



caregivers alliance  
— limited —

# Winter

**ANNUAL REPORT 2021**



## CAL Receives the President's Volunteerism & Philanthropy Awards (PVPA) 2021

PRESIDENT'S  
VOLUNTEERISM &  
PHILANTHROPY  
*awards*  
— 2021 —

We are delighted to have been conferred the President's Volunteerism & Philanthropy Award 2021: Organisation of Good (Non-Profit Organisation) Category. Organised by the National Volunteer & Philanthropy Centre (NVPC), this is the pinnacle award and platform to recognise individuals, organisations and leaders who have achieved excellence in giving.

We are humbled to received this acknowledgement that honours the work of our caregivers and volunteers, and we extend our heartfelt appreciation to everyone that made this award possible.



Executive Director Tim Lee receiving the award from President Halimah Yacob at a ceremony held at the Istana on 11 October 2021

“

**Doctors diagnose, nurses heal, and  
caregivers make sense of it all.**

**- BRETT H LEWIS**

## Winter

Winter is when the world goes to sleep, a blanket of snow covering the ground. It is quiet, and we stay in our homes for protection from the elements. But winter doesn't have to be a season of physical cold, it could be a period when one feels isolated, lonely and down. Here in sunny Singapore, 2021 seemed like the closest thing to winter we might ever experience.

As the pandemic dragged on, the effects started to show, and reports of mental health-related issues appeared in the media with growing frequency. At CAL, we felt a need - more pressing than ever - to ensure caregivers were receiving the support they need. Within these pages, we've documented the efforts that we made to do this, such as launching a Fireside Chat series to keep us warm; and you will meet the people we served and hear their stories.

The last three versions of our Annual Report featured our office succulents, representing how we had bloomed and grown. This year, we start a new series, the four seasons, and winter is where we shall begin; a challenging year, but also one of resilience, recovery, and giving support to each other through tough times.



# About

## CAREGIVERS ALLIANCE LIMITED (CAL)

### MISSION

CAL is a non-profit organisation in Singapore dedicated to meeting the needs of caregivers of persons with mental health issues through education, support networks, crisis support, tailored services and self-care enablement.

### VISION

To reach out to all caregivers of persons with mental health issues in Singapore and empower them to achieve a high level of well-being and resilience.

### BENEFICIARIES

While there are other organisations providing support to persons who suffer from mental health issues, CAL focuses exclusively on supporting caregivers and advocating for their needs and care. There is stigma associated with mental health issues, and many caregivers are unwilling to come forward to receive help. Some have sacrificed their jobs, dreams and lifestyle to care for their loved ones and do not expect to be able to return to the workforce. For those who remain in the workforce, many are not willing to disclose to their colleagues that they have a family member who is suffering from a mental health issue. It is thus understandable that such caregivers suffer from fatigue, depression, or loss of hope.

### The dedicated CAL team



# Table of Contents

Messages from  
Chairman &  
Executive Director

08

New in  
2021

18

What We Do: Outreach,  
Programmes & Support

28

CAL in the  
Spotlight

56

Acknowledgments

67

Corporate  
Governance

78

The People We Serve  
(Caregiver Stories)

12

Demographics  
of Caregivers

24

Key Events

40

Our Volunteers

60

Board of  
Directors

73

Financial  
Information

84

## A MESSAGE FROM OUR *Chairman*

CAL marked its 10th anniversary this year, and never was our reason for existence more apparent.

2021 brought us into the second year of the seemingly relentless pandemic, where fear of the virus, worries over loss of employment and social restrictions took a collective toll on the nation's mental health. A study by AIA at the one-year mark after COVID-19 was declared a pandemic saw a massive 91 percent of respondents report declines in their mental health, and a Straits Times online survey conducted in September found that 76 percent of the 1,000 people polled reported feeling sad or depressed.

This fact was clearly reflected in the increase in our Caregivers-to-Caregivers (C2C) class enrolments. Over 1,000 caregivers graduated from our core C2C-Persons with Mental Health Issues (PMHI) programme this year, a significant increase from 840 in 2020. As the only non-profit organisation in Singapore dedicated to supporting the mental health caregiver community, the team not only had to provide training and support, but also had to ensure that we were able to reach out to those who needed us in spite of the restrictions.

Amidst the turbulence, what gave me hope was CAL's steadfast commitment to responding to the needs of the increasing numbers of caregivers in crisis. My sincere gratitude goes to the CAL Board and Management team for rising to meet every challenge and opportunity; to the staff who rode the waves and adapted to the new normal; to our caregiver volunteers; and to our corporate and community partners.

*Chew Sutat*



“

**What good is the warmth of summer,  
without the cold of winter to give it sweetness.**

**- JOHN STEINBACK**

## A MESSAGE FROM OUR *Executive Director*

As 2021 draws to a close, I look back at the year with mixed emotions. Much like 2020, it was a challenging year for many, and a busy one for us as we navigated a second year of the pandemic and its effects on society's mental health. But it was also a year where great shows of resilience and the strength of the human spirit were on full display. Having attended over 75 C2C graduation classes in the year, I came away from each session completely awed by the caregivers and their stories of devotion and commitment.

As the sole non-profit organisation in Singapore that exists for caregivers of people with mental health issues, our #1 priority is to extend our reach as far and wide as possible, knowing there are caregivers in crisis out there needing our support. Frustratingly, at a time when more people than ever were experiencing mental health issues, our usual channels of outreach were unavailable to us. Prior to COVID-19, CAL had a physical presence at hospitals around the island, and staff would refer caregivers to us. Due to the restrictions, we had to vacate these booths, and were faced with the dilemma of how to make caregivers aware of our existence.

In the midst of this, our funding cycle was also coming to an end and we had to ensure we had the resources to continue serving the community for many years to come.

So we doubled up our efforts. Aware that many caregivers had been cut off from respite care activities, we found new ways to engage and empower them, launching a series of online fireside chats and a programme for those caring for someone with an eating disorder. We also started a pro-bono counselling service for caregivers and persons-in-recovery through our partnership with ECTA.

We delivered talks on mental health and caregiving to companies, schools and community partners; strategised our social media activity to reach the online community, and youths in particular; raised awareness through our fundraising campaigns; and most significantly, encouraged caregivers to spread the word.

We worked hard, stretched ourselves and sought to be as innovative as we could. With perseverance, we overcame many challenges, secured a new round of funding and almost doubled our outreach numbers from the year before. With a collaborative mindset, we have also secured many new partners from the corporate world and the social service sector. A survey that we conducted showed that a massive 43% of CAL's C2C programme sign-ups originate from word-of-mouth, and I am so grateful to the caregivers and volunteers who have taken the time to tell their networks and communities about our programmes.

What this tells us is that caregivers have found the programme beneficial; a wonderful validation of the work we do, which I'm delighted to report, was further reinforced by the honour of CAL being conferred the President's Volunteerism & Philanthropy Award (Non-Profit Organisation).

The pandemic has transformed the way we operate and the past two years have shown us that success can come if we remain optimistic, focused and bold. In 2022 we will enter into a partnership with People's Association that will enable us to form caregiver networks within HDB estates. This will allow us to extend our reach even further - into the community!

Winter can be a time of hardship, but it can also be a time for deep reflection and learning. At the time of writing, the world seems to be returning to normal and the buds of spring starting to show, and I daresay we are stepping into the new year stronger and more determined than ever.

*Tim Lee*



# The People We Serve

## CAREGIVER STORIES

All too often, caregivers choose to hide their struggles to protect the identity of their loved ones, because of the stigma associated with mental illness. Many of them selflessly sacrifice their own plans, careers and dreams to care for their loved one, often to the detriment of their own welfare and mental health.

At CAL, we believe in the immense power of stories, and caregivers are encouraged to share theirs throughout the programme. By telling their stories, we hope to promote better understanding and spark conversations around mental health and caregiving, and reduce the myths and misconceptions that surround the topic.

“

A burden shared is  
a burden halved.

- TA WEBB

## PRASHANT PUNDRIK

In 2020, Prashant became a **caregiver to one of his twin daughters who was diagnosed with major depressive disorder**. The diagnosis was revealed to him alongside separation and divorce proceedings, and Prashant found himself in **crisis mode**. He knew very little about mental health, let alone how to handle his daughter's condition. Due to the pandemic, his daughter returned to Singapore from UK. Upon learning of his daughter's situation, Prashant immediately halted his work and sought support from his resources and network to better understand and assist her.

Prashant first heard about CAL's C2C-PMHI course in 2019 when his other daughter attended it. Neither of them expected to become a caregiver to someone close to them the year after. In 2020, Prashant enrolled for the course to **further educate himself on mental health**. The course provided Prashant with a deeper understanding of mental health conditions and communication techniques. Importantly, Prashant found support and encouragement through sharings of the programme manager and other caregivers in his course. He **began working with the medical professionals** on his daughter's recovery. He also spent time to **establish better communication** with his daughter.

Early in his life, Prashant was diagnosed with ADHD (Attention Deficit Hyperactivity Disorder). He concealed his condition due to societal perceptions of entrepreneurship and mental health. While caring for his daughter, Prashant also realised the need to attend to **his own mental health**.

Today, Prashant is an **advocate** for mental health. As a volunteer trainer with CAL, he actively shares about his caregiving journey through CAL's programmes and media interviews. He believes that each sharing serves as a reminder to the sort of father-figure he would like to be to his daughters - **loving and present**. He also hopes that by sharing, he helps to **empower** other caregivers and caregivers-to-be, letting them know that they are not alone.

## SIRIN YEOH

From her early teenage years, Sirin struggled with **Depression and Bipolar II Disorder**. About a year ago, she decided to take on the role of **primary caregiver** to someone close to her. She was warned against this decision by her family and therapist as she had just barely learned to take care of herself.

True enough, it was an **uphill battle** at the start. Between juggling a very demanding job and keeping herself afloat, Sirin simply did not have the time nor mental capacity to connect with her loved one. The conflicts that resulted triggered Sirin's depression as she was forced to **confront a lot of trauma** she had faced as a child. Eventually, she decided to leave her job to focus on herself and her loved one.

CAL's C2C came at the right time for Sirin as she needed to learn to become a better caregiver. Not only did she achieve that, she also gained a better understanding about herself. One of her key takeaways from the course was how important **relationship building** is when it comes to supporting her loved one's recovery, and it starts with **empathetic, effective communication**. With life moving at a more comfortable pace, she's able to spend quality time to connect with her loved one, and their relationship has improved drastically.

Sirin's advice for everyone, whether caregivers or not, is **not to be afraid to ask questions** about one's experience with mental health. Avoiding the topic out of fear will only reinforce the stigma. The best way to truly understand our loved ones is to **give them a voice**, and to hear them out.

## OOI SHU FEN

Shufen, 37 years old, was diagnosed with **schizophrenia** in 2005. Through treatment and support from her family, she has been able to **overcome the auditory and visual hallucinations**. Apart from occasional mild symptoms, she is now able to cope with daily life and remains optimistic about her rehabilitation process.

A decade into Shufen's recovery journey however, fate struck another blow. The aunt who raised her was diagnosed with **dementia**. As it was no longer viable for her aunt to continue being a homemaker, the family decided to hire a domestic helper to manage the household chores.

Shufen came across CAL's C2C Programme in 2016. She saw it as an opportunity to learn about caring for her aunt. By providing her with the **necessary knowledge**, Shufen felt it empowered her to better **manage and understand** her aunt's situation. The family has also learned to work around her aunt's **dementia-related behaviour patterns** by adjusting how they interact with one another.

The most important thing that Shufen has gained from the programme is knowing that there are professionals who can help when it comes to coping with these conditions. It brings her great comfort knowing that there is a **community** who understands persons with mental health issues and can provide caregivers with the support they need.

In sharing her story, Shufen hopes to encourage others to sign-up for the C2C Programme, as "with the right education and knowledge, you can be **empowered to provide caregiving** for your loved ones too."



“

Winter is the time for **comfort**, for good food and warmth, for the touch of a friendly hand and for a talk beside the fire: it is the time for **home**.

- EDITH SITWELL

# New in 2021

With caregivers at the centre of everything that we do, we are constantly challenging ourselves to find new ways to support them and ease their journey of care. This year, we launched several initiatives to better meet the needs of those we serve.

1. C2C Programme for Caregivers of Persons with Eating Disorder in collaboration with KK Women's and Children's Hospital
2. First Malay-Language Train-the-Trainer Programme
3. C2C Programme for Caregivers of Persons with Special Needs in collaboration with Movement for the Intellectually Disabled of Singapore (MINDS)
4. Pro-Bono Counselling service for Caregivers and Persons-in-Recovery supported by Executive Counselling and Training Academy (ECTA) student interns and faculty
5. "Resilience for Suicide Loss Survivor" programme
6. Fireside Chat Series for Resilience Building
7. CAL Website - Our Digital Space, Refreshed

## C2C Eating Disorder Programme

The C2C Eating Disorder (ED) pilot cohort of 15 caregivers graduated in June 2021, a first-time collaborative project with KK Women's & Children's Hospital. The programme broke new ground where CAL and the KKH Eating Disorder team of physicians, psychologists and specialist nurses came together. The CAL-developed content was vetted by the KKH professional team and recruitment for the programme was mainly driven by KKH's ED pool of caregiver clients.

The programme follows our core C2C PMHI curriculum but has been adapted to incorporate Eating Disorders covering Anorexia, Bulimia Nervosa and Binge Eating. The case studies, films and role plays have been themed around these conditions. The in-class approach was based on interactive discussions and experiential learning from invited Persons-in-Recovery and caregiver guests, whose insightful sharing over six lessons, was one of the highlights of this run.

Given the growing number of ED cases in Singapore, especially amongst the younger population, this is a timely introduction to a targeted audience and we are hopeful that the addition of this programme to CAL's platform continues to add relevance to our audience of caregivers.

## First Malay-Language Train-the-Trainer Programme



Singapore being a multiracial society, our aim to reach all caregivers in Singapore means we cannot neglect to offer our programmes and services in other languages. With this in mind, CAL conducted its first Malay-language Train-the-Trainer (TTT) Programme in March 2021. Eight caregivers completed the training to become CAL's pioneer batch of Malay Volunteer Trainers. We hope to be able to bring more awareness about mental health and caregiving to the Malay population, and are delighted to have our first batch of champions fighting against stigma and acting as mental health ambassadors in their communities.



## FIRESIDE CHAT SERIES

### *Keeping Our Hearts Warm*

When caregivers attend our C2C classes, a graduation ceremony is held on the last session. This is an opportunity for attendees to share their thoughts and takeaways about the programme.

But instead of this being the end of their journey with us, we always hope that it marks the start of a new chapter for them - one in which they are supported and better equipped to care for their loved one.

Being a caregiver to someone with a mental health condition can be a long, tough ride, and CAL is here to provide support for as long as they need it.

As part of our 'Engagement to Empowerment' (E2E) strategy we launched a series of online sessions called "Fireside Chat" in 2021. Focusing on resilience-building, experts and those with lived experience share their knowledge and take questions from participants. Members of the public are also welcome to attend.

The sessions so far have been a success, with audience numbers steadily increasing and attendees very engaged, an indication that the topics are meaningful to them.

"The session was well-conducted, and was packed with essential information needful for caregivers' well-being. The testimonials were helpful and insightful."

**Charis Ng**

"I'm reminded that as a caregiver, I have to take care of myself and keep strong and healthy, so that I can better care for my family and loved ones. It is important to stay calm and positive so that I can help others in return."

**Lok Mei Ling**

"Please continue to organise similar events. The session was of great help and support in my caregiving journey for my three children with mental illness. Though it's full of ups and downs, I know that I'm not alone, thank you"

**Cham Wai Ping**



**On Resilience & Being A Survivor**

**Eirliani Abdul Rahman**  
Head of Operations & Programmes  
Caregivers Alliance Limited



**An Overview of Wellness Recovery Action Planning® (WRAP®)**

**Jackie Tay**  
Executive Director  
PSALT Care Limited



**Cognitive-Behavioural Approaches in Managing Pain**

**Dr Adriana Banozic**  
Trained Psychologist and Neuroscientist



**Caregiver Resilience & Staying Empathic Without Too Much Suffering**

**Dr Rinkoo Ghosh**  
Facilitator/Trainer/Consultant  
The Resilience Institute (S.E.A)

### **Strength in Supporting A Loved One in Recovery (支持亲人康复的力量)**



**Cindy Tan**  
Caregiver



**Valerie Liu**  
Person-in-Recovery



**Lee Peng Yeow**  
Caregiver



**Annastazia Tay**  
Person-in-Recovery

# ECTA PARTNERSHIP

## Complimentary Counselling for Caregivers

In May 2021, CAL and ECTA (Executive Counselling and Training Academy) entered into a practicum partnership. Under the agreement, the academy's students and graduates of the Masters in Social Service programme would provide complimentary counselling services to caregivers and their loved ones.

From May to December 2021, 34 caregivers were referred to ECTA's practicum interns, and positive feedback was received.

*"The counselling sessions helped me a lot. The positive encouragement, listening ear, and patience provided by the counsellor boosted my confidence and made me feel less stressed and lonely,"* a caregiver shared.

ECTA also conducted a one-day programme on Transactional Analysis for 27 CAL staff and 31 volunteers. Developed by psychiatrist Eric Berne, the therapy is based on the theory that everyone has three ego-states: parent, adult and child. These are used to analyse how we behave in our interpersonal relationships, promoting self-awareness and better communication.



CAL Volunteer sharing his team's discussion



Transactional Analysis programme in session

# CAL WEBSITE

## Our Digital Space, Refreshed

CAL's online image received a make-over thanks to a team of volunteers from Goldman Sachs, as part of their community outreach activities. Visitors to our website not only enjoy a fresh new look and overall improved user experience, but better site responsiveness and mobile-optimisation. A big thank you to the Goldman Sachs team!



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

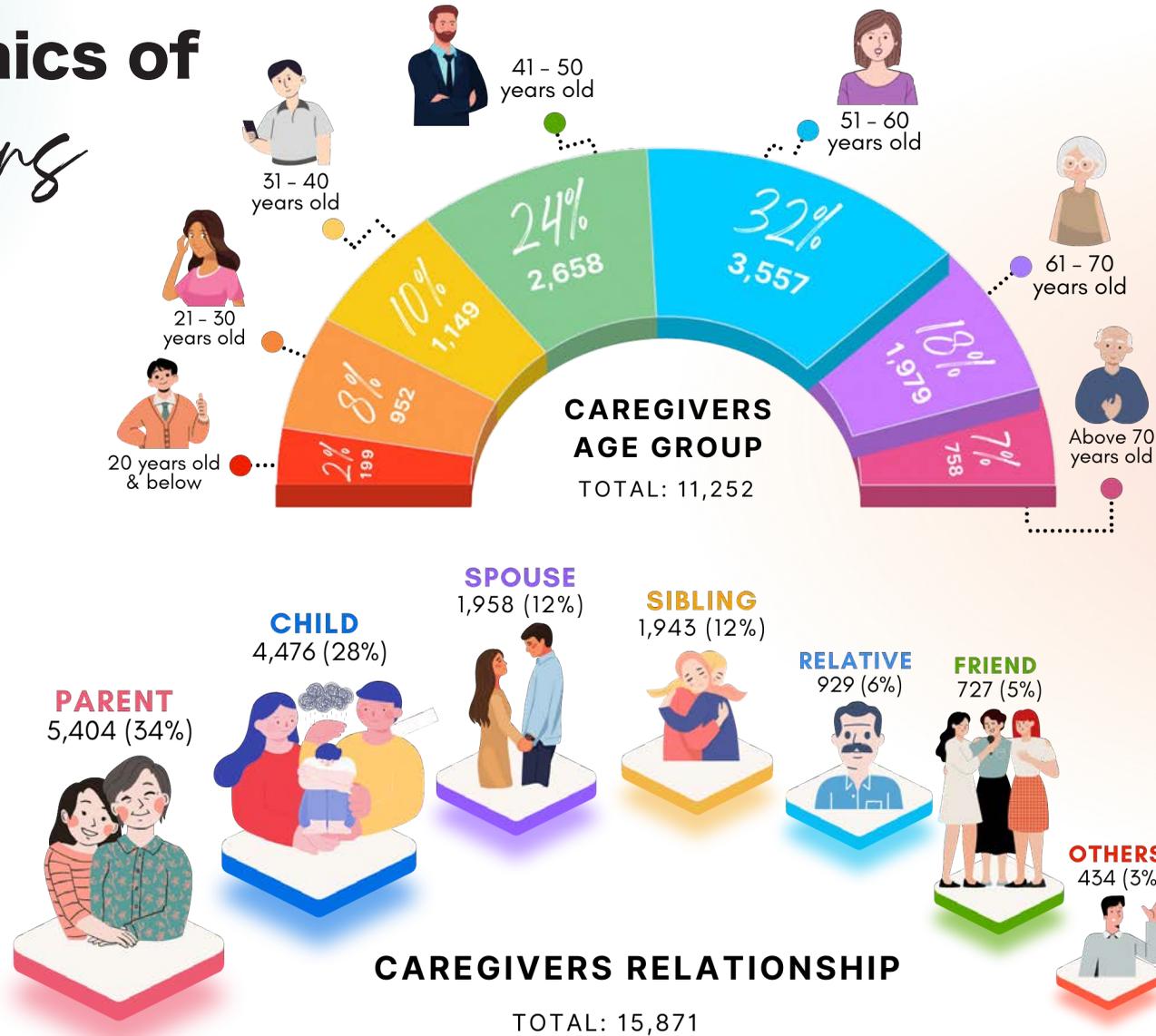


# Demographics of Caregivers

A caregiver does not always need to be a family member living in the same household as a loved one. If you care about the well-being of someone with a mental health condition, be it a family member, a relative, a friend, a partner, a neighbour or a colleague, and if you are supporting them emotionally, physically, and/or financially, you are a caregiver.

Since 2012, CAL has been collecting demographic data of caregivers who have benefited from our training programmes. As of 2021, we have gathered data from over 17,184 caregivers.

*\* Figures are based on data collected*

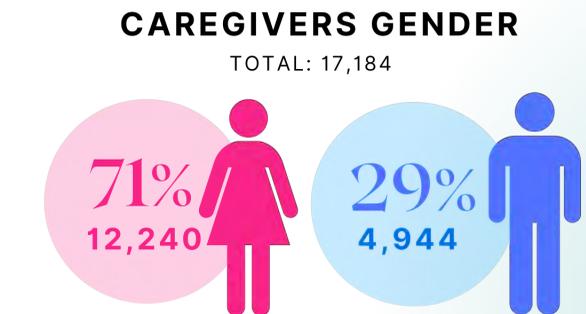
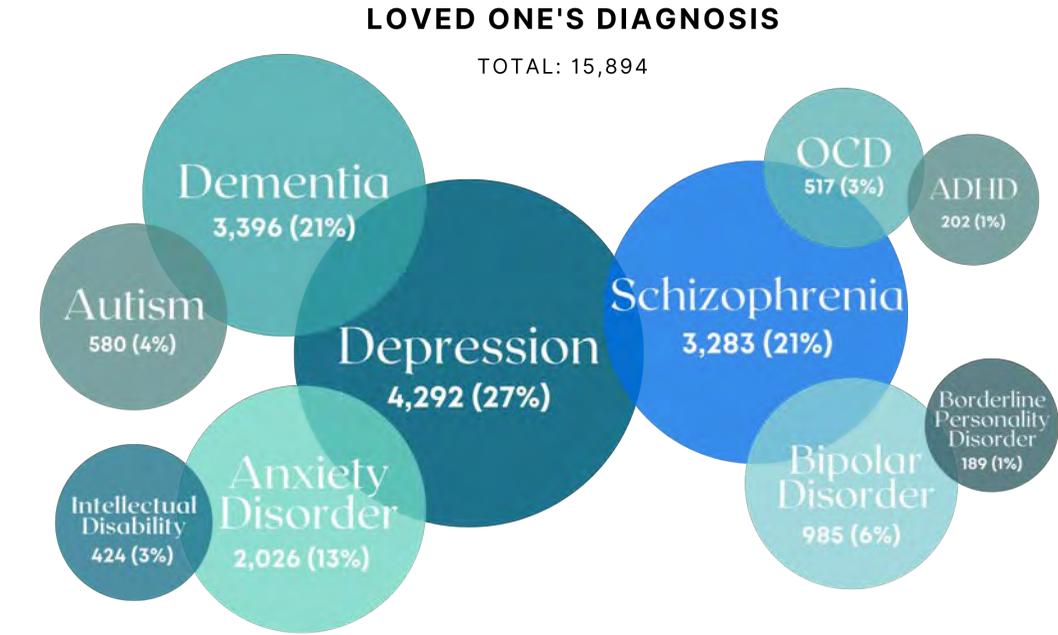


# Loved One's Diagnosis

We have seen some changes over the last two years. From 2012 up until 2019, the top three caregiver groups were those looking after persons with schizophrenia, followed closely by major depressive disorder and dementia.

This ranking changed in 2020, with **major depressive disorder (27%)** surpassing **schizophrenia (22%)** as the most common condition of loved ones, followed by **dementia (20%)** in third place. This phenomenon continued in 2021, a likely result of the pandemic.

*\*The above data are taken from CAL's service logs and exclude participants who did not provide data*





“  
Winter passes and one  
remembers one’s perseverance.

- YOKO ONO

# What We Do

## OUTREACH, PROGRAMMES, & SUPPORT

A caregiver can be anyone who cares for and supports - either physically, emotionally, socially, financially or in any other ways - someone who is going through a difficult time in their mental health journey.

Family caregivers often fail to see themselves as 'caregivers', as they perceive the role that they play a form of duty. As a result, they may choose to suffer in silence and avoid seeking help from external parties. Similarly, relatives, friends, colleagues, neighbours, or those who are 'secondary or social caregivers' do not recognise the roles they play and therefore may not see the need for training programmes.

We have a vision to reach out to all caregivers of persons with mental health issues in Singapore, empowering them to achieve high levels of well-being and resilience. To do this, we must first raise awareness about mental health and caregiving through outreach to various communities where caregivers may be present.

## OUTREACH PARTNERS BREAKDOWN (NEW IN 2021)

### FAITH-BASED

- Adam Road Presbyterian Church
- Emmanuel Assembly of God
- Glory Joy Christian Church
- Islamic Religious Council of Singapore (MUIS)
- The Bible Church Singapore



### COMMUNITY

- Bethesda CARE Centre
- Blossom Seeds Ltd
- Community Foundation of Singapore (Community Mental Health Champions Design Project)
- Empact Pte Ltd (Community Mental Health Champions Design Project)
- Loving Hearts (Community Mental Health Champions Design Project)
- Mentoring Alliance Singapore
- Singapore Children's Society
- Sunlight Home Care
- Youth Corps Leaders Programme (YCLP)
- Yong-en Care Centre



### CORPORATE

- CPF Board
- Hitachi Metals Singapore Pte Ltd
- Hong Leong Finance Ltd
- i-Kare Pte Ltd
- Nomura Bank
- Pacific Life Re International Limited, Singapore Pte Ltd
- Perennial Holdings Pte Ltd
- Phillips 66 International Trading Pte Ltd
- Raffles Quay Asset Management
- Singapore International Foundation
- Singapore Pools Academy
- TANGS Singapore
- Target Media Culcreative Pte Ltd
- The Law Society of Singapore



# OUTREACH

Prior to the pandemic, our biggest outreach partners were the hospitals. Because of Covid-19 however, our Caregivers Support Centre at the Institute of Mental Health was converted to a fever isolation centre. Fortunately, we continued to receive referrals from the hospitals, but a study we conducted showed that our biggest source of referrals had become word-of-mouth.

As part of CAL's mission to reach out to caregivers of persons with mental health issues through education, engagement and empowerment, we regularly explore new and creative ways to reach out to the community. We work closely with partners from hospitals, community groups, corporations, faith-based groups and Institutes of Higher Learning (IHLs), to provide caregivers with information about CAL's services and support.

In order to reduce stigma and improve mental health literacy in the communication, we also regularly conduct outreach talks and workshops.

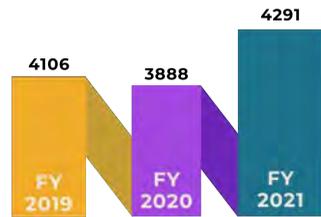


**OUTREACH THROUGH THE YEARS**

\*FY refers to the reporting period from April of the current year to March of the subsequent year. For example, FY2021 refers to April 2021 to March 2022.

## Community Resource, Engagement & Support Team (CREST)

AIC has supported CAL with funding support for three Community Resource Engagement and Resource (CREST) teams that facilitate our efforts in outreach and referrals. This has enabled CAL to raise greater awareness about mental illness to corporates, faith-based groups and the community, provide links to support services and empower caregivers to support other caregivers. The outreach numbers achieved as a result are shown in the chart below.



**CAREGIVER OUTREACH**

## One-Session Workshops

As part of our outreach efforts, CAL regularly conducts talks and workshops to educate and inform the general public and community about mental health and caregiving.



**NO. OF PERSONS WHO ATTENDED 1-SESSION WORKSHOPS (INCLUDING TIC WORKSHOPS)**

## Modular Training Courses

To meet the needs of our corporate, community, faith-based and IHL partners, CAL delivers customised in-depth workshops related to mental health and caregiving.



**NO. OF PERSONS WHO ATTENDED MODULAR WORKSHOPS ON MENTAL HEALTH & CAREGIVING**

## Caregivers-to-Caregivers Training Programme (C2C) C2C (PMHI) Programme

The 12-week C2C programme for caregivers of Persons with Mental Health Issues (PMHI) is CAL's signature training programme. It aims to provide caregivers with a more in-depth understanding of mental health conditions, and to enable them to care for their loved one better through learning about self-care, communication, resilience building, advocacy and access to community resources.

In December 2021, a group of NUS Business School Students worked with CAL on a Field Service Project to evaluate the effectiveness of our C2C-PMHI Programme. 619 caregivers participated in and completed CAL's quantitative surveys across three time periods, and the results affirmed that C2C is helpful and even transformational.



**C2C (PMHI) PARTICIPANTS THROUGH THE YEARS**

*"CAL's 12-week C2C programme is a survival kit that has helped us navigate the caregiving journey, which previously felt like an underground maze, without any light. Now we know that we are not alone, and that support is available."*

- Winnifred Lan, C2C Participant

In August 2021, a team of academic researchers from S R Nathan School of Human Development completed a programme evaluation on CAL's C2C programme based on 53 C2C classes conducted in 2020. From the quantitative analysis of 11 survey items covering C2C's impact on caregivers' Knowledge, Skill Development and Caregiving Journey, the results showed discernible overall improvement in the first two areas, and a better sense of well-being in terms of their emotional coping and self-care. The results were sustained and stable two months after C2C completion.

Knowledge		Skills Development	
A1	I can better understand the causes & systems of mental health conditions.	A3	I am better able to cope with my loved one's symptoms & behaviors.
A2	I can better understand & support my loved one in his/her recovery journey.	A4	I know how to better respond when my loved one is going through a relapse or crisis.
A8	I better understand the recovery journey & rehabilitation resources available.	A5	I am able to solve problems that relate to my loved one's recovery.
Caregiving Journey		A6	I can better empathise with my loved one's challenges.
B1	I am better able to cope with my emotions during my caregiving journey.	A7	I can better communicate with my loved one.
B2	I know how to take better care of myself.	A9	I know how to better advocate for my loved one's needs.

\* Survey Questions



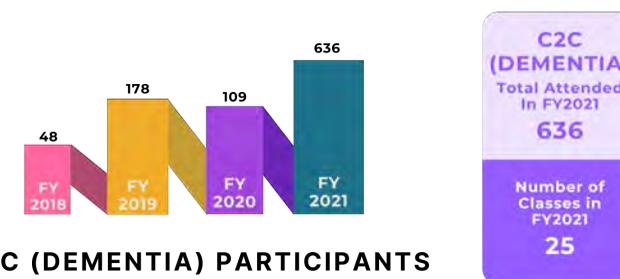
\* Improved and sustained outcomes

## C2C (Dementia) Programme

The eight-week Dementia Programme is created to specifically meet the needs of those caring for a loved one with dementia. The course helps caregivers understand the differences between dementia and normal aging, debunks the myths around the condition, and teaches them creative strategies to deal with their loved ones' behaviour. Attendees also learn how to manage their own stress and how to improve communication for better outcomes.

In 2021, we increased the number of classes from eight in FY 2020 to 19 in FY2021 to meet the overwhelming demand. We will also be introducing the programme in Mandarin in 2022.

We are grateful to Majurity Trust – Silver is Gold Fund (SiG) who funded S\$100,000 for one year (1 Oct 2021 to 30 Sep 2022) for our C2C Dementia classes.



C2C (DEMENTIA) PARTICIPANTS THROUGH THE YEARS

*"The C2C Dementia training was so timely for me as I had just begun the caregiving journey for my mum almost one year ago. She suffered a minor stroke and is showing signs of early dementia. I felt fatigue, guilty and not sure whether I have been giving the right care to her. This training has increased my knowledge and understanding about the topic, and the expectations and reality of caregiving. Most importantly, self-care is a priority and necessity. It released me of my guilt when I had to take a brief respite from my caregiving duties to recharge."*

– Pearl Yeo, C2C participant

## C2C (Eating Disorder) Programme

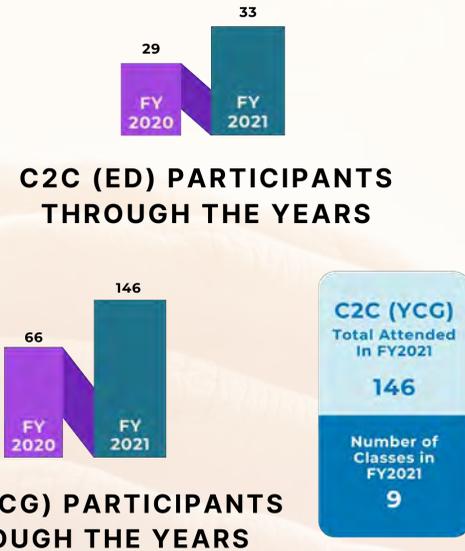
The 12-week C2C Eating Disorder Programme was newly introduced in 2021. It follows the core C2C PMHI curriculum, but has been adapted to incorporate Eating Disorders covering Anorexia, Bulimia Nervosa and Binge Eating.

After the first successful run of the pilot programme in June 2021, CAL collaborated with KK Women's & Children's Hospital in a joint study to evaluate the programme. Two caregivers took part in a pre-support group interview and four caregivers participated in a post-support group interview upon completing the C2C programme. Overall, the C2C Eating Disorder Programme was well-received by participants and has addressed the challenges faced by caregivers. Caregivers were empowered informationally and emotionally through the support group. Longer term observations are required to have a holistic evaluation of the programme.

## C2C (Young Caregivers) Programme

With youth mental health issues on the rise, CAL introduced the eight-week C2C Young Caregivers (YCG) Programme in 2020 to equip youths aged 15-35 with the knowledge and skills to cope with the demands of caring for a family member, relative, or friend with mental health concerns. Since then, CAL has been working closely with schools and institutes of higher learning (IHL), including Singapore University of Social Sciences, Singapore Institute of Management, Singapore Institute of Technology and Temasek Polytechnic, conducting regular C2C programmes for their students.

We are grateful to Capital Group who funded \$20,000 for the C2C-YCG Programme in FY2021.



\*C2C (ED) & C2C (YCG) are new programmes launched with pilot runs in 2020

*"The C2C Young Caregivers Programme with CAL has given me the opportunity to meet people with similar experiences while learning how to properly care for myself and the people I am close to. The sessions made me realise how important the caregiver's health is and self-care would enhance the caring process."*

**- Latricia, SUSS student and graduate from the programme.**

## Trauma-Informed Care Awareness Talk & Workshop

Under the Tote Board's Shared Gifting Circle Project, CAL and six other organisations - Acceset, Boys' Town, Campus PSY, Singapore Association for Mental Health and Singapore Children's Society came together in 2019 and co-created the Trauma-Informed Care (TIC) Programmes, which included a one-hour TIC Awareness Talk and a four-hour TIC workshop. As of 31 March 2022, CAL has conducted one-hour TIC Awareness Talks for 1,308 participants and four-hour TIC Workshop for 526 participants.

In 2021, CAL created more trauma-informed communities in Singapore through our on-going collaborations with various schools, Institutes of Higher Learning and organisations. We delivered talks to participants from various Residents' Committees (RCs) and Community Clubs (CCs) (Dawson RC, Marymount CC, and Choa Chu Kang CC), Institutes of Higher Learning (IHLs) (Jurong West Primary School, Raffles' Girls Secondary School, Nanyang Academy of Fine Arts (NAFA), Institute of Technical Education (ITE)) as well as faith-based organisations (Tzu Chi Humanistic Youth Centre).

Besides the many in-house four-hour TIC workshops for parents and caregivers, we also expanded on the range to include residents from Bukit Batok CC, educators from schools such as Stamford Primary School and Social Service Professionals from Montfort Care – Marine Parade Family Service Centre.

## Individual Training and Support (ITS)

Caregivers often face tremendous stress in having to provide for the practical needs of their loved ones. As a result, they may be on the verge of burnout and may not have the capacity to attend CAL's C2C Programmes.

The Individual Training and Support (ITS) Programme provides emotional support, psychoeducation, and referrals for the convenience of those who are not able to leave their loved ones for long periods. Sessions may be through face-to-face meetings at a location convenient to caregivers, or through other means such as video calls, phone calls, messaging, or email.



## Caregivers-for-Caregivers (C4C) Support Programme

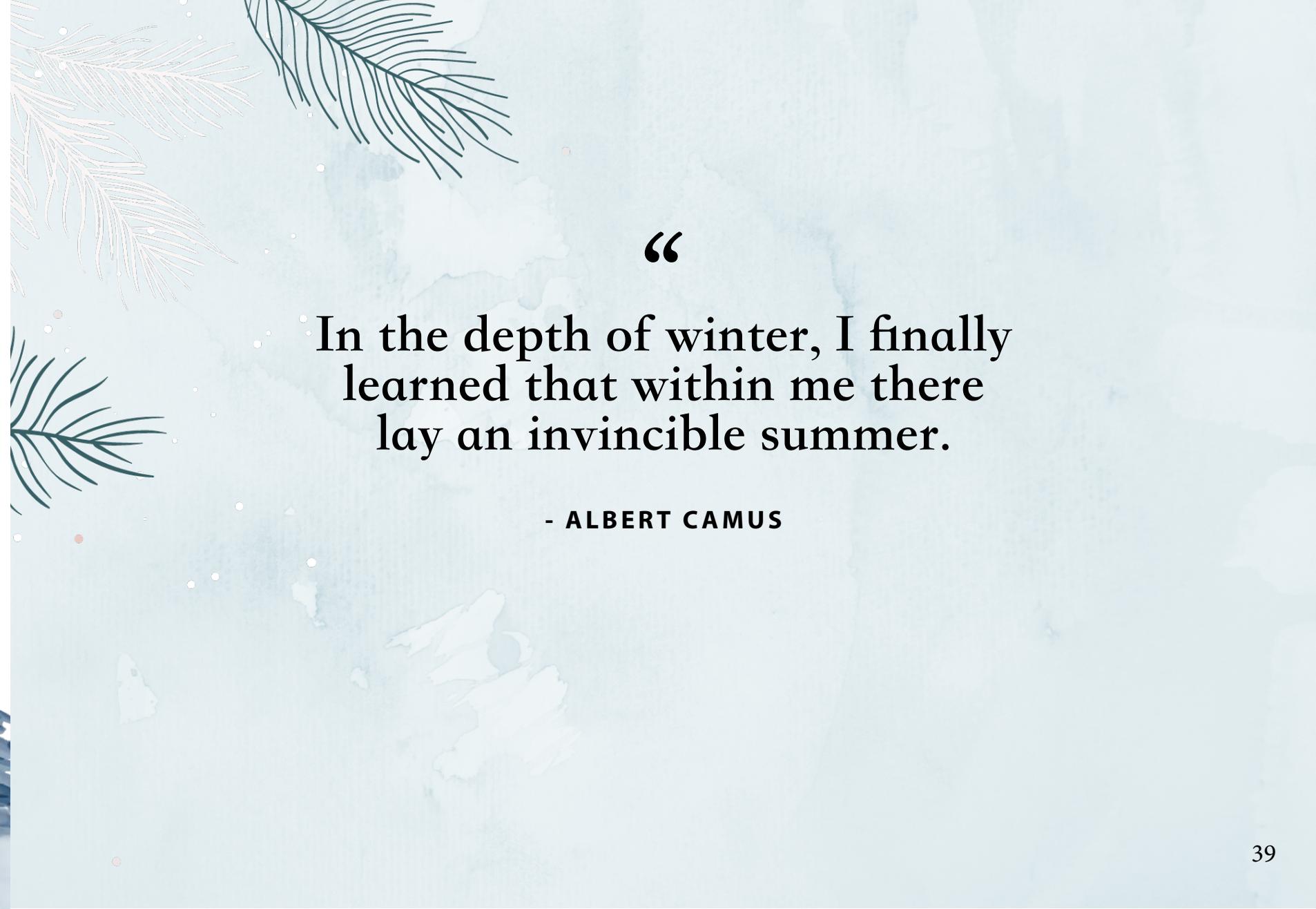
After completing the 12-week C2C Training Programme, caregivers often ponder “what’s next?” Many of them appreciate the connections made and support received during the sessions, and wish for a continuation of the support network.

The C4C Support Programme offers caregivers a structured monthly support group that runs over 12 months, to continue their journey with each other and to further explore topics that were not covered during the C2C Programme. The first five sessions are facilitated by a CAL staff and covers common topics among caregivers. For the subsequent sessions, the caregivers themselves are empowered to lead, choosing topics that best fit their interests.

Between April 2021 and March 2022, CAL piloted two condition-specific C4C programmes for caregivers of loved ones with Schizophrenia and Depression. The pilot programmes received good feedback, positively affirming that condition-specific support groups were beneficial for the caregiver participants. One caregiver shared:

*“When I first joined the C4C group, my loved one was experiencing a psychotic relapse; I felt helpless and lost. C4C has helped connect me with other like-minded caregivers, and enabled me to share stories in a safe, accepting environment. It is a great place to build social support, obtain resources and communicate with caregivers with similar experiences. The C4C group is very beneficial in supporting my caregiving journey to my loved ones with mental health challenges.”*





“

In the depth of winter, I finally  
learned that within me there  
lay an invincible summer.

- ALBERT CAMUS

# Key Events

Caring for a loved one with mental health issue is a challenging journey with a lot of ups and downs. CAL aims to help caregivers achieve a high level of well-being and resilience through our engagement to empowerment (E2E) strategy.

Through activities and events, CAL seeks to engage, equip and empower caregivers, encouraging them to practice self-care and connect with fellow caregivers.

*30 January 2021*

## **Lunar New Year Volunteers Engagement Activity**

In conjunction with the Lunar New Year, CAL organised a session for our volunteers to come together to make traditional Chinese lanterns. 11 volunteers participated and all went home with their own self-made lanterns. The attendees appreciated the time together, catching up with one another in a fun setting.

Yin Feng, one of our Volunteer Managers, said, *“Due to the current pandemic, we have limited our activities and interaction to Zoom. With the recent loosening of the guidelines, we are glad that we are able to start meeting in person. This lantern making activity was timely and a great start for us to kick-off the year’s activities.”*



*26 February & 22 April 2021*

## **Relax Creatively with Nagomi Art**

Two groups of caregivers participated in the Relax Creatively with Pastel Nagomi Art engagement activities, facilitated by CAL’s Community Outreach Manager, Kathleen Chia who is an Associate Instructor with Japan Pastel Hope Art Association.

During each session, participants were taught the basic techniques and encouraged to use their creativity to create their artwork. They shared that the class was therapeutic, especially in light of the pandemic situation, and marvelled at their completed art pieces at the end.

A caregiver participant, Wee Soo Bin, shared: *“I am thankful to CAL and the sponsors for providing the Nagomi Art set for us (the caregivers) to paint at our leisure time. This is definitely another form of self-care for us all.”*

6 April 2021

**Walk for Mental Wellness (W4MW)**

On 6 April 2021, CAL launched the Walk for Mental Wellness (W4MW) Campaign, a six-week fundraiser for Caregivers Alliance Limited (CAL). The campaign aimed to raise at least S\$250,000 through digital fundraising and to raise greater awareness about mental health and CAL's role in supporting caregivers of persons with mental health issues. Launched in the midst of the pandemic, the team identified and acknowledged prominent Mental Wellness (MW) Champions in the community.



Based on the idea of "You Donate, Champions Walk", every \$100 raised required the champs to walk one km. Between 17 April to 16 May 2021, Champions matched and completed the accumulated distance based on the amount donated.

Over six weeks, the 18 MW Champions and their supporters collectively walked a whopping 9,574km, in support of mental wellness and caregiving!

A total of \$610,845 was raised, including \$250,000 from dollar-to-dollar matching by the Tote Board.

**The 18 MW Champs which included 9 individuals and 9 teams were:**

- Hsieh Fu Hua, Co-Founder of CAL
- Keith Chua, Co-Founder of CAL
- Tan Chuan-Jin, Speaker of Parliament
- Anthea Ong, Former Nominated Member of Parliament
- Murali Pillai, Member of Parliament, Bukit Batok
- Dr Chua Hong Choon, CEO of KTPH & Yishun Health
- Dr Tan Weng Mooi, Director of Programmes, InHealth, MOHT
- Adrian Pang, Actor, Presenter, Artistic Director
- Constance Lien, BJJ Fighter & Medallist
- Team NCSS
- Team AIC
- Team IMH
- Team HSBC
- Team SUGAR Club
- Team Dawnwalkers for CAL led by Elaine Teo, ex CAL Board Director
- Team CAL Board of Directors
- Team CAL
- Team Deutsche Bank



Featuring our Mental Wellness Champions

## April - July 2021

### CAL C2C-Special Needs: A Collaboration with MINDS

Between April and July 2021, CAL conducted two C2C Programmes, one for caregivers of children with special needs between 7 to 18 years old, and the other for caregivers of children with special needs aged 18 and above.

This C2C-Special Needs Programme was created in partnership with MINDS.



## 26 August 2021

### 9th Singapore Patient Conference – Let's CHAT! A Journey of Care Talk Show

In Let's CHAT! A Journey of Care Talk Show by the Singapore Patient Conference, Karen Poh shared her experience in caring for her son with Asperger's Syndrome, which later on led to Depression. She attended the 12-week Caregivers-to-Caregivers (C2C) Training Programme and benefitted greatly from it. At CAL, she found herself a support system, a second family, and a new calling. Hoping to journey with other caregivers, Karen went on to volunteer with CAL, and a few years on, she is now a full-time staff, serving as Volunteer Manager.



## 31 August 2021

### From C2C Participants to Student Podcasters – SUSS Cares Podcast on Mental Health & Caregiving



After graduating from the C2C training programme for Young Caregivers, SUSS students Amanda, Magdeline and Adia wanted to create a platform to connect and engage Singapore youths and young adults, where the sensitive yet highly important topics of mental health, caregiving and recovery could be openly discussed. And thus, the Souls Engaged podcast was born.

One of the episodes featured Veena Nanthakumar, CAL's Outreach Manager (Children & Youth) as she shared her personal mental health recovery story and her advocacy journey as a professional.

## 25 September 2021

### Esplanade Community Online Songwriting Workshop: Being My Own Best Friend

An online songwriting workshop was organised in collaboration with Esplanade on 25 September 2021, Saturday with 13 caregivers in attendance. Under the guidance of singer-songwriter Crystal Goh and artist collective, Diamonds On The Street, they learnt the basic techniques of lyric-writing and melody creation.

Participants were then encouraged to explore their emotions and inner world. A safe space was created for those who wished to share their challenges and sing the songs of encouragement and self-acceptance that they wrote for themselves.

One of the participants, Anna Wong said, *'Through this interesting activity, I was able to compose a tune despite my initial struggle with the technology used.'*



*25 September 2021*

**Collaboration with Johnson & Johnson Singapore - Nationwide Caregivers Day 2021**

On 25 September, healthcare company Johnson & Johnson organised a caregiver forum, featuring speakers from the Institute of Mental Health (IMH), Psychiatric Care Clinic and Ang Yong Guan Psychiatry. The session shone light on major depressive disorder and schizophrenia, and featured CAL caregivers in a panel discussion. CAL's Executive Director Tim Lee gave the closing remarks for the session.



*30 September 2021*

**Home Nursing Foundation Caregiving Conference 2021**

CAL's Executive Director Tim Lee was invited to speak at the Home Nursing Foundation Caregiving Conference on 30 September 2021. He talked about the problem that caregivers face, such as caregiver burnout, and the programmes and services CAL conducts to educate, engage and empower these hidden heroes.



*15 October 2021*

**Beyond the Label Fest 2021 – Mumtalk with Mum Space**

In a Virtual Dialogue Session by Beyond the Label Festival moderated by Junia Tan (Founder of Mum Space), panellists Charmaine Jalleh (Counsellor, TOUCH Community Services) and Karen Poh, caregiver to her son and Volunteer Manager at CAL, provided insightful personal and professional advice to help parents navigate their children's mental health.

Karen spoke about noticing changes in her son – he would withdraw, refuse to go to school, and sleep a lot. He was later diagnosed with depression. What really helped Karen was the all-round support she received from the school, her son's healthcare professionals, as well as the community of caregiver friends she found through attending our C2C programme.



*25 October 2021*

**CAL Celebrates its 10th Anniversary**

CAL celebrated its 10th birthday by surprising the CAL team and Board of Directors with a care pack to thank them for their dedication and hard work, and to remind them to take a well-deserved break.



*27 November 2021*

**Mum Space Asia Change Summit 2021**

On 27 November 2021, CAL's Executive Director Tim Lee was one of the panelists at the Change Summit 2021 organised by Mum Space Asia. Moderated by Junia Tan, Founder of Mum Space, Tim and guest panelists from Silver Ribbon Singapore and Kamilah MS shared their views about the importance of mental wellness beyond positive thinking.

*11 November - 31 December 2021*

**VI College's "Invest for Good" Campaign**

Between November and December 2021, VI College initiated an "Invest for Good" campaign for people to do good while learning about investment. For every \$1 donated, VI College matched \$49 and the total amount of \$50 was donated to CAL. We are delighted that VI College has selected CAL as their charity of choice, and would like to extend our heartfelt thanks to them for raising a total of \$28,961 for CAL!



24 November 2021

**Zoom Creatively with Pastel Nagomi Art – Christmas is here!**

With safe distancing measures limiting physical class sizes, CAL decided to bring Nagomi Art to a larger pool of caregivers in the comfort of their homes! 30 caregivers participated in a Christmas-themed 'Zoom Creatively with Pastel Nagomi Art' session on 24 November, facilitated by CAL's Outreach Manager (Community) Kathleen Chia.

Similar to earlier sessions, Kathleen coached the caregivers on the basic techniques and encouraged them to use their creativity to create their artwork. With the festive season around the corner, Kathleen guided the caregivers on their festive pieces.



*Caregiver Diana Khoo said, "Many thanks for sharing this wonderful art with us. Nagomi Art can be one of the self-care resources for caregivers, as it is simple and therapeutic. I can do this art form with my loved one who is diagnosed with dementia."*



20-30 December 2021

**SAFRA Gift for a Reason**

For the second year running, members of SAFRA Toa Payoh granted Christmas gifts to wishes submitted by caregivers. The Gift for a Reason 2021 initiative is jointly organized by SAFRA, the SAFRA Community Services Club (SAFRACS) and SGCares, in support of the SGCares Giving Week. Over 80 caregivers from CAL were ecstatic to receive their desired gifts, thoughtfully wrapped and packaged by the SAFRA members.

Caregiver to mother Ambiga shared her joy with us after receiving her gift: "I had wished for a small microwave oven and was delighted to have my wish realised. It meant a lot to me as I needed one to reheat food for my mum. I would like take this opportunity to thank SAFRA Toa Payoh and CAL for this wonderful initiative."

CAL would like to extend our heartfelt appreciation to SAFRA Toa Payoh for their generosity and thoughtfulness during the season of gifting.



## FIRESIDE CHAT SERIES

Time waits for no one, not even the persistent pandemic that had been ongoing for a year. In 2021 when mental health services and rehabilitation centres were forced to either close or slow down, caregivers found themselves burning the candle at both ends trying to provide for their loved ones with mental health issues while waiting for things to get better. To give caregivers a brief respite, CAL launched a virtual Fireside Chat series, where every month or two, expert guest speakers were invited to speak on a topic relevant to [mental health and caregiving](#). Between March and October, a total of [six fireside chats](#) were conducted over zoom, with [691 participants](#) benefiting from the sessions.

*17 March 2021*

### On Resilience and Being A Survivor

Our inaugural virtual Fireside Chat on 17 March 2021 saw 56 enthusiastic participants, mostly caregivers, who were joined by a few members of the public. Our speaker, Eirliani Abdul Rahman (Lin), CAL's Head of Operations and Programmes spoke on the importance of resilience in her attempt to be the first Singaporean to ski the last degree to the North Pole, as well as on her recovery as an abuse survivor.

The participants were enthralled by Lin's sharing and curious about her unique experience. One particularly valuable takeaway for the attendees were the tips that Lin used to build her mental resilience as a survivor, such as building a strong and caring support network among family and friends; accepting that change is a normal part of life; and remembering your goals and doing one thing every day to come closer to it.

*19 May 2021*

### Partners on the Path: Caregiver Resilience

In the second instalment of our Fireside Chat series, speaker, Dr Rinkoo Ghosh of The Resilience Institute (South East Asia) shared the importance of caregivers building emotional resilience in order to better care for their loved ones. The 89 highly engaged participants enjoyed the session and chatted with her in a lively Q&A session.

One of our participants, Dennys, reached out to Dr Rinkoo directly to say, *"Thank you so much for the lovely sharing yesterday evening! The practical tips aside, I felt like the biggest takeaway was how we are privileged to be a caregiver. I needed that perk-me-up."*

Another participant, Premalata, shared, *"I have benefitted from listening to Dr Rinkoo Ghosh sharing her real-life experiences in her caregiving journey; the tools and skills she applied to cope and manage; and finding acceptance whilst being overwhelmed."*

*22 July 2021*

### An Overview of Wellness Recovery Action Planning® (WRAP®)

Jackie Tay, Executive Director of PSALT Care Limited introduced the key principles of Wellness Recovery Action Plan® (WRAP®), a technique that is useful in any situation/condition.

WRAP® is process that provides tools to create action plans to create the life that we want, and teaches us how to put them into practice. The 122 participants were all ears when Ze Chuan, a C2C graduate, Peer Support Specialist and Recovery Support Manager of PSALT Care Limited shared his personal journey of recovery from severe depression.



## 31 August 2021

### Cognitive-Behavioural Approaches in Managing Pain

Held on 31 August, psychologist and neuroscientist Dr Adriana Banozic spoke about the psychological mechanisms of pain management, and how cognitive behavioural therapy (CBT) can be used in the treatment of chronic pain.

The 211 participants were particularly interested in the skills such as journaling, relaxed breathing, progressive muscle relaxation, that they could use at home to manage chronic pain.

Participant Jade Foo said, *"The topic was fascinating. Dr Adriana is personable and a down-to-earth expert. The session was well organised. The emcee was knowledgeable and managed the participants' questions well."*

## 29 September 2021

### Strength in Supporting A Loved One in Recovery 支持亲人康复的力量



在我们于2021年9月29日举行的首届中文炉边谈话中，照顾者和康复者们分享了他们个人的康复旅程。Annastazia Tay因为被诊断为多重慢性疾病导致自身免疫系统衰竭而患上抑郁症和焦虑症。照顾者Cindy Tan在照顾女儿Valerie Liu，她在2006年被诊断患有精神分裂症。李鹏耀(Lee Peng Yeow)谈到了当他的朋友们被诊断为精神疾病，并与亲人的关系出现问题时，他给予了帮助和支持。

嘉宾们坦率地分享了他们的康复经历，使参与者受到鼓舞，因为分享的内容能够让他们将其与自己的照顾旅程联系起来。

其中一名参与者珍妮特·泰 (Janet Tay) 分享道：“Cindy坚持不懈地赢得Valerie的信任，并陪伴她的康复旅程，这让我很感动。它给了我希望，尽管未来我还可能会面对暗淡时刻。尽管Annastazia的身体状况每况愈下，但看到她的拼搏精神和积极态度，我感到相形见绌。我很高兴她能在帮助自己的同时帮助别人。我们身边需要更多像鹏耀这样无私的人，祝愿他们拥有健康和幸福。感谢照顾者联盟 (CAL) 和主持人Peggie为我们带来如此精彩的活动。”

During our inaugural Chinese Fireside chat held on 29 September 2021, five guests consisting of caregivers and persons-in-recovery shared their stories with us. Annastazia Tay suffers from depression and anxiety after being diagnosed with multiple chronic diseases that caused her immune system to fail. Cindy Tan looks after daughter Valerie Liu, who was diagnosed with schizophrenia in 2006. Lee Peng Yeow talked about how he supported his friends when they were diagnosed with mental illnesses and faced issues with their family.

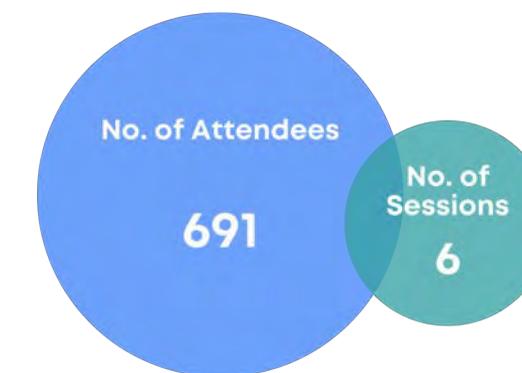
One of the participants, Janet Tay, shared: *"I'm very moved by Cindy's perseverance in earning Valerie's trust and accompanying her on her recovery journey. It gives me hope, even though there will still be bleak moments in my life. Despite Annastazia's deteriorating physical condition, I am humbled by her fighting spirit and positive attitude; I am so happy that she can help others while helping herself. Lastly, we need more selfless people like Peng Yao around us. I wish them good health and happiness. Thank you to Caregivers Alliance Limited (CAL) and host Peggie for bringing us such a wonderful event."*

## 20 October 2021

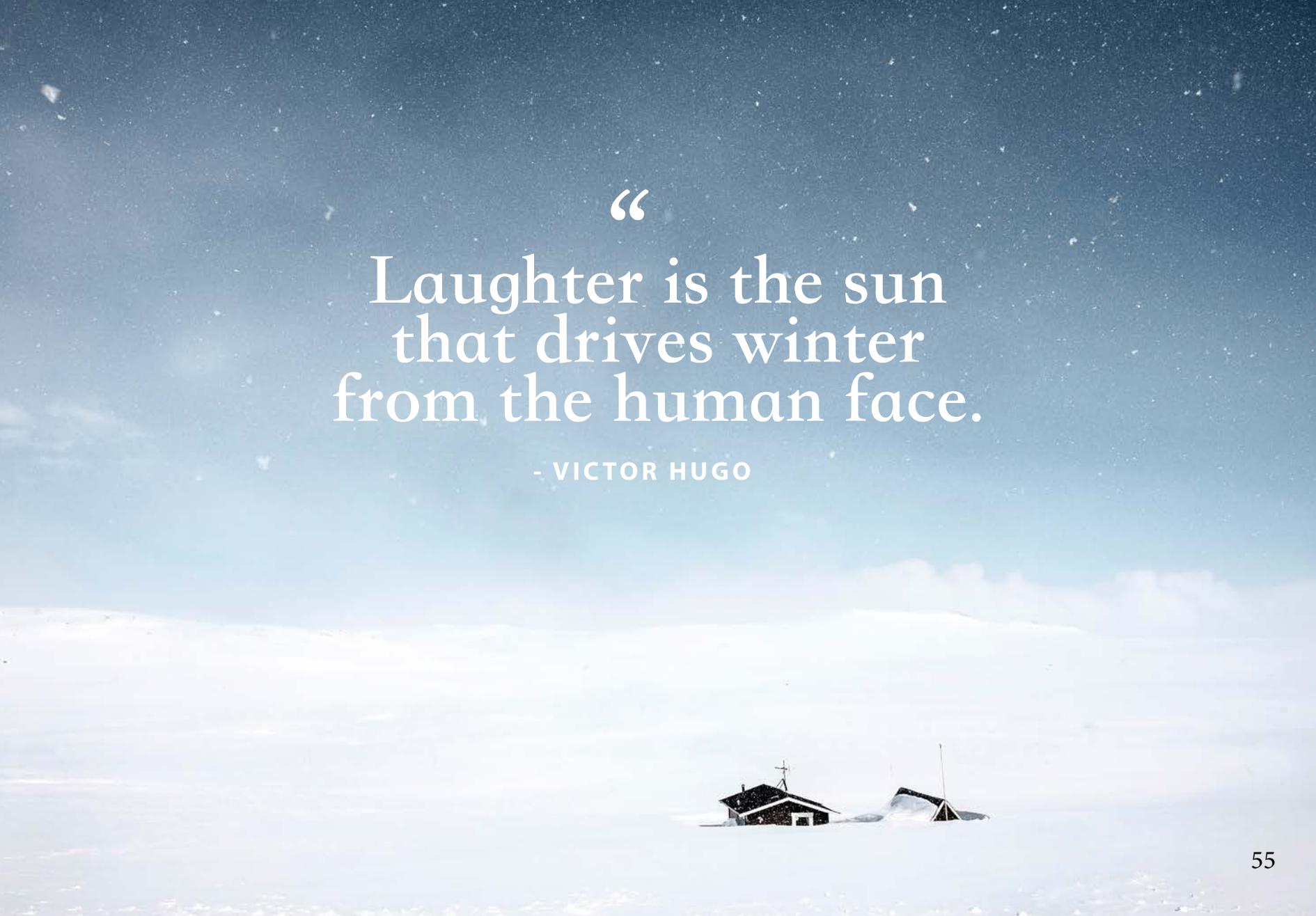
### Staying Empathic Without Too Much Suffering – Am I Ready to Bounce Back?

To conclude our series of Fireside Chats for the year, we welcomed Dr Rinkoo Ghosh to present Part 2 of 'Partners on the Path' on 20 October 2021. 117 participants benefitted from Dr Rinkoo's sharing about empathic distress and its impact on caregivers. Participants learned about the difference between empathic distress vs empathic concern, and the various tools that one can use to prevent empathetic burnout.

Participant Kim Goh expressed her appreciation, *"I'm exhausted from juggling my responsibilities and this session made me realise that I am doing too much for my care recipient. The last few weeks had been difficult, and this session is timely, thank you."*



FIRESIDE CHAT (2021)



“  
Laughter is the sun  
that drives winter  
from the human face.

- VICTOR HUGO

# CAL in the Spotlight

With the ongoing COVID pandemic, mental health and caregiving were topics of interest in 2021. CAL was featured prominently in the media almost every month in 2021, which enabled us to reach out to caregivers in need. We are grateful for the opportunities available for our caregivers and colleagues to advocate for mental health, especially given the relevance of our programmes and services in the current situation.



## ARTICLE

调查：照顾精神分裂病患 四分是中年妇女且不少被迫离职  
8 January 2021 | [Lianhe Zaobao](#)

Penjaga skizofrenia perlu bantuan  
4 March 2021 | [Berita Harian](#)

The Big Read: As Singapore society ages, who will care for the caregivers?  
8 March 2021 | [CNA](#)

Power to the People: Jennifer Fan, Vice-Chair of Caregivers Alliance Limited, on mental healthcare  
9 March 2021 | [Prestige](#)

Mask for Good: Thank you for helping us raise more than \$10,000 for Caregivers Alliance!  
15 March 2021 | [Prestige](#)

Voiceless and vulnerable, elderly susceptible to abuse  
30 March 2021 | [TheHomeGround Asia](#)

Walk for Mental Wellness Campaign  
6 April 2021 | [The Wellness Insider](#)

Caregivers Alliance launches mental health awareness campaign  
7 April 2021 | [The Business Times](#)

Walk for Mental Wellness with the Caregivers Alliance  
8 April 2021 | [The Active Age](#)

Championing the mental health cause  
20 April 2021 | [The New Paper](#)

Mental wellness an important issue amid Covid-19 pandemic: Shanmugam  
1 May 2021 | [The Straits Times](#)

Commentary: Worries over COVID-19 situation are taking a mental toll on Singapore  
30 May 2021 | [CNA](#)

Care groups see spike in mental health crises in Singapore amid heightened alert curbs  
15 June 2021 | [The Straits Times](#)

Creating a caring kampung: Rethink how to care and support caregivers  
17 June 2021 | [The Straits Times](#)

Staying sane in S'pore: The impact of coronavirus on mental health  
23 June 2021 | [Yahoo News](#)

Global leaders: The Singaporean women leading the way at a pharmaceutical giant  
26 August 2021 | [The Straits Times](#)

患罕见“疑病症”少年整天怀疑自己罹患绝症  
27 August 2021 | [Lianhe Wanbao](#)

Courses and support networks help young caregivers facing burnout  
5 September 2021 | [The Straits Times](#)

Support programme helped young caregiver of elderly parents cope with responsibilities  
5 September 2021 | [The Straits Times](#)

Championing Caregivers: Non-profit organisation Caregivers Alliance Limited helps mental health caregivers find solidarity among their peers by providing the resources and emotional support  
22 September 2021 | [Singapore International Foundation](#)

Covid-19 highlights importance of social sector and volunteerism: President Halimah  
11 October 2021 | [The Straits Times](#)

Celebrating giving efforts amid the pandemic: PVPA 2021's winning initiatives span a variety of causes, such as racial and religious harmony  
12 October 2021 | [The Business Times](#)

Time to Care  
15 October 2021 | [The Karyawan](#)

Who cares for caregivers? Volunteers share how their challenges inspired them to help others care for loved ones  
7 December 2021 | [The Pride](#)



Altered Lives  
15 October 2021 | [CNA](#)

## TELEVISION



## RADIO

Capital 95.8 城市频道 – 其实你懂吗: 照顾者的自我照顾  
23 July 2021 | [Capital 95.8FM](#)



“

Volunteers do not necessarily have the time; they just have the heart.

- ELIZABETH ANDREW

# Our Volunteers

Volunteerism is one of CAL's key pillars. In order to volunteer, caregivers are first required to complete CAL's C2C Programme, after which they would receive training to become skilled volunteer trainers. Here at CAL, all of our C2C programmes are co-facilitated by a caregiver volunteer. By giving back and sharing their own lived experiences, caregivers derive meaning and purpose from all that they have gone through.

Upon trying to sign up as a volunteer, Alvyna Han was told that she first had to attend C2C and she did so in May 2017. She served as a volunteer after completing the programme, worked part-time with CAL on the Reconnect with Caregivers project, and eventually joined as a full-time staff in 2021. "Volunteering in C2C classes and subsequently working at CAL, I had opportunities to gain knowledge on mental health conditions, learn new skills, listen to other caregivers' sharing, join their activities and even to share my own recovery story," shares Alvyna. "Through the years of interacting with caregivers, I have grown and matured as a person, and am finally able to resolve the burdens that held me back from living life fully."

Apart from C2C, caregiver volunteers also play an important role in media interviews, CAL outreach activities, as well as engagement events.

In 2021, we trained 53 new caregiver volunteer through our Train-the-Trainer (TTT) Programme. 212 volunteers were deployed, and a total of 4,466 volunteer hours contributed.

In this section, we introduce four caregiver volunteers who achieved personal breakthroughs in their caregiving journey, and how their experience with CAL inspired them to give back.

## LYDIA PHANG

*Caregiver to loved one with Schizophrenia*

"CAL has been a great support to me in providing **needful resources, imparting skills and knowledge** in the area of mental health. As a caregiver myself, it was CAL's C2C for Young Caregivers programme and the opportunity to be a volunteer trainer that got me through some of the toughest periods. I highly recommend caregivers and caregivers-to-be to join CAL's C2C Programme as they would gain both a **better understanding of mental health, and a community of support**. To my fellow caregivers, know that **you're never alone**. There are many caregivers around you who are ready to lend you a listening ear, moral support, and to walk this long journey with you."



## LEOW PENG YEOW

*Caregiver to his friends*

“我是李炳耀先生，曾经照顾两位在康复中的朋友。一开始，我对与心理疾病的了解一窍不通，照顾技能更谈不上。过后，我在搜寻多家有关的机构和医院的当儿，才找到照顾者联盟（CAL）。

我报名参与了CAL的照顾者互助培训课程(C2C)，学习了照顾技巧，模式，药物常识等等。更重要的是，CAL是唯一能让我安定下来的圣所，让我了解怎么在支持朋友的同时也照顾好自己，以免陷入倦怠。完成C2C后，我担任义工导师，接受了培训，开始教导新学员，与他们一起分享经验，交流等等。我想感谢CAL给予我在照顾方面获取更多知识和照顾经验的机会。

最后，我想让每位照顾者知道，连续不断的社群支持，在照顾亲人的过程的确是有正能量的。我们彼此相互支持，一起度过。加油！”



“I am Lee Peng Yeow, previously caring for two friends who are in recovery. In the initial stages, I knew little about mental health, let alone caregiving. As I researched about related organisations and medical institutions, I chanced upon Caregivers Alliance Limited (CAL).

I registered for CAL's C2C Training Programme and learnt about caregiving techniques, models, medication, etc. More importantly, CAL became the only **sanctuary** where I could learn to care for my friends while also **ensuring that I care for myself to prevent caregiver burnout**. Upon completing the C2C Programme, I received training to become a Volunteer Trainer, and began facilitating in new classes, sharing and exchanging lived experience with the participants. I would like to thank CAL for providing me the platform and opportunity to continue growing in caregiving insight and experiences

Finally, my message to caregivers is that having a **continued community support enriches and brings positivity** into the caregiving journey. Let us support one another, and get through it together.”

## CHRISTINE LIM

*Caregiver to herself*

“C2C课程重在实用，以简单易懂的文句，提供非常有用的知识和讯息。C2C导师们的经验和分享让我从中得到启发，在课程完毕后担起倡导的任务。这项任务包括：让其他人多了解心理健康的重要性，尝试摘除他们看待心理疾病患者歧视的眼光，并了解心理健康问题不是可耻的疾病。

亲爱的照顾者们，我们并不是一个人走。我们的尊言，价值都不是别人定义的。只要我们清楚自己扮演的角色，建立自己的自信心，给自己掌声，尽心尽力，就很足够了。所谓《身心灵健康》，身体健康固然重要，保持心灵健康更要加强。”

“The C2C Training Programme focuses on practicality, and is taught in easy-to-understand terms. It equips us with useful knowledge about mental health conditions coupled with volunteer and caregivers' sharings. Upon completing the course, it inspired me to **advocate**, spreading the importance of mental health, to **remove the stigma** against persons with mental health issues, and to spread the understanding that **mental health issues are not illnesses to be ashamed about**.

Dear Caregivers, we are not walking this journey alone. Our dignity and value are not given to us by others. As long as we understand the role that we play, continue to build our confidence, applaud for ourselves, and continue to give our best, **we are enough**. Known as “Healthy Body and Mind”, while physical health is crucial, it is also important that we maintain our mental health.”



## FAIZA BINTE SANIP

### *Caregiver to loved one with Schizophrenia*

“Menghadiri kursus C2C membantu saya untuk memahami dan menerima diagnosis anak saya. Saya belajar untuk berkomunikasi dengan lebih baik dan menyokong beliau dalam perjalanan pemulihannya. Sokongan emosi yang saya terima daripada fasilitator CAL dan berinteraksi dengan penjaga lain yang melalui cabaran yang sama, memberi saya harapan dan motivasi untuk meneruskan perjalanan penjagaan saya.

Saya menjadi sukarelawan CAL untuk membantu penjaga lain seperti saya untuk menyokong pemulihan orang yang mereka sayangi. Pada awalnya, keluarga saya melalui kekeliruan dan kurang pengetahuan mengenai kesihatan mental. Ia tidak mudah kerana stigma – tidak banyak anggota keluarga atau masyarakat yang mahu berbincang secara terbuka mengenainya. Saya berazam untuk memperkasakan para penjaga dalam menyokong orang yang mereka sayangi dan untuk orang tersayang mereka mendapatkan rawatan dan sokongan yang mereka perlukan untuk pulih.

Pesanan saya kepada semua penjaga adalah untuk bersabar dan memberi ruang, masa dan sokongan padu untuk orang tersayang kita pulih. Secepatnya kita menerima situasi kita dan kondisi orang tersayang, lebih cepat mereka boleh mendapat bantuan untuk pulih.”

“Attending C2C helped me to understand and accept my son’s diagnosis. I learned to **communicate better** and support him in his recovery journey. The emotional support that I received from the CAL facilitator and by being with other caregivers going through similar challenges, gave me **hope and motivation** to carry on my caregiving journey.

I became a CAL volunteer to help other caregivers like me to support their loved ones. My family went through a period of confusion and lack of clarity about mental health conditions. It was not easy due to the stigma – few people in the family or community wanted to talk openly about it. I want to make a difference for **caregivers to be more empowered** in supporting their loved ones and for their loved ones to get the treatment and support that they need to recover.

My message to all caregivers is to **be patient and give space, time and solid support for our loved one to recover**. The sooner we accept our situation and our loved one’s condition, the sooner they can get help for recovery.”



“  
They who sing through  
the summer must dance  
in the winter.

- ITALIAN PROVERB

# Acknowledgments



## KEY PARTNERS AND SUPPORTERS

Besides volunteers, our partners have been invaluable in supporting us. We are privileged to have received support not only in terms of finances, but in many other ways.

## SPONSORSHIP AND SUPPORT FOR PROGRAMMES

- AIC (CREST Funding)
- Capital Group (C2C YCG Funding)
- HSBC (C2C YCG Funding)
- NCSS (C2C and E2E Funding)
- Tan Chin Tuan Foundation (C2C Dementia Funding)
- The Majority Trust (C2C Dementia Funding)
- Tote Board (1-for-1 Fund Matching for W4MW Campaign)

## ENGAGEMENT ACTIVITIES AND PROGRAMMES

- Annastazia Tay, Cindy Tan, Lee Peng Yeow & Valerie Liu (Strength in Supporting A Loved One in Recovery)
- Dr Adriana Banozic (Cognitive-Behavioural Approaches in Managing Pain)
- Dr Rinkoo Ghosh (Partners on the Path: Caregiver Resilience; Partners on The Path II: Staying Empathic Without Too Much Suffering – Am I Ready to Bounce Back?)
- Dr Victoria Sucharita Das (Medication and Compliance)
- Eirliani Abdul Rahman (On Resilience and Being A Survivor)
- Esplanade – Theatres on the Bay (Esplanade Community Online Songwriting Workshop – Being My Own Best Friend)
- Jackie Tay (An Overview of Wellness Recovery Action Planning®)
- Johnson & Johnson Pte Ltd (Nationwide Caregivers Forum 2021)
- Kathleen Chia (Relax Creatively with Pastel Nagomi Art; Zoom Creatively with Pastel Nagomi Art – Christmas is here!)
- Margaret Ong (The Need for Two Separate Identities – Illness & Loved One)
- Shared Gifting Circle (Trauma-Informed Care Awareness Talk; Trauma-Informed Care Workshop for Parents & Caregivers)
- Vasanthi Pillay (Stress & Sleep; Deep Relaxation Technique)
- Youth Corp Singapore (Creation of Youth-to-Youth Programme)
- Tote Board (1-for-1 Fund Matching for W4MW Campaign)



## DONORS WHO CONTRIBUTED \$1000 & ABOVE IN 2021

### ORGANIZATIONS

- 8VI Global Pte Ltd
- Analog Devices Int'l Inc.
- Apple Inc.
- Binjai Tree
- Burda Singapore Pte Ltd
- Capital International Inc.
- Deutsche Bank
- Google Inc.
- Heliconia Capital Management Pte Ltd
- Holywell Foundation Limited
- Hostelling International Singapore
- HSBC Bank
- Mellford Pte Ltd
- Tan Chin Tuan Foundation
- Select Group Pte Ltd
- Tantallon Capital Advisors Pte. Ltd.
- The Centre For Inner Studies In Singapore Ltd
- The Community Foundation of Singapore
- The Majurity Trust
- The Silent Foundation Ltd
- Tote Board

### INDIVIDUALS

- Andrew Ang Choon Her
- Andrew Kwan Kok Tiong
- Ang Hao Yao
- Ang Peng Tiam
- Ang Wan Ching
- Ang Yee Lim
- Angeline Yang
- Anil Christopher Mohan
- Anthony Koh Chit Se
- Asha Dixit
- Aw Bang Hui
- Benny Ong
- Catherine Tan
- Chan Boon Kheng
- Charlotte Yew Li Lin
- Cheong Nancy
- Chew Gek Khim
- Chew Kwee San
- Chia Yue Choy
- Chua Ah Suai
- Chua Chee Yong
- Chua Hui Mei Cheryl
- Chua Lai Poh
- Chua Siew Eng
- Chung Wei Han
- Clement Poh
- Dave Chin
- Dawn Kua
- Demierre Pascal Guy Chung-Wei
- Elisabeth Clarice Esther Gustava
- Frank Kwong Shing Wong
- Gan Pei Pei Priscilla
- Gan Seng Chee
- Hwang Yee Cheau
- Jeff Barber
- Jennifer Fan
- Jocelyn Teo Su Lin
- Julia Raiskin
- Katherine Chen Seng Yow
- Kenneth Tan Jhu Hwa
- Kevin Tan Boon Kuan
- Khoo Boo Jin
- Kwan Sin Han Mary
- Lee Bee Lian
- Lee Boon Sai
- Lee Kim Hong
- Lee Ming San
- Leong Kin Hua
- Lim Hian Boon Andrew
- Lim Hsuen Elaine
- Lim San San
- Low Lai Yip
- Lynch Timothy Dennis
- Marie Elaine Teo
- Mohapatra Akash
- Neelamani Muthukumar
- Ngui Ai Leen
- Ong Lai Keong
- Ong Tek Khoan
- Ong Tiong Boon
- Pauline Goh
- Phillip Wang
- Phua Lay Peng Denise
- Phua Yuning Agatha
- Poh Hai
- Puah Tuan Soon Benson
- Raymond Choo
- Sui Ling Cheah
- Tan Cheng Guan
- Tan Chue Tin
- Tan Gek Hiah
- Tan Lie Mui
- Tan Pui Yong
- Tee Fong Seng
- Teo Tiow Guan
- Tey Su Hui Jeannie
- Thng Li Sok
- Tim Oei
- Timothy Lee Siew Teck
- Toe Teow Heng
- Tong Chai Khim
- Vernie Oliveiro
- Vikram Subrahmanyam
- Voo Ailing Kathleen
- Willett Gilbert Thomas
- Willie Cheng Jue Hiang
- Wong Ee Kay Geoffrey
- Yap Sook Ting
- Yeo Milac
- Yeo Wei Ping Patricia
- Yong Sii Kiet
- Zalifah Ibrahim

“  
Every winter has its spring.

- H. TUTTLE

## Board of Directors



**CHEW SUTAT**  
CHAIRMAN

Appointed: 10 December 2015

Member, Nominations & Human  
Resource Committee,  
Member, Fundraising Committee

Chairman, Shan De Advisors



**JENNIFER FAN**  
VICE-CHAIRMAN

Appointed: 1 October 2017

Chairman, Fundraising Committee  
Member, Finance Committee

Chief Asia Officer, Freemont Capital



**RAYMOND CHOO**  
DIRECTOR

Appointed: 11 May 2019

Member, Nominations & Human  
Resource Committee,  
Member, Audit Committee

General Counsel, Canyon Global  
Holdings Pte Ltd



**DR CHUA SIEW ENG**  
DIRECTOR

Appointed: 1 January 2019

Chairman, Programmes & Services Committee  
Member, Fundraising Committee

Specialist Psychiatrist, Raffles Medical Group



Appointed 21 August 2020  
 Member, Finance Committee  
 Healthcare Administrator & Family Physician in private practice

**DR JULIAN HONG**  
**DIRECTOR**



Appointed: 21 March 2013  
 Chairman, Audit Committee  
 Partner, Thong & Lim, Chartered Accountants

**LIM JEN HOWE**  
**DIRECTOR**



Appointed: 1 May 2018  
 Chairman, Nominations & Human Resource Committee  
 Member, Audit Committee  
 Former Group CEO, Tiger Airways Holdings

**KOAY PENG YEN**  
**DIRECTOR**



Appointed: 26 September 2019  
 Member, Finance Committee  
 Former CFO, Certis CISCO

**FRANCINE LIM**  
**DIRECTOR**



Appointed: 26 September 2019  
 Member, Fundraising Committee  
 Senior Investment Strategist, DBS Bank

**JASON LOW**  
**DIRECTOR**



Appointed: 1 May 2018  
 Member, Programmes & Services Committee  
 CEO, National Kidney Foundation

**TIM OEI**  
**DIRECTOR**



**WONG KOK YEE**  
**DIRECTOR**



Appointed: 30 June 2020  
 Member, Programmes & Services Committee  
 Assistant Chairman Medical Board (Clinical), Senior Consultant and Chief, Department of Mood and Anxiety, Institute of Mental Health

**DR MOK YEE MING**  
**DIRECTOR**



Appointed: 1 October 2017  
 Chairman, Finance Committee  
 Member, Programmes & Services Committee  
 CEO, Kasa Singapore Pte Ltd

**GALEN TAN**  
**DIRECTOR**

Appointed: 1 January 2017  
 Member, Nominations & Human Resource Committee  
 Member, Audit Committee  
 Director, Wong Kok Yee Tax Services Pte Ltd

## Board Meeting Attendance

Directors	Number of Meetings	Attendance
Chew Sutat	4	4
Jennifer Fan	4	3
Raymond Choo	4	4
Dr Chua Siew Eng	4	4
Dr Julian Hong	4	4
Lim Jen Howe	4	4
Francine Lim	4	3
Jason Low	4	4
Koay Peng Yen	4	4
Dr Mok Yee Ming	4	4
Tim Oei	4	4
Galen Tan	4	3
Wong Kok Yee	4	4

## Board Sub-Committee Meeting Attendance

### Audit Committee

Directors	Number of Meetings	Attendance
Lim Jen Howe, Chairperson	5	5
Wong Kok Yee, Member	5	2
Koay Peng Yen, Member	5	5
Raymond Choo, Member	5	4
Jared Goh, Secretariat	5	5

## Finance Committee

Directors	Number of Meetings	Attendance
Galen Tan, Chairperson	3	3
Jennifer Fan, Member	3	3
Francine Lim, Member	3	3
Dr Julian Hong, Member	3	2
Jared Goh, Secretariat	3	3

## Nominations & Human Resource Committee

Directors	Number of Meetings	Attendance
Koay Peng Yen, Chairperson	3	3
Chew Sutat, Member	3	3
Wong Kok Yee, Member	3	2
Raymond Choo, Member	3	2
Jared Goh, Secretariat	3	3

## Programmes & Services Committee

Directors	Number of Meetings	Attendance
Dr Chua Siew Eng, Chairperson	1	1
Tim Oei, Member	1	1
Galen Tan, Member	1	1
Dr Mok Yee Ming, Member	1	1
Jared Goh, Secretariat	1	1

## Fundraising Committee

There was no formal meeting for the year.

“  
In winter, we must protect one another, keep each other warm, share our strengths.

- GEORGE R.R. MARTIN



# Corporate Governance

CAL is led by a Board of Directors who are elected or co-opted volunteers. The Board is headed by the Chairman and consists of Board Directors who possess diversified leadership experience across various public and private sectors. No staff sits on the Board. The Chief Executive Officer, Head of Operations & Programmes, Head of Communications, Head of Outreach & Corporate Services, and other staff, where necessary attend Board meetings as CAL staff. In 2021, the Board met four times and exercised governance over CAL's strategic plans, progress and activities throughout the year. The authorities, duties and responsibilities of the Board are guided by CAL's Constitution and Terms of Reference (TOR) for the various committees.

CAL has an induction and training policy for new Board Directors where they will be issued with a Board Orientation Kit and given a briefing by the Chief Executive Officer/Senior Management on CAL's vision, mission, strategy and operation. During the year, the Board undertook a self-evaluation assessment.

## CAL has the following sub-committees:



## Whistle Blowing Policy

CAL promotes an open, transparent, no-rank culture where whistle blowers – staff, volunteers, suppliers, and the general public – are encouraged to whistle blow about any possible corporate or employee improprieties in good faith without fear of punishment or unfair treatment. Reports may be channelled to CAL's designated email account: [whistleblow@cal.org.sg](mailto:whistleblow@cal.org.sg).

This will be auto-forwarded to the Board Chairman and the Audit Committee Chairman. All reports will be treated in strictest confidence and promptly investigated.

## Conflict of Interest

The Board adopts the policy of declaration by the Board Directors and all staff of any personal interests that may affect the integrity, fairness and accountability to CAL. When a situation arises where there is a conflict of interest, the Director or staff shall abstain from participating in the discussion, decision making and voting on the matter.

## Transparency

CAL provides its Governance Evaluation Checklist from the Code of Governance for Charities and Institutions of a Public Character, a yearly summary of its financial information and copies of CAL Annual Report in the CAL website and on the Charity Portal for access by members of the public. In addition to disclosing whether CAL has complied with each requirement under the checklist, CAL has further elaborated on how it has complied.

## Financial and Budgeting

Budgeting exercise for each programme, project and event is conducted before the beginning of the financial year and approved by the Board. Monthly financial reports are generated by the Finance Department, circulated to the Chief Executive Officer, Finance Committee and the Board Chairman to monitor the actual spending against budget. Quarterly budget reviews are also conducted and reported during the regular board meetings as well. CAL has a proper chart of authority for seeking approval for procurement and payment, which is approved by the Board.

## Remuneration Policies

All Directors of the Board are volunteers and do not receive any remuneration. To avoid potential conflict of interest when determining the remuneration of key management staff within CAL, there is a formal and transparent procedure for determining key management personnel's remuneration by the Nominations and Human Resource Committee. No employee is involved in deciding his or her own remuneration.

## Reserves and Investment Policy

CAL has a reserves policy in place to protect itself from unforeseen adversities which may disrupt the work of CAL, while at the same time avoid the accumulating of excessive financial resources.

## Other Practices

CAL does not provide any loan to staff or external parties. It also does not make any cash donations to external parties.

# GOVERNANCE EVALUATION CHECKLIST SUBMISSION FOR JAN TO DEC 2021

S/No.	Code Guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
<b>BOARD GOVERNANCE</b>				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	This is usually carried out as soon as possible upon joining the Board. New Board Directors are also invited to be special guests at the graduation of Caregivers Training Classes to understand how caregivers benefit from our programmes.
	Are there governing board members holding staff appointments?		No	Neither are there staff holding Board appointments.
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	The Chairman of the Finance Committee has not served more than four years in this capacity.
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	Re-nomination is carried out once every two years.
6	The Board conducts self-evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	The Board conducts self-evaluation at least once in 2 years.
	Is there any governing board member who has served for more than 10 consecutive years?		No	There has been continual renewal of new Board Directors. The longest serving director has not served more than 9 years.
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	The Corporate Governance Manual covers the roles and responsibilities of Board Directors and the terms of reference for all sub-committees.

<b>CONFLICT OF INTEREST</b>				
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	There is an annual declaration of conflict of interest carried out in the beginning of the year. Board Directors also make ad-hoc declarations during the rest of the year, as required.
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	All Board Directors are prohibited from any business dealings and contract with CAL. Affected Board Directors will have to declare and recuse themselves if a conflict of interest arises.
<b>STRATEGIC PLANNING</b>				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	The review is carried out periodically. Management will propose the strategic plans, and these will be presented, discussed and approved by the Board during the annual budget exercise, usually at the last Board meeting of the year.
<b>HUMAN RESOURCE AND VOLUNTEER MANAGEMENT</b>				
12	The Board approves documented human resource policies for staff.	5.1	Complied	HR policies for staff are proposed by management, reviewed and endorsed by the Nominations and HR Committee, and approved by the Board.
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	The Code and Conduct guidelines are documented as part of the Corporate Governance Manual, Staff HR Manual and Volunteer Management Manual.

14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	Annual appraisal and training plans are in place for all staff. Open appraisals are carried out at the end of each year where staff performance will be discussed and graded. 360° feedback is also performed to gauge staff's commitment level to the organisation's behavioural values.
	Are there volunteers serving in the charity?		Yes	We have 241 active volunteers serving the charity in various capacities in 2021.
15	There are volunteer management policies in place for volunteers.	5.7	Complied	Policies are captured in the Volunteer Management Manual.
<b>FINANCIAL MANAGEMENT AND INTERNAL CONTROLS</b>				
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	This is documented in the Corporate Governance Manual. All loans, donations, grants or financial assistance, if any, would have to be approved by the Board.
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	This is documented in the Corporate Governance Manual and the Finance Manual. Authorisation limits, procurements and payment procedures etc., are endorsed and approved by the Board.
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	The Board conducts reviews through its Finance, Audit and Programmes & Services Committees.
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	The Board has conducted an enterprise risk assessment exercise which is then regularly monitored and reviewed through the Audit Committee.
20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	The annual budget is reviewed and approved by the Board. Monthly management reports are prepared to compare against the approved budget.

	Does the charity invest its reserves (e.g. in fixed deposits)?		Yes	The charity invests its reserves in low risk short-term investments and time deposits with approval from the Board.
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	This investment policy is documented in the Corporate Governance Manual and will be reviewed where necessary. The Reserves and Investment Policy is disclosed in CAL's Annual Report.
<b>FUNDRAISING PRACTICES</b>				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year?		Yes	The charity receives cash donations through caregivers' and public's freewill donations and other fundraising activities.
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	All direct donations are issued with receipts including tax exempted receipts when required. In addition, donations are reported quarterly to the Board. Cash donations are deposited as promptly as practically possible.
	Did the charity receive donations in kind during the financial year?		No	The charity did not receive any donations in kind.

**DISCLOSURE AND TRANSPARENCY**

24	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	Besides the number of Board meetings, attendance at Board meetings and Sub-Committee Meetings are also disclosed in the Annual Report.
	Are governing board members remunerated for their services to the Board?		No	No Board Directors are remunerated for their services.
	Does the charity employ paid staff?		Yes	
27	No staff is involved in setting his own remuneration.	2.2	Complied	No staff is involved in setting his own remuneration. CAL strives to follow the salary scales provided by NCSS as closely as possible. Annual increments are approved by the Board.
28	The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	The annual remuneration of staff exceeding \$100,000 is disclosed in CAL's Financial Statements that form part of the Annual Report. None of CAL staff serves as a governing Board Director of the charity.
29	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family* belonging to the Executive Head* or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family* belonging to the Executive Head* or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	None of the staff is related to or is a close member of the family of the Chief Executive Officer or a governing Board Director. This is disclosed in the Annual Report.

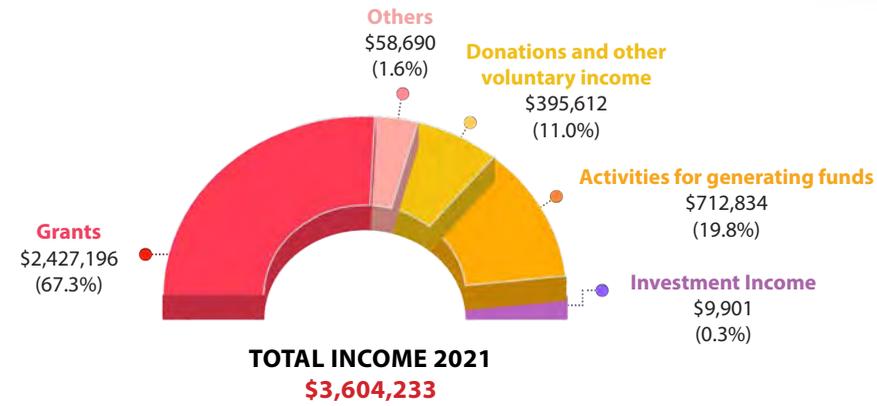
**PUBLIC IMAGE**

30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	This is documented in the Communications Policy.
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# FINANCIAL INFORMATION

Income	2021	2020	2019
Income from charitable activities*			
- Grants	2,427,196	2,265,322	1,792,640
- Others	58,690	33,090	13,221
Donations and other voluntary income	395,612	1,360,120	203,863
Activities for generating funds	712,834	680,215	1,026,127
Investment income	9,901	34,616	46,365
<b>Total Income</b>	<b>3,604,233</b>	<b>4,373,363</b>	<b>3,082,216</b>

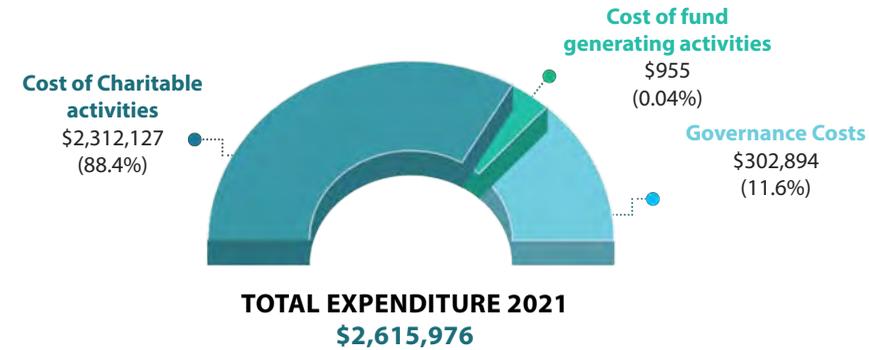


Balance Sheet	2021	2020	2019
Total Assets	7,921,437	6,908,450	4,775,049
Total Liabilities	(378,607)	(353,877)	(185,763)
<b>Net Assets</b>	<b>7,542,830</b>	<b>6,554,573</b>	<b>4,589,286</b>
General Funds	5,073,095	4,443,252	3,215,512
Restricted Funds	2,469,735	2,111,321	1,373,774
<b>Total Funds</b>	<b>7,542,830</b>	<b>6,554,573</b>	<b>4,589,286</b>

Other Information	2021	2020	2019
Staff and related costs classified as:			
Costs of charitable activities*	2,153,203	2,094,940	1,671,996
Governance costs	276,445	156,417	354,823
	<b>2,429,648</b>	<b>2,251,357</b>	<b>2,026,819</b>
No. of Employees	35	32	30

\* The charitable activities of the Company include our signature Caregivers-to-Caregivers (C2C) Training Programme, Engagement-to-Empowerment (E2E) Programme, and providing a community safety network for caregivers of persons with or at-risk of mental health conditions

Expenditure	2021	2020	2019
Costs of charitable activities*	2,312,127	2,219,810	1,909,070
Costs of generating funds	955	94	88,056
Governance costs	302,894	188,172	405,939
<b>Total Expenditure</b>	<b>2,615,976</b>	<b>2,408,076</b>	<b>2,403,065</b>
<b>Surplus</b>	<b>988,257</b>	<b>1,965,287</b>	<b>679,151</b>



\* The charitable activities of the Company include our signature Caregivers-to-Caregivers (C2C) Training Programme, Engagement-to-Empowerment (E2E) Programme, and providing a community safety network for caregivers of persons with or at-risk of mental health conditions



“  
One kind word can warm  
three winter months

- JAPANESE PROVERB





caregivers alliance  
limited

**CAL Head Office**

491-B River Valley Road, #04-04  
Valley Point Office Tower, Singapore 248373  
Email: [general@cal.org.sg](mailto:general@cal.org.sg) | Tel: 6460 4400

**Caregivers Support Centre**

Institute of Mental Health (Block 1 Lobby),  
Buangkok Green Medical Park  
10 Buangkok View, Singapore 539747  
Email: [emailcentral@cal.org.sg](mailto:emailcentral@cal.org.sg)  
IMH CSC Helpline: 6388 2686 / 6388 8631

**Changi General Hospital**

Email: [emaileast@cal.org.sg](mailto:emaileast@cal.org.sg) | Helpline: 9736 9170

**Khoo Teck Puat Hospital**

Email: [emailcentral@cal.org.sg](mailto:emailcentral@cal.org.sg) | Helpline: 9826 7115

**Ng Teng Fong General Hospital**

Email: [emailwest@cal.org.sg](mailto:emailwest@cal.org.sg) | Helpline: 9720 7590

**National University Hospital**

Email: [emailwest@cal.org.sg](mailto:emailwest@cal.org.sg) | Helpline: 9770 7996

**Tan Tock Seng Hospital**

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