



Apex Harmony Lodge



Annual Report 2013

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ABOUT APEX HARMONY LODGE

Apex Harmony Lodge is the first purpose-built 210 bedded Lodge for people living with dementia. Built at a cost of \$13 million in 1997, the Lodge, situated on a plot of land in Pasir Ris measuring 6,500m², has 7 residential wards, a day-care centre, staff quarters, physiotherapy room, kitchen, multi-purpose hall, landscaped gardens and courtyard for Residents to walk about and relax. Each ward is fully self-contained with its own dining area, relaxation room, assist-bathrooms and visitor's lounge where family members can spend quality time with their loved ones.

The Lodge admits people living with dementia only. Priority is given to families from the lower income group, whose loved ones cannot be cared for at home owing to their family's inability to afford hired help.

GENERAL INFORMATION

Contact: 10 Pasir Ris Walk, Singapore 518240

Tel: 65852265, Fax: 65852982

email: ahl@apexharmony.org.sg

website: www.apexharmony.org.sg

Society Registration Number: ROS 305/94 WEL

UEN Number: S95SS0086F

Charity Registration Number: 1270

Main Bankers: DBS Bank Singapore

Hong Leong Finance Ltd

Bank of East Asia

Auditor: Baker Tilly TFW LLP



CORPORATE VALUES

VISION

To be a living model of a home committed to lives affected by dementia.

MISSION

To provide the best of care for persons living with dementia.

OPERATING PHILOSOPHY

Unlocking the potential in every Resident, Staff and Volunteer beyond dementia care.

OUR CORE VALUES

Respect, Integrity, Perseverance, Passion, Devotion, Excellent Care.

STRATEGIC THRUST 1

Redesigning Model of Care

STRATEGIC THRUST 2

Collaborative Partnership

STRATEGIC THRUST 3

Excel Through Culture and Training

STRATEGIC THRUST 4

Operational and Fiscal Excellence

MANAGEMENT COMMITTEE GOVERNANCE

Roles and Responsibilities of Management Committee (MC)

The MC acts in the best interest of the Lodge with the aim of providing the best of care for persons living with dementia. It ensures that the Lodge is managed responsibly and prudently; complies with all applicable laws and internal policies; is governed by an appropriate code of conduct and has robust processes to ensure compliance with the code.

The MC maintains overall control and management of the Lodge, whilst delegating the day-to-day management to the management team headed by the Chief Executive Officer (CEO). The MC reviews and approves new programmes, changes in current programmes and significant transactions. The MC also approves the annual budget prepared by management. All MC members are not remunerated by the Lodge and are mandated to declare actual and potential conflicts of interest, and to abstain from voting or participating in decision-making on matters where they have a conflict of interest. The MC also ensures that the Lodge is in compliance with requirements in the Societies Act, Singapore Charities Act, Singapore Financial Reporting Standards (FRS), and the Code of Governance for Charities and Institutions of a Public Character (IPCs).

Composition of our Management Committee

The MC takes cognizance of need to keep a balanced mix of MC members from diverse background drawing expertise from areas such as financial management, medicine, law, strategic planning and technology. All MC members must be independent, in respect of not having any family, employment, business and other relationships with the Lodge. The CEO is an ex-officio non-voting member and attends all MC meetings unless otherwise directed by the MC. Other members of the management are invited to attend the meetings from time to time and to make presentations to the MC. As at 31 December 2013, the MC had 11 members. The MC met six times since the last Annual General Meeting (AGM) with the attendance as follows:

No.	Name of MC Member	Designation	Number of meetings attended
1	Mr Chan Kum Leong	Chairman	6
2	Mr Gan Boon Jin	Vice Chairman	6
	Mr Clifford Lee Soo Koon	stepped down as Honorary Secretary on 22 Aug 2013	2
3	Mr Kong Kenneth Kitson Michael	Honorary Secretary	6
4	Mr Teo Beng Fwee	Treasurer	6
5	Ms Chen Hui Wen	Assistant Treasurer	4
6	Mr Kang Hak Leng	Member	6
7	Dr Lucy Ooi Chung Mui Nee Tan	Member	2
8	Dr Ee Chye Hua	Member	6
9	Dr Gabriel Oon Chong Jin	Member	4
10	Mr Mathavan Devadas	Member	3
11	Mr Chan Cheong Hoy Winson	Member	3

Key Corporate Governance Initiatives

AHL is committed to lawful and ethical behaviour in all our activities and requires that our Management Committee, employees and volunteers conduct themselves in a manner that complies with all applicable laws, regulations and AHL's internal policies. In keeping with this commitment, AHL has complied with the Code of Governance for Charities and IPCs. AHL's Governance Evaluation Checklist for the period **1 Jan 2013 to 31 Dec 2013** can be viewed at the Charity Portal www.charities.gov.sg.

Reserves Policy Statement

AHL maintains a Reserves Policy to provide guidance in the Lodge's management of our reserves. The policy applies to that part of the Lodge's reserves that can be used for our operating purposes. Restricted Funds, which are reserved for specific use, are excluded.

The Management Committee ensures that the Lodge has adequate cash reserves to cover the annual operating expenditure for **5 to 7 years**.

Our current year cash reserves (unrestricted funds) increased by \$ 779,608 to S\$8.0 million and are adequate to fund 5.8 years of annual operating expenditure based on 2013 expenditure level.

Annual operating expenditure, for the purpose of the Statement of Reserves, represents the current gross annual expenditure of the Lodge. The above is based on the assumption that AHL continues to receive subvention from the Ministry of Health but ceases to receive any income from:

- our maintenance fee from residents and day care elders; and
- donations.

THE CONSTITUTION

The Lodge is governed by a set of Constitution approved by the Registrar of Societies and the Commissioner of Charities, Singapore.

No amendments to the Constitution shall be effective unless approved by the members of the Lodge, Registrar of Societies and the Commissioner of Charities, Singapore.

The Lodge has no related entities at any time during the financial period or at the date of this report.

THE MANAGEMENT COMMITTEE

The members of the Management Committee of the Lodge as at the date of this report were:

No.	Name of MC Member	Designation	Date of Appointment	Occupation
1	Mr Chan Kum Leong	Chairman	27-Mar-13	Accountant
2	Mr Gan Boon Jin	Vice Chairman	27-Mar-13	Engineer
3	Mr Kong Kenneth Kitson Michael	Honorary Secretary	22-Aug-13	Business Proprietor
4	Mr Teo Beng Fwee	Treasurer	27-Mar-13	Accountant
5	Ms Chen Hui Wen	Assistant Treasurer	27-Mar-13	Architecture Associate
6	Mr Kang Hak Leng	Member	27-Mar-13	Director
7	Dr Lucy Ooi Chung Mui Nee Tan	Member	27-Mar-13	Medical Doctor
8	Dr Ee Chye Hua	Member	27-Mar-13	Geriatrician
9	Dr Gabriel Oon Chong Jin	Member	27-Mar-13	Consultant Medical Oncologist & Physician
10	Mr Mathavan Devadas	Member	27-Mar-13	Teacher
11	Mr Chan Cheong Hoy Winson	Member	27-Mar-13	Sales, Distributor

THE SENIOR MANAGEMENT TEAM

No.	Name	Designation
1	Ms Soh Mee Choo	Chief Executive Officer
2	Mr Ronald Lim	Head, Organisational Development
3	Mr Go Hwi Kueh	Head, Finance and Compliance

Residents' Profile

As of 31 Dec 2013, AHL has 204 Residents and 24 Elders attending the Day Care Service. 75% of the Residents are aged over 75 years old. They are our pioneer generation who have contributed to Singapore in our building years. Their children (if any) are aged 50s-70s, and could also be financially dependent on the rest of their family members.

58 (28%) of the Residents have been staying in the Lodge for more than 5 years. An increasing trend worth noting is of younger Residents who needed to be admitted to the Lodge. 21 out of 38 Residents admitted in 2013, were aged below 75 years old. This is almost a 4-fold increase from 5 out of 37 Resident admitted in the year of 2012.

Staff Profile

As of 31 Dec 2013, staff strength stands at 104 with nursing staff making up 70% of the total. Besides therapists and administrative staff, AHL has also hired Therapeutic Programme Executives to lead in designing and implementing integrated therapeutic programmes. None of the three highest paid staff receives more than \$100,000 in annual remuneration each.

RE-VISIONING

In constantly striving to re-invent Apex Harmony Lodge (AHL) to enhance the quality of life for people with dementia, 15 key staff led by the CEO undertook a series of continuous improvement review and re-visioning exercise from August to December 2013.

The series of conversations, working in teams and intensive strategic planning exercise resulted in a fresh commitment to honour the AHL mission to realize her vision - by 2018, AHL will then be the recognized, trustable and leading centre and in-community partner in integrated person-centred dementia care in Singapore and beyond.

The exercise culminated in a Strategic Map and Balanced Scorecard to guide the strategic actions at AHL over the next 3 years to achieve its vision of 2018 as measured by the 3 key strategic results:

- 1. Percentage of Satisfied Residents and Day Care Elders with enhanced Quality of Life (QOL) and maintained "abled years"***
- 2. The numbers of Inspired & Visionary Long Term Synergistic Partners as co-creators and knowledge partners***
- 3. AHL as Credible and Trustable Knowledge Creator in Person-Centred Care (PCC) & Quality Assured Dementia Care***

The visit and dialogue session with Minister of Health, Mr Gan Kim Yong, on 9 October 2013 provided an additional impetus for AHL to chart her way forward to serve People with Dementia (PWDs). With a better understanding of the needs in Long Term Residential Care (LTRC) sector, AHL

swung into action to plan a prototype for the LTRC and Day Care in 2014 which aims to create the concept of a virtual dementia home to enable people with dementia to live normal life, with their families and in the community as long as possible.

A visionary model was conceptualised to truly articulate the values and beliefs of AHL for people with dementia; this gave birth to the Integrated Model of Person-Centred Dementia Care that provides for people at different stages of dementia – early, middle and late stage respectfully.

In a nutshell, the model encapsulates clear integrated care delivery pathways for the different stages of dementia. At the early stage, transitional care services are provided – Day Care, Night Care and Respite Care. In collaboration with the community and families, services provided aims to support PWDs to live a normal life within the community or bring the community into the world of PWDs.

At the later stages of dementia where community living may not be possible, three options of LTRC – Assisted Living, Supported Living and Palliative Care – are available. Guided by the principle of Person-Centred Care (PCC), these 3 options enable differentiation that can be responsive to the different needs of PWDs.

STRATEGIC THRUST 1 – Redesigning Model of Care

Integrated Nursing and Therapy Services

Introduction

Apex Harmony Lodge aims to provide best of care services through the model of PCC and Person Environment Occupation (PEO). The care plans and activities are formulated and targeted to achieve individual goals for the Residents. The primary intention is to focus on the overall well-being of each Resident, concentrating on their remaining strengths and abilities. The PEO model is based on the dynamic relationship between the person, his/her environment and his/her activities. Hence, the emphasis is more on normalization instead of institutionalisation.

Overview

Residents are encouraged to participate in Activities of Daily Living (ADLs) as well as activities that utilise their competence and creative abilities. The integrated activities apply multi-pronged approaches based on person component of strength, balance, coordination, social skills and environment awareness. The Residents choose the activities that they enjoy doing; thereby the objective of ensuring success in Resident's perspective is achieved.

Initiatives on integrated therapeutic and nursing care

These programmes clearly articulated the rationale and benefits of the activities within Homes (*AHL call wards as Homes*).

- Activities such as folding laundry, preparing simple snack, wiping plates and sweeping floor serve to enhance Resident's independence, self-worth and ownership of AHL being their home.

- Residents who still have the ability to count are engaged to pre-pack stock at the store. This helps to save operation time in stock dissemination to Homes.
- 20 Residents mainly wheelchair bound are involved in vocational therapy. This packing of plastic cutlery activity was co-created with community partner Cheng Moh Huat Trading Supplier Co.
- 7 Residents go to our community partner - Orchid Laundry's premises twice a week to fold towels. This project seeks to provide opportunity for ambulatory Residents to engage in vocational activity in a community setting. It includes the opportunity to make choices where Residents select their meals at the hawker centre.



Initiatives on therapy services

- **Morning Group Exercise.** The innovativeness is in providing the Elders with a real genuine environment promoting socialization within the group and the community outside.
- **Balance Exercise.** This programme aims in improving static and dynamic standing balance of the ambulant Residents, including those in their 90s, to achieve stability and avoid falls.
 

- **Morning Ventures.** This programme aims to enhance cognition, emotion, as well as behaviour functioning. The rationale behind this program is that community mobility increases normalization in an individual. This program allows the individual to excite, employ and engage all senses which is normally dulled by prolonged periods of institutionalization. Residents are given the chance to enjoy a walk in the park, or enjoy a cup of coffee at *kopi tiams* or just a stroll in the nearby malls.
- **Speech Therapy.** This therapy helps to address those Residents with swallowing or speech difficulties.

STRATEGIC THRUST 2 - Collaborative Partnerships

Collaboration with partners is critical for sustainability at AHL. Partnership is grounded on mutual respect, acknowledgement of joint accountability, adopting the strength-based approach and the Win-Win-Win approach for Residents-AHL-Partners. These allow us to harness collective intelligence for building of capacity and creation of a learning community for Residents, AHL and Partners.

Partnership with Families

In recognition of families as a critical care partners, an annual Service Quality Feedback Survey was conducted. 94.85% of the Residents' and Day Care Elders' families were satisfied with AHL services, an increase of 3.2% from 2012.

AHL continues to build rapport and synergistic partnership with families, involving them in making decisions on the involvement of their loved ones in pilot projects.

Partnership with the Community

AHL stepped up her synergistic and sustainable partnerships with professionals, donors, organizations and volunteers to co-create new programmes to support the strategic and operational work at AHL. AHL staff get to learn best practices from institutions like Agency for Integrated Care, The Salvation Army Peacehaven Nursing Home and Institute of Mental Health and also Changi General Hospital.

The two pilot programmes to provide therapy through work were initiated with support from Orchid Laundry and Cheng Moh Huat Trading Supplier Co.

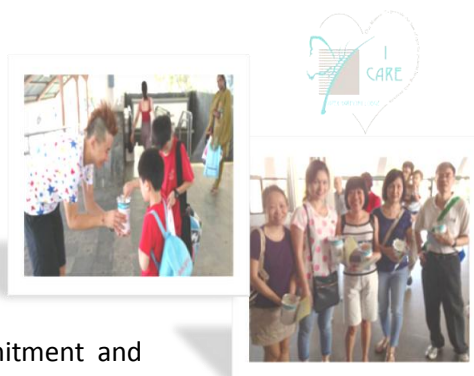
Another pilot partnership is in progress with A*Star on the use of robotic pet. The project seeks to deepen our knowledge, typically the moods of the Residents so that we could better meet their needs.

The Adopt A Grandparent program (AAG) has engaged a total of 31 students from United World College with 18 Residents since 2012. This year they focused more on outings and festive celebration. 15 students also conducted weekly music sessions with our Residents and Day Care Elders.

Partnership in Fund Raising Events

AHL Flag Day 2013

An enthusiastic group of 450 students, corporate volunteers and staff of Apex Harmony Lodge (AHL) greeting and pleading on the streets for the AHL Flag Day 2013 - 26 October 2013. Their uncommon commitment and tirelessly efforts to encourage the public contribution, had raised about SGD\$51,000 to advance AHL's mission of providing quality care and services for our Residents, Day Care Elders and their loved ones. We appreciate all volunteers' efforts in providing people with dementia, an opportunity to live a dignified life at our Lodge.



Apex 850

24 cyclists from Malaysia and Singapore joined hearts and hands in our inaugural Apex 850; a cycling charity fund raising held from 22 to 25 January 2013; riding from Penang to Singapore ending at our Lodge completing a total distance of 850km. \$170,000 was raised to support AHL to better provide for the Residents and Day Care Elders. The Patron of the Lodge and Deputy Prime Minister and Minister for Home Affairs and Coordinating Minister for National Security, Mr Teo Chee Hean was present at the finale held on 25 January 2013 to “chequered flag” the cyclists to congratulate and endorse the accomplishment of the cyclists.



Partnership Acknowledgement

In acknowledging our partners, during 2013 Alzheimer Action Day celebration on 21 September 2013, partners were invited to share and inspire others through their personal experiences.

- Ms Lim Guat Choo whose parents are attending AHL Day Care programmes. ***“I felt that prayers, patience and compassions were keys to persevere my caring for parents. LISTEN to their needs and show them love and attention. Love and caring gesture go a long way though my parents may not seem to be aware of what is happening.”***
- Ms Oliviero Loretta Dorothea’s mother is an AHL resident. ***“My mom suffers more than 30 years from Schizophrenia due to Postpartum (postnatal) Depression and her condition brought me to a career in nursing. Giving our loved ones TIME and LOVE while they are still around, even a few minutes is a great joy to them.”***
- Mr Lau – a volunteer. ***“No amount of reading can replace a real exposure and interacting with people affected by dementia. I learned to empathise with staff who need to pay close attention to many residents. Doing art & craft work and “chit-chatting” with persons with dementia stimulate their thinking. Knowing the occurrence that dementia is not age specific. I now learn to be physically active through regular exercises and mentally active such as playing Word Search and Sudoku.”***
- Si Min, a volunteer who like to hear stories from people to find out life experiences that she may not personally experience. ***“I was so inspired and motivated in getting more volunteers’ help to create more vibrant life through activities for the residents. I comprehended just how jolting it can be to care for a loved one with dementia who can irrationally change moods on you. So I feel a lot more empathetic to caregivers.”***

STRATEGIC THRUST 3 - Excellence through Culture and Training

The Culture of Possibilities

AHL strives for excellence through a culture of training that further enhances the existing quality of care. As staff are the main providers of CARE and LOVE, irreplaceable by machine or material. A Staff Well Being Committee was set up to promote ownership, collegiality and team work to build better relationship, communication and interaction; to create a clean, green and homely working environment for all, where each impossible challenge serves as a learning opportunity.

Two new initiatives, being the Quarterly Staff Birthday Celebration and a Badminton Competition were organised in 2013; where everyone enjoyed a balance work life of learning, leading, organizing, exercising, play and friendship. We see many more people bloom as **I'mPossible superstars!**



The Training & Development

In alignment to the operating philosophy, AHL is committed to groom her staff through training and development unlocking their potential increasing their competencies.

In 2013, an addition of 440 training places and 70% increase in training hours were achieved as compared to 2012.

11 Nursing Aides graduated with ITE Skills Certificate (ISC) in Healthcare (Homecare), while 9 Nursing Aides passed their Singapore Nursing Board (SNB) Licensure examinations and were recognized as Enrolled Nurses.

One of the key training initiatives launched in collaboration with Society for the Physically Disabled (SPD) was on Dysphagia Management. A total of 40 nurses had acquired improvised skills in helping Residents with feeding and swallowing difficulties.

Training statistics as at December 2013:

Total No. of training places: 818

Total cumulated training hours: 2773

No. of staff trained: 120

Training hours per staff: 23

STRATEGIC THRUST 4 - Operation and Fiscal Excellence

AHL is managed by a team of dedicated volunteers whose combined diverse expertise was best tapped upon to run AHL responsibly and efficiently. The Management Committee members also take charge of the sub-committees, and provide supports and expertise to co-lead with the CEO.

On the ground level, a steering management team is formed by key positions in HR, Finance, Operations, Nursing and Organisational Development to enhance the daily operation with quality care and services.

The Six Sub-committees

The sub-committees are professionally guided by a set of Terms of Reference.

Sub-committee	Function	Chaired by
Audit Sub-committee	Review of financial policies and procedure	Mr Kang Hak Leng
HR Sub-committee	Review of HR policies, staff remuneration and HR best practices	Mr Gan Boon Jin
Medifund Sub-committee	Review and assess Medifund applications based on socio-economic backgrounds of Residents	Mr Gan Boon Jin
Medical Sub-committee	Medical and nursing management	Dr Gabriel Oon
Cyclical Maintenance Sub-committee	Cyclical maintenance	Mr Winson Chan
Volunteer Sub-committee	Volunteer management and engagement	Mr Kong Kenneth Kitson Michael

Finance

73.5% of the operating expenditure of the Lodge is supported by Government subvention, 17.5% from fees collected from Residents and Day Care Elders and the remainder from donations and other sources.

72.7% of the total expenses were spent on provision of care and services to residents and Day Care Elders; 27.3% on administrative services which comprises depreciation of building and fixed assets and lease of land (18.2%) and the rest on repairs and maintenance, financial expenses and professional fees.

In 2013, the Lodge has an operating surplus of \$765,094. As at 31 Dec 2013, the Lodge has cash of \$8.6 million, an increase of \$883,000 over 2012. The reserves are kept in fixed deposits and bank accounts with financial institutions in Singapore.

SUB-COMMITTEE REPORT - The Medical Sub-committee

The Medical Sub-committee consists of senior medical specialists from the private and public sectors, who give pro bono volunteer services and advices to the Management Committee of the Apex Harmony Lodge.

The appointees are clinicians who are approved by the Singapore Medical Council.

1. Dr. Gabriel Oon , Consultant Physician and Medical Oncology (Chairman);
2. Dr. Ee Chye Hua (Geriatrician);
3. Dr. Donald Poon Yew Hee (Medical Oncology);
4. Dr. Isaac Krishnamoorthy Sittampalam (Senior Orthopedic Surgeon);
5. Emeritus Ernest Low Yin Peng (Emeritus Professor of Orthopedic Surgery Tan Tock Seng Hospital);
6. Attending Physician Dr. Winston Hwang Teng Ben (Family Physician);
7. Dr. Chiam Peak Chiang (Psycho-Geriatrician, Institute of Mental Health);
8. Nurse Educator, Nursing Manager
9. In attendance (ex Officio): Chief Executive Officer.

Its terms of reference:

- To set guidelines for medical treatment for Residents.
- To amend treatment(s) which it deem not relevant for the management of the Residents.
- To make recommendations to the Management Committee on improving the standard of medical, nursing and food hygiene care provided for the Residents.
- To review the cause of death in Residents.
- To investigate and recommend appropriate steps for complaints made by Residents on nursing care in the home.
- The Committee would meet every six weeks or wherever necessary. A minimum of four members would form a quorum.

- The Committee would consist of at least three Singapore Medical Council approved fully practicing medical practitioners, the resident doctor, the geriatrician, psychologist and the Director of Nursing.

Overview:

The Medical Sub-committee paid close attention to the medical and nursing management throughout the year, and made regular inspections of the wards, discussed with the Residents and relatives and conduct scheduled audits.

1. Governance and medical audit

Due attention on Governance and medical audit were carried out by the committee.

2. Mortality reviews of all deaths

The attending physician Dr. Winston Hwang was invited, to give an account of the condition or cause of demise of the deceased Resident. Mortality rate has been at reasonable low level and all deaths were accepted as due to natural causes.

The Medical Sub-Committee were aware that many Residents suffer from multiple medical ailments requiring multiple prescriptions (sometimes over 12 drug prescriptions for Diabetes, Chronic heart failure and heart disease, old strokes, cancers, chronic lung disease, constipation, and various medical and orthopedic conditions.) These medicines were regularly reviewed and reduced wherever possible to less than eight medicines per person.

3. Nursing duties

Ideally AHL would need at least 12 SRNs, instead of current 9. They would be assisted by State Enrolled Nurses (SEN) and nursing aide (NA) who help to carry the physical load of care of these immobile patients.

4. Ministry of Health and Nurses Practicing Guidelines.

The Nursing Practicing and Practical Guidelines were scrutinized by the Committee and approved for implementation. These included items such as handling of infectious cases, like Methicillin Resistant Staphylococcal and Vancomycin Resistant Bacteria by isolation rooms, and barrier nursing procedures and haze management.

5. Haze Management

When the PSI counts had risen to > 200psi, all Residents were confined to indoor. Instructions were made to turn on all the fans to keep the rooms cool and to give more cool fluids to the Residents. Those with severe chronic lung disease were affected but few; by the haze that caused mild conjunctivitis, asthma, and exacerbated some cases of chronic bronchitis.

The Medical Sub-Committee proposed to purchase of air filters and air cleaners for the more vulnerable Residents set up in the air-conditioned room.

6. Care for Residents

There were at least 50% of dementia Residents under the grouping of Category III and IV, who were immobile or confined to bed. Such Residents require higher dependency of care.

On the whole, with physiotherapy, psychiatric care, rehabilitation, most of the Residents were contented and satisfied with their care, food and there were no serious adverse complaints about their care. It is hoped that in the future with more family members attending the education programme on the care of dementia, more of the mobile Residents can be cared for at home.

7. Emergency exit for fire

The Committee has recommended that until a practical report in collaboration with the Singapore Civil Defence Force (SCDF) is obtained, the following contingency steps would be undertaken for evacuation of the dementia Residents.

Possible exit routes would be:

- (i) Through the veranda of each of upper floors and evacuation by a pulley system or chute system,
- (ii) Another way is to convert grill doors on the present metallic grills lining the corridors of the two upper floors and lower the Residents down by an escape chute.

SUB-COMMITTEE REPORT - Cyclical Sub-committee Report

The Apex Harmony Lodge was built in 1997 and many amenities and physical structures have deteriorated in the past 16 years.

The "old lady", has also been overtaken by modern building and safety codes, practices and much of the existing amenities are far below the standards of contemporary hospitals and homes.

AHL management committee has now embarked on a cyclical maintenance and renovation exercise for the Lodge, with two main objectives:

- To improve and renew the entire premises, replacing the structures that are badly worn, or pest infested with more appropriate design and material that are more durable and resistant to climatic elements, pest infestation and general decadence.
- To enhance on the general safety needs of The Lodge with new facilities and amenities to improve overall accessibility and mobility and to facilitate evacuation during emergencies.

The cyclical maintenance programme is planned and conceived with the foresight that none of any part of the existing building blocks will make way for the expansion of the Lodge, when the plan is accepted and approved.

ACKNOWLEDGEMENT OF DONORS

AHL takes this opportunity to express our sincere appreciation to the following donors of 2013 for their generosity, kindness and support to provide integrative care services to people affected by dementia.

Donors who had contributed \$10,000 and above:

Arts Associate Company Pte Ltd	Tote Board
Afro-Asia Shipping Co. (Pte Ltd)	Anonymous
Kwan Im Thong Hood Cho Temple	Mrs Lee Li-Ming
Avitar Enterprises Pte Ltd	Ms Marian Yeo Wenxian
Gold Lite Pte Ltd	Mr Sunny Wong Fook Choy
Hong Leong Foundation	

Donors who had contributed above \$5,001 to \$10,000:

Aranda Investment Pte Ltd	Mellford Pte Ltd
IBM Singapore Pte Ltd	Mr Chong Kang Hua
Kingsmen Creatives Ltd	Mr Sin Guan Heng
Loyang Tua Pek Kong	Mr Toh Kim Lin
Samsung Asia Pte Ltd	Ms Tan Chiew Lian
Sumber Indah Pte Ltd	Ms Wong Sim Yee @ Carolina
Mdm Lim Song Kie	

Donors who had contributed above \$501 to \$5,000:

7-Eleven	Palelai Buddhist Temple
Accenture Pte Ltd	Park Hotel Management Pte Ltd
Biz Recruit Consultants	Peck Brothers Construction Pte Ltd
Canon Singapore Pte Ltd	Rangjung Yeshe Oddiyana
Cisco Systems (USA) Pte Ltd	RHB Bank Berhad
Community Foundation of Singapore	Rodyk & Davidson LLP
Courts Asia Limited	Sembcorp Industries Ltd
Emirates	Sin Ming Sing Cantonese Opera Center
Goodrich Global Pte Ltd	Singapore Press Holdings Ltd
Hitachi Data Systems Pte Ltd	Singapore Telecommunications Limited
Inter-Regional Advisory Pte Ltd	ST Electronics (E-Services) Pte Ltd
Kaigai Leasing	Steven Lam Racing Pte Ltd
Labourtel Management Corporation	Truvisor Pte Ltd
NEC Asia Pacific Pte Ltd	Tudor Lodge Racing Pte Ltd
NETS	United Overseas Bank Limited
Orchid Laundry	XT Xing Technologies SG Pte Ltd



Donors who had contributed above \$501 to \$5,000:

Dr Ee Chye Hua	Ms Ang Swee Hoo
Dr Juanita Fu	Ms Anisha Kaul
Dr Wong Su Lin	Ms Chionh Sze Chyi Mavis
Mdm Hong Yoke Chan @Chan Yoke Chan	Ms Choa Li Peng
Mdm Yeung Shun Yun	Ms Chua Poh Choo
Mr Chen Yoon Fah	Ms Dorothy Chong
Mr Chew Ghim Bok	Ms Eng Fong Moi
Mr Haren Shah	Ms Goh Yuh Lin Elaine
Mr Hideyuki Takaoka	Ms Lau Ying Hui (Janin)
Mr Kee Meng Lang	Ms Liang Ming
Mr Kelvin Lim Kok Nam	Ms Liao Jia Yu
Mr Koh Hwee Cheng	Ms Liu Jinbi Joyce
Mr Lau Huan Yeong	Ms Mabel Goh Mui Ngim
Mr Laxon Laurie Kevin	Ms Ng Ying Zi
Mr Lim Meng Chong	Ms Quek Bek Choo Jasmine
Mr Lim Teck Chai Danny	Ms Saw Suay Har
Mr Lui Sieu Weng Gregory	Ms Sharon Wee
Mr Mervyn Taye	Ms Tan Chiew Hia
Mr Michael Toh Yue Kang	Ms Tan Chin Hui
Mr Ng Phua Khim	Ms Tan Lay Hoon Jane
Mr Ng Yan Huay	Ms Tan Whei Mien Joy
Mr Seah Eng Siong	Ms Tay Hui Xin Karen
Mr Toh Pang Boon/Kor Chor Imm	Ms Tye Beng Hong
Mr Yap Boon Seng	Ms Yap Bee Hui Wendy
Mr Yeap Lam Kang	Ms Yong Lee Har
Mr Yeap Lam Kheng	

Donors who had contributed \$500 and below:

Apex Club of Singapore (Bukit Timah)	Leslie Khoo Racing Stable Pte Ltd
Derkaze Design & Contracts	SignArt Pte Ltd
Esteem Management Services Pte Ltd	Siong Loong Furn & Decoration
Dr Huang Teng Ben Winston	Mr Jacob Sng Teck Kwang
Mdm Kam Boon Horng	Mr Koh Beng Chwee
Mdm Belinda Xie	Mr Lee Kai Keong
Mdm Chee Yen Yun	Mr Liew Mei Hin
Mdm Chew Mei Haw	Mr Lim Puay Ming
Mdm Chng Leng Teck	Mr Loh Yew Kwong
Mdm Chua Guay Lan	Mr Loo Kuen Feng
Mdm Goh Lay Kheng	Mr Low Giap Sing
Mdm Lee Hwee Nah	Mr Raymond Ngeo Tiam Chong
Mdm Lim Yock Lan	Mr Tan Chin Keong Ivan
Mdm Seetoh Yock Fun	Mr Tan Kong Chai
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We sincerely apologise to those donors and groups whom we may have inadvertently left out. Your contributing effort and donation in kind are much valued and appreciated by our Residents. On their behalf we thank you.

In addition, AHL wishes to thank the following groups, corporate partners and volunteers who have contributed valuable time and resources in organising activities for the Residents, staff as well as fund raising events for AHL. Your support and encouragement motivate all at AHL to continue to persevere with devotion, respect and integrity to live the AHL's values and mission.

- **National Service Resort and Country Club.** The NSRCC's Charity Golf 2013 had raised \$63,250.
- **Football With A Heart.** 30 corporate companies and agencies jointly organised charity friendly football matches in August 2013 and had raised \$30,500.
- **Singapore Order of Malta** and their Pilgrim Group brought cheers to our Residents during the Christmas season together with Dr. Gabriel Oon, AHL Medical Sub-Committee Chairman. They sang as they went from the Homes to the OCS hall which brought great joy to the Residents.

