

# **EMCC**

## **(EAGLES MEDIATION & COUNSELLING CENTRE)**

**Annual Report 2019**



## Resilience during Tough Times



RESILIENCE – It’s a testing and unprecedented time for all – with the virus showing just how quickly lives can be uprooted, changed and shaken. For many, life now has never been more different – with the virus being not just a health crisis, but a mental, emotional and familial challenge. Through all the upheaval, we may feel there’s little to keep us rooted to our securities, activities and even our very identity and purpose for living are uprooted.

The spotlight is on our resilience – physical, mental, emotional, economic, familial and even spiritual. The ability to more than survive, or if we were defeated, to bounce back.

It is sometimes difficult to do it alone. At EMCC, the work we do may be able to help you get through these difficult times. Just as this little plant grows and thrives despite its harsh circumstances, so will you. Remember that **There is Hope.**

This report is dedicated to our clients, donors and stakeholders.  
Thank you for trusting us and allowing us to journey with you.  
Thank you for your support and believing in our cause.

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## **VISION**

Bringing Hope to Relationships

## **MISSION**

We enable people to effectively manage personal, marital, family and organizational challenges and conflicts.

## **HISTORY**

EMCC was started by Dr John Ng who returned from his doctorate studies in Northwestern University, USA, in mid-1993 and was motivated to help mend strained and broken relationships. With the help of people who shared his passion, Eagles Mediation Services (EMS) was birthed in 1996 as an arm of Eagles Communications and started its family mediation service.

EMS was renamed and incorporated as Eagles Mediation & Counselling Centre (EMCC) in August 1997 with its operations at Temasek Polytechnic. EMCC has since moved, and currently operates out of Odeon Towers.



## ABOUT US

EMCC is one of the region's foremost organizations with the expertise to be a one-stop centre for relational restoration and wellness. We provide both mediation and counselling as a holistic and integrated approach to addressing relational disputes or difficulties.

Since our establishment in 1997, EMCC has endeavoured to be true to its Vision of bringing hope to broken relationships and restore lives.

EMCC is a member of the National Council of Social Service (NCSS) and an approved Institution of Public Character (IPC).

EMCC uses evidence-based methodologies to help individuals cope better with struggles and bring about positive change. We also help couples and families manage conflicts and improve their relationships.

This is done through our range of services: mediating disputes, providing individual, marital and family counselling, and conducting educational workshops. We are also actively developing upstream initiatives towards the prevention and early detection of psycho-emotional and relational problems.

Our staff and associates undergo continuous, deliberate training to ensure that our intervention and training/education work is effective. We believe that a strong guide in this unprecedented time, EMCC can bring about HOPE.

## **PATRON**

Associate Professor Ho Peng Kee

## **MANAGEMENT COMMITTEE**

**A/Prof Kenny Tan**  
Honorary Chairman

**Mr Melvin Tan Ewe Kin**  
Honorary Vice-Chairman

**Ms Cindy Koh Yean Leng**  
Honorary Secretary

**Ms Donna Cheng Bih Hoang**  
Honorary Treasurer

**Mr Benny Ong Hock Siong**  
Honorary Assistant Treasurer

**Ms Cindy Ong**  
Member

# CHAIRMAN'S MESSAGE

**A/Prof Kenny Tan**



In 2019, the number of social service professionals in Singapore increased from 15,000 to 16,000 and this number continues to grow. This attests to growing needs in the coming years. EMCC has been contributing to the counselling and mediation work for the last 22 years. We were there during the early years when mediation was still new to the courts, and there were fewer counselling centres. Besides providing intervention work that helps clients receive healing and stability, EMCC also provides training as upstream work, so that individuals, families and communities can build better emotional and mental-health foundations in their own lives and the lives of those they love and care about. Most of our work is remedial in nature, and we are also involved in preventive and developmental work.

While 2018 was a year of consolidation, 2019 was a year of preparations. With the new General Manager, the team has taken time to review and trim any excesses in preparation for greater growth in the coming years. The team has also identified and begun going deep in building foundations and expertise.

Counselling and mediation require high expertise and skills. Beyond fulfilling the Hippocratic oath of not doing more harm, it is so important that clients find solace and a way out when they come to our centre. Those lost, lonely, bruised and beaten need to believe that there can be recovery and healing. I am pleased to hear that the team at EMCC continues to hone their skills and build therapeutic alliance with their clients. They also continue to develop relevant training courses for learning and grounding in personal and familial growth. The challenge in the coming years will be to make these services more known and assessible to those who need the intervention, development and prevention.

In addition, the team also looked more closely at the integration of counselling and mediation and how they can work in tandem. Whilst many who need counselling may not need the work of mediation, those who look for mediation to ease relationship conflicts often need counselling and other supports. The team has widened their skill sets such that we now have staff members who are trained in both counselling and mediation, providing seamless support for those who need both services.

The Management and Staff are grateful and thankful to the many stakeholders who have put in no small amount of time, work and generous giving to enable us to offer yet another year of EMCC's services to bring about resilience and hope to many.



# GENERAL MANAGER'S MESSAGE



**Dr Jeannie Chiu**

If 2018 is the year of consolidation for EMCC, 2019 is the year of PREPARATIONS.

Unknown to us, we received news in the second quarter, that our ten year stay at Liang Court was coming to an end. Initially asked to leave by December, the operations of the Centre eventually moved to a temporary location at Oden Towers, North Bridge Road. To get there, we explored many locations, from commercial spaces, to work spaces and by year end, we were still waiting on NCSS to negotiate for yet another centre with the same Community and Sports Facilities Scheme (CSFS) as we enjoyed at our Liang Court centre. While waiting for a location, the staff team took time to sort out ten years of documents and items packing and moving things into storage. We went through many challenges, in the last months of the year, including burst pipes and aborted rental arrangements. The journey into a temporary office space describes in part, our journey for 2019 – a year of transitions.

Our three foci for EMCC went through transitions.

relational healing and hope, we needed to trim excesses to prepare for growth. We tightened our belts. Any programmes, practices and processes that were not pro-growth was let go. In its place, we built foundations.

We reworked the foundations of our Mediation Service in the following ways:

- started a steering committee
- have some counsellors undergo mediation training to fully integrate mediation and counselling for families that need both
- prepared associate mediators to be ready to do mediation in existing religious communities (to bring mediation beyond families into existing communities where conflict may abound)
- explored a step-down focus of offering conflict management workshops for all group types.

In 2019, noteworthy was the focus on developing Mediation Consultation. Consultation meetings prepared those who want to explore mediation but did not know the nature of that service. Oftentimes, when one party wants to settle a conflict with mediation, the other party may not be on the same page. Mediation Consultation will help the willing party to deal with the ongoing conflict that has no closure. Even without mediation in place, consultation allows mediation staff to service the party that wants to move forward.

We also reworked the foundations of our Counselling Service in the following ways:

- maximized the counsellors'/therapists' capacity by contributing to supervision, in-house training, preparing for new programmes, support groups, giving talks and psychoeducation
- systematized professional practice and professional development of the counsellors/therapists
- structured counselling department in all aspects of operations, including fee and subsidy review, increased counselling appointment slots, developed SOPs for best practices

- smoothed administrative and intake processes, and increase the backend capacity to capture, store and safeguard client information
- offered new counselling programme for fellow social service professionals
- explored partnership with organizations which have clients who may need counselling.

Noteworthy is the focus on helping clients to feel supported, from their first contact with us to arranging the next appointment, or a closure when clients have come to a good place in their lives. All other backend work, from sharpening the skills and therapeutic relationship to the smallest detail of the operations were designed to fade into the background so as not to concern the client.

The third focus was on developing the Training arm of the organization. Again, it is a year of preparation. By that, we mean to deepen the existing work – increase our impact of our Marriage Preparation Programme, tested other Gottman programmes (that strengthens marriages and parenting) for relevance to different groups, and planned how to use these very effective programmes at new and different platforms. We also prepared staff to create and learn new training programmes in 2019, in order to give new training offers in 2020 and beyond.

Behind the scene, much was done to review and renew the work of Corporate Service – from trimming expenses, reviewing the way we communicate to clients, stakeholders and donors, to increasing donations. We also reviewed all our contracts with vendors, systematized all administration, whilst coping with the office move. A lot of the preparation work in Corporate Service took place in the area of Human Resource development as we completed our journey with the Ernst and Young Consultancy team. Much hardware work was also done, ranging from creating a more robust data management system, dealing with furniture, to soft phones for our move, and more. As Corporate Service staff left, we continued the same level of work with a trimmer team to prepare for greater growth in the years to come.

I want to thank and encourage the staff team that has withstood a year of great change. We have become a trim, versatile team, ready for changes to come in 2020 and beyond. Without that robust spirit of accepting and making changes, we would not have more than survived the year and the year to come.

# EMCC STAFF

(as at 31 Dec 2019)

## Management Team

Dr Jeannie Chiu  
General Manager

Diana Chandra  
Head, Counselling Services  
Principal Psychotherapist

Pearl Pang  
Head, Corporate Services

Christine Lim  
Principal Psychotherapist

Joline Lim  
Assistant Manager  
Outreach & Special Projects

Tan Ying Shi  
Assistant Manager  
Mediation Services

## Administrative Staff

Sarah Chung  
Executive, Corporate Services

Christine Chew  
Intake Officer

Benjamin Tang  
Intake Officer

## Professional Staff

Billy Chan  
Counsellor

Chew Hwee Min  
Counsellor

Sanny Chen  
Counsellor

# Our Services



# Mediation Services



1 in-house Mediator

7 Associate Mediator

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**20** Enquiries

**12** Cases

**12** Mediation Sessions

**16** Consultation Cases

**3** Tribunal cases

(\*The Tribunal for Maintenance of Parents allows parents to file for a maintenance order against their children who are capable but unwilling to support them. EMCC is involved in the conciliation work, which attempts to mediate a settlement.)

Over the last 3 years, the number of cases and sessions have been consistent (2017 – 7 cases, 2018 – 7 cases, 2019 – 6 cases), the rate of case conversions (from enquiries 35, 32 and 20 in the respective years) have risen from 21.9% to 20% to 30%. Further, help was given not just through the mediation process but also through mediation consultation. This could be attributed to the introduction of new structures to better triage mediation enquiries (see below). What this means is that we need to do more outreach as well as educate the public about the good of mediation. At least through greater understanding in 2019, we are able to help ALL who come for mediation (whether one or two parties in the conflict) through a new service called Mediation Consultation.

## New

The introduction of **mediation consultations** in 2019 helped EMCC to better triage family and marriage cases, referring them to counselling, social work, lawyers, mediation or other experts. These individual consultations gave clients a formal space and time to speak with professionals before they begin any intervention. It gave the client more space and time to deliberate their options as compared to speaking over the phone. It also helps EMCC to more clearly define our work by lending phone consultations a formal structure.

With a proper triage system in place, EMCC can better assess our clients' situations and direct them to the appropriate professional help services. However, as clients approach other professionals, they may still require support in their existing situations, especially when conflicts persist, and the other party(s) has refused mediation.

## Future

EMCC hopes to develop **conflict coaching services**, where the client can pick up skills and develop strategies to manage and even productively resolve conflict. (In this process, a conflict coach works one-on-one in a confidential process, with the client who is experiencing conflict with another person. Conflict Coaching is at its very essence, an individualized method for helping people effectively manage their conflict). In 2019, we observe this need and birth this concept.

EMCC also hopes to conduct talks and workshops on **conflict management and mediation** on organized platforms. It is through raising awareness of and normalizing the presence of conflict that we contribute to peacemaking work.



# Counselling Services



6 in-house Counsellors/Psychotherapists  
3 Associate Counsellors/Art Therapist

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**480** enquiries

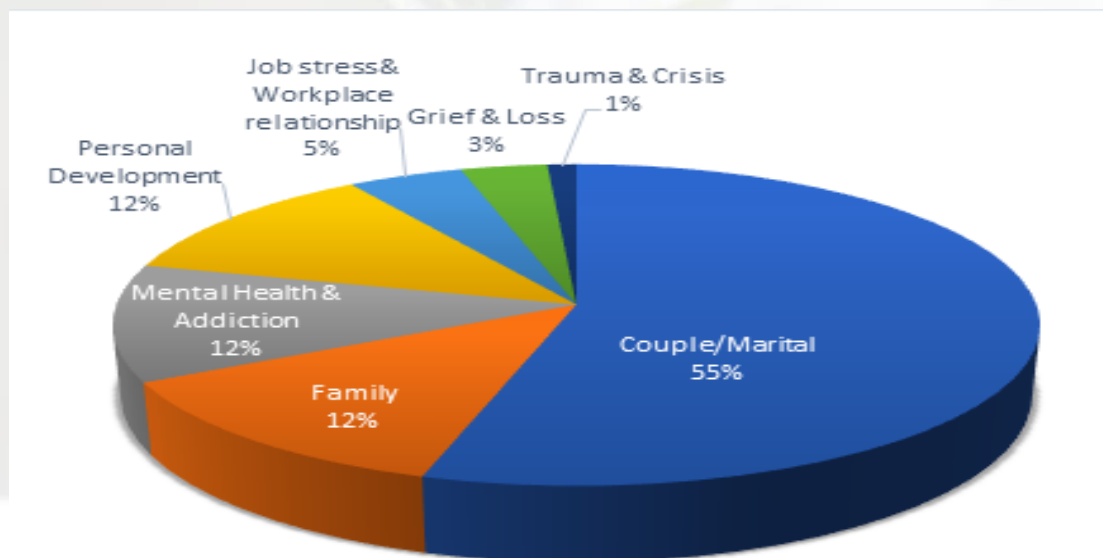
**265** new cases

**370** cases

**513** clients

**1,831** sessions

## Presenting Issues



In 2019, EMCC had 265 counselling cases in total. They addressed the presenting issues of Couple Relationships (55%), Family (12%), Mental Health & Addiction (12%), Personal Development (12%), Job Stress & Workplace Relationships (5%), Grief & Loss (3%) and Trauma & Crisis (1%).

<b>Couple/Marital</b>	Dating, Pre-marital, Marital, Extra-Marital Affair, Separation, Marriage Closure Therapy, Divorce
<b>Family</b>	Family, Parenting, In-Laws
<b>Mental Health &amp; Addiction</b>	Addiction, Anxiety, Depression, Eating & Sleeping Disorder
<b>Personal Development</b>	Personal Development, Anger Management, Sexual Issues
<b>Job Stress &amp; Workplace Relationship</b>	Job Stress, Workplace Relationships
<b>Loss and Grief</b>	Grief & Loss
<b>Trauma &amp; Crisis</b>	Trauma, Suicidal

## Growth

Over the last 3 years, there was growth in the department:

There was an **increase of 8.8% of cases** between 2019 and 2018 (a total increase of 28% over two years). This means that we were able to **serve 5.6% more persons** compared to 2018 (a total of 24.5% increase in persons we counselled in two years). In terms of workload, counsellors/therapists had an **increase of 11.9% sessions** in 2019 from 2018 (a steady increase of 13.9% over two years).

The year saw structures, guidelines being refined, clarified and SOPs put in place for the counselling department. New programmes were offered, operations streamlined and the counselling team was, in a sense, renewed so that clients can benefit fully from the changes.

## New

### Programmes

- **Care-to-Care programme (“C2C”) was launched:** In August, personal counselling is offered at discounted rates to helping professionals employed by NCSS member organizations who work directly with clients a confidential environment.
- Submitted Employee Assistance Programme proposal to various Companies to help provide counselling to employees of companies who might need help in work or personal spheres.

### Streamlined Operations

**Expanded and fixed weekly time slots:** Clients are now offered 37 counselling slots a week to choose. This includes a lunch hour slots, two evenings, and Saturday mornings. Scheduling for Counsellors was also put in place to allow time between sessions for notetaking.

**Counselling fee structure and subsidy scheme:** This was re-examined to ensure that EMCC’s professional service is appropriately paid for, with due consideration for clients’ ability to afford. A subsidy scheme was put in place after due research and comparison with similar services.

**Guidelines for counsellors:** This serves to ensure more effective use of counselling department staff:

- three night sessions to two and Saturday counsellors/therapists made the change to offer Saturday morning counselling
- targets for caseloads per counsellor
- optimal number of Intake Officers in the team to cater for the long operating hours in counselling and to deploy staff maximally



**Standard Operating Procedure:** To ensure appropriate boundaries are established between counsellors and clients to work together, and that ethics are kept. SOPs to help clients at risk, guidelines for Counsellors in responding to clients' requests for reports were put in place (more SOPs will be developed in the coming year)

### **Counsellors'/Therapists' Benchmarks**

The department is only as good as the quality of the counsellors. These are the improvements made:

**Clinical supervisions:** Provided regular clinical supervision to hone counsellors'/therapists' skills on a regular basis which included video/audio recording supervision and "live" supervision

**Administrative Supervision:** Clients' needs/goals are focused and 'managed' to ensure that staff learn to fit with clients' goals, using the approach/method to fit with them. MyOutcomes (FIT) was used in these supervision sessions to monitor the alignment between counsellors and clients

Counsellors'/therapists' competency roadmaps were drawn to ensure continued learning and career progression. In addition, counsellors/therapists also attended and offer internal and external training/give talks, work on projects to provide support groups which clients and non-clients may need.

Professional Development for counsellors/therapists include the following training in 2019:

- Dialectical Behaviour Therapy
- Supervision of Supervision Conference
- Emotionally Focused Couple Therapy Module A
- Eye Movement Desensitization and Reprocessing Therapy
- The Gottman Method Couples Therapy
- Gottman Supervision

## **Future**

Forging ahead, the counselling team will continue to reach out to more individuals, couples and families who need help in personal and relational difficulties. This shall remain the core focus of our counselling service – bringing hope and changes that heal.

Besides talk therapy, we will attempt to conduct groupwork and community outreach through social media. At the same instance, we want to care for our fellow professionals in the social services as they care for their clients. EMCC counselling department will work in partnership with other organizations or communities to provide therapy for those with greater needs.



# Feedback Informed Treatment



In therapy work, the main aim is to journey with someone till they are able to reach their therapeutic goals, and Feedback Informed Treatment (FIT) is a tool that is helping counsellors and clients do just that, and more effectively. FIT works on enhancing the *therapeutic alliance*, which is the crucial element that makes substantial and consistent contributions to client success across different types of psychotherapy.

Constructive feedback is most useful when it gets applied back actively. However, traditional methods of collecting data sadly makes the practice obsolete and here is why: Firstly, feedback given at the end of the therapeutic journey does not let you exercise the feedback for the very person who gave it. Secondly, no one knows if a client would continue the therapeutic journey long enough in the same centre to give you the feedback you want. Thirdly, most feedback is unstructured and/or cursory.

With those realities in mind, EMCC tracked down the road less travelled. Over the last 6 years, since incorporating Feedback Informed Treatment, or FIT, into our counselling sessions, it has moulded EMCC's internal counselling landscape and culture into one that places due importance on what matters, i.e. the client's voice in their therapy, therapeutic alliance and asking the difficult questions to promote professional excellence.

Last year, we checked in with our clients and counsellors about the use of FIT, and we learnt how the use of the Outcome Rating Scale (ORS) and Session Rating Scale (SRS) had broken some traditional barriers that paves the way for holistic change.

Here are some of our findings:

1. Counsellors found engagement with clients more systematic. Similarly, clients too have shared how the tool has helped them focus on their issues and helped them get their thoughts organised. It helped to set the direction of the session, enabling them to make full use of the time.
2. Owing to this culture of feedback, some clients were able to overcome cultural rules that would have otherwise prevented them from speaking up if something about the session bothered them. Such rules were: (1) do not give bad feedback that may upset an authority figure, (2) to give feedback that is more positive than how one really felt.
3. Clients appreciate that they get an objective visual of where they are at, regarding their well-being and goals for different parts of their lives.
4. Counsellors are continuously challenged to sharpen their micro skills to conscientiously break down the walls between themselves and the client, creating greater safety during sessions. This creates a sense of openness and honesty.
5. Opportunities are created at every session for counsellors to become aware of unmet client needs. This allows for them to initiate repair and make future sessions more relevant.

6. Counsellors become more self-aware of their impact and influence on the clients, their own fears, insecurities and anxieties. This has helped counsellors work towards a healthy sense of self and confidence as they learn to receive honest client feedback.

Furthermore, EMCC employs the use of a web-based tool that can statistically calculate the level of effectiveness our centre is operating at. With generated information like that, counsellors will instantly know how well or how at risk their clients are of dropping out of therapy. This information is objective and real time, which is essential for alerting counsellors so that measures can be put in place to help the client get back on track. By the same token, we are also able to find out the percentage of clients who will end therapy well and this is something we are able to report to our stakeholders, such as the National Council of Social Service (NCSS).

Walking down this road had called for greater transparency and changes in mindsets. Yet, it has also yielded fruit. Therefore, EMCC continues to believe in and champion the use of FIT in our counselling services. As we have reaped much, it is our desire to share this with as many professionals in similar work, so that they too will be able to give their clients the best care that they deserve.



# Training & Education

**108** Professionals trained

**43** Participants in Workshops

**174** Participants in Marriage Preparation Programme



Firmly believing that prevention is better than cure, EMCC continued to provide holistic support through our public education programmes.

Our Marriage Preparation Programme had helped many couples taking their first steps into the marriage and family journey. It provided a platform for the couples to get to know each other in a more intimate way in relation to practical issues such as sex, in-law relationships and finances. It also helps them recognize and work towards resolving conflicts that are already present in their relationships through an experienced facilitator.

To help couples move beyond the initial euphoria and face the realities of married life, we conducted the Gottman research based *Seven Principles Program* and *Bringing Baby Home* (BBH) workshops. Couples learnt the *Seven Principles of Making Marriage Work* while pregnant and parenting couples learnt to successfully prepare for the transition to parenthood.

We are glad to be appointed by the Ministry of Social and Family Development to run BBH programmes for transnational couples.

Besides public education, we sought to equip professionals who help couples and families.

We had another successful run of The Gottman Method Couples Therapy Training (Levels 1, 2 & 3) in October/November, conducted by Dr Dave Penner, former Clinical Director of The Gottman Institute. We also had Dr Dave Penner conduct the Seven Principles Leader Training for Staff, Associates and invited guests. As with past years, the feedback from the professionals who participated in the Therapy learning revealed they had received good and useful training.

## Future

At this stage, the training team is actively developing EMCC's training programmes to create greater awareness of essential personal lifeskills (e.g. conflict management) and to provide more throughcare in our existing family and community training work on more accessible and creative platforms. As we consolidate our existing training, we are also exploring other types of training to support new needs in society (e.g. training for singles, help training for lay people). Undergirding our work in the training department is also the pro-active marketing of our training programmes. EMCC hopes to conduct more talks and workshops, even as we continue to engage our community partners on our training programmes.

In the year 2020 to 2021:

- Review of conflict management programme to support families and communities (e.g. workplaces and religious communities).
- Development of parenting training to support parents in their everyday (e.g. emotion coaching, discipline, parent-child conflict) and during times of family stress (e.g. marital conflict, separation and divorce).
- Integration of existing marriage programmes to create a fuller roadmap for marriage journey throughcare (i.e. programmes for couples as they prepare for marriage (Prepare & Enrich), manage their marriage (7PP), manage new-born (BBH)) by helping participants to see the continuity that they can be involved in.
- Creation of new training platforms (e.g. webinars, marriage retreats) for existing training programmes (e.g. Gottman, 7PP, BBH)
- Inauguration of EMCC's first conference to champion training in the areas of family life and mental health (i.e. prevention is better than cure)
- Review of professional training (e.g. basic mediation training for social workers, Gottman, FIT)
- Join hands with professional trainers to offer more training
- Provide psycho-education to support groups.

# Why We Do What We Do

*We cannot promise to fix all your problems, but we can promise you won't have to face them all alone.*



# OUR CLIENTS' STORIES



## Counselling

Growing up had its difficulties, and I always tried my best to find ways to cope in ways I knew how: be it suppressing my emotions or just choosing complete avoidance. To me, one of the harder parts of growing up was being at the receiving end of outbursts by my parent. It was stressful, scary and it made me feel helpless. There was not much I could have done to prevent it. To cope, I would clam up and wait for the temper to pass – it helped me to avoid addressing or thinking about the events.

As I got older and situations in life became more complicated, the maladaptive coping methods I relied on created much more problems in my life. I continued to avoid confrontations because it made me uncomfortable. I remember how I resigned to losing a book because I did not want to confront the person who took it. I also struggled with not knowing how and when to apologize. I lost my friends when I made mistakes and could not bring myself to admit them. Even though it hurt, I stuck to approaching issues the only way I knew how. Mostly, they would tide me through, until things really started to break down.

I went for therapy when I was seventeen because I knew I needed help. Not in a way where I viewed therapy as help, but rather, I just knew I had to do something differently than trying to solve the issue on my own. I was in a relationship and was unable to handle the issues that came with it. Emotionally and mentally, I was at my wits end. I remember the long and exasperating nights and the difficulty of getting by each day while dealing with the emotional turmoil inside. It affected my moods. I could not carry on my day without thinking about it. I could barely eat or sleep. I could not focus in class because I was thinking about it all the time. Every time I thought about the relationship, it hurt deeply, and it did for a long time. It reached a point where I looked forward to sleeping because it was the only time I did not think about my troubles.

Going in for my first session, I still had some apprehension. What could a therapist say that could make the pain go away? What can someone tell me that I could not already find online or think up myself? How can she make something happen, or not happen? I was so fixated on the pain from this relationship that all I could think of was finding a way to make it go away.

Therapy did not make it go away. Instead, it gave me what I needed to live with it.

In my first session, I learnt more about relationships in that hour than I did in my entire life. I learnt about boundaries, responsibilities – important building blocks of relationships that I never had the concept of. After a few sessions I realized the problem I had were much more than just the relationship. My therapist was then able to work through the cumulative issues I had and guided me in developing healthier mindsets.

Although many might dismiss therapy because they have friends and family to confide in, to me, it is unquestionably invaluable to not have to worry about unloading my burdens on them. Knowing that my therapist would not judge me allowed me to speak more truths than I would to someone who knew me.

The unbiased and objective perspective allowed me to view my life more clearly and gently. I began to focus on things I had put aside previously, and I uncovered so much I had not known before.

I do not think I can emphasize enough on having a qualified professional to help one deal with issues of the heart. Although it might seem counterintuitive and even insensitive to deal with emotions so pragmatically, professionals are able to find the best possible way to work with a person. The understanding and relationship that was built between my therapist and I took years. Yet, knowing that I can go back to the same therapist with new problems is invaluable.

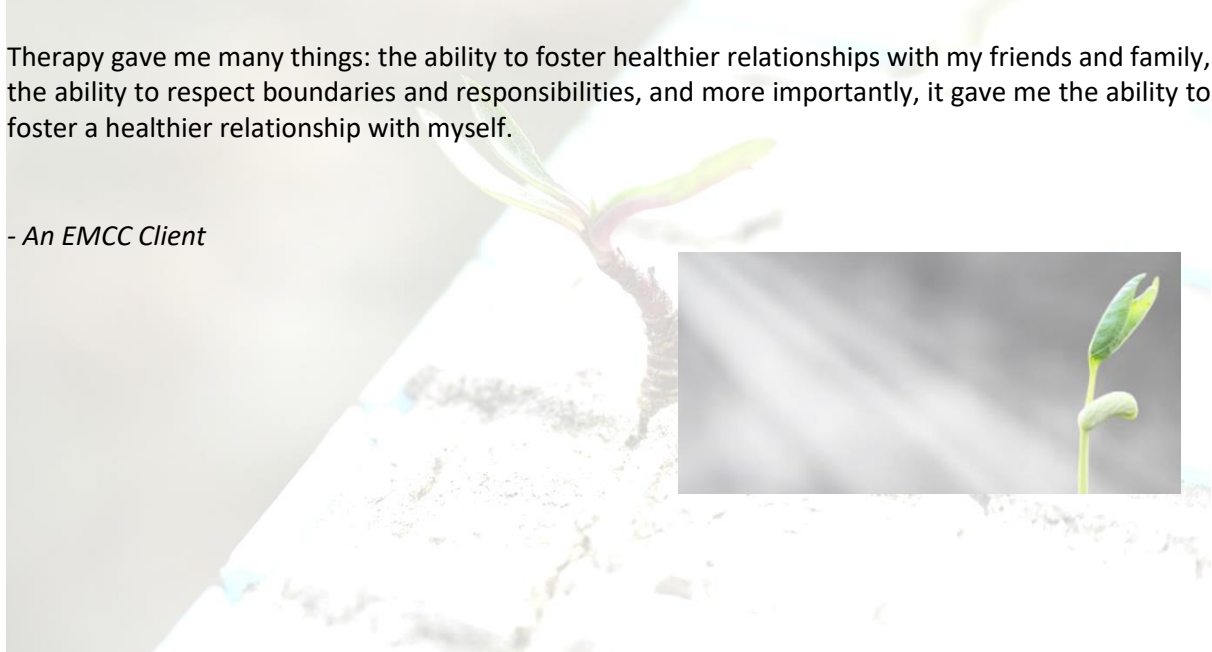
It became clear to me, eventually, that the working relationship with my therapist imparted healing and taught me valuable elements about relationships. I was treated with respect, dignity and given the assurance of confidentiality, and these allowed me the space to manoeuvre through my emotions.

I am grateful for the financial help that EMCC extended to me through their subsidised rates and I am very lucky to be receiving treatment at a rate I can afford.

There are so many uncontrollable things that can happen to someone which would leave them with emotional baggage. Sometimes, it can lead to an individual being powerless to cope or stop the self-destructive behaviours by themselves. Friends and family can listen and lend support, but sometimes being unable to be truly objective hampers their ability to understand or work in favour of an individual's needs. I realized that soon enough and am fortunate to have received the treatment I did.

Therapy gave me many things: the ability to foster healthier relationships with my friends and family, the ability to respect boundaries and responsibilities, and more importantly, it gave me the ability to foster a healthier relationship with myself.

*- An EMCC Client*







## OUR CLIENTS' STORIES

### Mediation

'We bought him watches, he sold the watches. We bought him a car, he sold the car. We bought him a flat, he sold the flat. Borrowing never ends. Our lives are put on hold. Now he's telling the neighbours and all our uncles and aunties that we had disowned him in old age. It has been exhausting. I have had enough. Let's set the record straight and we want to give our father boundaries too.' X and Y arrived at EMCC, the former disappointed that they were done in by their father for all their pains to maintain him through the years, the latter at her wits' end and inclined towards washing her hands of their father – and his gambling habit.

Gambling support groups had proven unhelpful as the sisters found themselves at the mercy of their recalcitrant father and his expensive habit. When asked how mediation would be helpful given its voluntary nature, the sisters expressed their need for a process to make all parties aware of their rights and obligations. While it was more a formal mediated family conference that they sought, they were also aware that the mediation agreement would carry weight as a signed contract, or as a mutual agreement in the Tribunal for Maintenance of Parents. More than a process, the sisters, especially Y, wanted vindication for herself, especially in the eyes of her relatives. X was with her sister, but also needed counselling help for her woundedness.

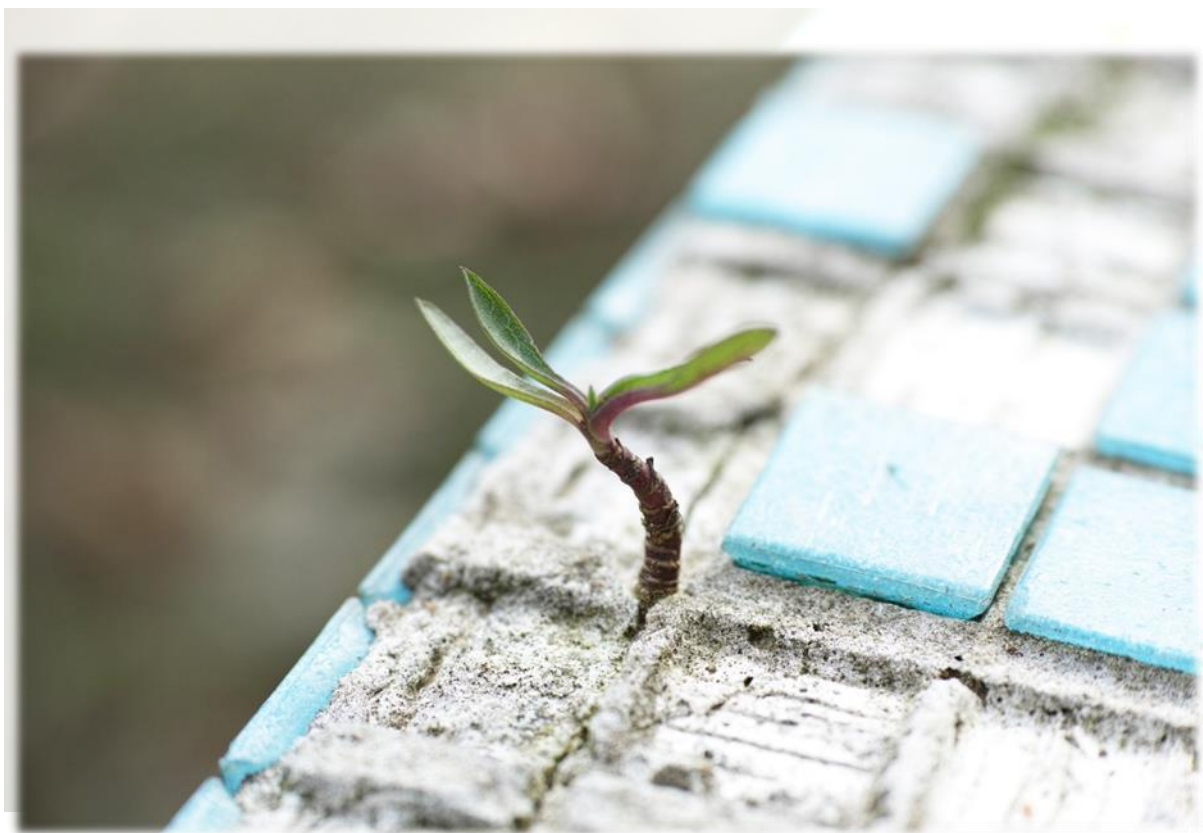
EMCC reached out to the 70-year old father who insisted on his innocence and his daughter's culpability. He flatly refused any intervention from EMCC, despite several overtures. The parties were not ready to attend to the brewing conflict.

EMCC can help, with families of a member who gambles, mediation or family conference with practical goals of resolving issues of relational and financial obligations. This seeks to achieve practical steps at curtailing physical fallout of the addiction with the rest of the family. Family of gamblers are of course encouraged to seek help from counsellors who specialize in gambling addictions as well. (Our counsellors are able to help with families to cope with challenges, emotional, mental health issues.)



# **Financial Statements**

**for the Financial Year Ended 31 December 2019**



**EMCC**  
**STATEMENT OF FINANCIAL POSITION**  
**As at 31 December 2019**

	Note	2019 \$	2018 \$
<b>ASSETS</b>			
<b>Non-current asset</b>			
Plant and equipment	4	<u>2,998</u>	<u>2,531</u>
<b>Current assets</b>			
Prepayments		<u>11,180</u>	10,954
Trade and other receivables	5	<u>54,585</u>	74,233
Cash and bank balances	6	<u>1,128,759</u>	966,301
		<u>1,194,524</u>	<u>1,051,488</u>
<b>Total assets</b>		<u><u>1,197,522</u></u>	<u><u>1,054,019</u></u>
<b>LIABILITIES AND FUNDS</b>			
<b>Current liabilities</b>			
Deferred income	7	<u>-</u>	21,594
Trade and other payables	8	<u>62,563</u>	42,045
		<u>62,563</u>	<u>63,639</u>
<b>Funds</b>			
Unrestricted Fund		<u>1,134,959</u>	1,779,721
General Fund			
Restricted Funds			
Tote Board Social Service Fund	9	-	(789,341)
Care and Share Fund	10	-	-
Community Chest Charity Support Fund	11	-	-
		<u>1,134,959</u>	<u>990,380</u>
<b>Total liabilities and funds</b>		<u><u>1,197,522</u></u>	<u><u>1,054,019</u></u>

EMCC  
STATEMENT OF FINANCIAL ACTIVITIES  
For the Financial Year Ended 31 December 2019

	Note	Unrestricted				Restricted				
		2019				2018				
		General Fund	Tote Board Social Service Fund	Care and Share Fund	Community Chest Charity Support Fund	Total Funds	General Fund	Tote Board Social Service Fund	Care and Share Fund	Total Funds
		\$	\$	\$	\$	\$	\$	\$	\$	
<b>Income from generated funds</b>										
Voluntary income	12	405,141	-	-	-	405,141	132,085	-	-	132,085
Income from charitable activities	13	44,701	403,448	8,325	50,000	506,474	79,526	525,097	101,163	705,786
Activities for generating funds	14	108,073	304,437	-	-	412,510	154,012	264,729	-	418,741
Other income	15	16,993	-	-	-	16,993	30,894	-	-	30,894
<b>Total income</b>		<b>574,908</b>	<b>707,885</b>	<b>8,325</b>	<b>50,000</b>	<b>1,341,118</b>	<b>396,517</b>	<b>789,826</b>	<b>101,163</b>	<b>1,287,506</b>
Less: Costs of generating funds	16	11,263	44,644	53,386	33,070	142,363	8,984	90,740	70,057	169,781
Less: Governance and administrative costs	17	153,737	791,614	62,476	46,349	1,054,176	286,183	774,832	31,106	1,092,121
<b>Total expenditures</b>		<b>165,000</b>	<b>836,258</b>	<b>115,862</b>	<b>79,419</b>	<b>1,196,539</b>	<b>295,167</b>	<b>865,572</b>	<b>101,163</b>	<b>1,261,902</b>
<b>Surplus/(Deficit) for the financial year, representing total comprehensive income/(loss) for the financial year</b>		<b>409,908</b>	<b>(128,373)</b>	<b>(107,537)</b>	<b>(29,419)</b>	<b>144,579</b>	<b>101,350</b>	<b>(75,746)</b>	<b>-</b>	<b>25,604</b>

**EMCC**  
**STATEMENT OF CHANGES IN FUNDS**  
**For the Financial Year Ended 31 December 2019**

	Unrestricted	Restricted			Total Funds
	General Fund	Tote Board Social Service Fund	Care and Share Fund	Community Chest Charity Support Fund	
	\$	\$	\$	\$	\$
As at 01 January 2018	1,678,371	(713,595)	-	-	964,776
Surplus/(Deficit) for the financial year, representing total comprehensive income/(loss) for the financial year	101,350	(75,746)	-	-	25,604
As at 31 December 2018	1,779,721	(789,341)	-	-	990,380
Surplus/(Deficit) for the financial year, representing total comprehensive income/(loss) for the financial year	409,908	(128,373)	(107,537)	(29,419)	144,579
Transfer of fund	(1,054,670)	917,714	107,537	29,419	-
<b>As at 31 December 2019</b>	<b>1,134,959</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,134,959</b>

**EMCC**  
**STATEMENT OF CASH FLOWS**  
**For the Financial Year Ended 31 December 2019**

	Note	2019 \$	2018 \$
<b>Operating activities</b>			
Surplus for the financial year		<b>144,579</b>	25,604
<u>Adjustments for:</u>			
Amortisation of Care and Share Matching Grant	7	<b>(8,325)</b>	(101,163)
Amortisation of President Challenge	7	<b>(13,269)</b>	(39,807)
Depreciation of plant and equipment	4	<b>2,700</b>	7,068
Operating cash flows before working capital changes		<b>125,685</b>	(108,298)
<u>Changes in working capital:</u>			
Prepayments		<b>(226)</b>	475
Trade and other receivables		<b>19,648</b>	21,942
Trade and other payables		<b>20,518</b>	18,187
Cash flows generated from/(used in) operating activities		<b>165,625</b>	(67,694)
<b>Investing activity</b>			
Acquisition of plant and equipment	4	<b>(3,167)</b>	(1,445)
Cash flow used in investing activity		<b>(3,167)</b>	(1,445)
<b>Financing activities</b>			
Receipt of Care and Share Matching Grant	7	<b>-</b>	14,823
Cash flows generated from financing activities		<b>-</b>	14,823
<b>Net changes in cash and cash equivalents</b>		<b>162,458</b>	(54,316)
<b>Cash and cash equivalents at the beginning of the financial year</b>		<b>966,301</b>	1,020,617
<b>Cash and cash equivalents at the end of the financial year</b>	6	<b>1,128,759</b>	966,301

# Governance Policy Practices



## 1. DISCLOSURE OF SPECIFIC REQUIRED INFORMATION

### 1.1 Management Committee Members Receiving Remuneration

No EMCC Management Committee member received any form of remuneration for his or her work contributed to the organisation in the past year, or any time in the past.

There is no intention to engage any of our Management Committee members in any paid-for services.

### 1.2 Paid Staff Annual Remuneration

EMCC had 12 employees as at 31 December 2019.

There is no paid staff, being a close member of the family belonging to the Executive Head or a Management Committee member, who has received remuneration exceeding \$50,000 during the financial year.

The table below shows staff receiving remuneration exceeding \$100,000 for 2019 (and 2018):

Annual remuneration salary band	FY2019	FY2018
\$100,001 to \$150,000	1	1

This year's total annual remuneration amounts include:

Quarter-month salary special bonus paid out in April 2019 and 1-month salary as Annual Wage Supplement (AWS) in Dec 2019.

## 2. ASSET MANAGEMENT – RESERVES POLICY

The Management Committee has deliberated and decided that EMCC would be financially stable and viable (given that it is maintaining its current strategies and programmes/services) to set a reserves fund, capped at one-time (1X) our Annual Total Operating Expenditure.

In the present time, this would translate into S\$1.4 million. Our current reserves fund can be found in the audited Financial Statement of Accounts.

## 3. CODE OF GOVERNANCE

Based on the last evaluation carried out in June 2019, the charity has complied fully with the applicable guidelines of the Code of Governance Evaluation Checklist for Institutions of a Public Character (IPC). Full checklist is available at [www.charities.gov.sg](http://www.charities.gov.sg).



#### 4. PARTICULARS OF MANAGEMENT COMMITTEE

Name	Current Board Position	MC Member Since	Date of Appointment	Current Occupation	Industry
A/Prof Tan Ban Leong Kenny	Honorary Chairman	2010	16 May 2012	Chief Executive Officer	Healthcare
Mr Melvin Tan Ewe Kin	Honorary Vice-Chairman	2014	9 July 2018	Director, Development	Healthcare
Miss Cindy Koh Yean Leng	Honorary Secretary	2013	9 July 2018	Director	Communications
Ms Donna Cheng Bih Hoang	Honorary Treasurer	2014	9 July 2018	Senior Director	Philanthropy
Mr Benny Ong Hock Siong	Honorary Assistant Treasurer	2008	9 July 2018	Retired	Finance
Ms Cindy Ong	Member	2018	9 July 2018	Director, HR	Healthcare

##### Extract from Constitution of EMCC

CI 8.2 Names for the above offices shall be proposed and seconded at the Annual General Meeting and election will follow on a simple majority vote of the members. All office-bearers may be re-elected to the same or related post for a consecutive term of office. The maximum tenure for Treasurer shall be for 4 consecutive years (or 2 consecutive terms). The term of office of the Committee is 2 years.

#### 5. RELATED ENTITIES

At the time of this report, Dr John Ng Swee Kheng holds the position of Chair (Honorary), Board of Governance at Eagles Communications whilst being an advisor to the Management Committee in EMCC.

There were no financial transactions conducted between EMCC and Eagles Communications during the year 2019.

#### 6. ATTENDANCE AT MANAGEMENT COMMITTEE MEETINGS

There were seven (7) MC Meetings held in 2019.

	11 Feb	11 Mar	27 May	10 Jun	8 Jul	4 Sep	18 Nov	Attendance
A/Prof Tan Ban Leong Kenny	Y	Y	Y	Y	Y	Y	Y	7/7
Mr Melvin Tan Ewe Kin	Y	Y	Y	Y	Y	Y	Y	7/7
Miss Cindy Koh Yean Leng	Y	Y	N	Y	N	Y	N	4/7
Ms Donna Cheng Bih Hoang	N	Y	Y	Y	Y	N	Y	5/7
Mr Benny Ong Hock Siong	N	N	Y	Y	Y	Y	Y	5/7
Ms Cindy Ong	N	N	Y	Y	N	Y	Y	4/7

Y: Present

N: Absent with apologies

## GOVERNANCE EVALUATION CHECK LIST

S/N	Code Guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
<b>BOARD GOVERNANCE</b>				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	*1.1.2	Complied	
2	Are there governing board members holding staff* appointments?		No	
5	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
6	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	
7	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.1 2	Complied	
8	Is there any governing board member who has served for more than 10 consecutive years?		Yes	
9	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	Complied	One of the MC members had served since 2008. His expertise is needed during this period when our organization is going through several transitions.
10	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
<b>CONFLICT OF INTEREST</b>				
11	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
12	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	

<b>STRATEGIC PLANNING</b>				
13	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
<b>HUMAN RESOURCE AND VOLUNTEER* MANAGEMENT</b>				
14	The Board approves documented human resource policies for staff.	5.1	Complied	
15	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
16	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
17	Are there volunteers serving in the charity?		No	
<b>FINANCIAL MANAGEMENT AND INTERNAL CONTROLS</b>				
19	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
20	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
21	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
22	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
23	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
24	Does the charity invest its reserves (e.g. in fixed deposits)?		Yes	
25	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
<b>FUNDRAISING PRACTICES</b>				
26	Did the charity receive cash donations (solicited or unsolicited) during the financial year?		Yes	
27	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
28	Did the charity receive donations in kind during the financial year?		No	

<b>DISCLOSURE AND TRANSPARENCY</b>				
30	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
31	Are governing board members remunerated for their services to the Board?		No	
34	Does the charity employ paid staff?		Yes	
35	No staff is involved in setting his own remuneration.	2.2	Complied	
36	The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity’s subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	
37	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family* belonging to the Executive Head* or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family* belonging to the Executive Head* or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
<b>PUBLIC IMAGE</b>				
38	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Not Complied	Work in progress



# Thank You

Thank you for your donations and for supporting our cause to bring hope to broken relationships and restore lives

## **RELIGIOUS ORGANISATIONS**

Kwan Im Thong Hood Cho Temple

Holland Village Methodist Church

## **CORPORATIONS**

Aggregate Asset Management Pte Ltd

The Compass Counselling Practice Pte Ltd

Lee Foundation

Life Planning Associates Pte Ltd

Lucky Square Pte Ltd

Meta Fusion Pte Ltd

## **GRANTS**

Tote Board and National Council of Social Services for 'Tote Board Social Service Fund'

National Council of Social Services for 'Care & Share'

Community Chest and National Council of Social Services for 'Charity Support Fund'

## **OUR INDIVIDUAL DONORS**

Your generous contributions have made an impact in the work that we do. Your one-time donations or long-term support have allowed us to continue providing affordable mediation and counselling services to all.

We are affirmed by your gifts and will continue to do our best to serve our community.

# How You Can Help

EMCC provides mediation and counselling at a subsidized rate to ensure these services remain accessible to all in need regardless of their financial status. Your donations will enable us to continue bringing hope to relationships and restoring lives through our services.

No donation is too small to make a change.

You are eligible for 250% tax deduction when you **1) donate \$10 or above** and **2) provide your NRIC details**.

You can make your donations through the following means.

## Cheques

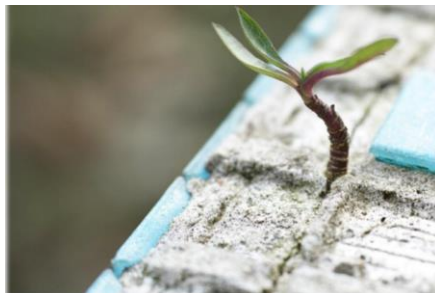
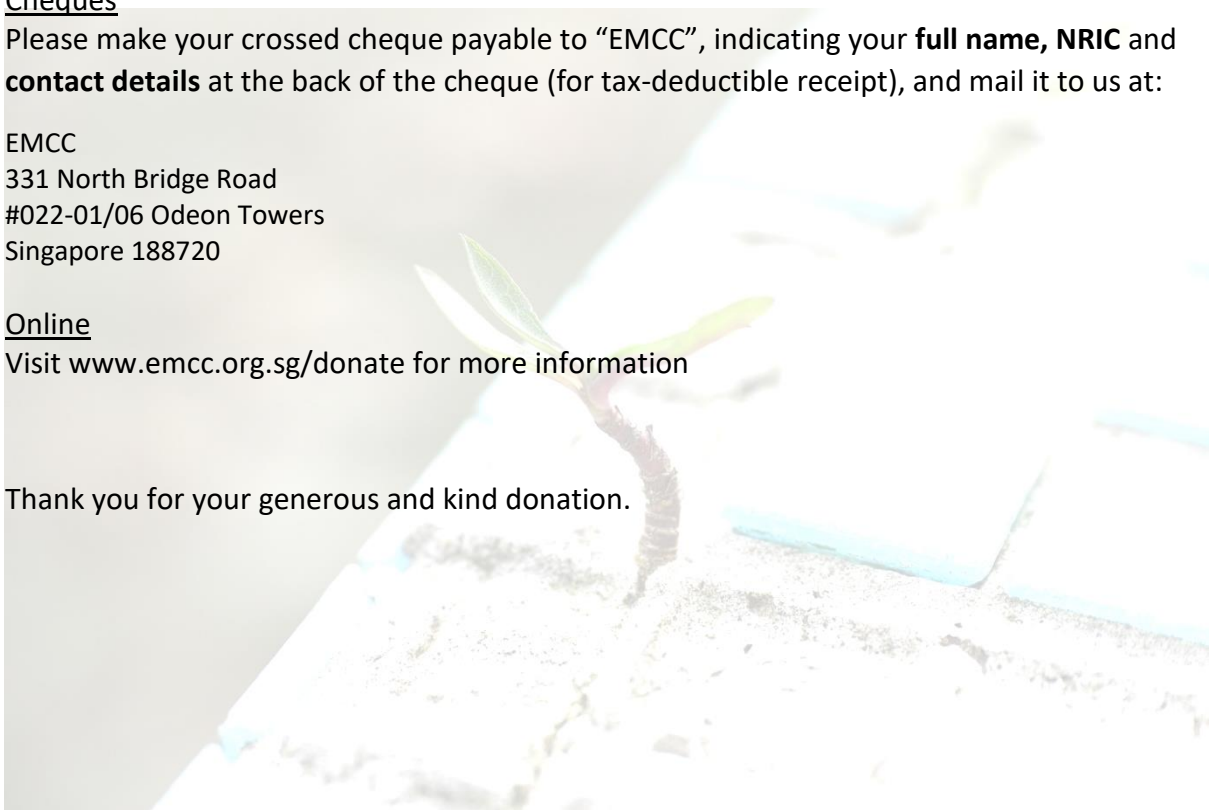
Please make your crossed cheque payable to “EMCC”, indicating your **full name, NRIC** and **contact details** at the back of the cheque (for tax-deductible receipt), and mail it to us at:

EMCC  
331 North Bridge Road  
#022-01/06 Odeon Towers  
Singapore 188720

## Online

Visit [www.emcc.org.sg/donate](http://www.emcc.org.sg/donate) for more information

Thank you for your generous and kind donation.





# Overview of Services at EMCC

## **MEDIATION**

Family Dispute in issue of Divorce, Post-Divorce, Probate-Estate Claims, Eldercare Arrangements and Workplace Disputes

## **COUNSELLING**

Individual Therapy, Couple/Family Therapy, Marriage Closure Therapy, Art Therapy for Children, Care-To-Care Programme for Social Service Professionals, Employee Assistance Programme and Clinical Supervision

## **MARRIAGE JOURNEY**

Marriage Preparation Programme, Seven Principles Program, Bringing Baby Home, Emotion Coaching, You and Your Teen Workshops

## **TRAINING & EDUCATION**

Mediation Courses, Conflict Management Workshops, Professional Development for Counselling Professionals and Training in the Gottman Method Couples Therapy

## **FIND OUT MORE**

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



**EMCC**

331 North Bridge Road #22-01/06 Singapore 188720

(with effect from 1 April 2020)

T: 6788 8220

F: 6788 8218

E-Mail: [reachus@emcc.org.sg](mailto:reachus@emcc.org.sg)

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

Charity UEN No.: S97SS0164E