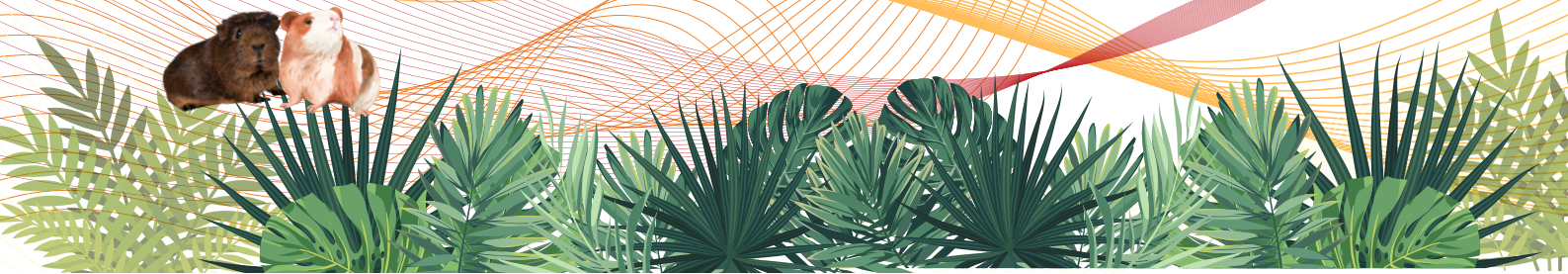


**PSALT CARE LIMITED
ANNUAL REPORT
APRIL 2022 TO MARCH 2023**



THE YEAR ENDED 31 MARCH 2023 WAS ANOTHER ACTION-PACKED YEAR. WE ORGANISED **A TOTAL OF 478 RECOVERY-BASED SUPPORT GROUPS, WORKSHOPS AND ACTIVITIES** THAT SUPPORTED OUR PEERS' RECOVERY JOURNEYS.



THIS MEANS THERE IS **MORE THAN ONE RECOVERY SERVICE A DAY** AT PSALT CARE THAT PEERS CAN JOIN IN TO FIND ENCOURAGEMENT AND SUPPORT FOR THEIR RECOVERY JOURNEY.

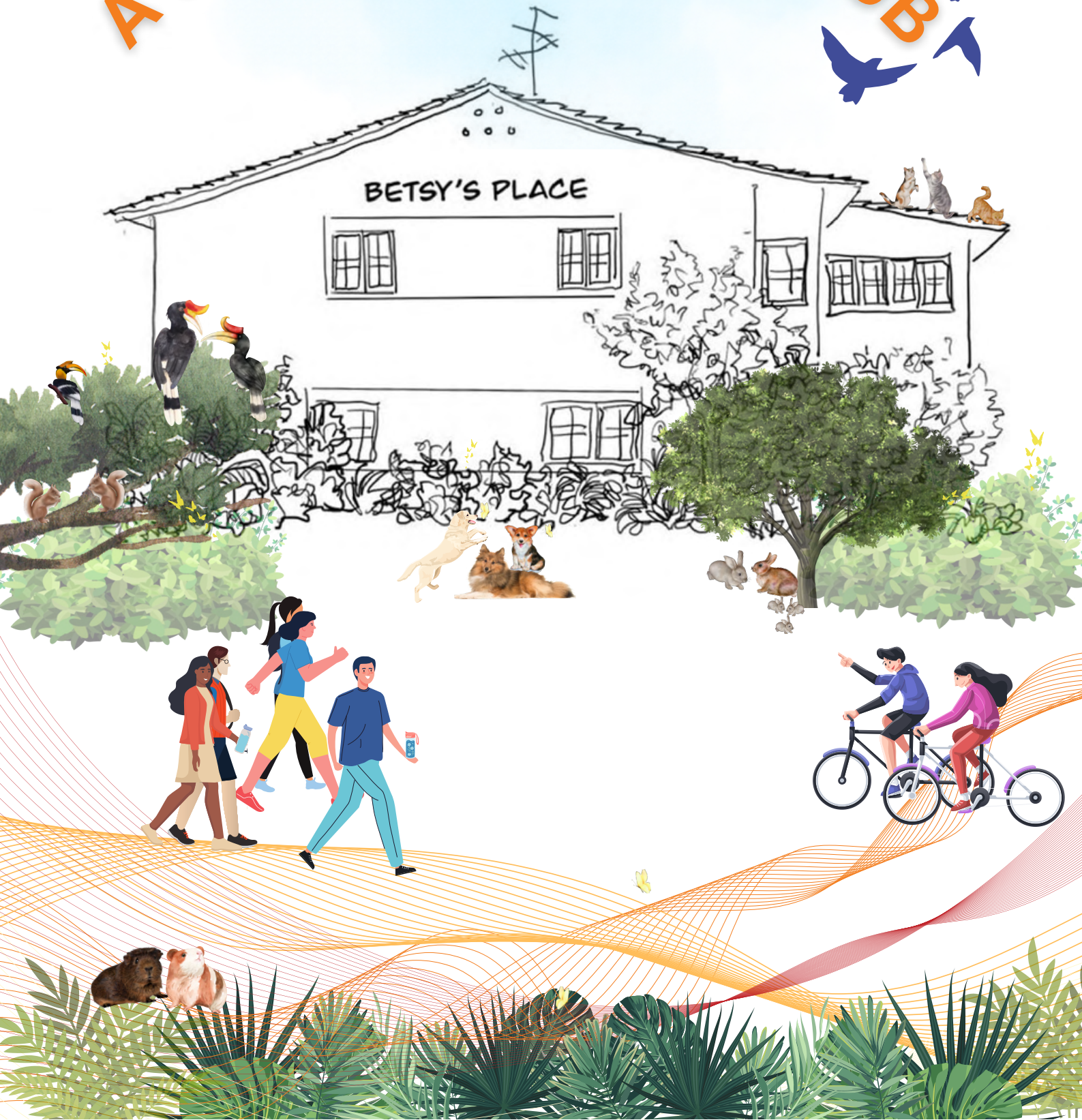


UNDERSCORING OUR COMMITMENT TO SUPPORT MENTAL HEALTH AND WELLBEING OF PEERS, WE RAN **DAILY PEER SUPPORT GROUPS SINCE APRIL 2020, INCLUDING ALL PUBLIC HOLIDAYS, EXCEPT FOR SUNDAYS. WE PROVIDED ALL SERVICES FREE OF CHARGE** TO OUR PEER COMMUNITY.



BETSY'S PLACE

A VIBRANT ACTIVITY HUB



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CHAIRMAN'S MESSAGE

It is an honour for me to assume the role of Chairman of PSALT Care, overseeing the management team that puts out the wonderful range of programmes and services that support the peer community.

The last fiscal year has indeed been a season of change. As we transitioned out from the covid-19 restrictions, we sought to capitalise on the benefits of being allowed once again to gather in-person in group settings for our peer support groups and workshops.



Our Charity put together new interesting services such as the ASPIRE Programme, a well-curated mix of psycho-education topics covering all 10 Dimensions of Wellness, Animal Assisted Activities, and various outdoor exercises and hikes for wellness to many interesting places of interest, amongst other recovery-based support groups, workshops and activities.

We emphasised developing programmes wherein we could measure and ascertain the benefits of their activities, as we did not wish to be busy without ensuring the benefits our efforts would provided our peers. Indeed, it was a bustling year of activities that positively impacted the lives of the many peers whom we serve.

On the board front, there were some key developments too. Mr Eric Lee, who is a founding member and was Chairman for the past 9 years since April 2014 decided to step down as Chairman, while still remaining as a member of the board. Indeed, in his calm and measured ways, Eric has steered PSALT Care from its inception, operating with just a handful of very passionate volunteers starting fortnightly peer support groups from a meeting room at Novena Medical Centre – and helped chart the growth of the organisation to where it is today, including inspiring the management team during the covid-19 pandemic to expand its range of online services. We owe much to Eric for his years of dedicated service and his willingness to continue serving in our team.

On the fundraising and donations front, there are things we would need to do better in the days ahead so as to position us to be able to do even more for the community. Nevertheless, my appreciation goes towards the very small staff team, the many volunteers and other supporters who have all demonstrated great commitment and passionately contributed to the significant growth of PSALT Care over the years.

Dr Muni Winslow

EXECUTIVE DIRECTOR'S MESSAGE



We set out to establish Betsy's Place as a vibrant activity hub and respite centre that can meet the needs of the peer community. It is indeed with great satisfaction for me to say that we have met those objectives – that PSALT Care is indeed buzzing with various activities every day for our peers to participate in and find support for their recovery journey. And despite the operational challenges of running a short-term residential respite service, the team has risen to the challenge and made Betsy's Place truly a place where peers can find safety and rest when their permanent home environment is going through a temporary phase of flux.

I want to acknowledge the continuing support of the Board of Directors and their constant encouragement and commitment towards the management team as we ministered with singular focus to serve the mental health needs of the community. I also like to acknowledge, with much thanks, the leadership of Eric who has just stepped down, for serving so many years as our Chairman. We are a young charity providing a large number and rich diversity of programmes and services to the peer community. This would also not have been possible if not for our pool of other dedicated volunteers who have selflessly stepped forward and given their time to serve.

I remain deeply grateful for the small and cohesive staff team who worked tirelessly to provide the services that you shall read about in the subsequent pages of this report. Comprising majority peer staff, my team have regularly gone beyond the call of duty to meet the needs of the peers, truly demonstrating their heart for service to the community.

Most importantly, I give thanks to my Lord Jesus Christ for giving me and my staff team the privilege to serve the community through supporting and sustaining mental health recovery and rewarding us with joy even as we endeavour to impact more lives through His grace.

Jackie Tay

GETTING TO KNOW PSALT CARE

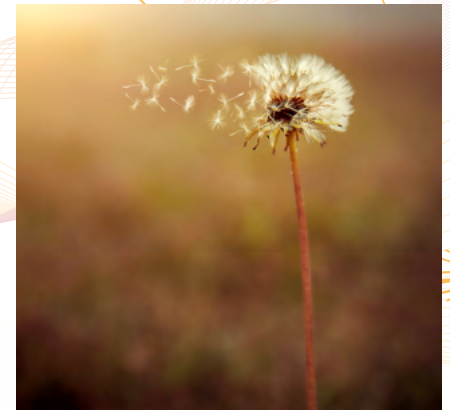
MISSION, VISION & VALUES

Our Mission is to enhance and sustain the well-being of persons facing emotional, mental health and addiction issues.

Our Vision is to be effective in providing and advocating a wide selection of holistic education and support resources for emotional, mental health and addiction issues.

Our Values are:

- **Peer-centric service** – putting the needs of the peers first is a key service principle.
- **Visionary leadership** – introducing new modalities, concepts, therapies and services for mental health recovery.
- **Professionalism** – competently delivering on the expected service, ensuring staff and volunteers are adequately trained.



PSALT Care's official flower, the Dandelion – a symbol of Resilience through life's challenges

PSALT Care is an **IPC Charity** and **NCSS Full Member**, set up with a mission to support and sustain the wellbeing and mental health recovery of persons facing emotional, mental health and addiction challenges. Founded to help the growing number of such peers in Singapore, especially those from the low-income group who require community-based support services and interventions, our set-up enables recovering peers, including youth, to be empowered as resilient and effective members of the community. As of FY ended March 2023, PSALT Care has supported more than 1100 beneficiaries.

At PSALT Care, we are committed to doing our part in promoting mental health and recovery. As the pioneering organisation championing peer-facilitated support groups since 2014, we have spearheaded the provision of services “for peers, by peers” supporting mental wellbeing and mental health recovery.

We continue to run over 35 peer support groups, recovery activities and workshops each month, provided free of charge to our members, to help those facing mental health conditions and their loved ones, thereby playing a key role along with other partners towards building a mentally resilient Singapore society.

Our key focus areas are anchored on our acronym, PSALT:

- PS** – Peer Support
- A** – Advocacy
- L** – Lifeskills
- T** – Therapies

Our charity specialises in delivering peer-led and peer-focused services in the areas of running peer support groups, psycho-education talks and workshops, recovery-focused therapeutic interventions, 1-to-1 peer support, counselling, befriending, coaching, and other support services and recovery-based activities.



**Depression and Bipolar
Support Alliance**

PSALT Care also operates the **Singapore Chapter of Depression and Bipolar Support Alliance (DBSA)**, an organisation that supports those living with depression and bipolar disorder. It originates from the United States and has a wealth of educational resources focused on supporting recovery from these mental health conditions. PSALT Care has brought these resources to our local community so as to educate and empower persons in recovery, and further equip helping professionals alike.

PSALT CARE VALUES IN ACTION

PSALT Care has consistently held **peer-centric service** and the needs of peers as the central focus in all our programmes and services delivered to support their recovery. Indeed, it is with this peer-centricity in view that the motto for Betsy's PLACE (Peer Life Activity Centre for Empowerment) was developed.

We are always on the lookout for cutting-edge, evidence-informed approaches that, as part of exercising **visionary leadership**, we can bring to our local peer community to support their recovery journeys. We have introduced recovery concepts and modalities that have been proven successful overseas and effectively adapted these to our local context to benefit peers.

Our staff team and volunteers alike are provided with the requisite training and procedural guidelines to ensure **professionalism** in the recovery support services we render to peers, in keeping with established standards of good practice.

PSALT Care's Mission, Vision and Values remain reflective of our Charity's direction, following Board review before commencement of the fiscal year.

HIGHLIGHTS OF THE YEAR IN REVIEW: APRIL 2022 TO MARCH 2023

1. Daily peer support groups remain strong



What started out as a service to support peers when covid-19 restrictions were introduced in April 2020 remains still vibrant today in a post-covid world. The 45-minute noon time check-in support group sessions are offered Mondays to Fridays, including public holidays. In line with interest expressed by peers, we had also started offering these sessions on alternate Saturdays, which started at noon and last for an hour since it is not a workday. The daily online check-in support groups remain a valuable source of encouragement for peers to turn to for their daily dose of inspirational recovery support, including from trained facilitators and fellow peers sharing their coping strategies out of their own lived experience. Every weekday, Mondays to Fridays without fail, including on Public Holidays, there is a support group where peers can dial in to be supported in their recovery by what other peers have to share in their recovery journey.

Mdm IV joined us in on 30 December 2020 and is one of our oldest members. She is also a minority as she had been mainly speaking Chinese when she first joined us, confessing to feeling anxious and insecure by the thought of speaking in groups, particularly in English. She stays alone in a rental flat and has been the only Christian amongst her siblings for the longest time. Hence, when she first joined us, she spoke about her depression, sense of loneliness, and having no one to turn to regularly prior to knowing us. But since becoming a member, she has been most diligent in dialing in almost daily for the noon time check-in support groups and attending the many workshops run by PSALT Care.

Over time, her confidence grew, and she started to share freely at support group sessions about insights she gained from peers' sharing and how it helped her own recovery journey. She spoke about learning the importance of personal responsibility and self-advocacy (for self-care and learning to say no to unreasonable demands on her time). She speaks glowingly about how she felt supported and has found hope through the new connection with the PSALT Care family, which in turn has inspired her to also volunteer towards helping other elderly folks in the community where she is staying at.

2. Launch of Sensorium support group in August 2022

PSALT Care launched a new collaboration support group for members with Sensory-Processing Sensitivity (SPS), also known as Highly Sensitive Persons (HSP) in August 2023. The support group goes towards addressing part of the wider spectrum of mental health challenges and range of needs that still exist within the community. It serves a smaller group of HSP peers to learn to navigate and thrive while managing the rarer traits of SPS. The Sensorium support group was thus formed as a closed-group to meet the distinct needs of this group of peers. Led by a peer-clinician, members felt safe and grateful that they have a platform to connect with other peers with SPS who are in the same journey of seeking recovery.

3. Suicide Attempt Survivors support group collaboration



Working in collaboration with our agency partner, Caring For Life, we conducted 2 runs of the Suicide Attempt Survivors (SAS) series of 8 workshops, including one run from 7 Sep to 26 Nov '22. These support groups benefited persons who have either survived a suicide attempt or harboured suicidal ideations. The insights from these sessions certainly enhance the resilience of SAS, while enhancing our team's competency to meet the challenges of supporting and safeguarding the wellbeing of SAS peers whom we periodically encounter in the course of our support to the peer community.

4. ASPIRE Programme Pilot

ASPIRE, which stands for Actively Supporting Peers In Recovery Empowerment, is a 6-session programme, with 2-4 weeks' interval between sessions, which aims to improve Members' wellness and well-being through supporting members to learn about, set and achieve member-identified wellness goals for themselves.

These wellness goals are based on the IWE's 10 Dimensions of Wellness. ASPIRE involves trained Peer Support Specialists or other trained personnel, engaged as PSALT Care Supporters, who are assigned to each member throughout this process, to actively support peers in following through with their SMART Wellness goals through the programme.

This structured programme is for members who are ready for change and recovery, and are committed to an intentional and focused effort to achieve their own SMART Wellness Goals to enhance their recovery.

Tapping on the Peer Support Specialist staff of PSALT Care and also drawing upon the pool of peer support specialists volunteers from Community of Peer Support Specialists and in the peer community, the programme supported an initial batch of 12 peers to achieve mutually agreed goals.

The overall sentiment was very positive from both participants and volunteers who completed the programme, and we were delighted to hold a simple event on Sat 10 Dec '22 to celebrate the graduation of the 1st batch of participants and show our appreciation to our dedicated programme volunteers.

ASPIRE Participants' Feedback:

- "It provides mentorship by fellow peers who can empathise with fellow peers."
- "It helps me break down things I want to work on into steps that are not so overwhelming."
- "I like it that my goals are all clearly lined out so that I know what to work on."
- "I was able to talk to someone about my wellness programme."
- "I like the accountability it gives me."

5. A wide range of psycho-education workshops for holistic recovery



The heartbeat of all we do is recovery. A key part of equipping our peers to thrive in their mental wellness and recovery journeys is providing them well-rounded psycho-education for all aspects of their well-being. Working with the framework of the 10 Dimensions of Wellness, by the Institute for Wellness Education (IWE), we provided peers with a wide range of workshops, at no cost to them, covering all the 10 Dimensions, thereby supporting their holistic recovery.



Illustrated above: Comprehensive range of psycho-education topics we provided in supporting holistic recovery, using the framework of the 10 Dimensions of Wellness.

6. An assortment of engaging activities for recovery

Art workshops

The benefits of art therapy and artistic expression as part of healing from mental health conditions is well documented. Here at PSALT Care, we have the added benefits of Art Workshops that are led by our talented peer volunteer, Sabrina, a creative individual who self-taught herself to draw and paint, and in turn is bringing artistic joy to many peers as she conducts art sessions at Betsy's PLACE on alternate Saturdays.



Nature hikes/outings

Every fortnight, our peers participate in wonderful walks/outings to various hiking trails or local attractions, made even more exciting by our peer expedition leader, Chris, who specially curates these routes for their scenic beauty and off-the-beaten-track charm. The closeness to nature has a therapeutic effect on peers' joy and recovery, as does the peer support and social bonding. The group winds-down with peer sharing and reflections which encourage one another – what a wonderful way to round off times well spent on Saturday mornings!



Exercise for wellness activities

We run cycling activities i.e. rides for wellness, and walks for wellness, exploring interesting new routes together, with the exercise dimension adding benefits to peers' overall mental and physical wellness, the opportunity to burn off a few calories, plus loads of fun.

Launch of Animal Assisted Activities

It is well documented that interaction with animals has a calming effect on humans and many benefits to mental wellbeing. With that in mind, PSALT Care introduced Animal Assisted Activities (AAA) as part of our series of recovery-focused activities.

Working with agency partners such as Love Kuching Project and Human-Animal Bond in Ministry, through our AAA sessions, peers enjoyed structured interactions with cats, dogs and rabbits, followed by reflective sharing about how such interactions brought a sense of calm and healing support for their recovery journeys.



Games night!

Recognising the value of social interaction, joy and fun in building hope, support and resilience in recovery, we have a regular monthly Games Night, where our team of facilitators creatively select and host interesting, lively games that bring in discussions about mental health recovery or adopt special themes to commemorate holidays.



7. Betsy's PLACE as a residential & day respite

Betsy's PLACE was set up to fill a gap in the community since 2020 – to provide short term residential & day respite for peers in need of a safe and peaceful place to regain their sense wellbeing, supported by our team to address life challenges and journey onwards in recovery, during seasons of heightened stress in their lives, instead of 'checking into IMH'.

There were also peers who needed a safe space to be in community or have a restful time of refreshing during regular hours, which we duly provided as 'day r during

In the past year, we were privileged to be a unique provider of such respite support to peers who needed these services.



A peer's respite journey:

D reported a very low mood rating and even mentioned intrusive thoughts of self-harm when he dialed in to one of our peer support group meetings.

Over the following months, our team rallied around him, kept in touch with him constantly and encouraged him to take things one day at a time. D continued to dial in to our support group sessions, and joined various recovery workshops and activities organised by PSALT Care.

As his home environment was also a trigger, our team encouraged him to visit Betsy's PLACE (BP) for day respite, which he did regularly for some weeks. While at BP, a team member would check-in on him, with attention to recovery goals and activities.

D strengthened in his recovery and progressed to helping out with the upkeep of BP as part of his recovery contributions, even as PSALT Care was able to mobilise short-term financial assistance for D when he had urgent needs and was down to his last dollar in his bank account. D's mood rating improved considerably and he began embarking on skills training for employment in food delivery services. D was extended a welcome to continue his day respite at PSALT Care and continue to volunteer occasionally as his schedule allows.

8. Volunteers' and donors' appreciation dinner on Fri 24 June '22

Volunteers are an important stakeholder group, through the many ways that they support our services by serving as support group and recovery activity facilitators or assistants, providing counselling sessions to peers in need of a greater level of support, extending 1-to-1 peer support or in other areas where their training and skills are equally needed, such as web design, befriending and helping to decorate Betsy's PLACE for special celebration events.

Another group that is truly essential to enable us to continue providing recovery services, at no cost to our peer community, is our donors. Regardless of the amount donated, and whether donating as corporations or individuals, our donors' generous support of our work is what keeps us going, even as donations are much needed to cover operating costs.

We were privileged to be able to host a group of our volunteers and donors on Friday, 24 June '22, and to present them with certificates to express our appreciation for all the contributions they have made as anchor supporters of PSALT Care. Our peer community and team wrote glowing notes of gratitude to thank our donors and volunteers for their contributions of their time, talent and resources, which have in turn enabled them to receive our services free of charge.

PSALT Care is constantly in need of more volunteers and donors to support our growing work, to enable us to effectively help more peers in their mental wellness and recovery. We would greatly appreciate having you join us, as part of our extended family, as our valued volunteer and/or donor today!



9. Spreading the mental health message to the community

We participated in several events to share with member of the public, whether these be individuals, corporations, school groups, or religious organisations, about the importance of good mental health and present them with PSALT Care resources that can support them in their recovery journey.

These community awareness events include public education talks at ANZ Bank on 8 Sep '22 and St George's Church on 30 Jul '22. We also participated at the Christian Mental Health Conference 2022, sharing with the attendees present about the various PSALT Care services and resources available for their friends and loved ones who need support for mental health services.

SUMMARY OF OUR PAST YEAR'S SERVICES

The year ended 31 March 2023 was another action-packed year. We organised a total of **478** recovery-based support groups, workshops and activities that supported our peers' recovery journeys. This means there is more than one recovery service a day at PSALT Care that peers can join in to find encouragement and support for their recovery journey.

Over the course of the year, we supported **more than 1,100 beneficiaries**, through delivery of **5,678 service hours** from the following peer support group sessions and recovery workshops and activities:

Activities	Q1	Q2	Q3	Q4	Total
	<i>Total service hours delivered</i>				
	Apr-Jun'22	Jul-Sep'22	Oct-Dec'22	Jan-Mar'23	Apr'22-Mar'23
Evening Support Groups	310	319	249	219	1,097
Noon-time Check-in Support Groups	740	658	581	612	2,591
Workshops/ Recovery-focused Activities	478	461	428	422	1,789
1-to-1 Counselling/ Befriending Support	51	34	43	73	201



UNDERSCORING OUR COMMITMENT TO SUPPORT MENTAL HEALTH AND WELLBEING OF PEERS, WE RAN DAILY PEER SUPPORT GROUPS SINCE APRIL 2020, INCLUDING ALL PUBLIC HOLIDAYS ... WE PROVIDED ALL SERVICES FREE OF CHARGE TO OUR PEER COMMUNITY.

HOW WE CONTINUE SUPPORTING MENTAL HEALTH RECOVERY

At PSALT Care, we are committed to doing our part in promoting mental health and recovery. As the pioneering organisation championing peer-facilitated support groups since 2014, we have spearheaded the provision of services “for peers, by peers” supporting mental wellbeing and mental health recovery.

We have a Programmes and Services Committee, comprised equally of peer-leaders who are formally trained Peer Support Specialists and clinicians. The Committee undertakes the planning, development and implementation of PSALT Care programmes, services, and service-related processes and procedures, according to the principles of co-production.

Our programmes and services are open to all members of the public who need help or support with their mental health conditions. They do not need to be formally diagnosed with mental health conditions prior to approaching us for help.

The range of services that we bring to the community is best represented by the acronym for the name of our charity, **PSALT**, which stands for:

- P**S – Peer Support
- A** – Advocacy
- L** – Lifeskills
- T** – Therapies

We continue to run over 35 peer support groups, recovery activities and workshops each month, provided free of charge to our members, to help those facing mental health conditions and their loved ones, thereby playing a key role along with other partners towards building a mentally resilient Singapore society.

Our charity specialises in delivering peer-led and peer-focused services in the areas of running peer support groups, psycho-education talks and workshops, recovery-focused therapeutic interventions, 1-to-1 peer support, counselling, befriending, coaching, and other support services and recovery-based activities.



1. Peer Support

Peer Support is the very core of our service provision here at PSALT Care.

Our Peer Support Groups (PSG) are the anchor programme of PSALT Care which aims to empower peers by providing a safe place for them to receive emotional support and recovery empowerment amongst other peers, in order to sustain their mental health recovery. PSGs are facilitated by trained Peer Support Specialists (PSS), who reach out to other peers in recovery to inspire hope through their lived experience, and share the benefits of mutual acceptance, self-discovery and acquiring skills and knowledge to support their recovery.

Since the last President's Challenge grant application, we have increased the types and frequency of our PSGs, as follows:

- Dandelion DBSA (Depression Bipolar Support Alliance, for which we operate as the DBSA Singapore Chapter) Peer Support Groups (Twice weekly)
- (NEW) Eagles Peer Support Groups (Thrice weekly)
- Ways of Wellness DBSA Evening Peer Support Groups (Twice monthly)
- (NEW) Words of Wisdom Evening Peer Support Groups, based on recovery values (Twice monthly)
- Sensorium Peer Support Groups (Twice monthly)
- Peer Support Groups in collaboration with Promises and other partner organisations

In addition to our PSGs, PSALT Care provides 1-1 peer support offered through our ASPIRE (Actively Supporting Peers In Recovery Empowerment) Programme, where trained PSS journey with peers in a structured manner over 6-sessions, to work on peer-identified wellness dimension goals, thereby strengthening their recovery.

Aside from our direct services, PSALT Care also provides venue support for various anonymous groups to meet at Novena Medical Centre, on a weekly basis. PSALT Care has been providing facilities for the following support groups, some since 2014:

- AI-Anon SG | Steps & Traditions
- Overeaters Anonymous
- Sexaholics Anonymous – Men Only
- AI-Anon SG | How AI Anon Works
- Narcotics Anonymous
- Alcoholics Anonymous – Young People's Group



2. Advocacy

Our Psycho-education Talks and Workshops are designed to empower sustainable recovery for peers, through equipping them, and their caregivers, with knowledge and skills to better manage difficult emotions, exercise self-care and strengthen their mental wellness and resilience.

We also conduct advocacy talks and workshops to companies and community groups to raise awareness on the importance of mental wellness, provide broad understanding on mental health conditions and help reduce the stigma on mental health issues.

PSALT Care is also exploring potential collaborations, as our resources enable, to make mental wellbeing resources available to other charities and stakeholders, equipping more to be trained as mental health advocates supporting mental health within the workplace and community.

3. Lifeskills

Psaltcare provides ongoing lifeskills workshops that address holistic wellness, as it impacts mental wellness and recovery, by way of the 10 Dimensions of Wellness framework by the Institute for Wellness Education's (IWE) (adapted from SAMHSA's 8 Dimensions). This approach provides recovery and lifeskills equipping in the 10 dimensions of physical, nutritional, medical and dental, social, environmental, spiritual, behavioural and intellectual, psychological and emotional, occupational and financial wellness.

These sessions are provided free of charge, in view of the financial constraints often faced by our peers and as a service to the community at large.

To strengthen lifeskills in the areas of building social connections and support, and to foster a sense of family within our peer community, we continue to organise special celebration and bonding events, like our Christmas Joy Celebration in 2022 and our 2023 Chinese New Year's Lohei Celebration Lunch, at Betsy's Place. These are very powerful occasions of connection for many of our peers for they indeed consider PSALT Care members as part of their extended family. We can always tell, from their smiles and cheerful words of appreciation, that our peers are encouraged by these initiatives and feel a greater sense of connection to the PSALT Care family.



4. Therapies

Our pro-bono 1-1 counselling by our staff counsellor and pool of volunteer therapists provides opportunities for peers to work through and address their unique recovery challenges and concerns in-depth, supporting them to progress in their recovery journeys and avoid relapse of their mental health condition. Our affiliation with Promises Healthcare, a leading private psychiatric and psychological services provider, has helped us access a pool of professional volunteers to support our counselling services and our provision of high-quality recovery workshops and therapeutic interventions.

Our 1-1 befriending, 1-1 peer support services and 1-1 coaching support services and programmes, provided by a pool of trained supporters and volunteers, each in the respective disciplines, adopts varied approaches in aiding our peers to strengthen their mental wellbeing and recovery.

These services have the potential to grow, subject to availability of funding to support hiring of more full-time trained counsellors/therapists/peer support specialists etc., as we currently have to refer a proportion of our members seeking such support to other existing agencies providing pro-bono/highly subsidised counselling services, due to higher demand than what we are currently able to support.



CORPORATE GOVERNANCE

PSALT Care Limited, with UEN No.:201401059R, was incorporated on 9 January 2014, and was accorded Institution of Public Character (IPC) status since 5 November 2018. We are pleased to report that our IPC status was recently renewed for two years on 5 November 2022, until 4 November 2024. This enables us to make longer-term fundraising plans and fosters confidence to participate in government funding programs with longer deliverable timelines.

The Board of Directors of the charity is made up of:

S/N	Name	Position in Board	Date of Appointment
a.	Dr Munidasa Rasaiah Winslow	Chairman Founding Director	01/04/2023 09/01/2014
b.	Mr Eric Lee	Founding Director	09/01/2014
c.	Ms Chu Huey Lan	Treasurer	15/08/2022
d.	Ms Tan Su San	Head, PR & Communications	31/07/2021
e.	Mr Jackie Tay	Executive Director	05/05/2017
f.	Ms Tanya Maitland	Deputy Executive Director	12/06/2019

The directors do not receive any financial compensation or allowances for their board services with PSALT Care. No employee is involved in any discussion or decision making in relation to his or her own remuneration.

The directors' attendance at board meetings over the course of the year are as follows:

	Board Member	Attendance
a.	Dr Munidasa Winslow	4/4
b.	Mr Eric Lee	4/4
c.	Ms Chu Huey Lan	4/4
d.	Ms Tan Su San	2/4
e.	Mr Jackie Tay	4/4
f.	Ms Tanya Maitland	4/4

The conduct of directors is guided by our Conflict-of-Interest policy dated 24 April 2017, which is based on the Commissioner of Charities guidelines. No staff member of PSALT Care is a close member of the family belonging to any Board member. The directors update their Conflict-of-Interest declarations annually, at the board meeting just prior to the commencement of the new fiscal year and declared that they have had no personal or vested interest in any of the business transactions, contracts or ventures into which PSALT Care had entered into. Furthermore, when a situation arises where there is a conflict-of-interest, the Director or staff shall abstain from participating in the discussion, decision-making and voting on the matter.

KEY FINANCIAL HIGHLIGHTS

Funding Sources

PSALT Care is funded by fundraising initiatives and donations from members of the public who support its mission and objectives. It also receives support from government agencies by way of matching grants.

a. The Charity received notification of the two-year renewal of its IPC status until 4 November 2024. This is of significant importance as it embarks on its fund-raising efforts.

b. The Charity previously received various funds and grants that were defined as 'Restricted Funds' to be spent on specific expenses as listed in the respective application documents. These are President's Challenge Fund, Peer Support Specialists Fund, Transformation Support Scheme and Invictus Fund. The amounts received and incurred during the year, and balance at the end of the financial period are as follows:

SN	Name of Fund	Amount received in FY23/ b/f from FY22	Balance as at 31 Mar '23
i.	President's Challenge	\$114,227	0
ii.	PSS Funding Scheme	\$25,901	0
iii.	Transformation Support Scheme	\$14,001	0
iv.	Invictus Fund	\$5,114	0
	Total	\$159,243	0

c. No new sector funds or government grants were obtained during the past financial period resulting in a reduced level of income for the financial period. The covid-19 restrictions also severely hampered our fundraising efforts.

d. We have generally kept our operating costs, other than manpower expenses, rather low notwithstanding the fact that we have offered most of our support services at complimentary or just materials-cost-recovery rates.

e. The table below provides a quick overview of the key differences in the financial position, excluding the Restricted Funds explained above, versus the last financial year.

<u>Description</u>	<u>FYE 31-Mar-23</u>	<u>FYE 31-Mar-22</u>
	S\$	S\$
1. Total income*	265,595	591,381
2. Total expenses*	447,977	435,651
3. (Deficit)/ Surplus for the year	(182,382)	155,710
4. Cash Reserves	370,052	509,197

*Total income and expenses include amounts charged under the respective Restricted Funds which support approved programmes and schemes.

As at 31 March 2023, there were the equivalent of 6 full-time salaried staff being employed by the Charity, as several of the staff members do not actually work a full 40-hour work week. Only one of the Charity's staff received slightly above \$100,000 in annual remuneration.

A budget review exercise is conducted before the start of each financial year where the Board of Directors review and approve the business plans for the year.

With a lower cash reserve, the Charity will exercise utmost prudence in managing operating expenses by, where possible, tapping on committed volunteers to oversee and implement operations, programmes and services. The Charity will certainly plan increased focus immediately on fundraising to work towards strengthening its cash reserve position.



We currently do not have an Advisory Council as the organisation is relatively young and we believe the board members have the relevant expertise and experience to oversee the current range of services offered by the organisation.

We are by guided by our Reserves and Investment policies, which are part of our overall Finance Policies and Procedures, in the management of the cash reserves held by the Charity.

Bank: Oversea Chinese Banking Corporation Ltd

Auditor: JH Tan & Associates
Public Accountants & Chartered Accountants Singapore



LOOKING AHEAD WITH OPTIMISM

PSALT Care approaches the new fiscal year with excitement as we enter the post-covid era and resumption of physical gatherings. Having experienced the impact of the severe strain on the general state of the mental health of the community brought about by the protracted season of the covid-19 pandemic, this relaxation of movement control protocols is a much welcome relief.

Looking ahead, the Charity intends to focus on our strengths and build depth into the services we provide and our organisational processes, in line with our core competencies.

The following intent statement guides the approach that PSALT Care shall take in terms of the service areas it shall channel its efforts toward:

PSALT Care reaches into the community to meet those hurting from mental health conditions in their place of need, and actively engages them through our distinctive, peer-led services to help them to achieve wellness in their recovery.

Our focus will be on the following areas:

1. Building on our strengths, infusing additional depth into our services in line with our core competencies. We shall continue to ensure that our support groups are well facilitated, taking guidance from DBSA, WRAP and other best practices and ensuring that new facilitators are properly briefed and trained in support group facilitation. We look towards reintroducing more Wednesday evening, in-person, support groups at Promises venue at Novena Medical Centre.

2. Demonstrating thought leadership through progressive psycho-education curriculum. The series of psycho-education workshops would include WRAP® Introductory Training, 10 Dimensions of Wellness, where we cover one dimension of wellness every month – in the form of short workshops. We shall also work towards conducting other mental health and wellness trainings for new stakeholders, potentially including employers.

3. Tracking measurable progress in the lives of our peers as a result of our new services:

a. ASPIRE Programme – monitors and tracks progress according to mutually agreed goals with peers. Following a successful pilot run, we are excited to reach out to support a bigger pool of peers in the upcoming financial year.

b. Peer Care Initiative – a new programme where every PSALT Care staff guides a certain number of peers members, both new and old, in their recovery journey with PSALT Care, based on a structured framework over a 6-month period. Thereafter, they continue to extend this 1-1 support and care to another batch of peers.

c. Coaching for Recovery – a new collaboration in partnership with one of our peer volunteers, who is a trained Counsellor, Peer Support Specialist and Certified Coach. This initiative equips peers to maximise their potential in both personal and professional areas, thereby strengthening their resilience and recovery.



4. Enhancing operational efficiency

We shall continue the ongoing process of making enhancements to our digitalisation and operational processes.

5. Ensuring financial sustainability

We will scale up focus on building stronger corporate engagement and networking, and increase grant applications, with aim for this to result in a broader base of funding support.

6. Fostering closer collaboration with partners to support the community

We will expand our collaborative networking with agency partners and organisations who refer their clients to us, of which some existing ones are featured below:



These partnerships have enduring impact on the range of services that PSALT Care is able to provide to our growing peer community.

