

A COMMUNITY OF  
**CARE**



FOR **STROKE SURVIVORS**  
AND **CAREGIVERS**

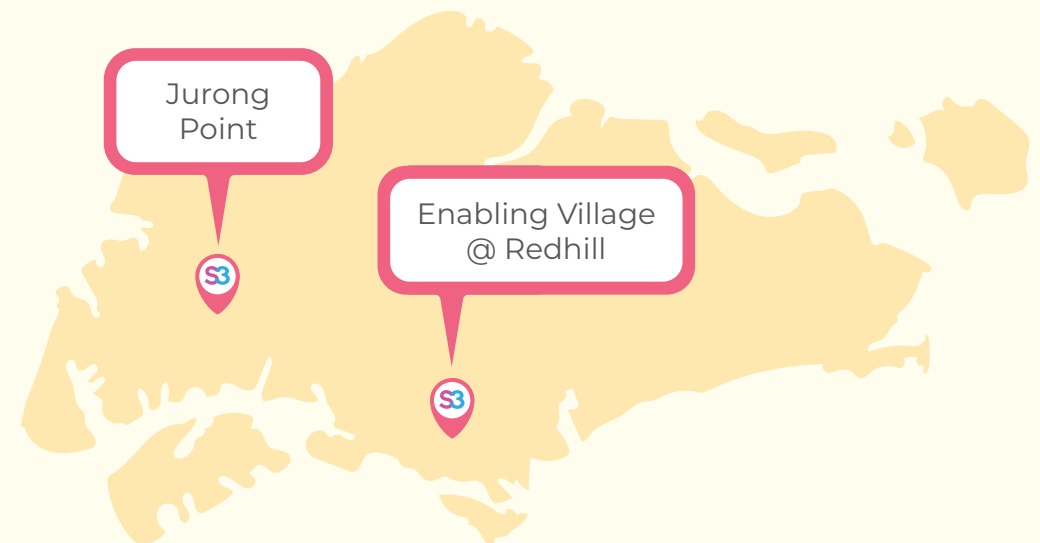
**When stroke strikes,  
challenges seem unsurpassable,  
but with unwavering support,  
life continues forward.**

We believe that care and support from the community will enable stroke survivors and caregivers to overcome challenges.

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# SUPPORTING STROKE SURVIVORS IN THE NEW NORMAL 2020 - 2021



FROM  
**452 TO 586**  
STROKE SURVIVORS



FROM  
**509 TO 582**  
CAREGIVERS



FROM  
**537 TO 558**  
VOLUNTEERS

# CHAIRMAN'S MESSAGE



## Dear Supporters, Volunteers and Partners,

2020 has been an unprecedented year. COVID-19 has caused worldwide adversity and disrupted the lives of many people.

At Stroke Support Station (S3), we seek to address the unmet post-stroke rehabilitation community care needs, so that stroke survivors can improve their quality of life and reintegrate

into their family and community. During the difficult months of the circuit breaker and subsequent phases, S3 has continued to support stroke survivors and caregivers by keeping in close contact with them through phone calls and emails. A hotline was set up to manage anxious enquiries from caregivers who were concerned about their loved ones' physical health during the circuit breaker period, as they could not attend therapy sessions.

Our dedicated social workers also kept close tabs on stroke survivors and caregivers, providing tele-counselling when required. While working from home, S3 therapists produced step-by-step exercise video clips and activity packs which were distributed to all S3 stroke survivors. These were exercises that the stroke survivors could easily follow from the safety of their own homes with the help of their caregivers. Throughout the COVID-19 period, live virtual fitness sessions were also conducted several times on a weekly basis, to ensure that stroke survivors maintain their fitness and improve their mobility.

## The highlights of the year include the following:

### Launch of new activities for R.E.A.L. Wellness

Under the umbrella of S3's Re-learn and Enjoy Active Living (R.E.A.L.) Programme, we introduced a variety of new activities such as Music Therapy, Art Therapy, Zumba Gold, Tai Chi and Kickboxing. These activities were led by professional instructors who tailored their programmes to meet the needs of stroke survivors.

### Launch of new Outreach Programme

Through S3's R.E.A.L. Outreach, a collaboration was formed with The Saturday Movement to reach out to elderly residents in the vicinity of Lengkok Bahru. Through exercise sessions led by S3 volunteers, the elderly residents get to learn simple fitness techniques and tips on how to keep themselves healthy.

With everyone's support and commitment, stroke survivors and caregivers are even more encouraged to push their limits and reach for a higher level of success in their recovery journey. We would like to thank donors and supporters for making rehabilitation care and mental wellness accessible and affordable to the stroke community.

My special appreciation to our founder and outgoing Chairman, Mrs Teo Poh Yim for her vision and tenacity in establishing S3. I am grateful that Mrs Teo will continue to serve on the S3 Board and contribute to the further development of S3. To our Board of Directors, committee members and partners, thank you for your wise counsel, commitment and passion towards S3's cause. You have laid a strong foundation and we are now better equipped to serve stroke survivors and caregivers. To our volunteers and staff, thank you for rallying around our beneficiaries during these challenging times.

Yours sincerely,

A handwritten signature in black ink that reads "Chang Hwee Nee". The signature is written in a cursive style.

**Chang Hwee Nee**  
Director and Chairman  
Stroke Support Station

# BOARD OF DIRECTORS



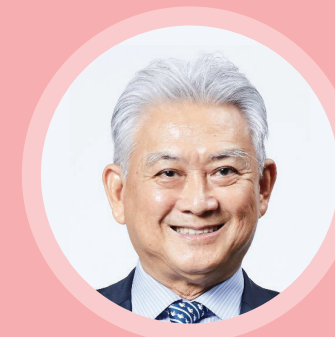
**Ms Chang Hwee Nee**  
*Director and Chairman  
(appointed on 1 November 2020)*



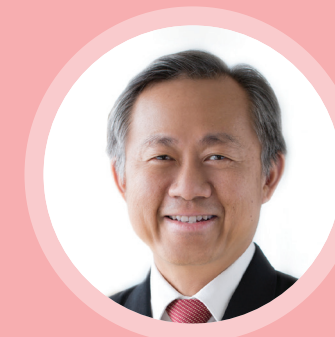
**Ms Chew Poh Yim**  
*Director and Member of  
Nomination Committee*



**Mr Ling Tok Hong**  
*Director and Deputy  
Chairperson of  
Programmes, Services  
and Innovation  
Committee*



**Mr Chew Teck Soon**  
*Director and Chairperson  
of Audit Committee*



**Mr Yap Wai Ming**  
*Director and Chairperson  
of Nomination Committee  
and Community  
Outreach and Volunteer  
Engagement Community*



**Ms Ang Lian Choo,  
Anne**  
*Director, Treasurer and  
Chairperson of Finance  
Committee*



**Dr Phua Cheng Pau,  
Kelvin**  
*Director and Chairperson  
of Programmes, Services  
and Innovation Committee*



**Ms Foo Sew Yen,  
Janet**  
*Director and Chairperson  
of Fund-raising and  
Communications  
Committee*



**Dr Ahmad Bin  
Mohamed Magad**  
*Director and Member of  
Finance Committee*



**Mr Ling Ping Chih,  
Leonard**  
*Director and Chairperson  
of Human Resources  
Committee*



**Dr Khoo Cheng Hoe,  
Andrew**  
*Director and Chairperson of  
Investment Committee  
(appointed on 1 April 2020)*



## We Care, We Share

### Supporting Stroke Survivors and Caregivers during COVID-19

*In April 2020 when the circuit breaker was announced in a bid to curb the rise of COVID-19 infections, life seemingly came to a standstill. Shops and eateries were closed, students had to do home-based learning and those who were non-essential frontline workers had to work from home.*

*It was a difficult time for many, as some lost their jobs or had severe reductions in their income. Stroke survivors faced even greater challenges, as many of them were unable to attend their regular physical fitness and wellness activities. As a result, they felt isolated and lonely. Caregivers had to cope with the stress of managing their loved ones' emotions on top of their own.*

*To support stroke survivors and caregivers through the difficult period, S3 provided the following services.*



### Tele-Counselling

Social workers identified vulnerable stroke survivors and caregivers and kept close contact with them through regular phone calls. Stroke survivors and caregivers were able to unload their emotional burdens and receive advice from social workers. At the same time, the social workers were able to keep track of the beneficiaries' physical and mental health status.

### Case Management and Referrals

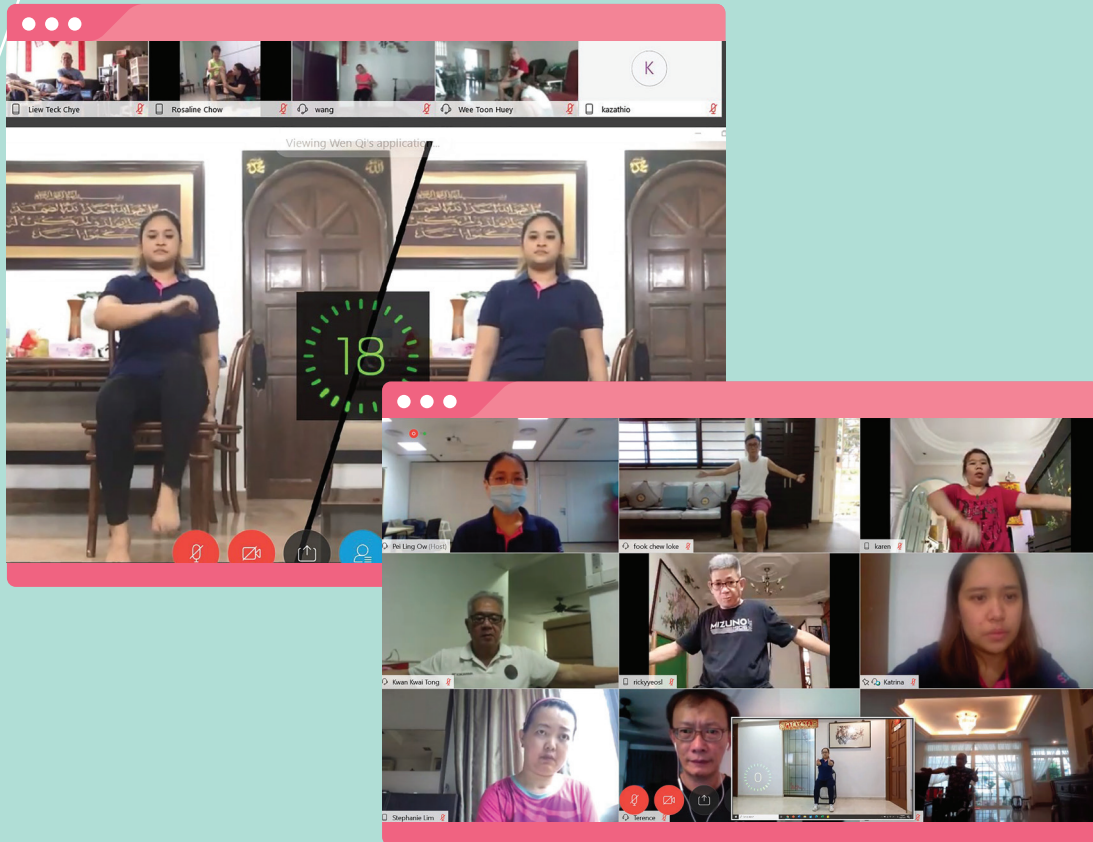
Stroke survivors and caregivers who were affected financially during the COVID-19 pandemic sometimes did not know where to turn to. With the implementation of various assistance schemes by the Singapore government, social workers kept beneficiaries updated about the assistance schemes and where they could seek help.



### Virtual Exercises and Activity Packs

During the circuit breaker, S3 produced video clips of physiotherapists and rehabilitation trainers demonstrating exercises that stroke survivors could do at home with the help of their caregivers. Besides sharing the video clips with stroke survivors, these clips were also shared on social media to encourage the general public to keep fit at home.

S3 also created activity packs consisting of step-by-step guides on simple exercises, insights on how stroke survivors can remain physically active, and tips on managing stress during the circuit breaker.



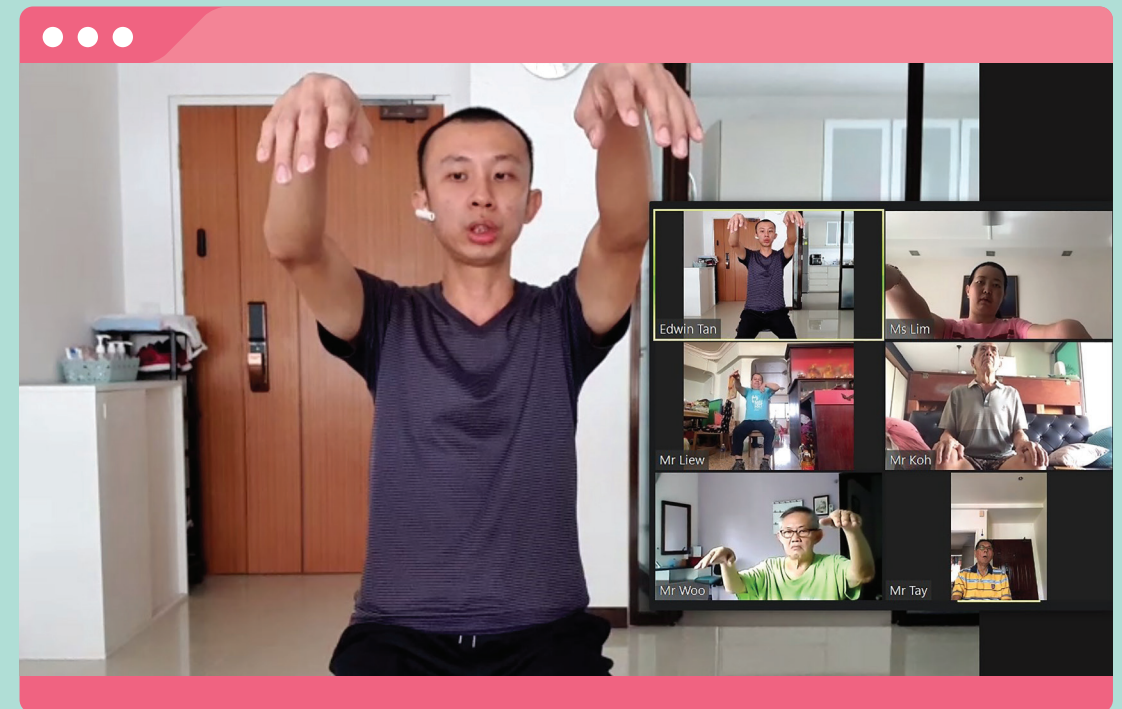
## Virtual Fitness Sessions

Since the circuit breaker started, S3 started holding regular virtual fitness sessions for stroke survivors to maintain their fitness. These sessions enabled them to stay connected with one another and exercise from the safety of their homes.

Therapists and trainers monitored the movements of stroke survivors and advised them on the correct techniques. Volunteers were also present during the virtual sessions to help motivate stroke survivors in their exercises.

## Virtual Wellness Sessions

Besides the physical aspects, the emotional and social health of stroke survivors and caregivers are also important. S3 conducted regular virtual wellness sessions on topics such as art, music, K-pop and Tai Chi that helped stroke survivors focus on their mental well-being. Through the sessions, stroke survivors and caregivers achieved higher self-awareness, built friendships and bonded with one another.





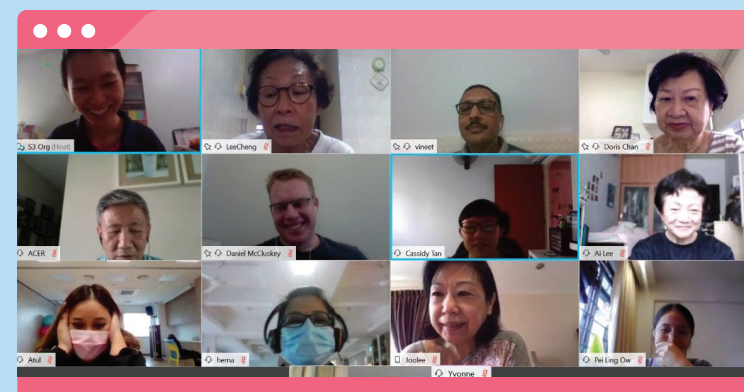
# EVENTS

## 1 Build Friendships and Social Connectedness



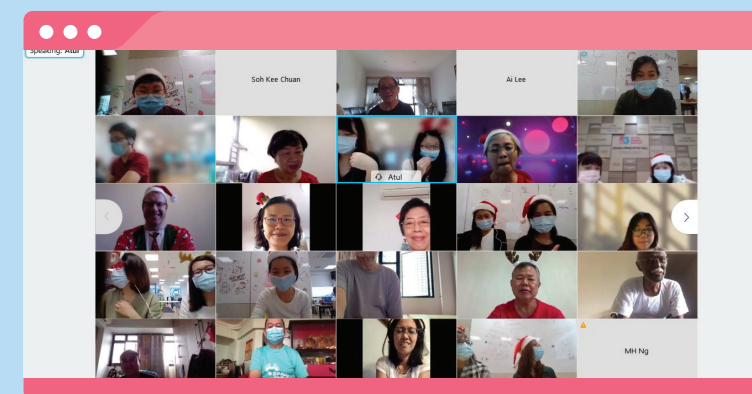
### National Day Celebration

A special video featuring well-wishes for Singapore and motivational messages for stroke survivors and caregivers was jointly created by S3 and its esteemed corporate partner, DCA Architects Pte Ltd. The video was shared with S3 members in commemoration of the Nation's birthday.



### Thank You, Volunteers

The Volunteer Appreciation Day is a yearly event that is held to thank volunteers for their hard work and dedication. This year, volunteers and S3 staff celebrated the day virtually with fun online games such as "Skribbl", a free multiplayer drawing and guessing game. The event helped to strengthen the bonds among the volunteers and staff.



### Year-End Get Together

A close-knitted community is important to help stroke survivors and caregivers overcome their challenges, especially during COVID-19. The year-end party was held in December to strengthen the bonds among stroke survivors, caregivers, volunteers and staff. During the virtual get together session, participants had fun exercising together while watching video demonstrations prepared by volunteers. They also enjoyed watching a video clip showing the achievements of the year.

# EVENTS

## 2 Rehabilitation in the Community



### Getting Fit with Seniors

In collaboration with The Saturday Movement and S17 Community Kitchen, S3 reached out to stroke survivors and senior residents in the Lengkok Bahru neighbourhood through weekly fitness activities.

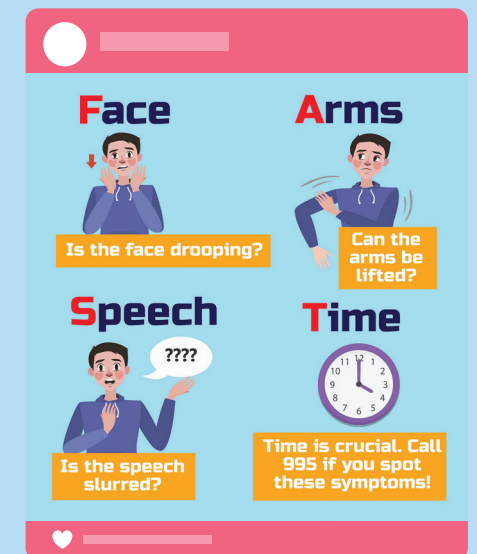
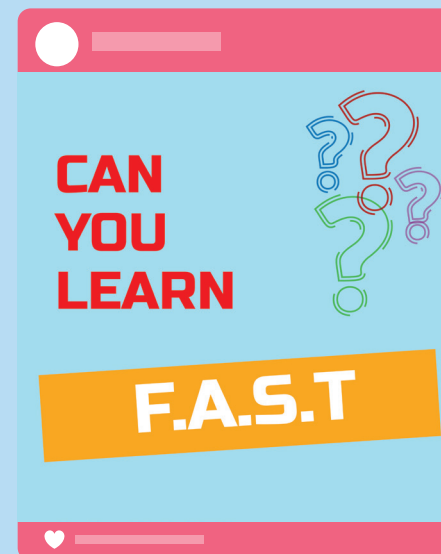
Started in February 2021, the fitness activities were led by S3 volunteers, who encouraged participants to try their best in the exercise moves. Besides having fun interacting and building friendships with one another, participants also get to learn about stroke prevention and the importance of leading an active lifestyle.

## 3 Stepping Up, Reaching Out

### World Stroke Day

World Stroke Day falls on October 29 each year and is a timely reminder of the seriousness of stroke and how it can be prevented. As a lead up to the actual day, S3 partnered with the Stroke Services Improvement Team on an online campaign to raise awareness about stroke and encourage the public to lead a healthy lifestyle.

The campaign also included the sharing of touching stories from stroke survivors, caregivers and volunteers. The stories portrayed the resilience shown by stroke survivors to recover, the love and sacrifices of caregivers, and the kindness of volunteers.





# EVENTS

## Outreach to Stroke Patients

A virtual sharing session was conducted in January 2021 by Mr Ricky Yeo, an S3 stroke survivor and his caregiver for other stroke patients in Alexandra Hospital. During the session, Mr Yeo shared about his journey and how he coped with the condition. The session enabled the stroke survivors in Alexandra Hospital to realise that there is hope after a stroke, and to not give up in their rehabilitation journey.



## Stroke Awareness and Prevention with Corporations

In collaboration with the Port of Singapore Authority (PSA), S3 conducted a virtual talk with PSA staff in March 2021 on stroke awareness and prevention. This is a Corporate Social Responsibility (CSR) initiative by PSA which promotes volunteerism and health education. During the session, S3 shared about the different sources of stress, how stress can contribute to a stroke, and various coping strategies.

Roche Singapore, a healthcare organisation focusing on pharmaceuticals and diagnostics, collaborated with S3 in November 2020 as part of its CSR initiative. Roche Singapore staff gathered together to create treasure hunt kits, fishing toy sets and various handicrafts for stroke survivors to use during Occupational Therapy sessions at S3. These fun games helped stroke survivors to exercise their memory and tune their fine motor skills. Through this effort, Roche Singapore staff also learnt more about stroke and the importance of stroke prevention.





4

## Enabling Our Efforts with Resources Fundraising

### Thank You, Donors

COVID-19 created challenges for many, especially so for persons with disabilities, such as stroke survivors. During the last quarter of 2020, more than one million dollars was raised by kindhearted S3 donors, who responded to a fundraising appeal in support of stroke survivors and caregivers.



### Fundraising for Stroke Survivors during COVID-19

An avid sportsman and explorer, Mr Han Jok Kwang played a big part to help the community during COVID-19 by donating sales proceeds of his coffee table book to S3. The cheque presentation event was hosted by Mrs Janet Chong, S3 Director and Chairperson of Fund-raising and Communications Committee. The coffee table book is a collection of photographs taken by Mr Han during the circuit breaker, depicting the compassion and determination shown by all Singaporeans fighting COVID-19.



### Thank You, Boehringer Ingelheim Singapore

During the COVID-19 period in 2020, companies received funding from the Singapore Government under the Jobs Support Scheme (JSS). The JSS provided wage support to employers and helped enterprises retain their local employees during that period of economic uncertainty. Boehringer Ingelheim Singapore generously donated their payouts to communities in need and one of the beneficiaries was S3.

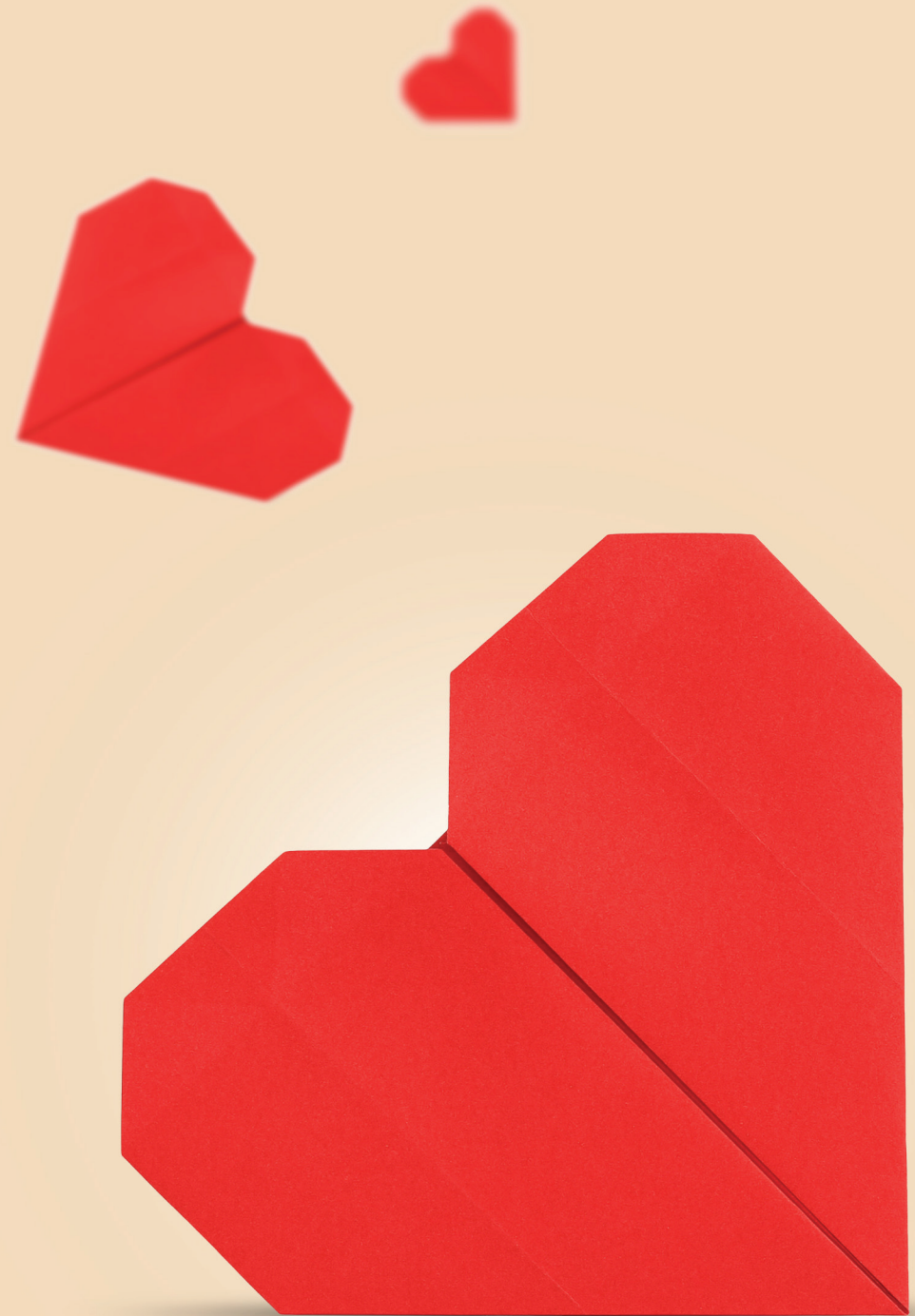
The cheque presentation ceremony was held at S3's Jurong Point centre in August 2020. Hosted by Mr Ben Yeo, S3 Executive Director, the cheque was presented by Mr Gerrard McKenna, Country Managing Director and Head of Human Pharma for South-east Asia and South Korea, Ms Athirah Mohamed Norahim, Stroke Care Programme Manager and Ms Stephanie Ho, Associate Communications Manager from Boehringer Ingelheim Singapore. The donors toured the centre and witnessed ongoing therapy sessions as well as the technology-based solutions to support stroke survivors in their rehabilitation journey.

# REAL PEOPLE

Everything changes in the stroke of a moment for a stroke survivor. Their body changes, their emotions become uncontrollable, and they cannot express their frustrations or joy. They want life to return to normal, but the struggle to get there seems too daunting.

We believe that stroke survivors have the resilience and courage to face these challenges. And they are not alone in fighting the uphill battle on the road to recovery.

Together, let's rebuild lives  
by walking together  
through these struggles.







**My family gives me a lot of encouragement and support. For them, I will do my best to recover.**

Mr Koo Cher Lit, Stroke Survivor, 60 years old

## STROKE WILL NOT STOP HIM

Most stroke survivors would say that suffering a stroke was the worst thing that ever happened to them.

For Mr Koo Cher Lit, the incident was made worse as his stroke occurred while he was away from home in a foreign land. In 2018, he had a stroke while he was working in Cambodia. At that time, he was holding a senior position in the company.

Faced with fear and uncertainties, Mr Koo's family waited anxiously while he went through an operation. However, the operation was not enough to put him out of danger. Mr Koo was then placed on an emergency flight back to Singapore and sent to a hospital for another operation.

"I felt that I was a burden to my family," recalled Mr Koo, who was distressed when he discovered that his left hand and leg became immobile due to the stroke.

Mr Koo's family was very encouraging and supportive, and did their best to care for him. At the hospital, they brought Mr Koo his favorite food, stayed close to him each day and prayed for him. After he was discharged from the hospital, he gradually recovered well enough to leave the house with a caregiver. His family then brought him to familiar places in an attempt to jolt his memory, as he suffered some memory loss due to the stroke.

One day, Mr Koo's wife chanced upon S3 while reading the newspaper and felt that the programmes offered would be of great help to his recovery.

"The therapy sessions at S3 helped in my recovery journey, and I regained my confidence. I often encourage other stroke survivors to attend programmes here too!"

Mr Koo pushes himself to attend therapy regularly and wants to recover as best as he can. He has high expectations of himself - despite not being able to do certain tasks as well as before, he tries his best to do them independently.

"My family gives me a lot of encouragement and support. For them, I will do my best to recover," said Mr Koo. "My goal is to be able to work again, and to give back to society."

We believe that with determination and a positive spirit, he can do it!

# R.E.A.L. PROGRAMME

## RE-LEARN AND ENJOY ACTIVE LIVING

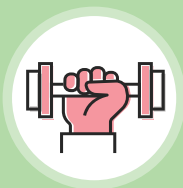
The Re-Learn and Enjoy Active Living (R.E.A.L.) Programme is a holistic post-stroke care programme using integrated solutions, which are person-centric, evidence-based and result-oriented, combining both conventional and assistive technology to achieve the best outcome for each stroke survivor.



### Mental

Mindfulness Awareness Practice builds mental resilience, and helps to better manage anxiety.

Cognitive training activities enhance memory, focus, attention and language skills.



### Physical

Conditioning training, together with adaptive sports and games, builds strength, improves coordination and increases joint mobility and flexibility.



### Social Emotional

The learning of self-care and daily living skills, such as grocery shopping, preparing meals and taking the public transport, boosts communication, confidence and encourages independence.

## R.E.A.L. WELLNESS

S3 wellness classes complement therapy services to provide stroke survivors with a holistic recovery journey. Wellness classes such as Chair Yoga Fitness and other activities encourage fitness training, general strengthening, cognitive stimulation and communication. Through these classes, social connectedness is strengthened among stroke survivors, caregivers, family members and volunteers.



### COVID-19: Special Care for Stroke Survivors and Caregivers

During the circuit breaker from April to May 2020, most of the stroke survivors were unable to attend therapy and wellness sessions. Social workers kept in close contact with them and their caregivers through regular phone calls, providing advice on how they can prevent burnout, cope with the tight restrictions and keep fit at home.

S3 rolled out several activities during and post-circuit breaker for stroke survivors. Weekly activity packs with exercises were catered for stroke survivors of differing levels of physical capacities. There were also recreation, cognitive activities and relaxation music in the packs.

Weekly virtual fitness exercises were also held, so that stroke survivors could easily follow from the safety of their homes.



# R.E.A.L. PROGRAMME

## R.E.A.L. CARE



### Counselling

Support for caregivers is provided by social workers through counselling, using attentive listening and cognitive empathy methods. This ensures that caregivers have someone to turn to if they experience stress or are overwhelmed while taking care of their loved ones.



### Referral Services

Relevant information, such as links to other organisations and resources, is provided for caregivers. This empowers them to support their loved ones through the stroke recovery journey.



### In-Session Support

During therapy and wellness sessions, caregivers can also gain a time of respite as stroke survivors are being taken care of by the therapists.



## S3 Financial Assistance

The costs of rehabilitation are very high for stroke survivors. Potentially, it might cost up to \$50,000 to rehabilitate a stroke survivor in his or her lifetime. To address this need, S3 provides financial assistance for stroke survivors who meet the eligibility criteria, ensuring that they are not deprived of rehabilitation due to financial constraints. The financial assistance scheme is funded by donors.

The S3 Financial Assistance scheme helps to:

- ✓ lower the cost of rehabilitation by 90% for beneficiaries.
- ✓ provide free rehabilitation for those living in HDB rental flats.
- ✓ provide transport subsidies, so that stroke survivors can get access to therapy facilities.

### FairPrice Foundation Mobility Assistance Subsidy

Since 2017, the NTUC FairPrice Foundation has supported stroke survivors through the FairPrice Foundation Mobility Assistance Subsidy. Spread over five years, the generous donation of \$200,000 provided for transport subsidies for financially challenged stroke survivors to access S3.

## Caregiver Support Group

S3 will be launching the Caregiver Support Group in the next financial year to provide caregivers with a place where they can share their feelings, experiences and learn from one another. Besides connecting with other caregivers and building rapport, they will also learn how to improve their emotional and mental health while coping with daily responsibilities and challenges.





# R.E.A.L. PROGRAMME

## R.E.A.L. THERAPY

S3 physiotherapy and occupational therapy services help stroke survivors in their physical, mental and emotional recovery, while preparing them with coping skills to regain their independence and reintegrate into family and community life.

S3 therapists are licensed by the Allied Health Professions Council (AHPC) and stroke survivors are all assessed before they are recommended customised one-on-one and / or group sessions.

### WALK@S3

Walk@S3 is a programme under R.E.A.L. Therapy that is customised for each individual stroke survivor. Using specialised training equipment such as the Anti-Gravity Treadmill™, the Robo-Walk and the Exoskeleton, the precise data feedback from these equipment enable therapists and trainers to monitor key lower limb mobility indicators such as walking pattern, speed and distance. Based on these data, S3 therapists and trainers can provide accurate guidance for stroke survivors.

Improvements observed in **28 stroke survivors** within the first **12 sessions**



**35.3%** improvement in Whole Body Power



**42.7%** improvement in Single Leg Power

## STROKE SUPPORT PROJECTS IN THE PIPELINE



### Stroke Memory Rehabilitation Programme

The Stroke Memory Rehabilitation Programme (SMaRT) is developed by the National Neuroscience Institute (NNI) to help prevent vascular dementia in stroke patients. Supported by the Temasek Foundation and the Agency for Integrated Care (AIC), the programme will be launched at S3 to support stroke survivors by equipping them with skills on how to improve their thinking and boost their memory.



### The National One-Rehab framework

S3 will be participating in the National One-Rehab framework to ensure that stroke survivors get timely access to care and support. Developed by the Ministry of Health (MOH), this programme aims to help patients have better access to rehabilitation care, particularly in the community setting, as they transit across care settings.



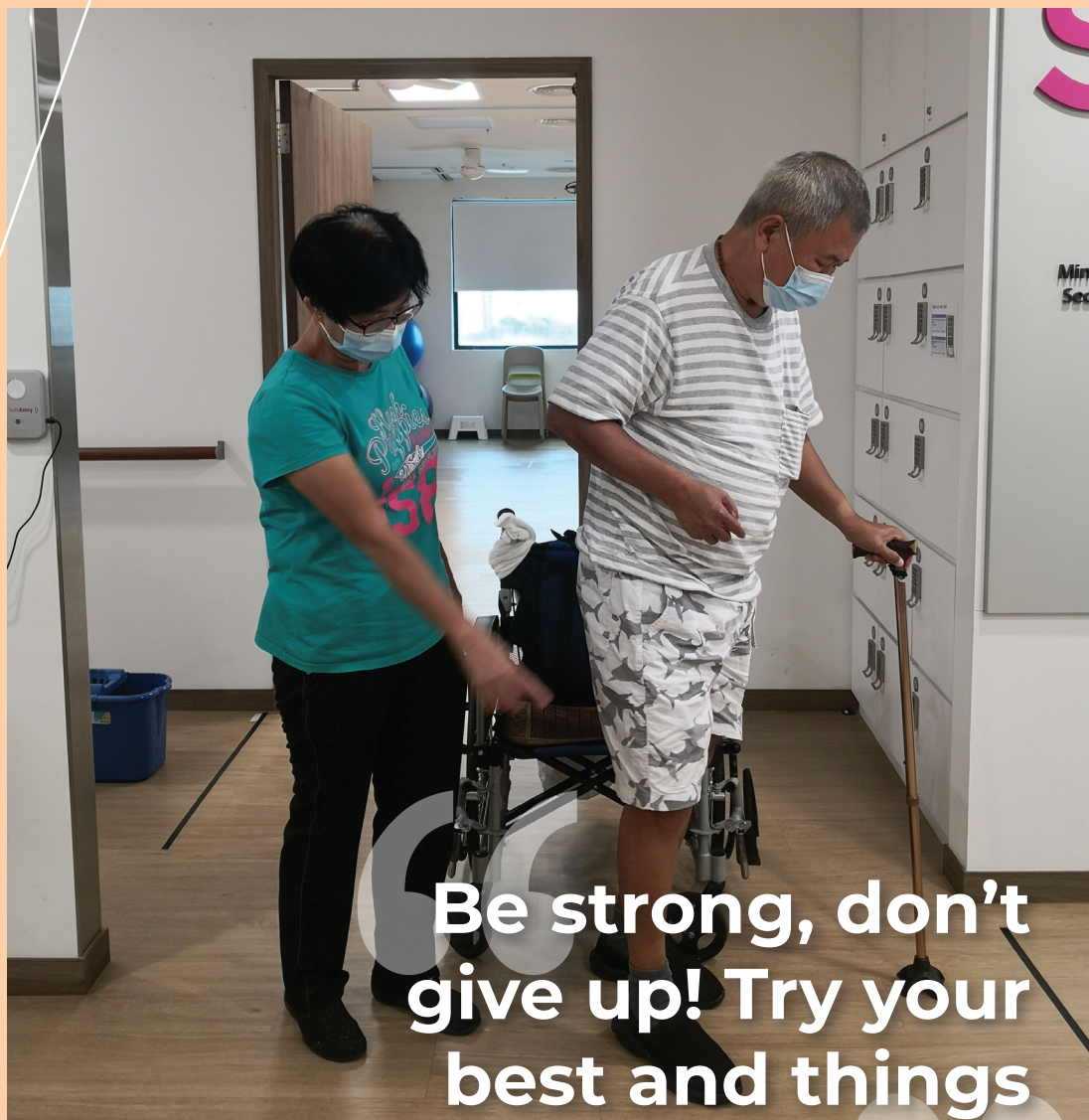
# REAL SUPPORT

The challenge of caregiving is overwhelming. There is so much to do, and caregivers are often at a loss when their loved ones return home from the hospital. That's where we come in to provide support through knowledge sharing and encouragement.

Together, let's revive relationships through real support.



# REAL SUPPORT



**Be strong, don't  
give up! Try your  
best and things  
will get better.**

Mrs Joyce Lim, Caregiver, in her 50s

# DRIVEN BY DEDICATION

Suffering a stroke once is bad enough. Imagine having to go through the nightmare twice. Mrs Joyce Lim is a caregiver to her husband Mr Lim who had suffered two strokes.

"I felt lost initially as I did not know how to care for someone who had suffered a stroke," said Mrs Lim, who quit her job to care for her husband. "I found myself having to constantly handle my husband's mood swings and also provide physical support for him."

Thankfully, the community of healthcare professionals such as the nurses and S3's therapists helped Mrs Lim to manage her stress and cope with the challenges of caring for a stroke survivor. Mrs Lim observed how the nurses took care of Mr Lim and learnt many techniques, including how to transfer him from the bed onto the wheelchair.

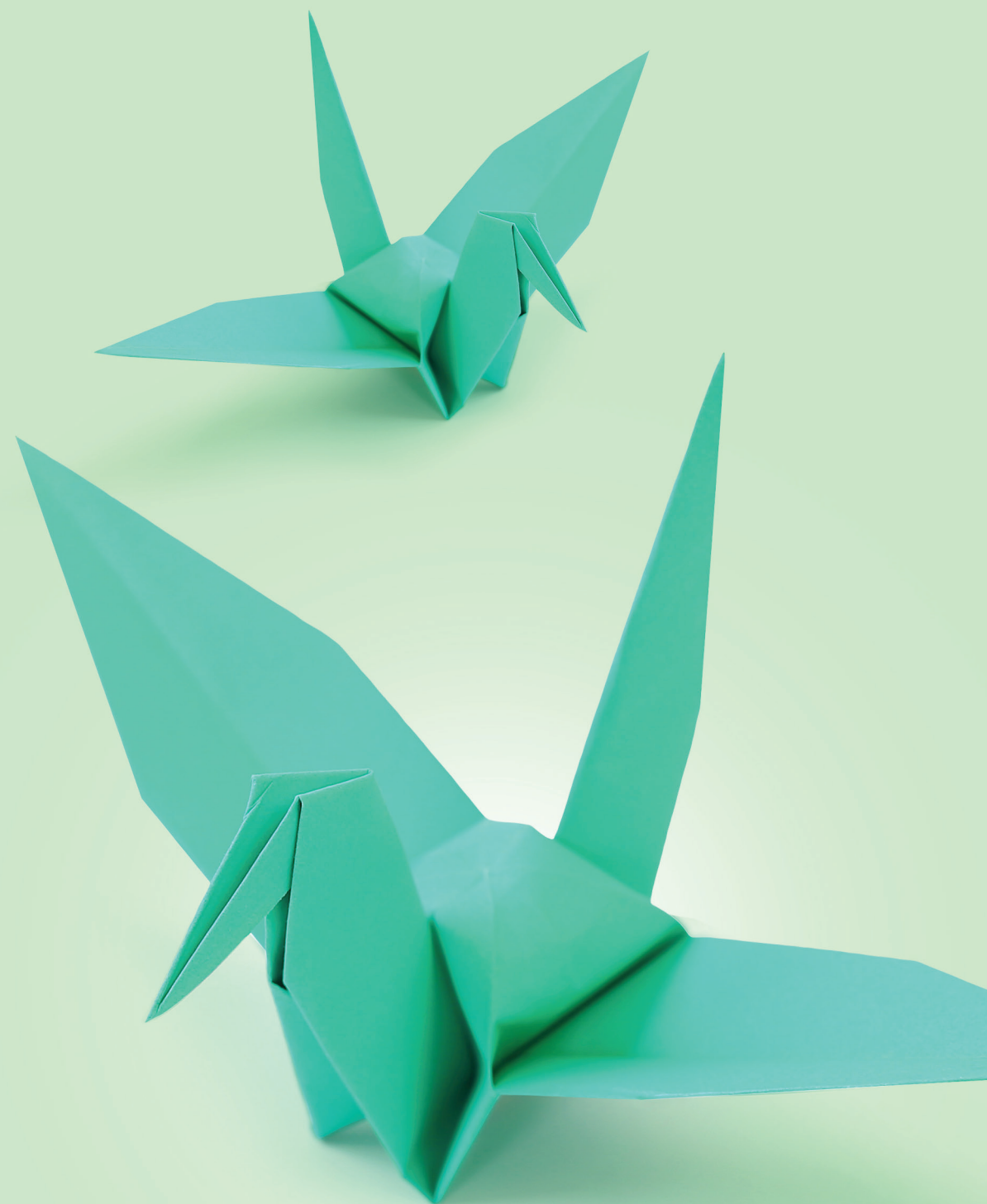
Mrs Lim is also grateful for the therapists and social workers in S3. Through them, she witnessed the physical and emotional improvements that Mr Lim had made. She also learnt how to build a better relationship with her husband. Mrs Lim also spends most of her time with him, accompanies him for his exercise sessions in the park and practises memory games with him.

With such a dedicated and committed caregiver by his side, Mr Lim's recovery journey is certainly looking bright.

# REAL IMPACT

Our volunteers are integral to the work that we do. Their passion paves a pathway for us to offer better services to our clients. Together with our dedicated staff, they form the hands and feet of S3, extended onto the ground and into the community. With every additional hand onboard, the work we do can go deeper, so that its impact can grow wider.

Together, let's extend our reach through real impact.







**There are no limits  
to how we can  
show care and  
concern for others.**

Ms Liezl Delfin De Guzman, Volunteer, 43 years old

## TOUCHING LIVES, LIFTING HEARTS

There is a saying at S3 that goes, “Volunteers are the heart of our team.”

Ms Liezl Delfin De Guzman (Liz) is one of the many volunteers who contributed long hours of service to assist stroke survivors during their therapy and wellness sessions.

“I am grateful for being healthy. I believe in giving back to society by helping others in my own little ways,” said Liz. Since 2016, Liz has been a regular face for stroke survivors, caregivers and staff at S3. The warm interaction between Liz and the people she met have inspired many stroke survivors to press on in their recovery journey.

Besides assisting stroke survivors in their exercise movements, Liz believes that

simple heartfelt gestures like asking about their day or providing a listening ear can make a difference. In return, stroke survivors and caregivers show her the same concern and kindness.

The volunteer training that Liz received at S3 has equipped her with knowledge and skills to better help stroke survivors. She has also grown to be confident enough to lead and demonstrate exercises for stroke survivors during the sessions. Despite the sessions being shifted to online during COVID-19, Liz continued to attend the virtual sessions and encouraged the stroke survivors to keep active.

“There are no limits to how we can show care and concern for others,” said Liz. Indeed, her selfless spirit will continue to inspire many people in years to come.



# VOLUNTEER PROGRAMME



Volunteers are integral to the success of our programmes. Every volunteer is greatly valued and will undergo induction and orientation workshops to ensure their comfort and confidence on the job. During the training, volunteers gain insights about stroke and learn more about stroke awareness and prevention. In the past year, a total of five workshops were conducted.

Volunteerism means taking up a hands-on and practical approach. Volunteers will have a chance to undergo personalised training from physiotherapists on supportive methods and assistance for stroke survivors during therapy and wellness sessions.



## Service-based

Support and guide stroke survivors during programmes and activity-based restorative exercises, as well as communication and cognition sessions to aid stroke survivors in reaching their maximum recovery potential.



## Skill-based

Registered physiotherapists, occupational, and speech therapists can use their professional knowledge to support stroke survivors in their area of expertise.



## Event-based

Volunteers can assist in event organisation, photography, excursion support, and facilitating festive celebrations to bond with, bring joy, and provide moral support for stroke survivors on their recovery journey.

# PARTNERSHIPS AND COLLABORATIONS

## Community Support is our Strongest Building Block

We are honoured to belong to a community of organisations that share a common belief in delivering appropriate and quality post-stroke care.



# CORPORATE GOVERNANCE

## Roles and Responsibilities of Board of Directors

The Board acts in the best interest of S3 and exercises independent judgement. The Board makes sure the charity is run well, so that the charity would continue to be effective, credible and sustainable.

The Board is supported by eight (8) Board committees overseeing key areas. Each committee is chaired by a member of the Board and is guided by their respective terms of reference approved by the Board:

- (i) Audit Committee
- (ii) Finance Committee
- (iii) Fund-Raising and Communications Committee
- (iv) Human Resources Committee
- (v) Nomination Committee
- (vi) Programme, Services and Innovation Committee
- (vii) Community Outreach and Volunteer Engagement Committee
- (viii) Investment Committee

The committees ensure there are adequate resources for the operations and programmes, and resources are effectively managed. They set out processes to ensure S3 complies with all applicable rules and regulations, including requirements of Financial Reporting Standards (FRS) and the Code of Governance for Charities and Institutions of a Public Character.

## Composition of Board of Directors

The Board strives to ensure diversity, with board members having core competencies in accounting, finance, investment, management, legal, human resources, fund-raising, communications, strategic planning, technology and relevant sectoral knowledge (health, medical, rehabilitation, and social services).

## Key Corporate Governance

S3 is committed to lawful and ethical behaviour in all activities and requires that our board members, employees, volunteers, advisors and consultants comply with all applicable laws, regulations, and internal policies in their conduct.

## Whistle Blowing Policy

To maintain good governance, S3 has a Whistle Blowing Policy that provides employees and members of the public with accessible channels to the Board, represented by the Chairs of Audit and Human Resources Committee. During the financial year, there was no complaint reported.

## Risk Management Practices

The Board has instituted that Chairs of the respective Board Committees be responsible for the risk management and mitigation of their respective domain area of risks.

## Policy on Conflict of Interest

S3 has documented procedures set in place for Board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.

All members of the Board are to promptly and fully disclose, in accordance with the procedures laid down, all interests that could conflict with their duties and shall not in any way be involved in the transaction or influence the outcome of the transaction.

The declaration of conflict of interest is done at a frequency as mandated. Where a conflict of interest arises at a Board meeting, the Board member concerned is expected not to vote on the matter, nor participate in its discussions.

## Funding Sources

S3's main source of financial support comes from donations from foundations, corporations, individual donors, as well as government project grants and subventions.

## Ministry of Health (MOH) subvention for Intermediate and Long-Term Care (ILTC) Services

The Company qualified on 31 March 2019 (Enabling Village centre) and 1 October 2019 (Jurong Point centre) as an approved provider for subsidised Centre-Based Services such as physiotherapy, occupational and therapy for stroke survivors with the aim to restore, improve and prevent the worsening of functional abilities through customised programmes and exercises.

## 2-Year Reserve Policy

The Company has a policy to set aside a reserve fund to cover operating costs projected for the next two years.

## Remuneration Declarations

The number of staff with annual remuneration exceeding \$100,000 is two (2).

Board and committee members are volunteers, and they do not receive any remuneration or fee for their services.

## Meetings of the Board of Directors in Financial Year 2019/2020

No.	Name of Directors	Attendance
1	<b>Ms Chew Poh Yim</b> <i>Director and Chairman</i> <i>(retired on 31 October 2020)</i> <i>Member of Nomination Committee</i>	2 out of 2
2	<b>Ms Chang Hwee Nee</b> <i>Director and Deputy Chairman</i> <i>(retired on 31 October 2020)</i> <i>Director and Chairman</i> <i>(appointed on 1 November 2020)</i> <i>Member of Investment Committee and Nomination Committee</i>	2 out of 2
3	<b>Ms Ang Lian Choo, Anne</b> <i>Director, Treasurer and Chairperson of Finance Committee</i> <i>Member of Investment Committee</i>	2 out of 2
4	<b>Mr Chew Teck Soon</b> <i>Director and Chairperson of Audit Committee</i> <i>Member of Community Outreach and Volunteer Engagement Committee and Nomination Committee</i>	2 out of 2
5	<b>Ms Foo Sew Yen, Janet</b> <i>Director and Chairperson of Fund-raising and Communications Committee</i> <i>Member of Community Outreach and Volunteer Engagement Committee</i>	2 out of 2
6	<b>Dr Phua Cheng Pau, Kelvin</b> <i>(Kelvin Pan Zhengbao)</i> <i>Director and Chairperson of Programme, Services and Innovation Committee</i> <i>Member of Audit Committee</i>	2 out of 2
7	<b>Mr Ling Tok Hong</b> <i>Director and Deputy Chairperson of Programme, Services and Innovation Committee</i> <i>Member of Audit Committee and Fund-raising and Communications Committee</i>	2 out of 2
8	<b>Mr Yap Wai Ming</b> <i>Director and Chairperson of Nomination Committee and Community Outreach and Volunteer Engagement Committee</i> <i>Member of Audit Committee</i>	2 out of 2
9	<b>Dr Ahmad Bin Mohamed Magad</b> <i>Director and Member of Finance Committee</i>	2 out of 2
10	<b>Mr Ling Ping Chih, Leonard</b> <i>Director and Chairperson of Human Resources Committee</i>	2 out of 2
11	<b>Dr Khoo Cheng Hoe, Andrew</b> <i>Director and Chairperson of Investment Committee</i>	2 out of 2

# STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 March 2021

	1 April 2020 to 31 March 2021	1 April 2019 to 31 March 2020
	Total	Total
	\$	\$
<b>Income</b>		
Voluntary income	1,431,876	1,820,149
Income from charitable activities	1,022,425	1,878,509
Other income	323,889	52,260
<b>Total Income</b>	<b>2,778,190</b>	<b>3,750,918</b>
<b>Expenditure</b>		
Cost of generating voluntary income	-	495
Governance costs	28,754	19,457
Operating and overhead expenses	654,740	628,723
Cost of charitable activities	1,175,902	919,808
Other expenses	534,469	375,783
Finance cost	9,000	12,585
<b>Total expenditure</b>	<b>2,402,865</b>	<b>1,956,851</b>
Surplus before tax	375,325	1,794,067
Taxation	-	-
<b>Net surplus for the year, representing total comprehensive income for the year</b>	<b>375,325</b>	<b>1,794,067</b>

# STATEMENT OF FINANCIAL POSITION

As at 31 March 2021

	2021	2020
	\$	\$
<b>ASSETS</b>		
<u>Non-current asset</u>		
Property, plant and equipment	955,376	1,215,818
<u>Current assets</u>		
Cash and cash equivalents	8,071,033	4,517,709
Other receivables	129,415	3,478,109
<b>Total assets</b>	<b>9,155,824</b>	<b>9,211,636</b>
<b>FUNDS</b>		
<u>Unrestricted Fund</u>		
General Fund	6,582,616	6,354,521
Designated Fund	642,645	495,415
<u>Restricted Fund</u>		
REAL Fund	-	-
CST Fund	-	-
<b>Total Funds</b>	<b>7,225,261</b>	<b>6,849,936</b>
<b>LIABILITIES</b>		
<u>Non-current liabilities</u>		
Lease liabilities	94,053	165,382
Deferred grants	205,087	335,110
<u>Current liabilities</u>		
Lease liabilities	71,329	85,436
Deferred grants	1,404,102	1,668,707
Other payables	155,992	107,065
<b>Total liabilities</b>	<b>1,930,563</b>	<b>2,361,700</b>
<b>Total funds and liabilities</b>	<b>9,155,824</b>	<b>9,211,636</b>

The full set of audited financial statements is available at [www.S3.org.sg](http://www.S3.org.sg)

# CORPORATE INFORMATION

## Type of Entity

Company Limited by Guarantee

## Unique Entity Number (UEN): 201503222G

## Date of Establishment

2 Feb 2015

## Sector Administrator

Ministry of Health

## Charity Status

Registered

## Date of Registration

11 March 2015

## IPC Status

From 15 June 2016 to 14 June 2024

## National Council of Social Service (NCSS) Membership

Full Member

## Date of Registration

1 June 2015

## Registered Address

One Marina Boulevard  
1 Marina Boulevard  
#28-00  
Singapore 018989

## S3 Headquarters & First Centre

Enabling Village  
20 Lengkok Bahru  
#01-04 Playground  
Singapore 159053  
Tel: 6473 3500

## S3 Second Centre

1 Jurong West Central 2  
#06-01 Community Hub  
Jurong Point Shopping Centre  
Singapore 648886  
Tel: 6256 7129

## Banker

DBS Bank  
United Overseas Bank

## Auditor

Precursor Assurance PAC

## Internal Auditor

Ernst & Young LLP

# ACKNOWLEDGEMENTS

We are grateful to our donors, advisors, consultants, volunteers, and programme and development support management for giving their time and expertise to the stroke community.

## Major Donors (\$200,000-\$50,000)

Sym Asia-Stephen Riady Foundation  
Tanoto Foundation  
Anonymous  
Boehringer Ingelheim Singapore  
Kwee Liong Tek  
Khoo Teck Puat Foundation  
Anonymous

## S3 FairPrice Foundation Mobility Assistance Subsidy (\$40,000)

NTUC FairPrice Foundation Limited

## Fundraising Organising Committee: Advisors

Dr Michael Lim  
Mr Yang Tse Pin

## Medical Advisors

Dr Effie Chew  
Dr Wong Chiang Yin

## Professional Corporate and Legal Services

Allen & Gledhill LLP  
Mr Chan Hian Young  
Ms Teo Wei Wei, Kamille  
Ms Lim Libin, Nora

## Programme Partners

Ekso Bionics (Asia) Pte Ltd  
Dr Matthew Chua (NUS-ISS)  
Ms Woodworth Audrey Rebecca  
Ms Amy Ng

## Outreach Partners

The Saturday Movement

# BOARD COMMITTEE

## Audit Committee

Mr Chew Teck Soon  
Chairperson

Mr Yap Wai Ming

Dr Phua Cheng Pau, Kelvin

Mr Ling Tok Hong

## Finance Committee

Ms Ang Lian Choo, Anne  
Chairperson

Mr Chan Yoke Kai

Mr Loh Khum Whai, Max

Dr Ahmad Bin Mohamed Magad

## Human Resources Committee

Mr Ling Ping Chih, Leonard  
Chairperson

Ms Low Suat Kheam

Ms Nott Cheryl Edna Xueli

## Fund-Raising and Communications Committee

Ms Foo Sew Yen, Janet  
Chairperson

Ms Michelle Lim  
Co-Chairperson

Mr Ling Tok Hong

Mr Chen Yu King, Darren

Ms Heng Fong Yee, Barbara

Dr Michael Lim  
Advisor

Mr Yang Tse Pin  
Advisor

## Programmes, Services and Innovation Committee

Dr Phua Cheng Pau, Kelvin  
Chairperson

Mr Ling Tok Hong  
Deputy Chairperson

Dr Loh Yong Joo

Dr Ong Seh Hong

Ms Lye Hsiew Ling, Lena

Mr Woon Shung Toon

Dr Effie Chew  
Medical Advisor

Dr Wong Chiang Yin  
Medical Advisor

## Nomination Committee

Mr Yap Wai Ming  
Chairperson

Mr Chew Teck Soon

Ms Chew Poh Yim

Ms Chang Hwee Nee

## Community Outreach and Volunteer Management Committee

Mr Yap Wai Ming  
Chairperson

Ms Foo Sew Yen, Janet

Mr Chew Teck Soon

## Investment Committee

Dr Khoo Cheng Hoe, Andrew  
Chairperson

Ms Chang Hwee Nee

Ms Ang Lian Choo, Anne

## We are thankful to our volunteers for their commitment and dedication towards stroke survivors and caregivers.

Chew Yuen Ngoh, Helen  
Daniel McCluskey  
Liezl Delfin De Guzman  
Ch'ng Ai Lee  
Goh Hui Ping  
Lee Chee Ling  
Chan Lee Tiang, Doris  
Chen Li Wen, Venus  
Chen Ting Yen, Denise  
Goh Joo Lee  
Indrawati Leonardi Lau Fie Ing  
Josey James Saradetch  
Kwek Lee Cheng  
Lau Gek Choo, Shirin  
Lee Seow Leng  
Lee Tse Ying  
Lee Choi Mei  
Leong Yoke Ying, Lynn

Li Heng Yin, Phoebe  
Mah Zi Yu, Clarissa  
Maindola Vineet  
May Lee  
Nandakumar Lavanya Lakshmi  
Ng Sun Eeg  
Ong Yiat Wah  
Raquel Gochioco  
Soon Chii Sy  
Tang Jo Ee  
Tay Ming Yi  
Thor Hock Loo  
Wong Ah Kheng  
Wong Lay Kiow, Regina  
Yap Chuan Ping  
Yee Yu Shan, Calanthea  
Yeo Hui Ling, Pauline

# MANAGEMENT STAFF

Mr Ben Yeo  
Executive Director

Ms Chia Sok Hoon  
Head, Finance and Administration

Ms Alexis Lau  
Head, Rehabilitation and Wellness

Ms Ho Huei Fang  
Social Worker

Ms Kristy Wong  
Manager, Marketing and Communications

Ms Lynn Wee  
Executive, Volunteer Management

# FUTURE PLANS

With **23 new strokes** every day and **8326 new strokes** every year, Stroke is the **#1** cause of long-term physical disability. **80%** of stroke survivors do not continue with rehabilitation and **95%** of stroke survivors drop out of rehabilitation after one year\*.

S3 aims to strengthen its mission to help stroke survivors and caregivers through the Re-learn and Enjoy Active Living (R.E.A.L.) programme, which takes on a holistic approach encompassing the physical, psychological, financial, and social aspects. S3's objectives are:

- ✓ To provide a best-in-class Community Rehabilitation Centre combining the expertise of experienced clinical staff with the latest rehabilitation technologies to maximise the recovery potential of stroke survivors.
- ✓ To build a Stroke Community providing physical and mental wellness programmes, social activities, peer support for stroke survivors and their caregivers.
- ✓ To raise awareness about stroke prevention through a robust Stroke Outreach programme in the wider community.

Being an IPC registered charity, S3's programmes aim to remain accessible and affordable to help the stroke community in Singapore have a better quality of life. S3 continues to work with partners and medical institutions to leverage on new advancements in technology and methodologies and explores innovative ways to serve the unmet needs of stroke survivors.

Sources:  
Singapore Stroke Registry Annual Report 2018

Post Community Hospital Discharge Rehabilitation Attendance: Self-Perceived Barriers and Participation Over Time, 2014 Annals, Academy of Medicine, Singapore

Declining Stroke Mortality in Singapore and The Challenges Ahead, 2019 Annals, Academy of Medicine, Singapore



## Volunteer

A small act of kindness can go a long way. We welcome organisations and individuals who are passionate about helping stroke survivors re-integrate into the community. You can make a difference!

These are areas you can lend your skills and talents to:

- Befriending
- Programme Support
- Special Projects
- Outreach & Events Management
- Professional Services

Find out how you can help by writing to us at:

[volunteer@s3.org.sg](mailto:volunteer@s3.org.sg)

or visit [www.s3.org.sg/join-us](http://www.s3.org.sg/join-us)



## Donate

Your donation will provide heavy subsidies for stroke survivors with financial difficulties, giving them access to rehabilitation at low or no cost. Donations will be matched dollar-for-dollar by the Community Silver Trust (CST) Fund, managed by the Agency for Integrated Care, under the Ministry of Health. Stroke Support Station is a charity as well as an approved Institution of a Public Character (IPC) and donations are tax deductible.

### Cheque donation:

Please issue a crossed cheque payable to "Stroke Support Station" and mail to:  
Stroke Support Station  
Enabling Village  
20 Lengkok Bahru  
#01-04 Playground  
Singapore 159053



### Online/GIRO donation:

<https://www.giving.sg/stroke-support-station>



### PayNow donation:

Please use your iBanking app to scan the QR code or PayNow to UEN 201503222G. In the UEN Bill/Reference Number, please write: DONATE and your CONTACT NUMBER.

### Tax Exemption Information:

As an approved Institution of a Public Character (IPC), donors enjoy tax exemption when more than \$50 is donated to Stroke Support Station. Please provide your NRIC, FIN number or UEN number to be eligible for a 250% tax deduction. Your details will be submitted to the Inland Revenue Authority of Singapore (IRAS) and the tax-deductible donation information will be automatically included in your income tax assessment.



# Stroke Support Station (S3) is the first and only wellness centre that is dedicated to meeting the needs of post- stroke care in Singapore.

We aim to be the primary organisation for stroke survivors, caregivers, volunteers, professionals and the public, in providing innovative programmes, as well as support services, education, and training.

As a non-profit organisation, our programmes are volunteer-led and co-created with medical professionals and therapists across the relevant disciplines to help stroke survivors rebuild their confidence and regain independence.

We are committed to walking the journey from post-discharge to dignified living with every stroke survivor and their caregiver, with care and compassion.

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## **S3 Headquarters**

Enabling Village  
20 Lengkok Bahru  
#01-04 Playground  
Singapore 159053

## **Telephone**

+65 6473 3500

[www.s3.org.sg](http://www.s3.org.sg)