

minds



**Deepening
the Movement,
Deepening
Professionalisation**

Annual Report
2023/2024

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VISION To be a social service organisation that advances the development, well-being and aspirations of Persons with Intellectual Disability (PWIDs).

MISSION To offer person-centred services that meet the needs, interests, and aspirations of PWIDs and their families across their lifespan, with the aim of:

- Maximising their development and well-being;
- Empowering and maximising their potential to fulfil their aspirations; and
- Enabling their participation and contribution to society.



BOARD MEMBERS OF MINDSG LTD

1. Mr Augustin Lee

Chairman (Appointed in Oct 2022)
 Second Permanent Secretary, Smart Nation and Digital Government Group
 Second Permanent Secretary, Education
Previous board appointments in MINDS Society: Chairman (2019-2023); Vice President (2011-2015); Co-opted Member (2009-2011)



2. Mr Geoffrey Ong Boon Tiong

Board Director of Finance (Appointed in Oct 2022)
 Chief Executive Officer, Singapore Heart Foundation
Previous board appointments in MINDS Society: Vice-Chairman (2019-2023); Elected Member (2017-2019); Co-opted Member (2015-2017); Honorary Auditor (2013-2017)



3. Mr Eugene Nai Ziping

Board Director (Appointed in Oct 2022)
 General Counsel – Asia Pacific, A.P. Moller-Maersk
Previous board appointments in MINDS Society: Honorary Secretary (2019-2023); Honorary Assistant Treasurer (2017-2019); Co-opted Member (2014-2017)



4. Dr Giles Tan Ming Yee

Board Director (Appointed in Oct 2022)
 Senior Consultant & Psychiatrist, Institute of Mental Health
Previous board appointments in MINDS Society: Honorary Assistant Secretary (2021-2023); Elected Member (2019-2021)

5. Mr Lee Shyong

Board Director (Appointed in Oct 2022)
 Group Head of Public Sector, Sovereign Wealth & Pension Funds, Services and Partnership & Innovation Global Corporate Banking, OCBC Bank
Previous board appointment in MINDS Society: Honorary Assistant Treasurer (2019-2023)



9. Ms Kok Moi Lre

Board Director (Appointed in May 2023)
 Partner, PricewaterhouseCoopers LLP

11. Ms Loh Yuh Yiing

Board Director (Appointed in Sep 2023)
 Chief Operating Officer, SPH Media

6. Mr Gerald Ng Wei Ming

Board Director (Appointed in Oct 2022)
 Vice President, Regulatory Affairs and Sustainability, Changi Airport Group
Previous board appointments in MINDS Society: Elected Member (2021-2023); Co-opted Member (2009-2012)

10. Mr Shahrin Abdol Salam

Board Director (Appointed in Sep 2023)
 Chief Executive Officer, Singapore, SingPost Ltd

12. Mr Kelvin Koh

Board Director (Appointed in Nov 2022)
 Chief Executive Officer, MINDS

7. Ms Wee Jie Yin

Board Director (Appointed in Oct 2022)
 Associate Category Lead, Goodyear Orient Company Pte Ltd
Previous board appointments in MINDS Society: Elected Member (2021-2023); Co-opted Member (2018-2021)



8. Ms Sue-Ann Phay Weilin

Board Director (Appointed in Oct 2022)
 Partner, Wong Partnership LLP
Previous board appointment in MINDS Society: Elected Member (2019-2023)

We would like to thank **Ms Quah Ley Hoon** (2017 – 2023); **Mr David Kwok Tai Peng** (2019 – 2023); **Ms Frances Cheang Chin Neo** (2019 – 2023); **Captain Roger Loh Chin Chan** (2021 - 2023; 2007 - 2019) and **Mdm Mimi Tan** (2021 - 2023; 2007 - 2019) for their contributions to MINDS.

MINDS BOARD

No. of Board Meetings for MINDSG Ltd in FY23/24: 3

Board Member	Board Appointment	Attendance at Board Meetings
Mr Augustin Lee	Chairman	3/3
Mr Geoffrey Ong	Board Director of Finance	2/3
Ms Quah Ley Hoon	Board Director	1/3*
Mr Eugene Nai	Board Director	2/3
Dr Giles Tan	Board Director	3/3
Mr David Kwok	Board Director	1/3*
Mr Lee Shyong	Board Director	2/3
Ms Frances Cheang	Board Director	1/3*
Ms Sue-Ann Phay	Board Director	3/3
Ms Wee Jie Yin	Board Director	3/3
Mr Gerald Ng	Board Director	3/3
Captain Roger Loh	Board Director	1/3*
Mdm Mimi Tan	Board Director	0/3*
Ms Kok Moi Lre	Board Director	3/3
Mr Kelvin Koh	Board Director	3/3
Mr Shahrin Abdol Salam	Board Director	2/3**
Ms Loh Yuh Yiing	Board Director	1/3**

* Board Member stepped down in Sep 2023

**Board Member appointed in Sep 2023

BOARD MEMBERS

Board Executive Committee (EXCO)

Chairman

Mr Augustin Lee

Members

Mr Eugene Nai

Dr Giles Tan

Mr Geoffrey Ong (until Sep 23)

Ms Quah Ley Hoon (until Sep 23)

Mr Lee Shyong (since Sep 23)

Ms Kok Moi Lre (since Sep 23)

Audit Risk Committee (ARC) (Until Sep 23)

Chairman

Ms Frances Cheang

Members

Ms Choo Shu Hui

Ms Serene Tan

Ms Jean Fernandes

Mr Ho Siong Hin

Audit Committee (AC) (Since Sep 23)

Chairman

Ms Kok Moi Lre

Members

Ms Choo Shu Hui

Ms Serene Tan

Ms Jean Fernandes

Ms Sue-Ann Phay Weilin

Shahrin Abdol Salam

School Management Committee (SMC)

Chairman

Mr Geoffrey Ong (until Nov 2023)

Mr Lee Shyong (since Dec 2023)

Treasurer

Mr David Kwok (until Nov 2023)

Mr Geoffrey Ong (since Dec 2023)

Sub-Committee Members

Mr Gerald Ng

Ms Sue-Ann Phay (until Nov 2023)

Dr Mary George (until Nov 2023)

Ms Loh Yuh Yiing (since Dec 2023)

MOE Representatives

Ms Christine Lee

Mrs Nancy Phua

MINDS Staff

Mr Kelvin Koh, CEO

Ms Suzana Soo, Principal (TGS)

Mr Matthew Ou, Principal (FGS)

Mr Chia Chor Yann, Principal (LGS)

Ms Aslinah Binte Ahmad, Principal (WGS)

Residential & Centre-Based Services Advisory Committee (RCSAC) (Until Sep 23)

Chairman

Dr Giles Tan

Members

Ms Wee Jie Yin

Ms Sue-Ann Phay

Ms Linda Auyong

Dr Tham Shuen Loong

A/Prof Tan Bhing Leet

Ms Kok Moi Lre

Ms Tan Yee Pin

Community-Based Support Services Advisory Committee (CSSAC) (Until Sep 23)

Chairman

Mr Eugene Nai

Members

Ms Jessica Loo

Ms Adrienne Tan

Mdm Mimi Tan

Mr Raj Thampuran

Ms Sherry Lim

Dr Chen Shiling

Ms Chong Lee Fee

Ms Nimisha Kesarwani

MINDS Movement Advisory Committee (MMAC) (Until Sep 23)

Chairman

Ms Quah Ley Hoon

Members

Ms Wee Jie Yin

Ms Jasmine Sim

Mr Lee Shyong

Mr Jaspal Singh

Capt Roger Loh

Mr Hugo Van Kattendijke

Risk Management Committee (RMC) (Since Sep 23)

Chairman

Dr Giles Tan

Members

Mr Shahrin Abdol Salam

Mr Ho Siong Hin

Ms Tina Fang

Ms Wee Jie Yin

Ms Yeo Lik Khim

Nomination Committee (NC)

Chairman

Mr Augustin Lee (until Sep 23)

Mr Eugene Nai (since Sep 23)

Members

Dr Giles Tan

Mr Eugene Nai (until Sep 23)

Mr Geoffrey Ong (until Sep 23)

Ms Quah Ley Hoon (until Sep 23)

Mr Augustin Lee (since Sep 23)

Ms Kok Moi Lre (since Sep 23)

Mr Lee Shyong (since Sep 23)

MANAGEMENT TEAM

1. Mr Kelvin Koh Chi Wee

Chief Executive Officer

2. Ms Koh Gee May

Deputy Chief Executive and Group Director (Services)

3. Mr Tan Ying

Director, Human Resources

4. Mr Boey Khing How

Director, Finance

5. Dr Kenny Lai Sei Meng

Director, Strategic Development

6. Dr Vimallan s/o Manokara

Director, MINDS Institute

7. Ms Winnie Tee

ERP Project Director

8. Mr Jimi See

Head, Internal Audit

9. Ms Suzana Soo

Principal, MINDS Towner Gardens School and

Director, Lifelong Learning Department

10. Mr Matthew Ou

Principal, MINDS Fernvale Gardens School

11. Ms Aslinah Binte Ahmad

Principal, MINDS Woodlands Gardens School

12. Mr Chia Chor Yann

Principal, MINDS Lee Kong Chian Gardens School

13. Mr Quek Hong Choon

Director, East Cluster

14. Ms Ong Lay Hoon

Director, Community-based Support Services (CSS)



We would like to thank **Mr Bryan Lim Chong Chee** (Director, Residential & Centre-based Services – until 31 Aug 2023) for his contributions to MINDS.

CHAIRMAN'S REVIEW



Mr Augustin Lee
Chairman,
MINDS Board

For over 60 years, MINDS has dedicated ourselves to serving Persons with Intellectual Disability (PWIDs) and their caregivers. This includes the PWIDs who are currently unserved or underserved, which is why we have been identifying and addressing service gaps to better meet the changing needs of our clients and their families. This year, I am pleased to share that we continue to experience growth in the number of clients served, families supported, and saw our volunteer pool expand compared to the previous year.

Towards Independent and Inclusive Living

In 2023, the Life+ framework seeded a study into the development of inclusive community living and ageing-in-place pilots for PWIDs. These initiatives were aimed at enabling PWIDs to live in the community for as long as possible. The goal is for them to age alongside their families and friends in their childhood homes, surrounded by familiar people and environments that provide a sense of safety and belonging. By creating this supportive environment, the need for institutionalisation can be postponed as long as possible.

One-stop Shop for Special-to-Needs Services

To reach more PWIDs and their caregivers in the community, MINDS set up MINDS Hubs in the heartlands, bringing a suite of community-based services closer to these individuals for easier access. By 2023, MINDS had set up 3 MINDS Hubs, expanding our scope of services to better meet the evolving needs of our clients and their caregivers. This expansion also allowed more unserved individuals to access the support they need.

Closing the Disability Health and Social Gap

There are currently limited services addressing the healthcare needs of PWIDs. MINDS has stepped up to bridge this gap through the MINDS Clinic,

improving effective healthcare management of PWIDs throughout their lifespan. Over the past year, the Clinic served over 1,000 clients. MINDS also partnered with polyclinics, general practitioners, medical specialists and volunteers to build a more comprehensive and inclusive healthcare support network. These efforts led to improvements at Queenstown Polyclinic, which introduced priority appointment booking and walk-ins for PWIDs, making it easier for caregivers and PWIDs to access public healthcare.

Enhancing Education and Employment

Education and lifelong learning pathways for PWIDs are just as important for our PWIDs, including our ageing clients and those with Autism Spectrum Disorder with Intellectual Disability (ASD-ID) profiles in both our schools and adult services. The Lifelong Learning Department (LLD), which was established in April 2023, has conducted over 20 training sessions for external organisations, reaching more than 360 individuals to promote inclusion and build the capacity of our community. LLD also enhanced the learning experience for PWIDs by improving school and adult curricula, building capabilities of internal and external stakeholders, and developing specialised training modules for our partners and the wider ID sector.

In schools, we saw an increase in enrolment, particularly a 21% increase in ASD-ID clients. To meet the growing needs, we implemented the revised special education curriculum. One initiative involved helping MINDS students to learn how to use public transport independently and practise road safety skills, preparing them for future employment and more independent living. Our volunteers accompanied our students on their commute from Towner Gardens School and Lee Kong Chian Gardens School to their homes. Through this initiative, the youth volunteers were also able to learn more about PWIDs in their community.

For employment, MINDS piloted the Reverse Job Fair in October 2023 to showcase our employment-ready clients to employers who wish to hire PWIDs. Our PWID jobseekers were able to demonstrate their strengths, abilities and interests to employers, which raised awareness of the PWID community.

Supporting Caregivers and Families

MINDS also continued its efforts to support the families of PWIDs, serving over 2,000 caregivers. One popular programme was the Dads Awesome Camp. Launched in March 2023, it equipped fathers with skills to engage their PWID child and provided resources to improve their mental health and well-being. Another initiative, Caregiver Connect: Circles of Support, empowered caregivers to amplify their voices and foster meaningful connections. These efforts resulted in 87% of caregivers accessing respite services (community and home-based services), experiencing a reduction in caregiver stress.

Moving Forward

As the needs of PWIDs evolve due to an ageing population, MINDS plans to implement active ageing programmes for PWIDs and update its post-18 service model. By adopting a person-centred approach, we hope to offer multiple pathways for PWIDs to choose from, thereby addressing their needs, interests and aspirations, and ultimately enhancing the quality of life of our clients and their caregivers.

Collective Team Effort

I would like to extend my heartfelt gratitude to our staff, volunteers, and partners. It is through our collective efforts that we have been able to reach more PWIDs and caregivers, address their needs and bring about positive change in their lives. Let us continue to forge ahead with determination, compassion and a steadfast commitment to our mission. Alone we can do so little; together we can do so much!

Onward MINDS!

SERVICE MAP

Close to 9,000 Persons with Intellectual Disability and their families served, as at 31 March 2024.

Special Education Schools

For clients aged 7 to 18

Total no. of students **1,125**

Training and Development Centres (TDCs)

For clients aged 19 and above

Total no. of clients **471**

Full-time	291
Part-time	180

Employment Development Centres (EDCs)

For clients aged 19 and above

No. of clients engaged

Supported Employment (e.g. Retail, Laundromat, Landscaping)	Social Enterprises (e.g. MINDS Bakers, MINDS Craft)	Contract Work (e.g. Coffee Packing, Headset Assembly)	Employment Development Programmes (e.g. Clean & Green, MINDS Food)	Hi-Job! (Job Placement Job Support)
52	134	547	78	77

Residential Services

No. of clients served

Adult Home	112	Children's Wing	19
Hostel	48	Residential Respite Care Services	26

Community-based Support Services

Complex Case Management

Activations in Appropriate Adult Programme for Mental Disabilities (AAPMD)

1,191

Clients supported in Community Forensic Services (CFS)

58

Clients supported in Disability Complex Management Programme (DCMP)

72

Health Services

Clients served by MINDS Developmental Disabilities Medical Clinic

1,075

Family & Caregiver Support

Assisted Deputyship Application Sign-ups

241

Our Lives, Our Voices' Self-Advocates

243

Caregivers supported by Caregivers' Circle & Caregivers' Club

493

Caregivers engaged in workshops and programmes

1,329

Befriending Services

Clients engaged by MYG (Weekend Programme)

220

Clients engaged by Me-Too! Club

94

Home-based & Respite Services

Clients served by Future Care Planning

33

Clients served by Home-based Care

48

Clients and caregivers engaged by MINDS Hubs

316

Clients served by Personalised Respite Care

61

Students enrolled in Raintree Special Student Care Centres (SSCC)

57

DEEPENING THE MOVEMENT

In FY23, MINDS launched a diverse range of projects aimed at empowering persons with intellectual disability (PWIDs) and their caregivers with the skills needed to help PWIDs participate more fully in society. We provided a comprehensive range of educational, workplace and life skill programmes to unleash their potential and improve their quality of life. In addition, MINDS expanded our community-based services. This included improving access to healthcare and other services for PWIDs, as well as initiating campaigns to increase public awareness of their needs.



ENHANCING EDUCATION AND ENGENDERING LIFELONG LEARNING

ProjectPal: Student-centred, Interest-based Initiative for More Effective Learning

Lee Kong Chian Gardens School piloted ProjectPal, a student-centred and interest-based initiative in one Junior and one Senior Level class in 2023, to encourage collaborative learning among the students. This initiative provided opportunities for the students to develop knowledge as well as soft skills such as social interaction, communication, problem-solving skills and teamwork, through peer learning.

With their teachers' guidance, the students formed small groups to brainstorm on their project. Students from the Junior class produced gifts for their parents, while the Senior students created a video using a video editing app and handmade toy characters. The projects were shared with the whole school during assembly and the video has since been included as a resource for the school's Communication & Language lessons.

Following the successful pilot run of ProjectPal, the school will be rolling out the programme to all its Senior classes in 2024.



●● Danish, a 13-year-old student, shares, "I enjoyed ProjectPal. I was able to make things and I learnt to tell stories with the things that I made."

Project TeamUP! – Innovating to Bring out the Best in our Students

Project TeamUP! (PTU) is an integral component of the Autism Spectrum Disorder and Intellectual Disability (ASD-ID) Programme. It adopts a variety of pedagogical approaches including project-based learning which allows our students to immerse in real world work situations and service-learning, where the students learn to see the needs of others before their own.

With the emphasis on student-centred learning and peer collaboration, PTU aims to empower our students to pursue their interests and encourage them to contribute to the school and community.

As part of PTU, students from Fernvale Gardens School created learning resources for the ASD-ID community. These included educational dance videos and instructional videos on topics such as "how to use a vending machine". They also created infographics on subjects like "how to make a toy car with recycled materials". One senior class even developed a learning resource video and educational games to teach junior students about the underwater world.



●● FGS students engage in real-world projects and service-learning through PTU, enhancing problem-solving skills while fostering responsibility and community engagement.

Teachers noted that PTU provided our students with opportunities for community engagement, hands-on learning and holistic development. Parents also observed that their children were able to collaborate with other students better, which also helped in their learning.

In recognition of the positive impact that PTU made to the learning of our students, the project was awarded the MOE-SG Enable Innovation Award – Commendation in 2023.

Swimming Pilot Programme

As part of MINDS' Physical Education Curriculum for students, Lee Kong Chian Gardens School (LGS) piloted a swimming programme in 2023. A total of 20 students from two Junior Level classes participated in swimming lessons at the newly renovated Delta Swimming Complex, led by experienced coaches.

Focusing on water safety, water confidence and water therapy, the coaches used an alternative play-based learning method to teach our students swimming skills such as entering and exiting the pool safely, floating and movement in the water.

Two of the students from the pilot programme progressed from the wading pool to the 50m pool and learnt to perform somersaults in the water with the coach's assistance. Another student overcame his fear and was able to enter the pool confidently for his swimming lessons.

Following the pilot, the programme will be expanded to the other MINDS schools, starting with two classes in 2024 and eventually making the programme available to all Junior Level students by 2030. Students in the Senior Level with the requisite skills will also participate in the National SwimSafer Programme.



●● Students from LGS gain water safety and confidence through a new swimming pilot programme, set to expand to other MINDS schools.

Enriching Learning for Students with Mild ID through SPARKS Programmes

Muhammad Ihsan Bin Amir, a 10-year-old student at Towner Gardens School, went from collaboratively building Lego structures to independently creating complex coding projects, exemplifying the success of the SPARKS Programme. The initiative made learning enjoyable but more importantly, it also uncovered talents that were previously undiscovered among the students.

Working initially with classmates, Ihsan quickly advanced to independently following visual instructions and creating his own coding projects, adding music and rotation movements. His enthusiasm for storytelling also grew, allowing him to recall and write detailed stories, showcasing his remarkable progress throughout the programme.

In the second phase of the SPARKS Programme, a new approach using the STEAM methodology for storytelling was adopted to engage the students. Stories is a key tool to help students acquire communication skills, enhance their listening ability and improve language proficiency. Activities were designed to extend knowledge from these stories and stimulate creative thinking.

Moving forward, the school plans to deliver the SPARKS Programme through Project TeamUp and nurture our students to be self-motivated and proactive learners.

Fostering the Love for Reading with WGS Easy Reader Series

Woodlands Gardens School (WGS) developed an Easy Reader Series to build our students' vocabulary for community living. The four titles, *Travelling in the MRT*, *Taking the Bus*, *Leading a Healthy Lifestyle*, and *Grocery Shopping* are centred around common scenarios in our students' daily lives.

The Health Promotion Board (HPB), which partnered the school for *Leading a Healthy Lifestyle*, has shown interest in using the book for its pre-school curriculum to promote healthy choices.

The first two titles have also been shared with parents so that they can practice and apply the vocabulary in their conversations with their children. The third and fourth books will be shared with parents in 2024. Plans are also underway to develop a fifth book, *Going to the Dentist*.



● The WGS Easy Reader Series builds essential vocabulary, making reading accessible and enjoyable with relatable, real-life scenarios.

Implementing Student Leadership Framework at WGS

Woodlands Gardens School (WGS) developed a Student Leadership Framework with the aim of promoting positive behaviour and creating a supportive and inclusive school environment. The Framework is based on the principle that every student can be a leader, capable of leading and serving others.

The Framework has been deployed to guide the planning and delivery of purposeful learning experiences for student leaders at different levels. As at August 2023, more than half of the school's senior students have engaged in leadership roles, enhancing their sense of responsibility and community involvement.



● Juturu Prem, a young student leader, sets an example for his peers after being appointed as a Prefect at Woodlands Gardens School.

11-year-old Juturu Prem, known for his cheerful disposition and helpful nature, was appointed Prefect at WGS. This role enabled him to continue to develop his leadership skills as he took on additional responsibilities such as setting a positive example and ensuring his peers follow class rules.

“We noticed positive changes in Prem since he became a Prefect. My once shy child now demonstrates confidence in his communication and social skills.”

● Mdm Keerthi, mother of Prem

Spearheading Programmes to Enhance Student Learning

Fernvale Gardens School implemented a Multi-Tiered System of Support (MTSS) to cater to the diverse needs of our students. Through a data-driven decision-making process, the school has been able to identify students who require additional assistance and tailor interventions to address their behavioural or learning needs. A case management system has also been created to triage different cases and ensure timely interventions according to the three tiers of MTSS.

By taking a proactive approach and prioritising early intervention, the school has been able to provide timely and targeted support to our students, and create a supportive and inclusive environment where all students feel valued and respected.



● FGS's data-driven framework identifies and supports students with tailored interventions, fostering a supportive and inclusive school environment.

Transforming Picky Eating into Healthful Habits

The Allied Health Professionals (AHP) team successfully piloted an eight-week programme called "Fun with Food" at Lee Kong Chian Gardens School. This initiative was aimed at helping children with restricted or picky eating habits broaden the range of food that they consumed. Using the Oral Sensory Approach to Feeding, the team introduced new food, tastes and textures to the "safe food" that the students were comfortable with, to enhance their tolerance towards unfamiliar food.



● The 'Fun with Food' programme helps students broaden their dietary preferences by introducing new foods alongside their familiar safe foods.

By the end of the pilot programme, teachers observed that over 80% of the students became more receptive towards trying new food. Teachers in turn learnt to allow students to interact with food at their own pace and to appreciate the small improvements made by the students.

Building Social Skills for Communal Living

Many of our Hostel residents at MINDSVille@Napiri are currently employed, but the understanding of relationships remains a challenge for them. To help them overcome these challenges, MINDS Allied Health Professionals conducted a series of social skills training sessions specifically designed to help residents who were employed navigate various types of relationships in their workplace.

The sessions were based on *Circles*, an evidence-based curriculum that focuses on teaching social and relationship boundaries. The training helped the residents to differentiate the various levels of intimacy and adapt their behaviours accordingly. Concepts and skills were broken down into simple and manageable steps to facilitate learning.

At each session, residents were asked to identify different types of relationships and participated in role-playing exercises to practice appropriate behaviours for different social circles to understand how these behaviours might elicit various reactions depending on the relationship context.



●● Residents engage in social skills training, learning to navigate relationships and adapt behaviors for different social contexts.

"Practice Makes Perfect" with Goal-Directed Training for PWIDs

Tasks such as washing of hands and face, toothbrushing, dressing and feeding, often taken for granted, can be complex for Persons With Intellectual Disability (PWIDs). Recognising that our clients at MINDS Training and Development Centres (TDCs) face challenges in performing these activities of daily living (ADLs), our Occupational Therapists implemented a goal-directed training programme to equip our clients with self-care skills to enhance their independence and quality of life.

The programme, framed around helping clients set personalised goals, aimed to reduce the assistance required for our clients to perform ADLs so that they could achieve self-sufficiency in their daily routines.

Proving that "practice makes perfect", clients who previously struggled with basic ADLs demonstrated greater competence and confidence, delighting both their caregivers and our staff who were supporting them throughout the programme.



●● Goal-directed training empowers PWIDs to master daily living skills, boosting their independence and confidence through consistent practice.

Stepping Out of Comfort Zone to Independence

Persons with Intellectual disability (PWIDs) are often afraid to participate in community activities for fear of stereotype and stigma, leading to missed opportunities for growth and development. Benny's story is an example of how stepping out of one's comfort zone can lead to remarkable personal achievements.

Benny has always been keen to work out, but his six-day work week limited his options. When our Senior Physiotherapist suggested that he consider working out at ActiveSG gym at Heartbeat @ Bedok which was near his home, Benny gamely took on the challenge and decided to explore the community facility.

Over time, Benny gained the confidence and skills to attend the gym independently, completing his prescribed exercises with ease. He became proficient with gym equipment, learning to adjust machine resistance independently. Advised against using cardiovascular equipment due to fall risk, he focused on exercises that suited his abilities and goals. One year on, the benefits of Benny's regular gym sessions were evident not only in his physical strength and endurance, but also in his overall confidence and independence.

The positive impact of Benny's gym sessions on his work performance and personal development is a reminder of the transformative potential of stepping outside one's comfort zone and embracing new challenges.



●● Benny's journey from hesitant beginnings to confidently working out at the Bedok community gym highlights the transformative power of perseverance and stepping beyond one's comfort zone.

Empowering Clients through “Working MINDS”: A Sheltered Workshop Simulation

PWIDs who stay at home for prolonged periods without social interaction face the risk of regression in their abilities, which in turn reduces their ability to engage in productive activities. To combat such regression, MINDS Community-based Support Services launched the “Working MINDS” initiative, targeting clients who were in the Home-Based Care Services and Disability Case Management Programme.

Simulating a sheltered workshop environment, five clients participated in the pilot run where they were introduced to a range of individual activities that focused on enhancing cognitive abilities, fine motor skills and concentration. They participated in group activities where they were encouraged to support one another and work together as a group. The clients were also assigned specific roles such as timekeeper to instil a sense of responsibility and accomplishment and boosting their confidence in managing group tasks.



●● The initiative enhances clients cognitive abilities and work performance through a simulated sheltered workshop environment.

The impact of “Working MINDS” was significant, with the clients showing marked improvements in interpersonal relations, work performance and attitude. Through this initiative, two clients successfully transitioned to sheltered workshops or day activity centres while another two were placed on the waitlist for centre-based services. The fifth client could also travel independently after the undergoing the programme.

Adapting First Aid Training for PWIDs

SIA-MINDS Employment Development Centre (SMEDC), in collaboration with Touch Community Services, developed a customised First Aid Course for PWIDs to equip them with safety skills and to build their confidence in applying these skills in real-life situations.

Adapted from mainstream first aid programmes, the MINDS First Aid Course focuses on simplifying concepts, making first aid practices more accessible and easier to understand. The course provides straightforward instructions on how to identify and use first aid kits and how to recognise signs of distress. It also reinforces the importance of effective communication during emergencies. The training not only boosts PWIDs’ independence but also contributes to a safer environment.



●● Customised first aid training empowers PWIDs with essential safety skills, making emergency response accessible and effective.

The first session, attended by 20 SMEDC clients, was well received. With the success of the pilot run, there are plans to scale up across all adult centres enabling clients to develop crucial skills for their safety and well-being.

Golden Gatherings at MINDSville Home

Golden Gatherings, a collaborative therapy programme at MINDSville Home developed by MINDS AHP Hub, which aims to enrich the lives of our elderly residents by keeping them physically active, socially connected and mentally engaged. Through a variety of exercises and meaningful activities, the programme is designed to boost their overall well-being and keep dementia at bay.

Residents can choose from a range of activities to participate in, from community outings and engagement in leisurely pursuits to physical exercises that improve circulation and flexibility. Tabletop activities are also included to support cognitive health and fine motor skills.

Since the inception of Golden Gatherings, our residents experienced notable improvements in their physical and mental well-being. They look forward to each session and find joy and purpose in every activity that they participate in.



●● MV Home residents stay active through tailored exercises, enhancing their well-being.



●● Participating in the Golden Gatherings programme keeps elderly residents physically active, socially connected, and mentally engaged.



Celebrating Inclusivity at Workplaces

Bee Ting, a 35-year-old resident of Hostel at MINDSville@Napiri, was first admitted to the Children's Wing in July 2006. She then transited to the Hostel in 2008, where she was earmarked for open employment, thanks to her cheerful disposition and eagerness to learn. That same year, Bee Ting successfully joined McDonald's as a crew member.

A conscientious worker who follows instructions well and performs her duties responsibly, Bee Ting often went the extra mile for customers, earning constant praise and numerous compliments. Her dedication and hard work were recognised and she was conferred the Singapore Excellent Service Star Award in 2021 and 2023.

McDonald's played a significant role in Bee Ting's professional development, providing her with valuable training opportunities. She applied the knowledge and skills learnt to her job and became proficient in managing the dessert kiosk. She could also handle tasks independently in multiple areas, including the front counter, cashier, french fries station, grill station and lobby services. Bee Ting's journey at McDonald's boosted her confidence and independence.

Thanks to the support and inclusive mindset of McDonald's management and staff, Bee Ting was able to thrive, highlighting the importance of providing opportunities for PWIDs to learn, find gainful employment and lead fulfilling lives.



●● Ong Bee Ting celebrates 15 years of service at McDonald's, showcasing the impact of inclusive employment for persons with intellectual disabilities.



●● McDonald's inclusive support enabled Bee Ting to thrive, highlighting the importance of opportunities for PWIDs to lead fulfilling lives.

Life Coaching for Greater Independence: Ronda's Journey

Tan Bee Leng Ronda has been a client with SIA-MINDS Employment Development Centre (SMEDC) since her 40s. Now at 60, she is well settled in and enjoys her routine, which includes attending SMEDC on weekdays and attending MINDS MYG, a weekend befriending programme.

Every Saturday, her mother would accompany Ronda to participate in MYG activities. However, after a bad fall that affected her mobility, she was unable to bring Rhonda to the weekend engagements. Not wanting to deprive Ronda of social interaction, her mother agreed to introduce her to life coaching for Community Mobility.



●● Ronda gains independence and confidence through life coaching, allowing her to navigate community spaces and travel independently.

After seven months of training, Ronda gained confidence traveling from SMEDC to her home on her own. She also learned how to top up her EZ-link card and could easily identify the correct train platform for her journey home. In May this year, Ronda successfully travelled home on her own for the first time!



●● Engaging in the programme has empowered Ronda to achieve greater self-reliance.

Although her mother still worries about her safety when she is out by herself, she is thrilled with Ronda's progress and hopes that life coaching will continue to enhance Ronda's abilities in navigating the community.

Engaging Minds with Project Engage

MINDS Training and Development Centres (TDCs), with the support of the Lifelong Learning Department, revamped their training curriculum and developed Project Engage where clients could participate in new activities and gain experience, allowing staff to better gauge their interests and abilities.

The pilot programme kicked off at Ang Mo Kio TDC with 4 activities introduced – Soap-making, Cooking, Music and Movement, and Adaptive Sports. The programme became a regular part of the centre's weekly schedule, creating positive impact on the clients' participation in the activities and their social engagement, and minimising disengagement and behaviours of concern.

Recognising the unique needs of each client through Project Engage, our Training Officers made improvements to the Home Management module, using visual, auditory and hands-on kinaesthetic learning techniques to enhance the learning experience of our clients and maximise their participation in the activities.



●● Project Engage introduces clients to kinesthetic learning experiences, enhancing their social engagement and participation.

Person-Centred Support Services for Graceful Regression: Suat Hoon's Journey

52-year-old Teck Suat Hoon, diagnosed with Down Syndrome and dementia, was previously a client at SIA-MINDS Employment & Development Centre. She started facing challenges performing daily tasks in 2019, often needing dedicated support for her feeding, showering and toileting needs. She also experienced mood swings and disorientation due to dementia. To better support Suat Hoon, she was transferred and right-sited into Jurong Training & Development Centre (JTDC) in 2023.

A year on, Suat Hoon has learnt to perform home-living tasks such as hanging clothes, folding towels, wiping tables and sweeping the floor. Guided by a Physiotherapist, she participates in health and fitness activities and enjoys using the treadmill and cycling machine, which has contributed to the improvements in her physical, mental and social health.



●● The support received ensures Suat Hoon's graceful regression and enhances her quality of life.



●● Suat Hoon supporting a peer at the centre.



●● Engaging with her peers has enriched Suat Hoon's experience, fostering social interaction and creating a supportive environment.

IMPROVING PWIDS' EMPLOYABILITY

Innovating to Enhance Employability and Create Employment Opportunities

MINDS introduced the Reverse Job Fair (RJF) in October 2023, to connect job seekers with intellectual disability to companies with job opportunities. Through this initiative, our clients were able to experience searching for a job, networking to gain job interviews and showcasing their talents and abilities.

RJF was the winner at the Design4Impact (D4I) Community Challenge 2023. Developed by a MINDS cross-department project team, the project sought to promote accessibility for Persons with Intellectual Disability (PWIDs) seeking jobs and provide a platform for them to learn about and apply for the jobs that they are suited for.



●● The Reverse Job Fair connects job seekers with intellectual disabilities to potential employers, providing a platform to showcase their talents.

To prepare her for RJF, Hailing was recommended by the Hi-Job! Job Placement and Job Support Programme to attend eight sessions of the Our Lives Our Voices (OLOV) Self-Advocacy Programme and two days of RJF preparation training. These sessions resulted in Hailing being shortlisted by Sushi Express Group Pte Ltd during RJF 2023. She later attained employment as a Flexi-Time Service Staff at their Jurong Point outlet.

“I feel happy because I get to meet new people. I enjoy working with my co-workers here in Sushi Express, RJF has helped me to secure a job here.”

●● Chen Hailing

Boosting Work Tolerance and Employability for PWIDs Starting in Schools

PWIDs and persons with Autism Spectrum Disorder (ASD) have lower fitness levels compared to their peers. Boosting their physical stamina and motor skills is vital for their health and well-being. Improving their physical fitness and vocational skills will also enhance their employability and overall quality of life.

Recognising this importance, MINDS schools launched the Work Tolerance and Endurance Group programme to prepare senior students for future employment by focusing on developing their work tolerance and endurance through activities that strengthen muscles, improve heart and lung function and enhance their coordination.

Various assessment tools including the Box and Block Assessment, Work Performance Assessment, Finger Dexterity Assessment, and Grocery Shelving

Task were used to track the progress of the students. The results of the pilot programme were positive, with every student showing significant improvement in their vocational skills from pre- to post-assessment.



●● The programme builds work tolerance and employability in PWIDs preparing students for successful future employment.

Person-Centred Approach to Enhance Employability

The MINDS Idea Employment Development Centre (IEDC) launched an initiative to engage organisations open to inclusive hiring and providing real work experiences for our clients. This initiative prepared our clients for the Employment Readiness Assessment and boosts their eligibility for the Hi-Job! – Job Placement and Job Support programme.

The clients were provided with customised training, based on their strengths, interests and aspirations, before being matched to jobs near IEDC or their residence. This person-centred approach, coupled with supportive partners enabled our clients to gain valuable work experience in the community while earning allowances for greater financial independence.

One such success is Ketan Shah, who is now gainfully employed as Store Support Assistant at Watsons at Heartland Mall in Hougang, where he continues to receive training and support from his supervisor and colleagues.



●● Ketan finds meaningful employment as a Store Support Assistant through the programme that matches clients with suitable job opportunities and offers ample training.

Pushing the Boundaries of Inclusive Hiring through MINDS Hi-Job!

In FY23, the MINDS Hi-Job! - Job Placement/ Job Support Programme (JPJS) saw a 36% increase in the number of vocational assessments conducted. Of this, 57% were emplaced in jobs and successfully sustained their employment for at least one month. 70% of the clients who sustained employment for one month continued in their roles for at least six months, meeting the programme's target.

Our JPJS staff also extended their outreach and offered support services to a larger pool of employers who were open to inclusive hiring. These services included sharing sessions to enhance their understanding of PWIDs, assistance in re-designing jobs and the workplace to better support PWIDs. These efforts have led to partnerships with 40 new employers in FY23, boosting their confidence and capability in inclusive hiring.



I am thankful to MINDS Hi-Job! for helping me find a job at P.S. Café. I am happy working here."

- Wong Lye Choon



●● Our Hi-Job programme encourages employers to embrace inclusive hiring, offering PWIDs like Wong Lye Choon meaningful work opportunities that foster independence.

Growing Employment Opportunities Through Partnerships

The Community Employment Programme – Inclusive Employment (CEP-IE) is a joint effort by the North East Community Development Council (CDC) and MINDS to create job opportunities for PWIDs within the community. This initiative aims to foster integration, increase employment exposure and build a caring and inclusive community in the North East District.

The CEP-IE programme currently employs five clients from Idea Employment Development Centre (IEDC), offering them meaningful work close to their homes to build their confidence and enhance their skills for future employment opportunities.

Under the supervision of a Gardening Supervisor, the trainees worked three days a week at a community garden in Tampines and engage in tasks such as watering, weeding, pruning and nurturing plants. They also manage horticultural waste and perform maintenance duties like mowing, line trimming, leaf and debris removal, edging, raking and mulch installation.



●● Gardening activities enhance motor skills, cognitive abilities and teamwork, promoting independence and community integration for PWIDs.



●● Clients at the Community Garden develop essential skills, gaining confidence and independence while contributing to a thriving green space.



●● Under the guidance of a Gardening Supervisor, clients nurture plants, enhancing their motor skills and fostering a sense of accomplishment.

These activities developed our clients' fine and gross motor skills, as well as their cognitive ability to follow instructions and solve problems. The activities also promoted social interaction, communication skills and teamwork, instilling a sense of achievement in the clients. More importantly, the programme enhanced the visibility of PWIDs at work in the community, highlighting their ability to work, live and play independently.

Sheau Ling, Training Officer at IEDC said, "This programme has helped to boost our clients' self-esteem, confidence, and sense of achievement. They take immense pride in seeing the garden flourish."

EXPANDING COMMUNITY-BASED SERVICES

Screening for Early Signs of Dementia, Right Siting for Better Support

As our clients age, addressing their physical and mental health needs becomes increasingly critical. This includes early detection of dementia, where symptoms can overlap with intellectual disability. For PWIDs, a gradual decline in daily task abilities and emotional changes are also common challenges regardless of a dementia diagnosis.

Early dementia screening greatly benefits caregivers as this will enable support strategies to be tailored to manage the health and well-being of their loved ones and maintain their dignity and quality of life.

MINDS employs the NTG-Early Detection Screen for Dementia (NTG-EDSD) tool to track changes in the behaviour and abilities of our clients. If the results suggest the possibility of dementia, caregivers will be

advised to consult medical professionals for further assessment to ensure the best care and support for their loved ones.

Mdm Y was referred to MINDS after she was found to be struggling with tasks that she handled independently previously and was experiencing sudden mood swings. The NTG-EDSD revealed indicators of potential dementia, such as frequent sleep disturbances, difficulty in following simple instructions, appearing listless and experiencing slight weight loss. Following the screening, our social worker shared the results with Mdm Y's family and referred her to MINDS Clinic for further consultation, where she was subsequently recommended to be monitored at a hospital by a psychologist.

Improving quality of life for PWIDs

55-year-old Sulaiman Bin Kadir, who is diagnosed with Down Syndrome, had been homebound since graduating from MINDS Special Education School. Realising that Sulaiman had minimal social interaction and needed medical attention, his family decided to intervene. However, despite being healthcare professionals, Sulaiman's family lacked the relevant knowledge to manage the health, welfare, and finances of someone with intellectual disability.

With the support of MINDS Hub @Bukit Batok, Sulaiman was referred to the MINDS Developmental Disabilities Medical Clinic where a diagnostics assessment was conducted, and Sulaiman was bridged to other services that he needed, including health screenings

and referrals to polyclinics. The team also assessed Sulaiman's mental capacity and assisted with the family's deputyship application so that a deputy could be appointed to manage Sulaiman's personal welfare and finances, with the aim of improving his overall quality of life.

Sulaiman's brother, Abdul Ghani Kadir, expressed gratitude for the clinic's support in meeting Sulaiman's medical and psycho-social needs. He said, "I am very pleased with the professionalism displayed during Sulaiman's assessment. I hope that his story can showcase MINDS services and let others know that there is a proper channel to get help. Two thumbs up for you. Thank you, on behalf of Sulaiman."

No Wrong Door – Lifetime Support from MINDS

Through the collaborative efforts of MINDS Disability Case Management Programme (DCMP) and Tampines Training and Development Centre (TTDC), Kok Leng, who was diagnosed with intellectual disability, underwent significant transformation.

After graduating from Towner Gardens School in 1999, Kok Leng was confined to doing mundane chores for more than two decades, experiencing frequent outbursts due to his history of family violence and low self-esteem. In 2022, Kok Leng was referred to DCMP, where he received guidance and support to manage his emotions and improve his self-esteem. He was eventually enrolled in TTDC, where he had the opportunity to learn and grow in a structured environment. Kok Leng's efforts were recognised, and he was awarded with a red tie for being a role model to his peers. This recognition is a testament of his progress and dedication to personal development.

The seamless client support between DCMP and TTDC was instrumental in providing Kok Leng with the necessary support to rebuild his life and reintegrating him back into society.



●● Kok Leng proudly wears a red tie, symbolising his achievement and recognition as a role model among his peers at MINDS.

Embracing Technology to Anticipate Seizures

Generalised seizure leading to Sudden Unexpected Deaths (SUDEP) is a major cause of death among PWIDs suffering from epilepsy. However, regular monitoring is typically done at the hospital or involves invasive methods such as attaching sensors to the scalp, which makes frequent monitoring unfeasible and anticipation of the next attack difficult.

To address this issue, MINDS, the Institute of Mental Health (IMH), and KK Women's and Children's Hospital (KKH) worked on a collaborative research project to study the indicators associated with generalised seizure and the factors affecting epileptic management; differentiate false alarms of seizure and identify ways to anticipate attacks using wearable technologies. Through this project, which is expected to complete by 2025, the team hopes to develop a more practical and less invasive method to monitor and predict seizures for PWIDs.

Integrated Approach to Supporting PWIDs

56-year-old Wong Kai Foo lives in a rental flat with his elderly father who is in his 80s and struggles with day-to-day activities due to his age and chronic illness. His mother has been in a nursing home since November 2023.

Kai Foo was first referred to MINDS Clinic by SGEEnable. During his clinical evaluation, he was assessed to have moderate intellectual disability. Although he was able to manage daily activities with his father's support, he communicated primarily in Cantonese and could only express himself in short phrases as his speech was affected by a cleft lip surgery when he was a child. At the clinic, several unresolved medical issues were identified, with his father also expressing concerns about Kai Foo's hearing.

To ensure continuity of care, Kai Foo was referred to Bukit Merah Polyclinic. Recognising his communication

challenges and his father's lack of medical knowledge, an enrolled nurse appointed to his case acted as a facilitator, bridging the gap between the caregiver and healthcare professionals. She closely monitored his test results and reminded the family of his medical appointments.

Kai Foo's case is an example of our integrated approach towards supporting our clients by identifying their needs, leveraging community services and offering solutions to ensure their well-being. Our staff not only navigated the national healthcare system but also helped to relay information and concerns, mitigating both caregivers' and clients' anxieties.

Kai Foo's experience with the MINDS Clinic shows how dedicated teamwork and a holistic approach can significantly enhance the quality of life for PWIDs and their families.



●● MINDS' integrated approach ensures comprehensive care for PWIDs, addressing both medical needs and improving quality of life through coordinated support services.

Expanding Community-Based Services

MINDS launched a third MINDS Hub in November to reach out to the intellectual disability community who remain unserved and underserved. Located strategically in the heartlands, the Hubs are convenient touchpoints for PWIDs and caregivers to seek assistance or access services such as information and referral for disability services, health screenings and consultations, future care planning, as well as learning and social programmes.

More than just a place where caregivers can network, learn and support one another in their caregiving journey, these Hubs also offer spaces for community engagement, promoting greater public awareness of intellectual disability and the integration of our clients into society.

To date, the three Hubs, located in Bukit Batok, Eunos and Farrer, have served more than 200 PWIDs and their caregivers.



●● MINDS Hub extends support to the PWID community, offering essential services and promoting integration into society.

Having been diagnosed with intellectual disability and schizophrenia, Alex was recommended by the Institute of Mental Health (IMH) to volunteer with MINDS Hub @Bukit Batok and support their activities. However, he was observed to display signs of self-talk, auditory hallucinations and had difficulties with social interactions. He also relied heavily on his mother for daily activities. As such, his mother agreed to enrol him as a participant instead, with the eventual goal of Alex being able to volunteer at the Hub.

To better support Alex's healthcare needs, he was referred to the Community Health Post at Ng Teng Fong General Hospital so that he could receive healthcare services from a location nearer to his home. The Future Care Planning team at MINDS Hub also guided Alex and his mother on how they could develop the best care plan for Alex. More recently, Alex's mother underwent coaching by IMH, learning how to communicate more effectively with the IMH team on Alex's health progress.

Over time, Alex gained confidence and could engage in activities with minimal assistance, including painting and preparing simple meals independently. These outcomes helped to

persuade his mother to allow him to participate in more activities independently. Today, Alex continues to participate in social and learning activities at MINDS Hub while being assessed for suitability and readiness for vocational training to help achieve his goal of gainful employment.



●● Through support and training, Alex now engages in cooking independently, marking significant progress in his journey towards self-reliance and vocational readiness.

Advancing Healthcare Services for PWIDs

In FY23, MINDS refreshed our ID healthcare map to expand the scope of healthcare services offered to Persons with Intellectual Disability (PWIDs). MINDS Clinic will continue to source for partners to provide a wider range of primary healthcare medical services, including medical consultations for common illnesses such as flu and colds, monitoring and checks on chronic illnesses (e.g. diabetes, epilepsy, and high blood pressure), and preventive healthcare services including vaccination and screening. The clinic will also provide medical checks for administrative requirements such as insurance.

To support clients with epilepsy, a condition prevalent among PWIDs and improve their access to better healthcare, MINDS signed a Memorandum of Understanding (MOU) with the National Neuroscience Institute (NNI) on 15 November 2023. Through evidence-based approach, both organisations hope to address specific health outcomes, and reduce the frequency of visits by PWIDs due to seizure attacks.



●● MINDS and NNI sign an MOU to enhance epilepsy care for PWIDs, aiming to reduce hospital visits and improve health outcomes.

As part of the MOU, the teams will explore and undertake epilepsy-related research projects to better support clients, improve their understanding and management of epilepsy, and enhance their quality of life through an integrated care approach.



●● MINDS Clinic partners with NNI and other healthcare providers to expand primary care services and improve health outcomes for PWIDs.

Supporting Our Clients, from Isolation to Engagement

Nurul, diagnosed with intellectual disability and cerebral palsy, has been living with her mother in a three-room flat since her father's passing in 2006. Due to her status as a non-citizen and her family's lack of resources, Nurul has had limited opportunities for meaningful activities at home or in the community. The lack of engagement resulted in her struggling to achieve developmental milestones, and she was unable to develop skills and interests. Prolonged inactivity also led to decreased exercise endurance and a decline in physical health.

Nurul was referred to MINDS and our Disability Case Management Programme (DCMP) team worked closely with her family, providing training on positive reinforcement strategies to manage Nurul at home. We also exposed Nurul to community walks to improve her physical fitness and enrolled her in activities organised by MINDS Hub @Bukit Batok to foster social connections. Through these interventions, Nurul showed improvement in

understanding simple instructions and articulating some words.

Our social worker also referred Nurul to health services for further medical evaluation and support for her existing health conditions. We also provided support for Nurul's mother who was experiencing high levels of stress as the primary caregiver. Working closely with a befriender, the team encouraged Nurul's mother to attend group activities at MINDS Hub @Bukit Batok to enhance her social network and self-care.

These interventions brought about noticeable improvements in Nurul's condition. Nurul successfully transitioned to MINDS Home Based Care Services in April 2024 and is now receiving professional care and personalised training at home. With support, we hope that Nurul will be able to attend a day activity centre when she is ready.



●● With our support, Nurul improved her physical health, social connections and communication skills, transitioning from centre-based to home-based care.

Supporting Clients Beyond the Centres

For the past six years, MINDS Home-based Care Services (HBCS) has been a lifeline for Josiah and his family, offering personalised care and guidance that enabled Josiah to thrive in the comfort of his home.

The 1:1 ratio of teachers to students in the home environment has been transformative for Josiah. The arrangement enabled senior care associates (SCAs) to provide Josiah with undivided attention, focusing on his unique needs and patiently guiding him through activities of daily living and behaviour management techniques. Through such personalised approach, Josiah's progress improved significantly. He mastered basic motor skills like feeding himself and participated more actively in fitness activities. Josiah's attention span also increased over time; his ability to follow instructions grew and his disruptive behaviours decreased.

This hands-on approach not only led to Josiah's growth but also provided his mother with invaluable insights and skills to manage him. The HBCS team helped to ensure that services remained affordable by recommending subsidies and bridging the family to relevant agencies for additional financial assistance.



●● Josiah thrives at home through the support of the HBCS programme which provides personalised care and guidance to meet his unique needs.

Empowering Caregivers through Positive Behaviour Support (PBS) Training

In FY23, MINDS psychologists from the Positive Behaviour Support workgroup conducted two training sessions to help caregivers manage challenging behaviours in their children. The training aimed to boost caregivers' confidence and resilience in their journey of caring for PWIDs.

During the training, caregivers learned about the reasons behind their children's challenging behaviours, and preventive strategies to manage these behaviours. The training also equipped caregivers with the tools to manage their children's behaviours more effectively, both at home and in community settings.

Empowering Siblings, Fostering Connections

New friendships were forged and shared experiences were shared at Camp I.R.L., organised by MINDSibs on 27-28 November 2023. The camp, targeted at adolescent siblings aged 13 to 17, was designed to help participants explore their identities as brothers and sisters to PWIDs through the theme "Identity, Roles & Life Story."

The two-day, one-night programme included activities and group discussions that encouraged participants to share their experiences, challenges and successes. It also provided an opportunity for them to navigate their feelings and build peer support networks. The participants noted the unique challenges that they faced as siblings of PWIDs and recognised the important role that they played in educating the public about their siblings' conditions.



●● Through engaging activities, siblings of PWIDs formed deeper connections, enhancing their support and advocacy for their loved ones.

Post-camp feedback from participants appreciated MINDSibs programmes in helping the siblings of PWIDs connect with and support one another in their caregiving journey. Many also expressed their desire for a longer camp so that they have more time to interact with their peers.



●● Camp I.R.L. brought together siblings of PWIDs, offering them a space to share experiences, build support networks and explore their roles within their families.

STRENGTHENING STAKEHOLDERS' SUPPORT

Scaling New Heights of Confidence for PWIDs

Me-Too! Club (MTC) members had the opportunity to experience the joy of rock climbing, thanks to our partnership with The Rock School. The monthly climbing sessions, which ran for a period of six months enabled the MTC members to learn climbing techniques while honing their determination and confidence. The sessions also helped to enhance their awareness of their bodies and improve limb coordination. Through the activity, our members were also taught patience in waiting for their turn and following instructions.



Mdm Selina, caregiver of Kenny who was one of the MTC members who participated in the climbing sessions said: "The activity challenged the coordination of all four limbs. With every step, Kenny built up his courage and gained confidence. His determination to complete the climb made him stronger, both physically and mentally. When Kenny reached the top, you could see from his smile that there was a sense of achievement. It's a joyful moment for him and a proud moment for us as parents."



●● Me-Too! Club members surmounted challenges and scaled new heights at The Rock School.

Involving the Community for Greater Inclusivity

Our collaboration with NParks saw 62 participants from the St Hilda Alumni Club and 11 Towner Gardens School students with their caregivers coming together for a morning of community service at Pasir Ris Park, where they collectively gathered 16 bags of rubbish from the grounds.

Organised as part of MINDS' Ground-Up Initiatives (GUI), the event gave our students an opportunity to perform community service alongside our partners, in the spirit of "giving back" to the community while learning more about the park and the importance of maintaining its cleanliness. It also offered participants from the St Hilda Alumni Club a chance to interact with and form meaningful friendships with our students, fostering a deeper understanding of PWIDs and promoting community spirit, empathy and collaboration.

13 teachers from St Hilda Secondary School also visited SIA-MINDS Employment Development Centre, where they learnt more about our post-18 services and the importance of community involvement and support in the advocacy for greater social inclusion. The teachers also toured the centre as part of their visit and interacted with our clients.



●● From the ground up: St Hilda Alumni Club members, Towner Gardens School students and their caregivers participated in the cleanup at Pasir Ris Park.

Growing Caregivers' Competency and Engagement

In a joint effort by Speech-Language Therapists (SLTs) and the Caregiver Support Services Centre (CSSC), the "Learning Communication through Sensory Play" workshop was conducted at Enabling Village on 24 May 2023. Through this workshop, the caregivers of PWIDs gained valuable insights into

ways that they can engage the senses of their care recipients through play. A total of nine caregivers attended the workshop, where they had the opportunity to hone their communications skills through the five senses and better understand the challenges that they faced with their care recipients.



●● Adding a splash of colour: caregivers learnt how to engage the five senses of PWIDs through play.

Chan, a mother of a four-year-old girl with special needs was among the workshop attendees. She learnt about the workshop from a fellow caregiver who was a member of MINDS Care Circle, and decided to attend the workshop to deepen her understanding of communication and sensory play.

efforts to speak more slowly and communicate with her daughter more mindfully. To her surprise, this led to noticeable improvements in her daughter's communication skills.



My daughter feels very proud to be able to communicate."

●● Chan

Prior to attending the workshop, Chan had been learning about Hanen's Four Stages of Early Communication. She was pleased to find that the insights shared by the SLTs at the workshops also served as a valuable reminder of what she learnt about the Hanen method. This has led her to make

Educating Corporates: Expanding Awareness, Invigorating Action

In FY23, MINDS Lifelong Learning Department (LLD) conducted 20 training sessions for over 360 individuals from various external organisations such as the Singapore Prison Service (SPS), National Youth Council (NYC), National University of Singapore, Republic Polytechnic and Nanyang Polytechnic, as well as transport providers such as Strides Mobility. The sessions were designed to build community capacity and promote inclusion by equipping participants with skills for effective interaction with PWIDs.

LLD also facilitated a learning journey for 58 student leaders from NYC to broaden their understanding of the special needs sector. Activities like Hama Beads crafting and Zumba dancing with our clients were also included, providing opportunities for these student leaders to interact with PWIDs.



●● Student leaders learnt how to engage with PWIDs in a learning journey facilitated by MINDS.

MINDS' partnership with SPS continued in FY23, with multiple basic-level training sessions conducted for SPS officers and specialists who work with Offenders with Intellectual Disability (OIDs). LLD also developed an intermediate-level training programme for SPS, with a deeper focus on behavioural and communication strategies within correctional settings. As part of the programme, our Occupational Therapists also conducted a workshop on how to design activities and environments to support the learning and communication of OIDs.



●● Participants from diverse organisations honing skills to interact effectively with PWIDs at one of the Lifelong Learning Department's training sessions.

The training programmes were adapted for transport providers who serve MINDS clients, focusing on effective communication, basic behavioural management and crisis intervention to ensure safety for all involved.



●● Participants at a training session tailored for Singapore Prison Service officers and transport providers, offered at both basic and intermediate levels.

Enhancing Communication and Improving Understanding through Key Word Sign

MINDS launched Key Word Sign (Singapore) (KWS-SG) in 2020 as an alternative communication approach for those who struggle with verbal speech. This approach has given a "voice" to many of our clients, enabling them to be more confident in expressing themselves and communicating with the people around them.

Proliferating the use of KWS-SG beyond the intellectual disability community and support anyone with speech or communication challenges, a three-part book series by MINDS, *Learning Key Word Sign (Singapore) Together* was launched on 23 April 2023 at Punggol Regional Library. This resource provides instant access to some 700 words in KWS-SG. Mr Eric Chua, Senior Parliamentary Secretary, Ministry of Social and Family Development and Ministry of Culture, Community and Youth officiated at the launch and conducted a storytelling session in KWS-SG.



●● Mr Eric Chua conducting a storytelling session at the launch of the three-part book series: *Learning Key Word Sign (Singapore) Together*.



●● Lenette learnt how to express herself through two- to three-word phrases using Key Word Sign (Singapore).

Lenette was diagnosed with Down syndrome and had a repaired cleft lip and palate. Despite being presented with bilateral hearing loss, she chose not to be fitted with prescriptive hearing aids. When Lenette first enrolled into Lee Kong Chian Gardens School in 2017, she communicated predominantly via single word approximations and gestures. She was subsequently introduced to KWS-SG and through the consistent use of KWS-SG with different communication partners, Lenette can now express herself with two- to three-word phrases.

Honouring AA Volunteers – The Backbone of AAPMD

The Appropriate Adult Scheme for Persons with Mental Disabilities (AAPMD) team organised an appreciation event in November at Woodlands Employment Development Centre (WEDC) to pay tribute to our dedicated AA volunteers for their invaluable contributions.

The event featured a blend of interactive activities, meaningful connections and a tour of WEDC to allow the volunteers to gain insights of the training and support that MINDS provides to our clients.

The event concluded with a tea session, allowing volunteers to share heartfelt stories and experiences with one another and engage with MINDS staff. Volunteers expressed that the experience strengthened their sense of community, reinforced their passion for serving persons with disabilities and deepened their understanding of PWIDs.



●● AAPMD volunteers at an appreciation event organised for them at the MINDS Woodlands Employment Development Centre.



●● V is also for Victory: Project V's monthly weekend hikes brought smiles to the faces of Me-Too! Club members, their caregivers and corporate volunteers.

Fostering Connections Through Nature Walks

MINDS supported Project V, a corporate volunteering programme by National Council of Social Services and National Volunteer and Philanthropy Centre to encourage sustainable volunteering among businesses, in partnership with community organisations.

Under the pilot run, volunteers from PwC Singapore participated in monthly weekend hikes with Me-Too! Club (MTC) members and their caregivers. These sessions took them to different parks across Singapore, giving MTC members and their caregivers a chance to forge meaningful connections with the volunteers while staying active and enjoying nature.

Inspiring Student Volunteers from Eunoia Junior College

Eunoia Junior College (EJC) students have been volunteering with Idea Employment Development Centre (IEDC) since 2021, demonstrating their long-term commitment to MINDS. This partnership, initiated during the COVID-19 pandemic, consisted of monthly volunteering sessions, enabling their students to develop a deeper understanding of the needs of PWIDs.

The partnership between EJC and IEDC exemplifies the role that our youth can play to enhance the quality of life for PWIDs.



The team experimented with lessons focusing on life skills as well as fun activities to better engage the clients. Each member also formed strong and meaningful bonds with the clients, which helped facilitate the execution of the activities planned."

●● Rey Teo, EJC student lead



●● Long-term commitment: Eunoia Junior College students engage with participants at MINDS Idea Employment Development Centre during one of their monthly volunteering sessions.

Oh Chan Chen, Programme Executive of Outreach & Engagement at IEDC, praised the volunteers, "The volunteers bring with them enthusiasm and dedication. More importantly, they are continuously looking for ways to enhance their engagement with our clients. Such positive energy from our younger generation is truly inspiring!"

Reconnecting and Fostering Memories at ACID

After a three-year hiatus due to COVID, MYG's Annual Camp for the Intellectually Disabled (ACID) made a return in 2023. The camp provided an excellent opportunity for participants to reconnect through games and activities tailored to meet the diverse needs and abilities of our beneficiaries, promoting greater interaction between themselves, their caregivers and volunteers.

"One of my favourite ACID moments through the years is disco night. Despite it being the last activity of the day, the energy in the room is always electric as all of us let loose on the dance floor, dancing without a care in the world. It is a night of joy and unity, where we can be ourselves and have fun together. Looking forward to the next ACID," said Karen Chen, a MINDS MYG volunteer.



●● Enthusiastic participants at the Annual Camp for the Intellectually Disabled which returned after a three-year hiatus due to COVID.

Raising Public Awareness of PWIDs

The annual Colour Socks Parade returned in 2023 with the Inclusive Sports Fiesta at Our Tampines Hub as well as other fringe activities organised by various MINDS Schools and Centres. The activities drew more than 4,200 participants this year, a 10% increase from the previous year.

Through active engagement with our community and corporate partners, MINDS received over \$2.1M in donations in FY23, with more than \$900,000 raised through Colour Socks Parade and Colour My World, our year-end fundraising campaign.

The MINDS Film Festival (MFF) travelled to the heartlands in 2023, as part of our efforts to reach a

wider audience and raise greater public awareness of intellectual disability through film. Community screenings were held across two weekends at Wisma Geylang Serai and Tzu Chi Humanistic Youth Centre, attracting 300 attendees and generating over \$1,500 in donations and cookie sales for MINDS Bakers.

FY23 also saw the successful conclusion of [60 Stories](#), launched as part of MINDS' 60th Anniversary celebrations in 2022. The stories aimed to celebrate the passion, abilities and contributions of our clients, caregivers, staff and partners and highlight the different roles that the community plays in supporting Persons with Intellectual Disability (PWIDs) and their integration into society.



●● Colour Socks Parade 2023 kicked off with the launch of the Inclusive Sports Fiesta at Our Tampines Hub.



●● Participants engaged in interactive activities, celebrating inclusivity and raising awareness of PWIDs at the MINDS Film Festival Community Screenings.



Showcasing New Framework for Long-Term Care Planning (LTCP)

Long-Term Care Planning (LTCP) involves collaboration amongst clients, families, professionals and agencies to address an individual's health and personal care needs throughout their lives.

In FY23, the Social Work LTCP Workgroup developed a new clinical framework to map out a systematic

and holistic approach to long term care planning. The framework covered seven key domains, encapsulated within the acronym SPECIAL: Spiritual, cultural, and/or religious well-being; Physical and psychological well-being; Economic well-being; Care and engagement; Individuals of significance; Accommodation and living arrangements; and Legal matters.

MINDS Own Mini Special Olympics

MINDS Raintree Special Student Care Centre at Fernvale Gardens School and Woodlands Gardens School jointly organised the Mini Special Olympics on 16 June 2023. The event, sponsored by DBS Bank and supported by DBS volunteers as well as Sengkang residents, aimed at fostering meaningful bonding sessions between caregivers and their children through sports. The event also served to encourage community engagement and involvement.

The event demonstrated the spirit of community and the positive impact from collective effort to support and nurture children with special needs.

Reflecting on the event, Mr. Philip Tan Hong Yi, a Sengkang resident said, "It's wonderful to see the children empowered through activities that strengthen their families' belief in their abilities



●● Volunteers from DBS and Sengkang residents bonded with caregivers and MINDS clients at the Mini Special Olympics.

and encourage them to explore their potential. The children deserve to experience the magic of childhood, and it's our privilege to create inclusive spaces where they can participate, grow, and shine."

Networking Efforts to Enhance Disability Services

The Social Work team visited the SPD Ability Centre on 26 May 2023 to participate in a networking session with SPD social workers from their sheltered workshop, day activity centre and caregiver support services. In return, our team also hosted SPD staff to a visit at SIA-MINDS Employment Development Centre on 26 July 2023.

The two teams shared insights into their respective services and programmes, and discussed the prevailing challenges faced by clients, caregivers and staff in disability services. These visits provided a valuable platform for staff from both agencies to explore potential collaboration.



●● MINDS and the SPD Ability Centre hosted mutual visits to share insights into their respective services and programmes.

DEEPENING PROFESSIONALISATION

MINDS remains steadfast in our commitment to achieve organisational excellence in our mission to support persons with intellectual disability (PWIDs). In FY23, we launched a wide-ranging suite of initiatives to elevate our service delivery. This included significant upgrades to our infrastructure and technology. We also invested in our human capital, in particular, by providing development opportunities for our managers to ensure that they can lead the organisation effectively. These efforts augment our ability to continue offering high-quality services to PWIDs and their caregivers.



STRENGTHENING OUR SERVICE CORE

Boosting Service Delivery

As part of the MINDS60 plan, MINDS consolidated and strengthened the service delivery of the adult centres and expanded our community-based services, reducing service gaps through various special-to-needs services such as the Disability Case Management Programme, Community Forensic Services, Future Care Planning and MINDS Clinic.

This year, we reviewed the structures and processes of our Residential and Centre-based Services, Community Support Services and Allied Health Professionals Support Structure, re-grouping our services to enhance resource management and improve the delivery of these services. The review enabled us to formulate the next phase of our strategic plans, which is to revamp our post-18 service model to improve our responsiveness to the complex service demands and needs of our clients.

Through these efforts, we look to increase our service value, foster greater synergy with community partners and enhance our clients' engagement and integration into society.



●● MINDS consolidated and strengthened the service delivery of the adult centres, and expanded our community-based services as part of the MINDS60 plan.

Enhancing Staff Training for Better Client Outcomes at MINDS

The Lifelong Learning Department (LLD) has been working closely with the Curriculum Implementation Teams (CITs) from MINDS Schools to adapt the Ministry of Education's Special Education Syllabus into a standardised curriculum that spans seven learning domains.

Building on the curriculum, LLD also charted a coherent learning transition approach to ensure continuity and coherence of students' learning journey from schools into the adult space. This includes building capabilities of our staff and external stakeholders in managing PWIDs. With the training, MINDS' Training Officers (TOs) will be equipped with skills to create a conducive learning environment that suited the unique client profiles of each centre.

Ms Diyanah and Ms Lily, TOs from Ang Mo Kio Training and Development Centre (TDC) agreed that the training had been effective in empowering them to better serve our clients, offering tools and strategies to help them interact more effectively with our clients. The training also encouraged the TOs to think outside of the box and modify resources to meet our clients' needs.

Each lesson has clear objectives and utilises multiple learning strategies that are applicable to the centre's settings. We learnt practical skills that enhanced our daily routines and fostered an environment that supports gradual and consistent improvements."

●● Ms Diyanah, Training Officer, Ang Mo Kio TDC

The collaborative nature of the training fosters a sense of partnership among the TOs, facilitating the exchange of ideas and strengths, ultimately leading to more effective service delivery and client engagement."

●● Ms Lily, Training Officer, Ang Mo Kio TDC

Upgrading Facilities and Estates

As part of our efforts to better support our clients and enhance their experience with our services, we also embarked on improvement projects to upgrade our facilities and estates. We have completed general repair and maintenance work for Woodlands Gardens School, and development works for Idea Employment Development Centre is nearing completion.

To address capacity limitations and accommodate rising school enrolment, we are actively engaging the Ministry of Education to explore upgrading and redevelopment options. We are also working with the

Ministry of Social and Family Development (MSF) to explore alternative sites in addition to the new site at Hong Kah that was announced by MSF in Budget 2024, as well as new service models for post-18 clients. We strive to improve our facilities to offer safe and conducive environments that will empower our clients to maximise their learning and training outcomes.



●● Improvement projects were launched in FY23 to upgrade our facilities and estates.

STRIVING FOR ORGANISATIONAL EXCELLENCE

Incorporating for a Better Future

MINDS was established in 1962, as a society, which was the legal structure adopted by most charitable organisations at that time.

The organisation has since grown to become one of the largest charitable organisations in Singapore. Today, over 800 staff members contribute to our amazing growth journey, providing services not only for our clients and their caregivers but also to the

wider intellectual disability community, many of whom remain unserved or underserved.

As we continue to grow and transform, the need for strong corporate governance and the ability to deliver services that our clients and caregivers need is critical. To ensure the sustainability of our charitable purpose, MINDS transitioned from a Society to a Company Limited by Guarantee on 31 March 2023.

Building Trust and Recognition

Organised by the Charity Council, the Charity Transparency and Governance Awards acknowledge the efforts of charities in upholding governance and building public trust in the sector. The awards, having taken a two-year hiatus, returned in 2022 and awarded MINDS with the accolade for two consecutive years in 2022 and 2023.

As we continue to develop and deliver new services and programmes to enhance the quality of life for Persons with Intellectual Disability (PWIDs), we also strive for organisational excellence. Strengthening governance is crucial to our journey in building trust and confidence in the eyes of sector administrators, caregivers, communities, volunteers as well as our partners.



● Celebrating excellence: MINDS receives the Charity Transparency and Governance Award for the second consecutive year at the 2023 ceremony.

BUILDING DATA SCIENCE CAPABILITIES

Expanding Data Capabilities for Service Improvements

Leveraging data science is a key priority as it enables us to use analytical and visualisation tools to gain insights, identify current gaps and predict future trends. To this end, we have developed a Client Management System (CMS) to consolidate our client data.

The CMS will provide a systematic approach to capturing client intervention and profile data, enhancing our ability to profile our clients in a more targeted manner and track their progress over time. It also allows for the digitising of historical physical documents, facilitating data analysis so that we can develop new services or transform existing services to meet the evolving needs of PWIDs.

Nurturing Staff for Management

Project Metamorphosis (Project M) is a cornerstone of our management development programme, which aims to enhance the skills of our middle managers and deepen their knowledge of organisational management. Participants are guided through stretch assignments to address strategic issues that impacted the entire organisation.

The Services and Programmes Evaluation workshop offered insights on how to assess the effectiveness of programmes and measure outcomes. With the knowledge of how to identify key metrics and the different evaluation methodologies available, participants were better equipped to recommend solutions to optimise resource allocation and improve service delivery.

This year, 32 staff members were selected for Project M. To prepare for their assignments, participants underwent specialised training in design thinking and outcome impact management. Through the design thinking workshop, participants were encouraged to adopt a person-centred approach and develop innovative solutions to resolve the problems.

Looking ahead, we will continue to nurture a culture of innovation and systems thinking within MINDS, to enable us to transform and adapt to the evolving needs of our clients and their families.



● Participants of Project Metamorphosis, a mainstay of our management development programme for middle managers.

CORPORATE GOVERNANCE

INTRODUCTION

The Board of Directors (the "Board") and Management are committed to maintaining high standards of corporate governance. This is practised daily through competent leadership, prudent processes and robust internal controls, with adherence to the core values of MINDS, as well as a clear vision of being the best-in-class social service agency for persons with intellectual disability.

MINDS is governed by its Constitution, Bye-Laws and other policies and operating documents that are approved by the MINDS Board.

BOARD OF DIRECTORS

Board Directors are nominated by the Nomination Committee in accordance with the Bye-Laws and approved by Members at the Annual General Meeting for a term not exceeding three years. The Board's authorities, duties and responsibilities are set out in the Constitution and Bye-Laws. The Board adopts a staggered term system to ensure continuity and retention of knowledge. Please see Page 4 and 5 of the Annual Report for the list of current Board of Directors and Office Bearers.

The Board comprises volunteers and caregivers, each bringing a good balance of competence, length of service, professional skills, diversity and experience. Board Directors have one vote each at board meetings (with the Chairman having a casting vote), and the Board is collectively responsible for its decisions as a whole.

The Board oversees the affairs of MINDS, in accordance with the object as set out in the MINDSG Ltd Constitution and works closely with the Management in the best interests of MINDS. There is a clear division of roles between the Board and Management, with the Board providing the overall direction and the Management being responsible for the day-to-day operations and administration of MINDS, in accordance with the policies and strategies endorsed by the Board of Directors.

The Board typically meets quarterly to approve key matters such as the annual workplan and budgets, financial statement, projects, programmes and expenditures, in accordance with the MINDS Financial Authorisation Policy and other relevant policies. The Board also provides advice, direction and guidance

to the Management on strategic plans and is apprised of the Management's analysis of significant operational matters.

INDEPENDENCE AND DEVELOPMENT OF BOARD OF DIRECTORS

To ensure Board decisions are made in the best interest of MINDS, Directors are independent and not paid any remuneration or fee for their services, except for the CEO who was appointed to the Board on August 2023.

The Board of Directors regularly attends training programmes, seminars and workshops organised by professional bodies to stay informed of relevant laws, regulations and changes relating to the charity sector.

EXECUTIVE COMMITTEE

To enable the Board to focus on strategic matters and governance, the Board delegates authority to the Executive Committee (EXCO) to perform specific functions, such as oversight of policies relating to finance, investments and human resources, with the EXCO reporting back periodically to the Board on decisions made.

The functions of the EXCO is set out in the MINDS Bye-Laws and the monetary limits of approval of the EXCO are also set out in the MINDS Financial Authorisation Policy.

AUDIT COMMITTEE

The Audit Committee (AC) assists the Board objectively by discharging its statutory and other responsibilities relating to internal controls, finance and accounting matters, compliance, and business and financial risk management. The AC reports to the Board on the results of the audits undertaken by the internal auditors.

At each Annual General Meeting, the Board proposes an independent external auditor to be appointed in accordance with the MINDS Constitution. The AC works closely with the MINDS' appointed Board Director in charge of Finance to review the adequacy, effectiveness, scope and results of the annual statutory audit of the financial statements. The AC continually assesses the independence of the external auditor and reviews all non-audit services rendered by the external auditors.

RISK MANAGEMENT COMMITTEE

The Risk Management Committee (RMC) assists the Board in overseeing the governance of risks in the organisation which includes ensuring that the Management maintains a robust risk management system. The RMC makes recommendations to the Board on areas where action or improvement is needed, when required.

WHISTLE-BLOWING POLICY

MINDS' whistle-blowing policy was implemented to strengthen corporate governance. Employees and external stakeholders are provided accessible channels to report suspected fraud, corruption, dishonest and unethical practices, or other misdemeanours. The various whistleblowing channels are published on the MINDS' corporate website and all whistle-blowing cases received are subject to the strictest confidentiality and are promptly investigated and reported to the AC and the Board.

CONFLICT OF INTEREST

As required in the MINDS Conflict of Interest Policy, all Board Directors, Committee members and Senior Management are required to sign a declaration acknowledging the policy every year. A conflict-of-interest clause is also included in every staff's employment terms and conditions. In the event of any conflict of interest, the relevant Board Director, Committee member and/or Staff (as the case may be) would be required to declare his/her interest in the matter and be recused from participating in any related discussions and decision-making processes.

CODE OF GOVERNANCE

For FY23, MINDS is in compliance with the Code of Governance for Charities and Institutions of a Public Character.

FINANCIAL HIGHLIGHTS

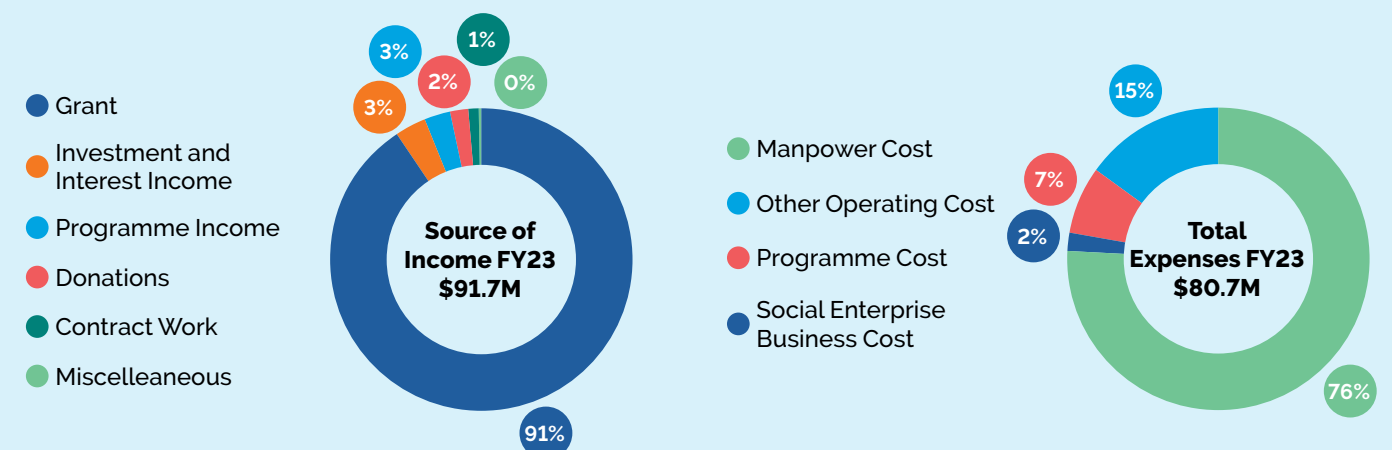
For the financial period ended 31 March 2024.

As part of our effort to professionalise the organisation and improve governance, MINDSG LTD was incorporated and all assets, liabilities and funds were transferred to this new company as at 1 April 2023. Financial statements were reported, under this new company limited by guarantee, as a continuation from the society. During this transition process, MINDS continues to reach, serve, support and engage more than 8,000 clients in the schools, centres and the community with no disruption to service delivery and standards.

In the Financial Year (FY) 2023, MINDS received \$91.7 millions of income and spent \$80.7 millions. Grant income continues to be the highest proportion of total

income with a significant contribution from increased student enrolments in MINDS special education schools.

To cope with the increase in service requirements, MINDS continues to invest in talent attraction and retention, digital capabilities and infrastructure development. During the year, MINDS opened MINDS Hub at Bukit Batok as part of its effort to increase outreach to the underserved and unserved by bringing services closer to the community and the heartlands. Over the years, more MINDS Hubs will be added to expand our outreach. The redevelopment of the IDEA Employment Development Centre would be ready in FY24 after two years of development. With these investments, MINDS will be in a better position to provide quality services and serve more PWIDs and their families.





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