

The Greenhouse Community Services Ltd

ANNUAL REPORT 2021





**“Inside every seed is
the potential for an
incredible harvest.”**

- Farrah Gray

OUR PROFILE

About The Greenhouse Community Services Ltd

The Greenhouse Community Services Ltd (The Greenhouse) is a substance addiction recovery centre for marginalised and vulnerable communities. They find it especially hard to seek help out of shame and fear of discrimination. Our beneficiaries include sexual minorities, racial minorities, those who are HIV+ or formerly incarcerated. They are trauma-survivors who wish to heal from terrible experiences, such as physical abuse, sexual assault or rejection by their families, in order to outgrow their substance use. We provide customised care that is holistic and integrated, within a safe and supportive environment.



Mission

To provide customised care that is holistic and integrated, within safe and supportive environments, particularly for marginalised and vulnerable communities that find it especially hard to seek help because of shame and fear of discrimination.



Values

The Greenhouse provides a safe and supportive environment, with a strong sense of community, where we can learn, change and grow without fear of prejudice or judgement.

Integrity is important to us, and we have a strong sense of professionalism in ensuring the anonymity of the cases we handle, as well as the confidentiality of the information we are privy to.

The Greenhouse is a company limited by guarantee and registered under the Charities Act. The Greenhouse is also a full member of the National Council of Social Service (NCSS).



Vision

To empower people to understand the source of their substance addiction, in order to recover and lead the lives they were meant to live.

We respect diversity and believe in the importance of providing treatment that is customised to every individual's unique needs and strengths.

CHAIRMAN'S MESSAGE

Dr Rayner Kay Jin Tan



When I was told that this year's theme for the annual report was 'Harvest', I began thinking about what this word meant. It conjures imagery of the reaping of rewards following a period of hard work.

But this begs several questions. Whose hard work is this? And for whom does the harvest benefit? It is important that we constantly reflect on these questions so that we remain grounded in why we do the work we do.

Our beneficiaries work hard everyday to place their recovery at the forefront of their lives. In fact, they have already put in the hard work even before getting to our centre through the pain of their addictions and trauma of their life experiences. They are the harvesters bringing with them the seeds for the harvest.

We also must not forget our staff and volunteers. Their willingness and generosity in supporting the community, and their courage to learn and grow with us every single day cannot be understated. They provide the tools for the harvest.

The Greenhouse, as a charity, remains a space where we bring communities together, and create favourable conditions for personal growth and harvests. Like a greenhouse, we provide warmth, protection, and an ideal environment for our beneficiaries to grow and thrive. We don't do the harvesting on behalf of our clients. What we do is teach our beneficiaries how to harvest and provide them with the tools to do so.

Through this lens, it becomes clear to me that while our harvest is a collective process, our beneficiaries get to reap the rewards. It is a bonus that many of our volunteers and staff also belong to the very same community of individuals whose lives have been directly or indirectly affected by addiction.

Reflecting on the past year, I am extremely grateful for the collective work that The Greenhouse community has put in, and am optimistic that our community continues to grow in size and in love.

Thank you for your support, which allows us to continue this important work.

A stylized, handwritten signature in black ink, consisting of a large, flowing 'R' followed by a horizontal line and a small dot.

A WORD FROM OUR FOUNDER

Mr Alaric Tan



2021 was a season of Harvest for The Greenhouse. After years of careful planning and hard work, many of the seeds we planted finally bore fruit.

As a substance use recovery centre for marginalised communities, we have always been harder to support. Having empathy for those whose suffering we have rarely experienced, requires us to experience life in a way most of us have not been taught to do. But behind everything that we do at The Greenhouse is a simple but profound belief – that anyone who wishes to recover from trauma and addiction deserves competent and compassionate care that will not further stigmatise or re-traumatise them, regardless of their race, religion, sexual orientation or gender identity. We are grateful that this belief is shared by others, and is growing by the day.

We were privileged to host Minister for Law and Minister for Home Affairs Mr K Shanmugam for a visit at our centre on 9 July 2021, just two days after we marked our fourth year in operation. This was followed by a visit by Minister of State Sun Xueling on 5 November 2021. We are very touched that they find value in the work that we do, and value in the people that we serve. We then became a full member of the National Council of Social Service on 30 January 2022.

During these visits, we expressed our desire to share what we have learnt with other communities. We shared how our work as a ground-up organisation has taught us the importance of speaking to heads and hearts in equal measure, and how we hope to set

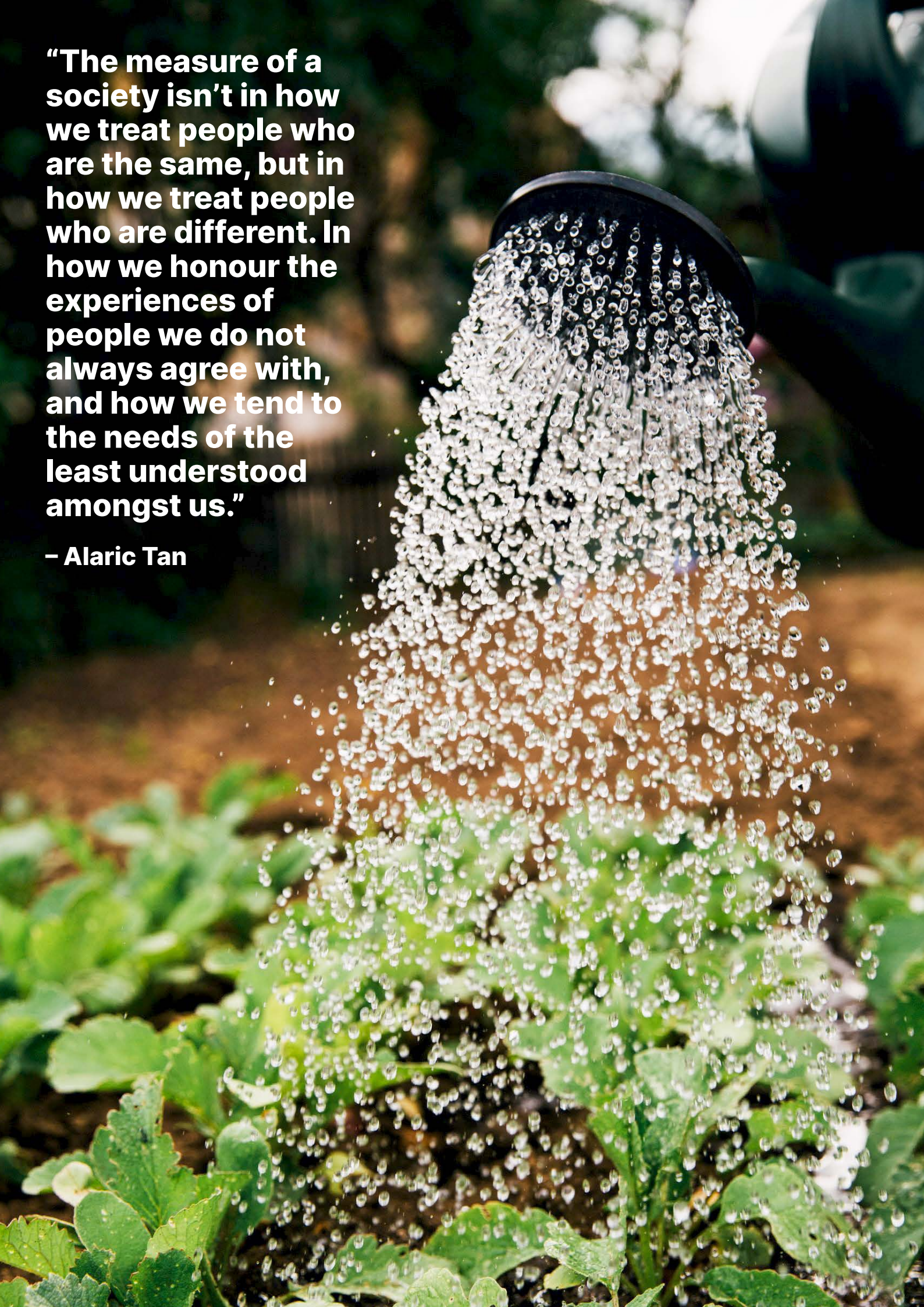
up a dedicated facility that can better establish data-driven, evidence-based and trauma-informed approaches to care as best practice across our nation. More importantly, we expressed the desire to work more closely with other organisations, in order to learn from each other as peers.

Thank you for supporting us. Please stay tuned for The Greenhouse Research and Learning Centre. All we have sown and reaped together, may we dedicate to those yet to come, so anyone who wishes to heal and grow, will always be able to do so.

A handwritten signature in black ink, appearing to be 'Alaric Tan'.

“The measure of a society isn’t in how we treat people who are the same, but in how we treat people who are different. In how we honour the experiences of people we do not always agree with, and how we tend to the needs of the least understood amongst us.”

– Alaric Tan



ABOUT OUR ORGANISATION

UEN Number
202008502N

Executive Director
Mr Tan Han Wei, Alaric

Auditor
Tan, Chan & Partners

Corporate Secretary
CorporateRoom Services Pte Ltd

Banker
DBS Bank Ltd

Board of Directors
Dr Rayner Kay Jin Tan
Mr Loh Wei
Mr Ong Ching Seong
Ms Eleanor Ong

The Greenhouse Board Committees 2021

Audit Committee
Mr Ong Ching Seong (Chairperson)
Mr Mark Ooi

Finance Committee
Mr Loh Wei (Chairperson)
Mr Gerald Tan

The Board Members' attendance at Board Meetings for the period January to December 2021

Name of Directors	Number of Board Meetings Invited to Attended (FY2021)	Number of Board Meetings Attended (FY2021)
Dr Rayner Kay Jin Tan	5	5
Mr Loh Wei	5	5
Mr Phua Tiong Eng [^]	1	1
Mr Ong Ching Seong ^{^^}	3	3
Ms Eleanor Ong ^{^^^}	2	2
Dr Maha Yew Tuck See ^{^^^^}	4	4

[^]Mr Phua Tiong Eng resigned as a director on 10 April 2021 | ^{^^}Mr Ong Ching Seong was appointed to the Board on 10 April 2021 | ^{^^^}Ms Eleanor Ong was appointed to the Board on 10 September 2021 | ^{^^^^}Dr Maha Yew Tuck See resigned as a director on 30 November 2021

ADDITIONAL NOTES

As a not-for-profit organisation, no directors will receive remuneration unless for professional services rendered as approved by the Board. The Management Team is led by Mr Alaric Tan, Executive Director, The Greenhouse Community Services Ltd. Mr Alaric Tan was appointed as Executive Director on 13 March 2020.

There is no employee who is a close member of the family of the Executive Director or Board Member. None of The Greenhouse's employees serve on the Board.

GOVERNANCE POLICIES

In matters of governance, The Greenhouse takes guidance from the Code of Governance guidelines set out by the Commissioner of Charities.

GOVERNANCE EVALUATION CHECKLIST

The Greenhouse makes annual submission via the Governance Evaluation Checklist through the online Charity Portal at www.charities.gov.sg.

CONFLICT OF INTEREST

Board members operate under a conflict of interest disclosure process. Annual conflict of interest disclosure statements are undertaken by all Board members.

RESERVE POLICY

All services by the Greenhouse were provided free-of-charge to the beneficiaries in FY2021. Operation costs were funded by donations from individual and corporate donors. Covid-19-related grants partially offset operating expenses in FY2021. Being in our second year of operations as a registered charity, The Greenhouse is still enroute to building a reserve policy.

¹ The Greenhouse's first year of submission of the Governance Evaluation Checklist is in 2022

² The Greenhouse began its Conflict of Interest disclosure policy in 2022

OUR DIRECTORS

Our Leadership

Chairman, Director

Dr Rayner Kay Jin Tan

Rayner Kay Jin Tan, PhD in Public Health, is a Postdoctoral Fellow at the University of North Carolina Project-China. He is also a Visiting Research Fellow at the Saw Swee Hock School of Public Health, National University of Singapore, and at the National Centre for Infectious Diseases in Singapore. Rayner is a recipient of the National University Health System's Singapore Population Health Improvement Centre fellowship, the Courage Fund Limited (Infectious

Diseases) Ph.D. scholarship, the DBS Bank school valedictorian award in social sciences, the Asia Pacific AIDS and Co-Infections Conference Fellowship, and is currently the treasurer of the Society of Behavioural Health, Singapore. He was a Prestige Singapore 40 under 40 laureate for the year 2021. He has published more than 50 scientific journal articles and serves as a peer reviewer for more than 40 scientific journals.

Director

Mr Loh Wei

Loh Wei, CFA, CA(Singapore), previously served as the Finance Director at a philanthropic organisation that uses social impact programmes and platforms to build a thriving and sustainable community for all in Singapore. He began his career at a "Big Four" accounting firm and subsequently built and sold his accounting and corporate secretarial practice in 2017. Since 2013, Loh Wei has devoted much of his time to

practising meditation in the Chinese Zen tradition and attending silent retreats. Loh Wei holds a Masters in Buddhist Studies from The University of Hong Kong and a Bachelor of Accountancy from Singapore Management University. He holds the Chartered Financial Analyst designation and is a Chartered Accountant of Singapore.

Director

Mr Ong Ching Seong

Kevin C.S. Ong ("CS") is a legal counsel in commercial law. He has worked in large companies as well as Singapore and international law firms since 2011. Since 2019, he has also worked in a start-up and the charity space. His interest in charities stems from a

commitment to social justice, to equalise opportunities to health, happiness and success for those who face exceptionally uncertain odds. In his free time, CS enjoys boxing and writing.

Director**Ms Eleanor Ong**

Eleanor Ong (MSc BA)'s postgraduate training in Developmental Psychology is the foundation of her therapeutic practice, influencing her extensive work with young people and adults struggling with difficulties surrounding trauma and addiction. She specialises in alcohol, drug, gambling, food and gaming addiction, and works closely with children of

families where addiction is present. Eleanor also does substantial work with the LGBTQIA community around identity, addiction and relationships. Eleanor strongly believes in fostering health and growth for individuals. Her work has a deep emphasis on a foundation of safety, stabilisation, compassion and non-judgment.

Executive Director**Mr Tan Han Wei Alaric**

Alaric Tan is a trauma-survivor. For nearly two decades, he had taken drugs to cope with the pain of a life marred by abuse, depression and guilt over his sexual orientation. By the time he was arrested in 2016, he had become so heavily addicted to drugs that he had to consume them continuously just to function. A period of forced incarceration reinforced his determination to get clean. Upon release, he sought out, then helped develop, several recovery programmes that address specific issues causing his addiction. His recovery gave him the knowledge that

those with similar issues can also get well. His desire to share his experience of recovery with others led to the birth of The Greenhouse. Alaric's recovery is proof of his belief that people who overcome their addictions can contribute meaningfully to society and be of service to others. To date, he has over ten years of experience managing companies and community organisations, and played an active part in implementing innovative interventions for hard to reach populations, such as anonymous HIV testing and counselling, for over twenty years.

THE PROGRAMMES WE RUN

Peer Support . Counselling . Caregivers Support

1 • Peer Support Programme

Case Management & Care Plan Review

Because recovery can be a complex, long term process with many parts to it, we have a robust case management process in place to:

- 1) Track progress of recovery
- 2) Conduct regular and timely Care Plan Review with the service user
- 4) Recommend adjustments to recovery plan as needed
- 5) Prompt service users of steps that need to be taken

Our case management service helps to simplify the process and provide a seamless experience of recovery from end to end.

Community Therapy Programmes & Social Activities

Recovery is more than just abstaining from substances. Participation in community activities can be an effective intervention for clients undergoing recovery treatment. These activities help participants reconnect with nature, discover their inner strengths, gain insights into their problems and learn practical skills such as job interviewing and developing new habits. These activities are engaging and make recovery fun and enjoyable. Our community therapy programmes include recovery hikes, meditation, mindfulness practice, cinema therapy, volunteering and career planning workshops, etc.

Self-Management and Recovery Training (SMART)

Facilitated by our clinical team, SMART's science-based approach emphasises self-empowerment and self-reliance. SMART's practical tools and social supports are proven effective to support and sustain successful long-term life change. The four-point programme helps our clients to build and maintain motivation, cope with urges, manage thoughts, feelings and behaviours and lead balanced lives.

Peer Support Programme

Peer support is an evidence-based practice with proven results. Our trained volunteers offer psychosocial support to new clients who need help navigating the various recovery resources. Leveraging lived experience, our peer support volunteers share knowledge and model recovery to facilitate change.

2 • Counselling Programme

Individual Counselling Programme

Counselling helps to address underlying issues that cause addiction in a strengths-based and person-centric manner. It is especially helpful in addressing acute issues or issues that may be too personal to address in a group setting. We provide in-house counselling by our counsellors, who have been trained in The Greenhouse SSTC (Sexuality, Substance Use, Trauma and Co-occurring Disorders) Model that is both trauma-informed and informed by findings from in-house research studies that we have conducted.

Group Therapy

Facilitated by trained counsellors, group therapy is an important means of examining the way we relate to ourselves and others, so as to establish healthy and helpful ways of relating. This is especially important when the crutch of drugs and alcohol has been removed and acts as a future template for the ways we relate to others outside of a recovery setting.

3 • Caregivers Support Programme

Caregivers Support Programme

Caregivers for persons in recovery often face a multitude of stressors themselves. Our Caregivers Support Programme is dedicated to meeting the needs of friends, family and partners of those who struggle with substance use and addiction, through education, support network, self-discovery and self-care enablement.

**“Our job is not the
harvest, our job is
the seed.”**

- Carl Lentz



THE NUMBERS

Peer Support Programme	2021	2020
a) No. of training hours for peer supporters	66	89
- Workshops	59	80
- Individual Mentorship	7	9
b) No. of peer supporters workshop	8	10
c) No. of peer supporters trained	21	14
d) No. intake assessments conducted	58	59
e) No. of SMART recovery meetings	50	52
f) No. of Alcoholics Anonymous meetings	52	52
g) No. of Narcotics Anonymous meetings	52	104
h) No. of Community Therapy Activities organised	60	-

Counselling Internship Programme	2021	2020
a) No. of individual counselling service hours	701.5	362
b) No. of individual counselling service users	54	40
c) No. of runs of group therapy	1	2
d) No. of group therapy hours	20	40
e) No. of group therapy service users	9	18
f) No. of group case conference and presentation session	23	13
g) No. of group case conference and presentation hours	57.5	32.5
h) No. of training hours	31	35
i) No. of counsellors/counselling interns trained	12	9

Caregivers Support Programme	2021	2020
a) No. of hours of psychosocial education, support meetings, activities	30	10
b) No. of caregivers served	17	8

PROGRAMMES & ACTIVITIES HIGHLIGHT

Mindful Meditation

The mindfulness meditation group meets every two weeks to engage in body awareness practices, grounding techniques and also explores other mindfulness practices. Moreover, mindful listening and group discussion help clarify doubts and deepen the participants' practice.

Career Workshops and Coaching

Having a fulfilling job and education is an important aspect of recovery. In 2021, we invited experts in the field to run our career and education workshops, as well to provided 1-to-1 guidance to our beneficiaries. We thank Charles from The Flying Caterpillar for sharing his time and expertise with us!

Runkeepers Virtual Race and Running Community

We have seen several changes in Safe Management Measures due to the Covid-19 pandemic. In order to encourage our beneficiaries to stay fit and healthy, a virtual race was organised on the Runkeepers app every month. Participants spurred each other on to clock their target distance (at about 30km per month!).

In December 2021, The Greenhouse Festive Virtual Race was organised to raise funds. For every kilometre clocked, \$5 was donated by the board of directors and the caregivers. A total of 802.46km was clocked, garnering a total donation of \$4012.30!

KEY FINANCIAL HIGHLIGHTS

We Make Every Dollar Count

FY2021

\$330,023

Total Income

\$155,522

Total Expenditure

\$174,501

Total Surplus

FY2020

\$33,471

Total Income

\$32,683

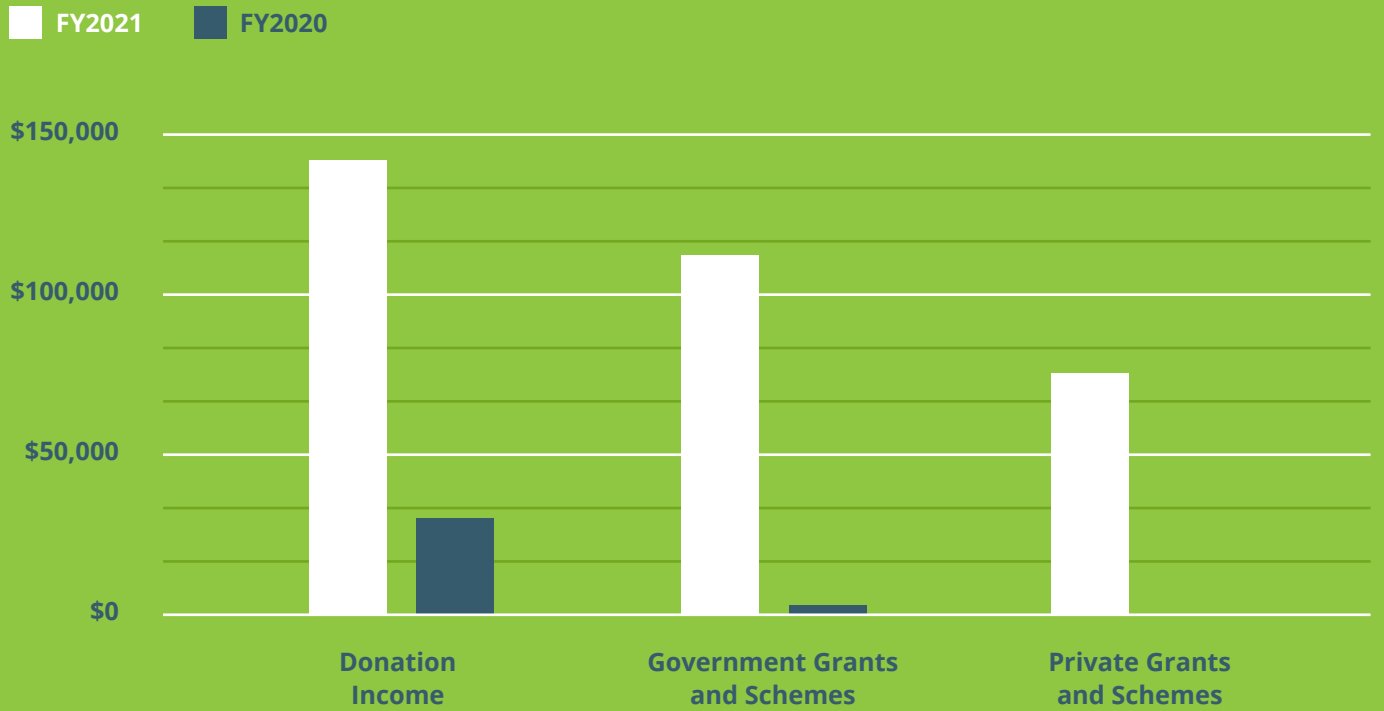
Total Expenditure

\$788

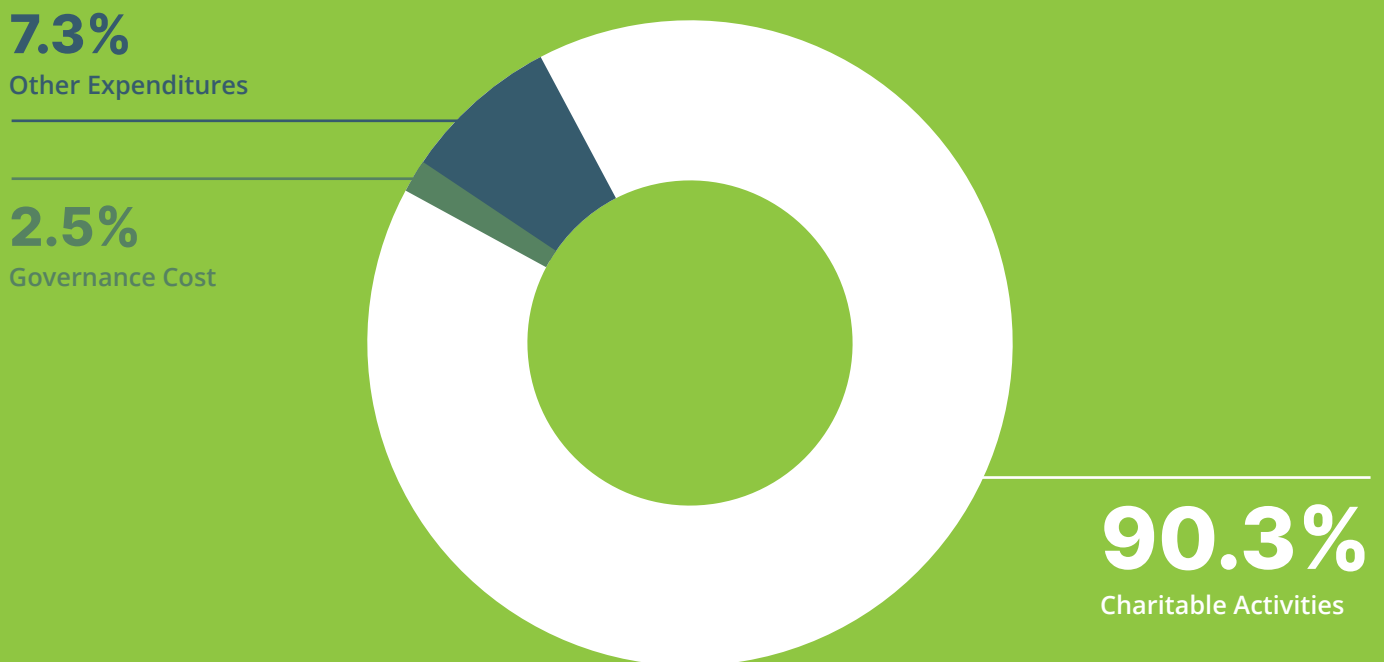
Total Surplus



INCOME



EXPENDITURES (FY21)



Full audited financial report available at:
<https://thegreenhouse.sg/financials>

OUR OUTREACH

The Majority Trust Maybank Momentum Grant

28 April 2021



Watch/Read

PinkDot13: Video feature

12 June 2021



Watch/Read

The Greenhouse Workshop: Substance Use, Addiction and Recovery for GBMSM in Singapore

19 and 26 June 2021



Watch/Read

Rice Media: The Greenhouse Caregivers Support Programme

3 September 2021



Watch/Read

The Greenhouse Virtual Open House

26 December 2021



Watch/Read

INTERVIEW WITH CHUAN FEI

Chuan Fei joined our Counselling Internship Programme in June 2021. We asked why he chose to serve with us, and how we have helped him grow as a therapist.

I chose to serve my practicum at The Greenhouse because I was drawn to its vision of a compassionate community built by, and for, people who are marginalised. Every part of The Greenhouse, from its programmes to its garden, honours an individual's ability to heal from the cycle of trauma and substance use.

At The Greenhouse, I have witnessed our clients struggling with the effects of society's stigma against gender and sexual minorities. I have been moved by



their courage, as they reconnect with vulnerable parts of themselves and rediscover their strengths. Through The Greenhouse's training and supervision, I have become more brave as a therapist, more ready to meet each moment in alliance with my client.

To me, The Greenhouse is a home for those least understood and most underserved. All of us – peers, carers, counsellors, and allies – bring courage and belonging to each other. Often in my memory is our courtyard, with its sun-lit edges and shaded corners, marking out this safe space for healing and growth.

INTERVIEW WITH DINESH

Dinesh first sought help at our centre in December 2020. His mother is an active part of our Caregivers Support Programme, and often provides food for our volunteers, to help them feel appreciated.

Before The Greenhouse, all hope lost, relationships broken, health was rotting. Ultimately I was just unhappy. And the peace I sought in many ways, only brought more conflict.

Because of The Greenhouse, I was empowered. Given the right knowledge to identify, recognise, acknowledge and even investigate the roots of my problems. This meant I not only could see clarity with my substance addiction but in every other aspect of my life. With clarity came hope, drive, confidence and determination.



Supported by people with the same goal, I realised I was changing. Old habits were woven out of my fabric. New friends, new goals, a new life to look forward to.

To me, The Greenhouse is my temple. Recovery is now my religion. I am devoted to this new lifestyle. A place where my pain, distortion, confusion is still being stripped. A safe place that is such a powerful tool for fellow suffering addicts. I am ever grateful.

WITH APPRECIATION

These visits of support and recognition would not have been possible without the tireless service of our volunteers and the constant support of our donors. We have come so far together. Thank you for the light you shine upon us. You help us to heal and grow together. Our house is a home because of you.

The Greenhouse is dependent on public donations for operations. If you find value in the work that we do, please consider making a donation at: <https://www.giving.sg/the-greenhouse-community-services-ltd>

Visit by Minister for Law and Home Affairs, Mr K Shanmugam

9 July 2021



From left to right: Minister K. Shanmugam and Dr Rayner Tan



Because of your support, anyone who wishes to recover from trauma and addiction, will always be able to do so.



Watch/Read

Visit by the Minister of State for Social and Family Development, Ms Sun Xueling

6 November 2021



From left to right: Mrs Agnes Tan, MOS Sun Xueling and Ms Shila Naidu



From left to right: Mr Tank, MOS Sun Xueling, Dr Rayner Tan and Mr Alaric Tan



Watch/Read

