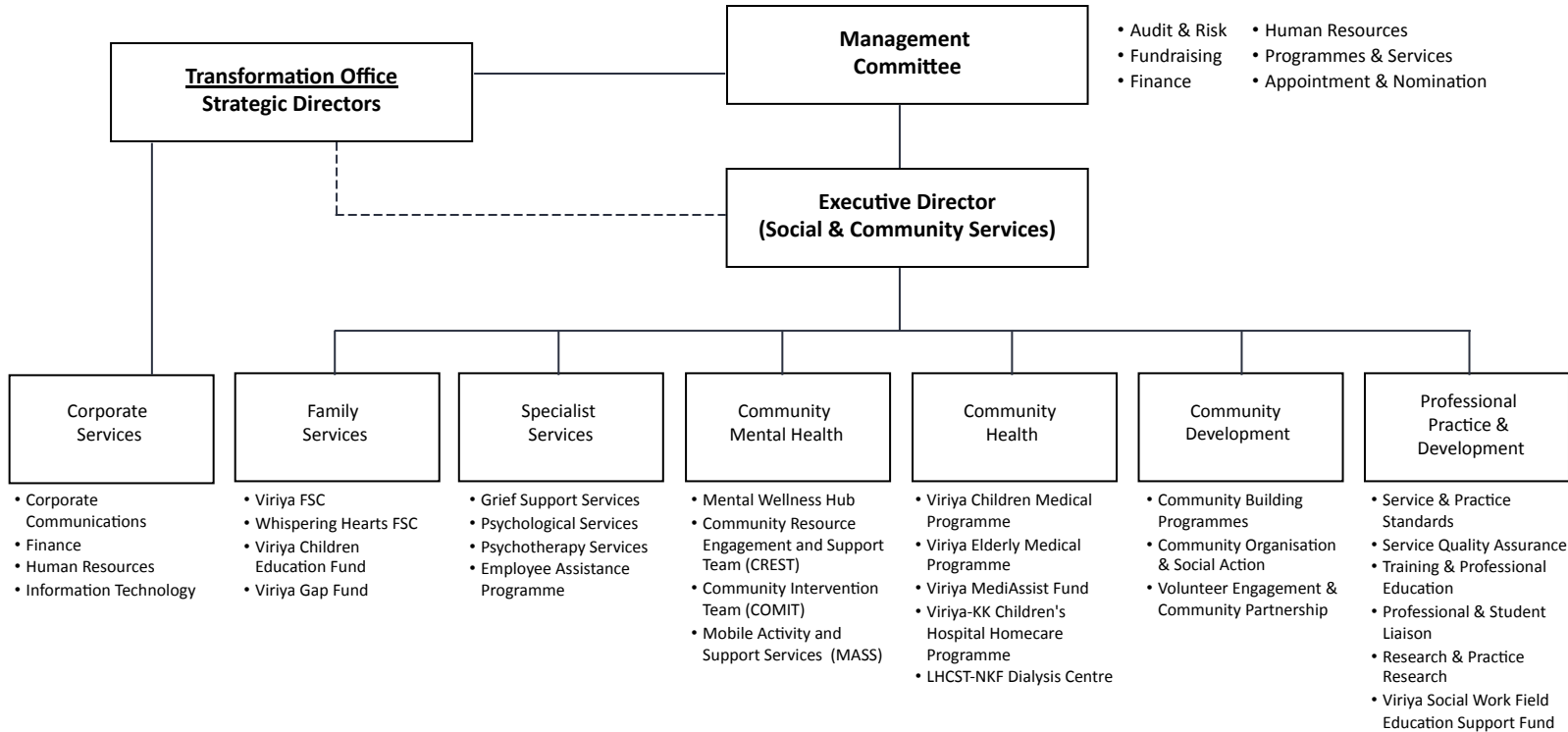
Mr Tay Hong Beng
Member

Partner, Head of Real Estate
KPMG
First joined 20 March 2013



Mr Teoh Eong Kow
Member

Consultant
First joined 22 March 2012



Senior Management Team

Our Senior Management Team comprises:

- Strategic Directors;
- Executive Director;
- Heads of Divisions; and
- Heads of Family Service Centres.

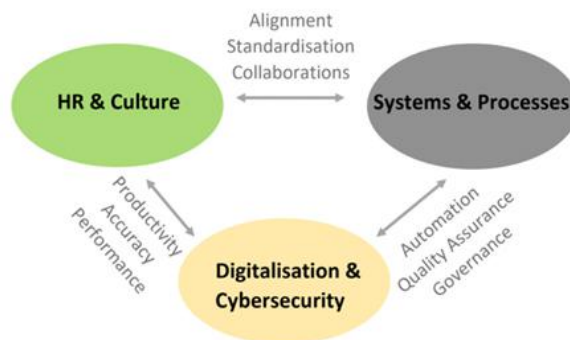
VCS developed our strategic map in 2017. It has guided us and transformed our services. We continue to refresh our strategy to be the most relevant and forward-looking community-based family-centric social service agency, supporting the community and its members to live fulfilling lives. In addition, VCS focuses on upholding good corporate governance and professional capability to serve the community.

VCS STRATEGY MAP

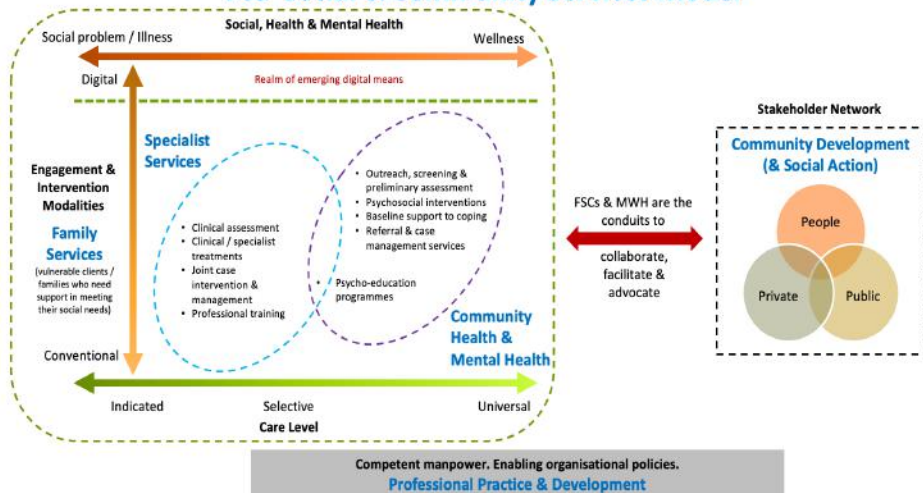
	ORGANISATION	TEAM	SERVICE
GROWTH Peaks of excellence	ORGANISATION EXCELLENCE	PROFESSIONAL LEADERSHIP	SPECIALIST SERVICES
PERFORMANCE Service excellence	CONTINUOUS LEARNING AND IMPROVEMENT	PROFESSIONALISM	SERVICE INNOVATION
DRIVE Organisation capacity and capability	GOVERNANCE	HUMAN CAPITAL	CULTURE

Office of Transformation

In July 2021, VCS set up the Office of Transformation and introduced a new organisation structure to bring VCS to the next level. The Office of Transformation focussing on human resources and systems & processes is largely to support our people, to sharpen their skillsets, to build up leadership and retain the right talent to achieve a VCS that is "Resilient and Sustainable and Liveable for All", enabling people to flourish and improving their quality of life.



VCS' Social & Community Services Model



Leveraging on Technology

As part of the digitalisation efforts, VCS is tapping on the National Council of Social Service's Project Back-To-Basics (B2B) to develop Speech to Text to IntelliBot. The IntelliBot aims to support caseworkers in their case assessment, intervention planning and execution, goals monitoring, and deepen the supervision processes with their supervisors through artificial intelligence. This project is currently ongoing. In 2022, we have also identified two other applications.

Integrated Community and Social Services Model

VCS has developed an integrated community and social services model to articulate VCS's approach to delivering impactful and meaningful services.

1. BOARD GOVERNANCE

General Principle

The charity is run by a group of individuals called the Board. Members of the Board are people elected or appointed based on the rules of the charity's governing instrument. The Board is collectively responsible to ensure compliance with the charity's governing instrument and all relevant laws and regulations. The Board makes sure the charity is run well and operates responsibly, so that the charity would continue to be effective, credible, and sustainable.

The Management Committee of VCS is committed to high standards of corporate governance, through its oversight of VCS' affairs and performance, setting organisational goals and providing strategic guidance and professional expertise. All MC members are expected to exercise due diligence and independent judgment in dealing with the affairs of VCS and are obliged to act in good faith and to take objective decisions in the interest of VCS.

VCS has abided by the governance practices in accordance with the principles as set out in the Enhanced Tier of the Code of Governance for Charities and Institutions of a Public Character ("Code") issued by The Charity Council and the VCS Board Governance Manual throughout the financial year.

1.1 Composition of Management Committee and Board Committees

Management Committee

The MC comprises members who possess the personal attributes, experience, knowledge and relevant competencies, which bring an independent and objective perspective to enable sound and well-considered decisions to be made.

As at 31 December 2021, VCS has nine MC members. The MC met 4 times in FY2021.

The composition of the MC and their attendance at the scheduled meetings during the financial year is set out below:

President	Dr Gilbert Fan Kam Tong	4 out of 4 meetings
Vice President	Abner Koh Ming Feng	4 out of 4 meetings
Honorary Secretary	Tan Yan Song	4 out of 4 meetings
Honorary Treasurer	Jenny Lim Yin Nee	4 out of 4 meetings
Member	Dr Noreen Chan Guek Cheng	3 out of 4 meetings
Member	Goh Joachim	4 out of 4 meetings
Member	Hiew Wui Sin	4 out of 4 meetings
Member	Tay Hong Beng	3 out of 4 meetings
Member	Teoh Eong Kow	4 out of 4 meetings

The term of office of the MC members is one year but will be extended to two years from this upcoming Annual General Meeting ("AGM"). This means that the MC members would be elected at alternate AGM. The Honorary Treasurer may be re-elected to the same post for a maximum consecutive term of four years. For the other MC members, their reappointment will be in accordance with the provisions of the Code. No staff of the organisation is member of the MC.

The meetings' agenda items included refreshing VCS' vision and mission statements, strategies and action plans, operational challenges, enterprise risk management, approval of annual budget to ensure effective management of financial and human resources, approval of material transactions including capex, donations to other organisations and allocation of funds to designated or restricted funds. Key management staff were invited to attend these meetings to share key operational updates, challenges and concerns with the MC.

The dates of all the MC meetings for each new calendar year are scheduled well in advance each year. Minutes of the MC meetings are circulated to all members.

All new MC members are given a copy of the Board Governance Manual. Appropriate induction, including the duties as a MC member and how to discharge those duties, and an orientation programme, would be provided to incoming Board members on joining the MC to ensure that they are familiar with VCS' work and governance practices. Appropriate training will be provided to MC members, when required.

VCS has an annual self-evaluation system to assess the performance and effectiveness of its MC. The outcomes of the evaluation, including recommendations for improvement if any, are shared with the MC and key management personnel.

As at 31 December 2021, Ms Jenny Lim Yin Nee had served as a member of the MC consecutively for more than 10 years. As part of VCS' leadership succession planning, Ms Lim will not seek for re-election at the forthcoming AGM. She will remain as the Advisor to VCS' MC to continue to guide VCS through the planned growth and development while ensuring a smooth leadership transition to new MC members.

Board Committee

To assist the MC in the execution of its responsibilities and the discharge of its duties, the MC members were appointed into the following Board Committees in FY2021, with clearly defined written terms of reference setting out their authorities and duties as approved by the MC:

- Audit and Risk Committee
- Finance Committee
- Programmes and Services Committee
- Appointment and Nomination Committee
- Human Resources Committee
- Fundraising Committee

2. CONFLICT OF INTEREST

General Principle

Board members and staff should act in the best interests of the charity. Clear policies and procedures should be set and measures be taken to declare, prevent and address conflict of interest.

VCS maintains a Conflict of Interest policy, requiring all MC members and staff to disclose any real, potential or perceived interest that they may have, whether directly or indirectly, that VCS may enter into or in any organisations that the VCS has dealings with or is considering dealing with; and any personal interest accruing to him/her as one of the VCS' suppliers, users of services or beneficiaries. Should there be any real, potential or perceived conflict of interest, the affected MC member will recuse himself/herself from the discussion and should not vote nor participate in the decision-making on the matter. Declarations are required for all related parties' transactions. All related party transactions are reviewed at a stipulated interval and the outcome of the review be reported to the MC and documented.

Any appointment of staff who is a close member of the family of the current MC members or staff should undergo the established human resource procedures for recruitment, performance evaluation and remuneration. MC members or staff should make a declaration of such relationships and not influence decisions made during these procedures.

During the year under review, there was no such conflict that required disclosure and action.

3. STRATEGIC PLANNING

General Principle

The charity is set up to achieve certain aims for the benefit of the society and / or its members. The vision and mission of the charity should be clearly expressed and the charitable work should be carefully planned and implemented.

The vision and mission statements of VCS were defined, reviewed and discussed at the MC meeting held on 12 May 2021 to ensure that they continue to stay relevant. The vision and mission statements are presented on the VCS website.

At every MC meeting, the MC gets updated on its strategic initiatives and the roadmap continues to be refreshed to stay relevant and forward looking. During the year, an Office of Transformation was set up to enhance VCS' capability to continue to provide impactful services to the community as it grows to meet the evolving needs. The Office of Transformation will align VCS' strategies, people, culture, systems and processes.

4. PROGRAMME MANAGEMENT

General Principle

The programmes and activities conducted by the charity determine the charitable work that the charity sets out to accomplish. They should be carefully planned, tracked and reviewed to ensure that they are relevant to the mission and vision of the charity.

Guided by its vision and mission, VCS has planned, developed and transformed its programmes and services to serve and meet the needs of the community. The progress and key deliverables of each programme and service are clearly defined and reported in the Quarterly Progress Report presented during the MC meetings for deliberation and evaluation, with a clear purpose that ties back to the vision and mission.

5. HUMAN RESOURCE AND VOLUNTEER MANAGEMENT

General Principle

Human resources are important assets of the charity. The charity should have policies in place for the staff and volunteers who run its operations and programmes.

VCS' Human Resource Policies aim to attract, retain, and motivate staff who have suitable qualifications, experience and performance. The MC approved the VCS documented human resource policies covering, but not limited to:

- Recruitment;
- Remuneration;
- Benefits;
- Training and development;
- Performance management;
- Disciplinary actions; and
- Cessation of employment

VCS' Code of Conduct for MC members outlines the behaviour expected from MC members. It underpins how MC members should behave towards one another during and outside of meetings. It helps to safeguard relationships in times of difficulty and underlies a MC member's commitment to the work of VCS.

VCS' Code of Conduct for staff and volunteers stipulates the values and expected behaviours to safeguard not only clients, but also VCS, its members, staff and volunteers.

VCS' Performance Management System includes an Individual Development Plan to support the professional development of staff. The system developed with reference to the SkillsFuture Skills Framework for Social Service includes processes to identify the training needs of staff to equip them with the necessary skills to perform their roles effectively. There is a fair and transparent performance review and appraisal process in place for all staff. Two rounds of performance appraisals were conducted in FY2021.

VCS has established Volunteer Management Policies. Volunteers involved in the day-to-day operations of VCS shall also comply with the Human Resource Policies applicable for VCS staff.

6. FINANCIAL MANAGEMENT AND INTERNAL CONTROLS

General Principle

The charity should have sound financial management and comply with applicable laws and regulations, so as to ensure that its resources are used legitimately and can be accounted for.

VCS has established written Financial Policies in respect of day-to-day operational and financial controls over the following key areas:

- Purchases/Supplies;
- Cheque and on-line payments including donations;
- Payroll;
- Petty cash payments/Cash advances;
- Monies received;
- Cash book and bank reconciliation;
- Maintenance of accounting records, including donation records;
- Preparation of financial statements, financial budget and review of variances; and
- System for the delegation of authority and approval limits.

Any loan or donation to external third parties and grants or financial assistance which are not part of VCS' core charitable programmes must be approved by the MC.

The Audit and Risk Committee conducts periodic internal checks on key processes to ensure compliance with established procedures and reports to the MC on the findings/observations with proposed recommendations for improvement.

6.1 Enterprise Risk Management

Risk management is an integral part of sound governance. It is integrated with VCS' business strategy, cuts across the different functional areas of VCS' operations and is mainly embedded within the day-to-day management and operational processes of these functional areas. VCS updated its risk management framework following guidance from the Enterprise Risk Management Toolkit for Charities and IPCs developed by the Charity Council, KPMG and NUS Business School. The framework was last revised in January 2021.

To-date, VCS has identified seven key risks as follows, with mitigating actions and controls put in place to assist in managing these risks:

1. Legal and Regulatory Compliance Risk
2. Funding Risk
3. Human Capital Risk
4. Financial Risk
5. Service Delivery Risk
6. Adverse Events Risk
7. Information and Cybersecurity Risk

The risks indicators are assessed, updated and reported to the MC on a quarterly basis.

The MC approved the annual financial budget covering VCS' planned activities for FY2021. Quarterly review of the actual financial performance of VCS against the budget figures were presented to the MC at the MC meetings. All significant variances from the budget were highlighted with appropriate explanations provided.

VCS has sufficient reserve to ensure its long-term financial sustainability. It is VCS' desire to build up its reserve of unrestricted funds to meet two years' operating expenditure and any surplus, with the approval of the management committee, will be transferred to the Expendable Endowment Fund in the following year.

Restricted or designated funds and endowment funds are set up solely for clear and justifiable needs with the purpose and size of these funds adequately disclosed in the financial statements.

Since 1 January 2012, investment returns have been credited to the Expendable Endowment Fund. It is the VCS' intention to build up an expendable endowment fund of S\$10 million.

The MC adopts a very prudent approach in respect of investment of its reserves, in accordance with the written VCS Investment Policy and Guidelines approved by the MC.

7. FUNDRAISING PRACTICES

General Principle

The charity should ensure that its fundraising activities are transparent and ethical. It should account to its donors on what, how and when the funds would be used. The charity should also be prudent in engaging third party fundraisers.

VCS' Financial Policies set out the day-to-day operational and financial controls over all collections received (i.e., monies received). All collections are properly recorded, promptly deposited, and accounted for. The amounts received were disclosed in the financial reports of VCS, were applicable.

In FY 2021, VCS received funding from the government on approved programmes and the public in the form of donations. The public included corporates, foundations and individuals. Some families received subsidies from the government depending on their household income. The Society also collected fees for some of its programmes and services.

All donations-in-kind received are properly recorded and accounted for except for recycled items of short lifespan of less than 2 years or items with actual or estimated market value of less than \$2,000.

VCS would not disclose the identity or share information on donors without prior permission from the donors.

VCS did not engage any third-party fundraisers in FY2021.

8. DISCLOSURE AND TRANSPARENCY

General Principle

The charity should be transparent and accountable in its operations. The charity should provide information about its mission, structure, programmes, activities and finances, as well as be responsive to requests for information.

VCS has made available its annual report, together with its audited financial statements, on its website (www.viriya.org.sg).

It is VCS' policy not to have paid staff on the MC. No MC member was remunerated for his/her services.

Staff are not involved in setting their own remuneration. The MC approves the remuneration of staff. In setting the remuneration of staff, any performance-related element would be linked to fulfilling measurable and clearly defined targets in line with VCS' objectives.

The three highest paid staff did not serve as MC members and their remuneration were declared in the remuneration band of \$100,000 to \$200,000 in the audited financial statements.

There was no paid staff who is a close member of the family of the executive head or any MC members, who has received remuneration exceeding S\$50,000 during the financial year.

8.1 Management

Ms. Evelyn Lai, the previous Executive Director of VCS left on 6 December 2021. A new Executive Director (Social & Community Services) has been appointed and will commence on 1 May 2022. In the interim, the day-to-day operations are managed by the Strategic Director for Human Resources and Organisation Culture supported by the respective division heads. This team leads the operations of VCS and is responsible for implementing policies and directions set out by the MC. As at 31 December 2021, VCS had 109 staff, including 84 professional and management staff, 5 associate professionals, 9 executives and 11 support staff.

8.2 VCS' Assets

VCS does not own any properties. It has been using the Lights of Hope Centre (which is owned by Leong Hwa Monastery) as Viriya Therapy Centre (VTC) since 01 March 2019. VTC provides specialist psychotherapeutic interventions to help individuals and families cope with their challenges and enhance their quality of life, which is consistent with VCS vision and mission.

8.3 Future Capital Commitment

VCS plans to carry out cyclical maintenance of its two family service centres which will be partly funded by the Ministry of Social and Family Development in 2022. Due to the expansion of services including community mental health programmes funded by the Agency for Integrated Care, it also has plans to increase its office space to accommodate the increase in manpower.

8.4 The Road Ahead

VCS will always strive to do the good well; it will continue to spark transformation and renewal and face new realities, rising to every challenge in this dynamic environment. We stay true to our vision: Caring for you, enhancing quality of life and our VCS Heartbeat will guide us in our forward journey.

8.5 Whistle-Blowing Policy

The MC and staff are fully committed to conduct all its activities with integrity and the highest ethical standards whilst complying with applicable laws and regulations. VCS strongly believes that the actions and conduct of the MC and staff are essential to maintaining these standards. In line with this commitment, VCS has a Whistle-Blowing Policy to allow whistle-blowers to raise concerns over a breach of these standards, highlight incidents of malpractice or wrongdoings within VCS. This Policy applies to any suspected improprieties involving MC and staff of VCS.

9. PUBLIC IMAGE

General Principle

The charity should build up its image consistent with its objectives.

The President shall be the designated spokesperson for VCS. In the absence of the President, the Vice President shall be the spokesperson. However, for specific matters, the MC may also designate another appropriate MC member or staff as the official spokesperson.

All communications on the release of information about VCS and its activities to its stakeholders across all media platforms follow VCS' Media Response Policies and Social Media Policies.

SUMMARY OF FINANCIALS

For year ended 31 December 2021	Restricted funds	Unrestricted funds	Total funds
	\$	\$	\$
Financial results			
<u>Income from generated funds</u>			
Donations - Non-tax exempt	70	6,458	6,528
Donations - Tax exempt	213,050	91,884	304,934
Interest and dividend income	133,281	46,121	179,402
<u>Income from charitable activities</u>			
Government funding			
- AIC		2,070,866	2,070,866
- Care and share	247,153		247,153
- ComChest	113,531		113,531
- NCH	1,242,392		1,242,392
- Recurrent (MSF)	4,965,821		4,965,821
- Tote Board	1,324,224		1,324,224
Counselling and programme fees	7,109	308,035	315,144
Other grants and funding		33,506	33,506
Other income	18,589	862,706	881,295
Total income	8,265,220	3,419,576	11,684,796
<u>Expenditure</u>			
Cost of charitable activities	6,040,872	2,087,132	8,128,004
Governance and other admin costs	375,477	3,168	378,645
Total expenditure	6,416,349	2,090,300	8,506,649
Surplus for the year	1,848,871	1,329,276	3,178,147
Reserves			
Restricted funds			
- Expendable endowment funds			5,627,994
- Other restricted and designated funds			14,218,646
Total restricted funds			19,846,640
Unrestricted funds			6,835,665
Total reserves as at 31 December 2021			26,682,305
Unrestricted funds / Total operating expenditure			0.8

Further details can be found in our audited financial statements, audited by Fiducia LLP. The Society has adopted the Charities Accounting Standard since 1 January 2013.

January

VCS appointed to oversee the National Care Hotline (NCH)

The Ministry of Social and Family Development appointed VCS to take over the operations and management of the NCH. The hotline provides psychological first aid to the community.

Expansion of Community Mental Health Programmes

Agency of Integrated Care appointed VCS to expand its mental health support outreach through four additional programmes: CREST @Potong Pasir & Braddell Heights, CREST @Pioneer & Nanyang, COMIT @Boon Lay, Pioneer & Nanyang, and MASS @West Coast & Ayer Rajah-Gek Poh.

Launch of Viriya Corner @Whispering Hearts FSC

Following the success of Viriya Corner @VFSC, Whispering Hearts FSC (WHFSC) commenced the programme to keep seniors active while promoting strong community belongingness and ownership through inter-generational bonding activities.



February

Mental Wellness Hub (MWH) @ Kent Road Opens

With the newly furnished place, MWH aims to promote community mental wellness for individuals and families to live fulfilling lives together and support those already facing mental health challenges.



Launch of Gift of Giving @ Pioneer

Gift of Giving is a community-led food shelf initiative by WHFSC for the residents of Pioneer. The initiative's tagline is "Take what you need and Give what you have".



March

VCS 20th Anniversary Celebration

VCS celebrated its 20th year in serving the community on 8 March. The staff had a meaningful celebration with the theme 'Walk on, with Hope as One'. They also shared notes with positive messages to show our gratitude to everyday heroes in the community.



Viriya Community Services presents

Supervision of Supervision Symposium 2021

Building Resilience in Systems
Date: 07 April 2021 (Wednesday)
Time: 9am - 1pm
Venue: Zoom Webinar
Admission: Free



April

3rd Supervision of Supervision Symposium

VCS organised the third symposium with the theme, "Building Resilience in Systems" on 7 April, led by two renowned speakers, Dr Michael Cull and Ms Yogeswari Munisamy. The symposium was free-of-charge as part of celebrating VCS' 20th anniversary, and it attracted about 300 participants.

Presentations at International Conference 6 April - 10 April

VCS presented research findings from two research projects, "Support for bereaved parents whose children died by suicide" and the "Influence of race and religion on help-seeking behaviour" at the Association for Death Education and Counselling's 42nd Annual Conference.



June

Townhall 2021: Co-Creating a VCS Happy Family Together

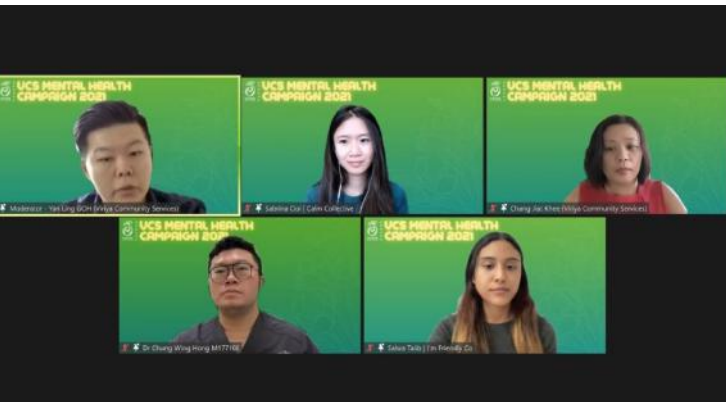
On 23 June, VCS announced its new organisation chart. The re-organisation enhances the focus for each team, creates greater opportunities for staff career advancement, and improves VCS's operational effectiveness and efficiency. Following the re-organisation, an **Office of Transformation** was set up in July to oversee and guide the transformation process.



July / August

Reinventing Viriya: Smart, impactful & analytical

VCS is constantly taking steps to improve our services with the use of technology, research and data. The process is marked by three key parts: **Smart Viriya**, **Impactful Viriya** and **Analytical Viriya**. In addition, we worked with various partners to conduct research sessions and submitted 3 abstracts for presentation at the Principal Social Worker Seminar.



October / November

Mental Wellness Campaign 2021

We organised an online panel discussion on 8 Oct in line with the World Mental Health Day theme - "Mental Health in an Unequal World". Aside from the discussion, there were a series of online workshops for the public, a training session for grassroots volunteers and a 3-day trauma and loss symposium.



Outline

- Introduction
- Personal Death Awareness
- Personal Experience + Interest
- Family Bereavement
- Theories + Models (Grief and Trauma)
- Family Systems + Grieving Together
- My Research
- Interventions/Techniques
- Case Study



December

Visit by MSF Parliament Secretary

We were honoured to host Mr Eric Chua at Viriya Mental Wellness Hub on Christmas Eve! On Mr Chua's Facebook, he shared: "I chatted with both staff and volunteers and was in awe of everyone's tireless dedication to helping a fellow human being in need of some help and a listening ear. Humanity at its best!"





Family Services

Support families in the community throughout their developmental span

Adopting a systemic approach, the Family Service Centre provides integrated multi-disciplinary services to meet the varied needs of families and their members.

The services include developmental, preventative, remedial and community engagement programmes delivered through the two family service centres: Viriya Family Service Centre and Whispering Hearts Family Service Centre.

VIRIYA FAMILY SERVICE CENTRE

WHISPERING HEARTS FAMILY SERVICE CENTRE

525 families supported

1,197 families supported

2,039 casework sessions conducted

4,768 casework sessions conducted

86% of service users achieved at least 50% of goals at case closure

88% of service users achieved at least 50% of goals at case closure

98% of service users showed a reduction in needs & risks at case closure

95% of service users showed a reduction in needs & risks at case closure

76% of service users consistently demonstrated three or more behavioural/ attitudinal changes as a result of case intervention

76% of service users consistently demonstrated three or more behavioural/ attitudinal changes as a result of case intervention

472 participants benefitted from group work and community programmes

293 participants benefitted from group work and community programmes

VIRIYA FAMILY SERVICE CENTRE

Key Highlights 2021

Caring for Elderly

145 seniors living in Potong Pasir and in Joo Seng were outreached when physical engagements were not allowed because of the safe management measures. Our staff conducted phone calls with the seniors to check if they needed any form of help during the challenging pandemic time.

MediAssist Beneficiaries

Viriya MediAssist Fund is a collaboration with Potong Pasir Citizen Consultative Committee. It aims to support individuals with medical conditions to live their lives to the fullest in the community.

Together with VCS' Community Resource, Engagement and Support Team (CREST), our staff reached out to 200 past and present beneficiaries to raise awareness of the importance of regular health screenings and opportunities to participate in community programmes.

Stretch Band @ Potong Pasir

60 seniors participated in a 10-session stretch band programme as part of a collaboration with the Health Promotion Board and Potong Pasir Community Centre. The ten 1-hour sessions were conducted from February to April 2021.

Move and Stretch @ Potong Pasir

Our staff created an 11-session programme that strives to encourage physical and social well-being among seniors to develop evidence-informed interventions that meet social needs. It is an ongoing programme that began in late 2021.



Just Kid-ing Club

Started in July 2021, this programme teaches children to regulate and manage their emotions through online platforms and in-person sessions. Parents were updated with photos and objectives of each session, and were invited to participate in selected sessions. A total of 10 families participated in 16 sessions.



Phase 2 Heightened Alert: Welcome Back!

36 seniors participated in conversations with the programme team to co-create new activities for the Viriya Corner@VFSC.

Digital Literacy with Ngee Ann Secondary

The collaboration aims to address the issue of the digital divide that surfaced in 2021. Over four 2-hour sessions, 12 students from Ngee Ann Secondary supported eight seniors gaining digital literacy.

WHISPERING HEARTS FAMILY SERVICE CENTRE

Key Highlights 2021

Uncovering Community Needs

A creative way was used to uncover community needs as part of the centre's outreach efforts in April 2021. Information gathering charts were placed at lift landings of 60 residential blocks for five days - 2,688 responses from 4,650 households were gathered. Emotional and mental health issues were the top concern, and several residents indicated their willingness to volunteer.



Code In The Community

The programme is a partnership with Code In The Community organisation to provide coding classes to children from disadvantaged background. 14 children benefitted from 30 coding class sessions in 2021.

Food Security, Milk & Diaper Programmes

The programme provided essential items to 246 families. WHFSC worked with partners such as Food from the Hearts, Project R.I.C.E., and Kindness Mart to supply and distribute the items.



Parents Support Group

A pilot project was designed to support parents to understand the needs of their adolescents better, communicate with their adolescents, and ultimately strengthen parent-child relationships. 13 parents participated in a 4-session programme with positive outcomes.

Student Assistance Scheme @Nanyang

In collaboration with the Nanyang Constituency and Singapore Management University (SMU), the programme is a weekly tuition programme for primary school students. 28 students benefitted from the programme with students from SMU as volunteer tutors.

Bright Owl Project & Teen Action Project @Pioneer

18 children and 15 adolescents from underprivileged families participated in the children mentoring and academic support programme. Mentors from the Nanyang Technological University's Welfare Services Club provided their support to the children and adolescents in weekly sessions.

Viriya Corner Senior Programme

83 sessions were conducted over the past 52 weeks since March 2021. The programme maintains the seniors' cognitive functioning, promote alertness, flexibility and coordination, facilitate social engagement with other seniors, staff or volunteers, and strengthen their social support network in the community.





SPECIALIST SERVICES

Support individuals and families seeking assistance to overcome their life challenges

Sometimes, individuals and families will meet significant life challenges that pose a high disruption to their lives. Thus, they may require specialised care and support.

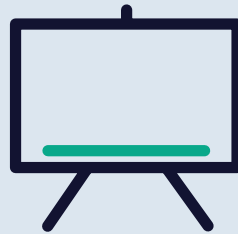
They receive care and support from our specialist team, which comprises clinical psychologists, counsellors, and psychotherapists. The team works in concert across the specialities and other services in VCS to provide holistic support to them in the comfort of their communities.

The team also conducts public outreach and education to increase mental health literacy and support skills through partnerships.



174

service users supported through individual and group work sessions



27

public forums, workshops, and symposiums conducted



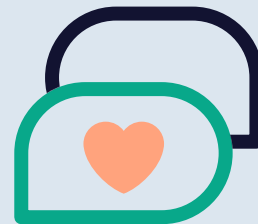
1,938

individuals participated in our forums, workshops and symposiums



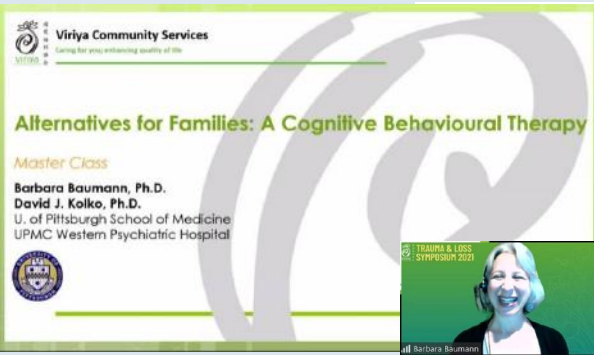
2

research projects presented at international and local conferences



1

managed and supervised the **National Care Hotline**



Trauma & Loss Symposium 2021

The psychological and grief support services jointly organised the 2nd Trauma and Loss Symposium. It aimed to enhance local social service professionals' understanding on how various systems intertwine with individual experiences of trauma and loss and provide practical strategies to support families in overcoming trauma and loss when grief goes awry. International experts shared their knowledge and experiences with 175 participants over three days in October.

Foundation Diploma in Systemic Grief & Bereavement Care

34 professionals completed the diploma developed by international experts and adapted for the Asian context. The 9-session diploma was conducted online from February to April. All participants indicated that the diploma had met its core objective of enhancing professional competencies in grief and bereavement care within the Asian context.



Mental Health & Grief Support Skills Training Workshop

55 grassroots leaders and volunteers attended the mental health skills training workshops, and 17 members of the public completed the grief support skills training workshop. These workshops are part of the specialist services' efforts to equip laypersons with relevant skills to support people around them.

Public Education & Outreach

About 1,800 people participated in the various public education sessions and outreach activities. The participants learned topics such as grief issues in bereavement, miscarriage, relationship loss, spirituality, and mental health issues related to anxiety, burnout, depression. The specialist services partnered with organisations such as Calm Collective Asia and Montfort to deliver a number of the public education and outreach sessions.



Corporate Employee Assistance Programme

The programme aims to assist employees by providing support for work-related problems that may have adversely impacted their job performance and emotional well-being. In addition, it offers mental health training to equip employees and supervisors with knowledge and self-care skills and support employees when faced with emotional challenges. VCS worked with 3 corporate companies in 2021.

Community Mental Health & Health

Provides community health services to enhance the quality of life of persons with mental health and health concerns and their families, especially those facing social disadvantages



Mental Wellness Hub promotes community mental wellness for individuals and families to live fulfilling lives together and to support those who are already facing mental health challenges.



Viriya Children Medical Programme helps children who require long term medical care. It closely works with parents and caregivers to meet the family's needs, including the siblings of the direct beneficiary to ensure that their care and developmental needs are not compromised.



Viriya Elderly Medical Programme provides financial and social support to seniors with various medical conditions. It works with eldercare agencies and hospitals to provide community care for seniors.



Community Resource, Engagement and Support Team (CREST) is a community based outreach programme that serves as a safety network for individuals (aged 40 and above) who are diagnosed with or at risk for dementia and other mental health conditions. The team serves three regions: (i) West Coast & Ayer Rajah-Gek Poh, (ii) Pioneer & Nanyang, and (iii) Potong Pasir & Braddell Heights.

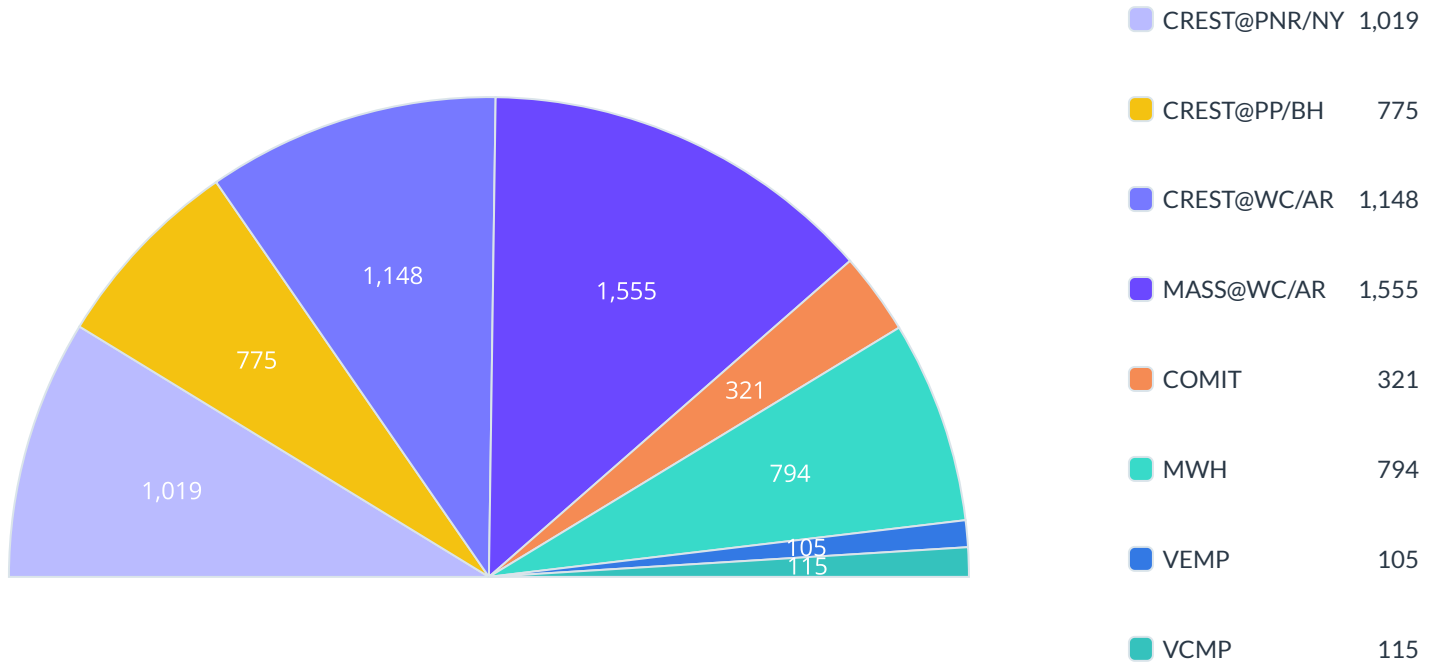


Mobile Activity and Support Services programme (MASS) provides mobile services for individuals with dementia or mental health conditions to receive services close to home. The team serves West Coast & Ayer Rajah-Gek Poh



Community Intervention Team (COMIT) supports individuals with mental health conditions with social reintegration through psychosocial interventions and case management services. The team serves Boon Lay, Pioneer, and Nanyang.

Total number of OUTREACH & BENEFICIARIES



27 PROGRAMMES IN 2021

17

MWH

1

VCMP

4

COMIT

4

MASS

1

CREST

ACTIVITIES SPOTLIGHTS

CAREGIVER SUPPORT GROUP @CREST

Caregiving can be a challenging yet rewarding process for caregivers of persons with dementia. The caregiver support group provides a warm and welcoming space to share their experiences and practical caregiving tips.

CAREGIVER SUPPORT GROUP @VCMP

12 sessions of the online caregiver support group were conducted in 2021. Each session focused on a topic such as legacy planning, practical tips on money management, and caring for your mental well-being. Staff and invited speakers facilitated each session.



Need to Meet Their Basic Needs in Singapore?

*"The expenditure for a single person aged 65 or above who lived alone was **\$1,379 per month**."*



PROGRAMMES @COMIT

Four psychoeducation workshops and support groups were conducted to address mental health recovery and wellness issues covering topics such as recovery management strategies and tips to manage mental health during the pandemic. #Here4U: Surviving Adulthood is a support group and a safe space for emerging adults to explore and manage stressors that come with adulthood.

PROGRAMMES @MASS

HAPPY exercise programme, caregiver support group, elders sitting programme and CAREBuddy programme are the four programmes under MASS. Each programme effectively caters to the differing needs of the service users. In particular, the CAREBuddy programme was specially designed to reach out to service users who decline group-based support but prefer individual ones.



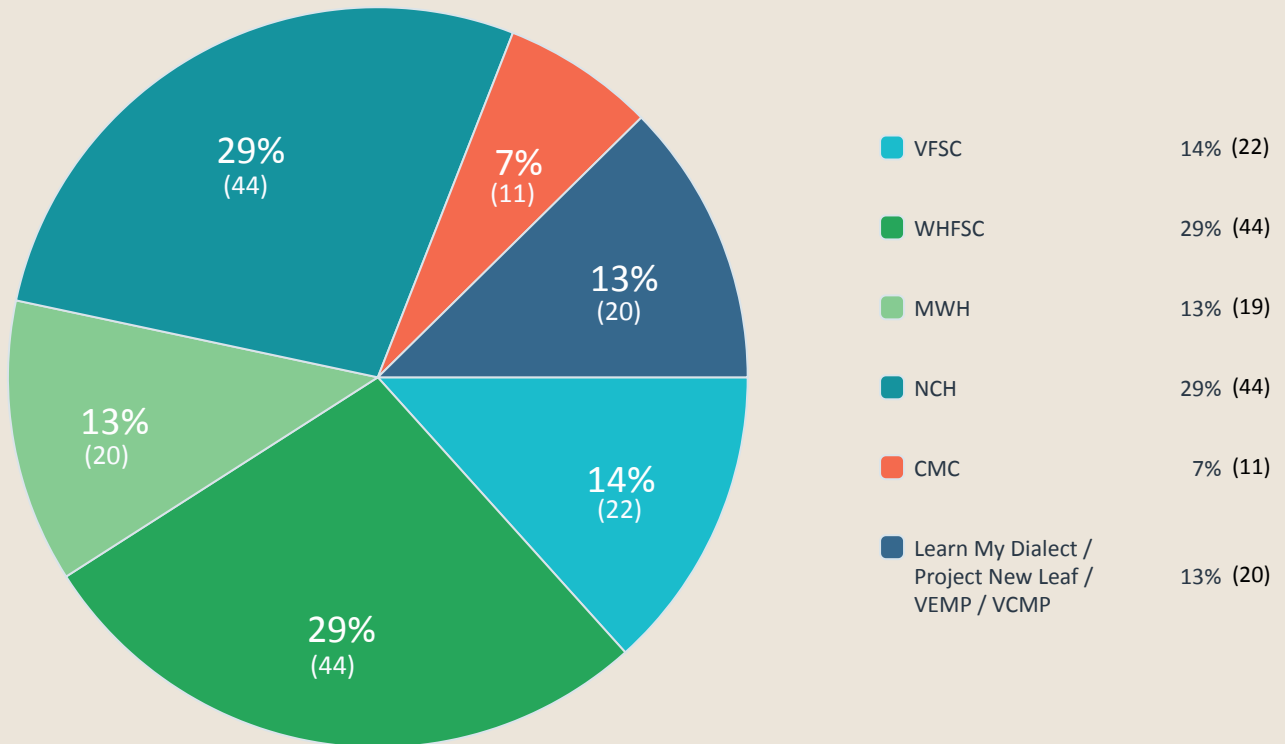
GROUP-BASED PROGRAMMES @MWH

A number of group-based psychoeducation and outreach programmes were initiated to target different segments of the residents living near the Hub. Kopi Session, Kids' Club@52, Group Yoga, and Open Arts Studio are some of the 17 programmes at MWH. The programmes are also a channel for specialised follow-ups on specific issues concerning the participants.

Community Development

Facilitates community organisation and social action to build social capital and community resilience within VCS' service boundaries. The division aims to achieve social wellbeing, build community resilience, and positive outcomes through community development efforts.

DISTRIBUTION OF VOLUNTEERS



Community Development Principles in VCS

All VCS staff underwent community development training between August to October 2021. The training introduced the six principles of community development that can be applied in casework and management, group work, and programmes delivery. The training shifts staffs' outlook from a needs-based to an asset-based one, which the latter seeks to inspire an increased sense of community ownership and co-creation of solutions to community issues.

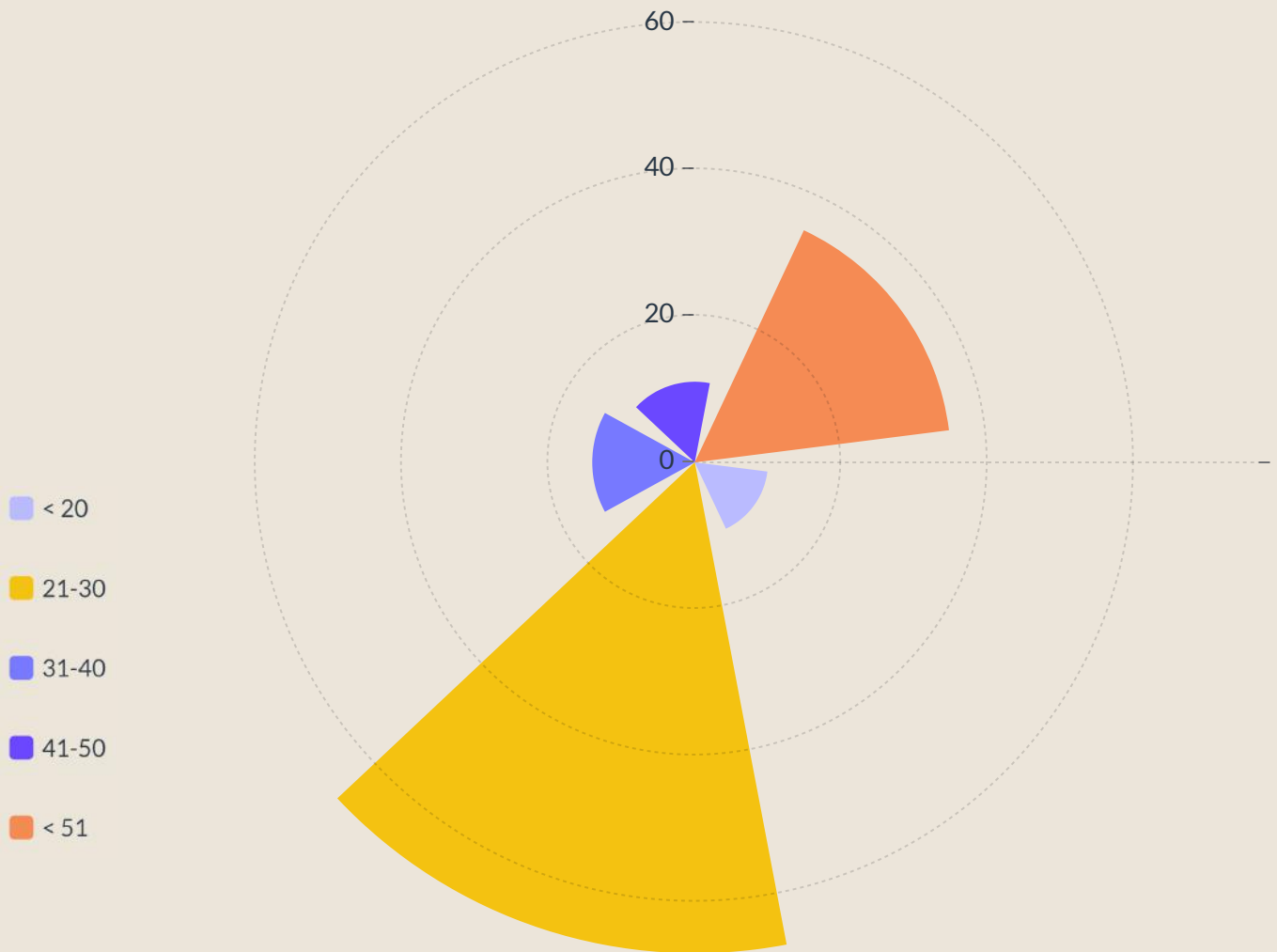
Community Development Practice Circles, Training & Research

Practice Circles for Community Development were created to provide a supervisory and reflexive space for community workers. Beyond the Practice Circles sessions, community workers frequently consult with the division on how they can improve their community work interventions.

An ongoing study on how the six community development principles could be implemented is expected to complete in May 2022. Findings from the study will be used for further training.

Age of volunteers

78% of the volunteers volunteered mainly remotely / online due to Covid-19 social restrictions



Volunteer Engagement & Development

A total of 160 volunteers provided their support across VCS' services and programmes. In 2021, about 80% of our volunteers mainly participated remotely or online because of the safe measurement measures arising from the COVID-19 pandemic.

Our volunteers have provided exemplary support over the years, and we hope that they will find fulfilment through their involvement with us and create a better society with us. Volunteer management is an integral part of VCS' operations. Therefore, reviews are ongoing to strengthen VCS' volunteer management and development policy.

Project New Leaf (PNL)

PNL programme helps ex-delinquents re-integrate into mainstream education and the larger society through supportive casework. In 2021, a total of 17 youths benefited from the programme.

Learn My Dialect (LMD)

LMD programme taps on the potential and skills of our seniors to benefit their peers and society. The seniors would teach dialects to interested participants such as students, healthcare professionals and social workers. 783 participants joined the programme and learned various dialects from the seniors.



Professional Practice & Development

Supports and ensures quality professional practice and standards across all VCS' programmes and services, and supports the professional development of the staff

Supervision

Panel Reviews in the family service centres are one of the ways to ensure quality standards of casework and management and provide timely support to caseworkers. It is renamed "You Never Work Alone" based on the creative contributions of the staff. The name change reflects better the intention to build a collaborative and healthy practice environment supporting safe and effective practices. 22 sessions were conducted. Concurrently, 11 group supervisions were carried out every month in 2021. The external supervisors provided supervision support to senior practitioners, while the younger practitioners were supported by internal staff.

Continuous Professional Education and Training

ASK Training

Attitude, Skills, Knowledge (ASK) are cornerstones in professional practices and development.

A total of six sessions were designed and conducted based on the surveyed needs of our practitioners. Internal and external speakers facilitated the six sessions.

Research Brown Bag

Two brown bag sessions were conducted on realist evaluation, logical model, and theory of change.

Two issues of the VCS Research Snippets were circulated to all staff. The issues summarised ongoing research projects and staff interviews on their thoughts about research.

The initiatives aim to promote research competence and demonstrate how research can be integrated with practice.

Training Roadmap & Orientation

A training roadmap to enhance and upkeep staff competence was rolled out. The roadmap serves as a clear guide for structured staff development.

A structured orientation programme was developed for new staff. Senior staff from various departments served as trainers and facilitators of the programme. Two iterations of the programme were conducted.

Project Actor

Project Actor is a simulation-based learning pedagogy that aims to enhance social work training for undergraduates. It is funded by VCS in collaboration with the Singapore University of Social Sciences (SUSS). Four VCS social work interns participated in the project.

An evaluation study conducted by SUSS showed positive results and receptions. The training materials will be used on VCS's various in-house training and development platforms.

Supervision of Supervision Symposium

The symposium was held on 7 April 2021, “Building Resilience in Systems”. The aim was to expand the lens of supervision of supervision from developing the capacity and competency of individuals to building resilience in agencies and systems. There were about 300 participants– the largest turnout of the series. All participants indicated that the symposium met its aim. Our staff, Ms Goh Yan Ling and Dr Pearlene Ng spoke at the symposium.



CREATING SAFETY IN SYSTEMS FOR QUALITY SERVICE DELIVERY

Since February 2020, the global pandemic COVID-19 has plunged Singapore into unprecedented times. Viriya Community Services (VCS) saw the need to ensure continuing and accessible service delivery in light of potential deterioration of the pandemic. **Safe and effective** practices hinge on our stakeholders being able to experience a sense of safety. VCS implemented a series of initiatives to promote safety in a bid to minimise the impacts of COVID-19 on our staff and clients.

WHAT DID VCS DO TO MANAGE

Principal Social Workers’ Seminar 2021

Organised by the Ministry of Social and Family Development, the yearly seminar brings together social work leaders working in family services, youth, rehabilitation, disability, eldercare, and healthcare settings to discuss joint solutions, develop action plans to address existing problems, and design ground-up enhancements to better serve clients. VCS participated in the seminar by providing three posters and two pre-recorded presentations. In addition, 120 participants participated in a live sharing of VCS’s experience conducting online support groups during the pandemic.

Viriya Internship Programme

VCS hosted 17 interns from various disciplines and institutes of higher learning for their fieldwork education and practicum. Nine interns returned to VCS as newly minted practitioners. 13 qualified staff from multiple services provided their experiences and guidance to the interns.

introduction of OUR FIELDWORK EDUCATORS



Social Work Fieldwork Education

Viriya Social Work Fieldwork Education Support Fund (FES) supports social work students who face financial challenges during their fieldwork education placement required as part of their coursework. 30 students were supported with the fund. All the students are part of the VCS Student Alumni. In addition, VCS supported the 2nd Singapore Social Work Field Educators Day 2021 on 1 Dec 2021. Our Head of Department of Professional & Student Liaison, Mr Yet Tun Hoong, co-chaired the working committee and hosted the online event.

Community of Practice for Social Service Research

With AMKFSC Community Services Ltd, VCS led and co-facilitated a Communities of the Practice session on 13th April 2021. It brought practitioner-researchers in the sector to discuss issues relating to research ethics and dilemma. At the end of the session, researchers and practitioners from various organisations expressed commitment to support one another as volunteers on a need-to basis to proofread research proposals not submitted to research ethics boards. VCS continues to be actively involved in the community of practice.



VCS Corporate Social Responsibility Initiatives

At VCS, we believe in fulfilling our social and environmental responsibility beyond our core work as a social service agency. Our corporate social responsibility efforts are in four areas: Community, Environment, Social Work Practice, and Workplace.



Community: Promote corporate volunteerism to create a compassionate and socially responsible society

As part of celebrating VCS' 20th anniversary, our staff walk/jog/hike 3km, 8km, 10km or 20km on their selected routes. These distances symbolise the birthday of VCS on 8 March 2001. During the journey, our staff distributed encouraging postcards to members of the public.

Environment: Promote environmentally responsible and sustainable practices in the value chain



Going Green with Starbucks – encouraging colleagues to join Starbucks in their effort to reuse more and waste less on their 'Reusable Cup Day'

Our social worker, Somesh from Viriya Family Service Centre doing his part for the environment by taking part in the initiative by PAssion Wave 'Rent a craft, pay by trash'



Workplace: Promote an inclusive, safe, and healthy work environment, and develop staff to their full potential for a dedicated, competent, and motivated workforce



Hui Ting, our assistant senior social worker from MASS facilitated a weekly self-compassion break to encourage fellow colleagues to take a break during their hectic workday. Alphonsus Lee, our assistant lead social worker, has organised ad-hoc exercises for staff to stretch their muscles after sitting at the desk for the whole day.

One of the many challenges to encourage our staff to take a break from work and keep active!

TIME TO PLAY & WIN!

- Go to <https://fb.gs/play/animal-jumps> (Facebook account needed to play this game)
- Have fun playing and take a screenshot of your best score
- Screenshot of your best score
 - Which athlete represented Singapore in long jump for Paralympics 2016?

Submissions to foowenxin@viriya.org.sg by 27 Aug 2021, 6pm
Email Subject: **Time to play & win**

Highest score + correct answer: S\$25 Polar Puff vouchers
Second highest + correct answer: S\$20 Polar Puff vouchers
Third highest + correct answer: S\$15 Polar Puff vouchers

HAPPY AWARD WINNERS



ENERGISING AWARD RECIPIENTS



APPRECIATIVE AWARD RECIPIENTS



RELIABLE AWARD RECIPIENTS



TOGETHERNESS AWARD RECIPIENTS



Voted by fellow colleagues, the HEART Award was given to staff who displayed HEART behaviours and attitudes!

Appreciation

VCS is grateful to our staff, who demonstrated steadfast tenacity and unwavering dedication to our vision and mission throughout the year of transformation.

We appreciate the support and guidance from Mr Sitoh Yih Pin, Patron of Viriya Family Service Centre.

We would also like to express our gratitude to our Founder, Venerable Sek Meow Ee and Leong Hwa Monastery, for their continuous support towards our projects, programmes and services.

We remain grateful to our donors, stakeholders, and volunteers. We could bring joy and comfort to our service users because of their firm and strong support.

Our transformation journey is only the next lap of a new beginning and the continuous endeavour to fulfil our vision— Caring for you; enhancing quality of life.

Contact us

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