



APEX HARMONY LODGE



Annual Report 2014

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ABOUT APEX HARMONY LODGE

Apex Harmony Lodge is the first purpose-built 210 bedded Lodge in Singapore 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 visitors' 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

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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

Maybank Singapore

Auditors: 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

Visionary Model of Dementia Care

STRATEGIC THRUST 2

Synergistic Partnerships

STRATEGIC THRUST 3

Enduring Innovative Culture of Excellence

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 in 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 the 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 2014, the MC had 11 members. The MC met six times since the last Annual General Meeting (AGM). The attendance of the members is as follows:

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

Key Corporate Governance Initiatives

AHL is committed to lawful and ethical behaviour in all its activities and requires that its 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 2014 to 31 Dec 2014** 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 its reserves. The policy applies to that part of the Lodge's reserves that may be used for its operating purposes. In this regard, Restricted Funds, which are mandated for specific use, are excluded.

The Management Committee ensures that the Lodge has adequate cash reserves to cover its annual operating expenditure.

Our current year General Fund Reserves of S\$4.6 million are adequate to fund 3.4 years of annual operating expenditure based on 2014 expenditure level. Annual operating expenditure, for the purpose of the Statement of Reserves, represents the current gross annual expenditure of the Lodge, as adjusted on the assumption that AHL continues to receive subvention from the Ministry of Health but ceases to receive any income from:

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

Building Fund

During the financial year, AHL exercised prudence to designate part of the General Fund to a Building Fund to build a reserve for the purpose of building replacement. On 28 August 2014, the Management Committee approved the setting up the Building Fund with an initial \$6.4 millions designated to it and in the succeeding years an amount equivalent to the annual depreciation for leasehold building. The Building Fund will remain in the nature of an unrestricted fund.

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	Names	Dates of Appointment	Designation
1	Ms Soh Mee Choo	15-Aug-13	Chief Executive Officer
2	Mr Albert Hong	09-Feb-15	Chief Operating Officer
3	Mr Ronald Lim	01-Mar-12	Head, Organisational Development
4	Mr Go Hwi Kueh	03-Sept-13	Head, Finance and Compliance

Residents' Profile

As of 31 Dec 2014, AHL housed 206 Residents, and provided day-care-service to 19 other Elders. More than three-third of the Residents are aged over 75 years old. They are our pioneer generation who had contributed to Singapore during our nation-building years. More than 30% of the Residents have been staying in the Lodge for more than 5 years.

Staff Profile

As of 31 Dec 2014, AHL had 112 staff, 65% of whom are nursing staff. They were supported by a team of Physiotherapists and administrative staff. Besides these, AHL had also hired Therapeutic Programme Executives to lead in designing and implementing integrated therapeutic programmes.

During the year, one staff received between \$100,000 and \$200,000 in annual remuneration; and save for this, none of the staff received more than \$100,000.

Related Entities

AHL does not have any related entities.

STRATEGIC THRUST 1 – Visionary Model of Dementia Care

Person-Centred Care Approach in Nursing

Guided by the Person-Centred Care (PCC) model, our Nursing Department underwent restructuring in 2014 in pursuance of providing best quality of care for the Residents. Residents were re-organized into *Assisted Living*, *Supported Living* and *Palliative Care* based on their remaining strengths and capabilities. Staffs were also re-shuffled based on their skills and interests.

To further enhance staff knowledge and awareness in dementia care, staff underwent training courses in dementia care conducted by the *Community Psychogeriatric Programme* (CPGP) team from Changi General Hospital (CGH); and *InterRAI*.

Furthermore, various assistive devices were gradually introduced to both staff and Residents to enhance work productivity and Residents' quality of life. For instance, the introduction of the *Calypso chair* to enhance daily routine in bathing and the *banana pillow* to enhance daily routine of turning and positioning of the largely bed-bound Residents.

In order to embrace PCC, *Individualized Integrated Care Plan* (IICP) was implemented in collaboration with the Psychosocial Department. IICP was first piloted with 6 residents per Home and eventually scaled up to all the Residents in the Homes. IICP considered the interests and preferences of the Residents in order for the staff to construct strategies of care for each individual.

Guided by the Enhanced Nursing Home Standards (ENHS), the Nursing Department was reviewed by third party auditors. For instance, Pharmacists from the CGH carried out an audit on medication management. The department has also undergone a baseline audit using the ENHS. Outcome of the audits enabled the department to make plans for further improvements.

Day Care

The Dementia Day Care Centre (DDCC) achieved two milestones in 2014. First, we successfully sought MOH subvention to offer subsidised "step-down" care in our DDCC. Second, we overhauled our DDCC to embrace a Person-Centred Care (PCC) and Evidence-Based practices.

The introduction of government subvention not only enhances the sustainability of our DDCC which thus far had been operating at a deficit largely due to a low daily fee of \$25 since its inception more than 10 years ago, but it also provides us with the scope and avenue to widen our services to the local community. With this subvention, majority of the Day Care Elders (DCEs) will be subsidised and they will pay no more than the fee they were previously paying.

The benefit we reaped from the pre-operation assessment performed by MOH was invaluable. This provides us a health check on the service requirements deemed imperative by MOH such as Day

Care policies and operational procedures, protection of clients' privacy and confidentiality, safe care, infections control, workplace safety and quality assurance.

During the year, our DDCC services were thoroughly reviewed to align them to AHL vision of embracing PCC and Evidence-Based Practice. Comprehensive assessment tools are now employed routinely in the pre-admission assessment. The in-depth knowledge garnered on the overall well-being of the DCE will be a ready source of reference for the Lodge to build a robust IICP.

Our activities and programmes are aimed at meeting the following care needs' objectives: cognitive stimulation, physical/occupational, emotional, psycho-social, and reminiscence. Individualised programmes and activities are planned for each DCE. An audio-visual compact disc which captures the DCEs' involvement in various activities was created and used in the reminiscence program too. AHL DDCC will continue to scale up its initiatives and enhance its practices in the coming years.

Therapy through Work – How Far We Have Come

There are currently 4 Programmes offered under Therapy through Work:

- 1) Silverable Me
- 2) Crispy Folds
- 3) Greeny All These
- 4) Gardening @ Greenology

The *Therapy through Work* (TTW) programme has gained traction in advancing both the Person-Environment-Occupation and PCC model. Each activity started with a small group of about 5 Residents and now the number of engaged residents doubled in a span of a year. Currently, we have at least 55 Residents engaged in these activities. *Greeny All These* and *Gardening @Greenology* are new initiatives launched in 2014. TTW is designed in such a way that it enables a wide range of activities to be offered to Resident based on their past occupations, unique interests, needs and preferences, it can be implemented in three different domains (a) In-Home, (b) In-Lodge and (c) In-Community.

The nature of the programme has become one of AHL's platforms to create synergistic partnerships with several community partners including Cheng Moh Huat Supplier Co., Greenology Pte Ltd and Orchid Laundry. Furthermore, In-Community trips created grounds for building a dementia-friendly community where understanding and interaction between Residents and the community can take place.

Our TTW programme has been remarkably successful in engaging residents in various activities and in promoting normalisation through independence, social interaction and inclusion, and opportunities in In-Community involvement. It allows residents to have a sense of purpose, dignity and identity especially those who are not so engaged or are dulled due to prolonged institutionalisation.



*Greeny All These –
Plucking vegetables to be
cooked and eaten!*

-Gerbera Home Resident



**I am watching you
(supervising other
residents)**

- Lily Home Resident

Nurturing the Hearts

'Nurturing the Hearts' is a series of creative arts initiatives aimed at providing a calm and favourable space for our Residents, who at times are overwhelmed with confusion, frustration and dissonance. Creativity programs at the Lodge flourished as a result of Art Therapy services since March 2014. In

alignment with the vision of AHL as a living model of person-centered dementia care, an array of therapeutic arts programmes (such as Sew-in-Love, 2D art expression, 3D mixed media, mosaic art, lego, angklung, percussion, creative movement) were introduced to create a vibrant and dynamic environment, where our Residents are empowered to re-connect with themselves and others through creative arts programmes.

At least 60% of the Residents in Art Therapy, who initially were not in any activity, eventually became actively engaged in one of the creativity programmes. Through these creative activities, potential talents were further uncovered, and new programmes could be developed to support the various strengths of the Residents. By the end of 2014, each Home was stocked with basic art materials and lego sets to start up a creativity corner where Residents are able to engage in art making and building activities at their leisure. At the same time, the creative art initiatives also scaled up from involving only a few selected Residents from different Homes, to engaging more Residents when the sessions were expanded to In-Home activities.

Fun with Therapeutic Exercises

Year 2014 saw the implementation of new programmes and initiatives. For instance, AHL engaged the professional services of an Occupational Therapist to introduce the use of Assistive Technology with our Residents for leisure and to enhance social interaction among residents. A Speech Therapist was also added to the team to manage Residents' dysphagia (swallowing disorders) and communication difficulties.

Morning Ventures

The thrice weekly morning venture to nearby parks and shops is an ongoing success. The number of Residents involved has increased from 7 to 36 per week. It aims to engage and give Residents confidence out in the community; as well as to stimulate their senses which had been dulled by prolonged period of institutionalisation. To further enhance the programme, Residents have the opportunity to travel on public transport, taking the MRT and buses, for breakfast out in the community.



Creative Movement Exercises

These exercises aim to improve the general physical conditioning of the muscle tone and the range of motion of joints which may extend residents' independent mobility and enhance their quality of life despite progression of the disease. These group exercises, which creatively combine dance movements and the use of props, mask the regular exercise warm up movements to make exercising fun for residents.



Sensory Stimulation

Brain Exercises and Body Movement

Aerobics, yoga and brain gym activities were introduced to enhance Residents' quality of life through the following objectives:

- To improve balance, coordination and mobility
- To enhance cognition
- To encourage social interaction so as meet the need of a sense of belonging

The programme started with 7 Residents from Daisy Home and has now been extended to both Daffodil and Tulip Homes.



Multi-Sensory Stimulation Therapy (MMST)

Residents at the severe stage of dementia are very likely to have severe communication difficulties and rely largely on non-verbal sensory cues, very limited activity level, decreased motivation to explore/observe the environment and spend most of the time in the bed. Hence to improve the quality of life is the main goal of this programme. This is done through:

- creating a familiar multi-sensory environment where the Residents can feel secure and safe
- dim lights, soft familiar music, and hand massage to promote a relaxed and calming effect for the residents



STRATEGIC THRUST 2 – Synergistic Partnerships

Synergistic partnerships pave the way for AHL to enhance quality care services for our Residents and Day Care Elders. This journey would not be easy without the support from strategic collaboration with partners.

Partnership with the Community

To further build the Lodge's capability, AHL continues her partnership with the Agency of Integrated Care (AIC) and Changi General Hospital (CGH) to ensure staffs receives professional training on dementia care. Some staff was also trained in the use of InterRAI assessment for care planning.

Therapy through Work - a pilot programme launched in 2013, has received positive feedback from partners and has since highlighted some of AHL's synergistic partnerships in support of AHL's new direction toward *assisted living, dementia-friendly community* and *normalisation* for our Residents.

- **Orchid Laundry** -an organisation providing laundry services, has been hosting our group of 6 to 8 Residents for their twice weekly half-day "work". We are working towards scaling up this initiative to benefit more people with dementia.

- **Greenology Pte Ltd** – a specialist in urban greening, supports at least 10 Residents four times weekly, for half a year now, in a skill known as plant propagation. Their plants are used in green walls designed for both private and commercial buildings.

Both organisations are constantly in support of Residents' participation Residents' independence. Exploration of variety of tasks and more opportunities to benefit more Residents is ongoing.

Adopt a Grandparent (AAG) - a programme first started in September 2012, engages a total of 110 students from the United World College SEA (UWCSEA) – East Campus. The students are matched with 60 Residents and Day Care Elders. To date, each student has contributed at least 30 volunteering hours at AHL. The active collaboration between AHL and UWCSEA helped to create a more inclusive and accepting community for people with dementia which aligns with AHL tagline: *Touch Each Other's Heart, Live a Full Life*. With mutual respect and acknowledgement of joint accountability, collective intelligence can be harnessed to build capacity and create a learning community. The 16 students conducting the weekly music sessions with our Residents and Day Care Elders reported a positive change in moods and emotional states of our Residents and Day Care Elders when using music as a communication medium. Progressive increase of active engagement, communication and expressivity from our Residents and Day Care Elders were also observed from the students' quarterly review reports.



Partnership in Fund Raising Events

Apex850 2014

Apex850 2014 took place from 25th to 28th February 2014 with 29 cyclists, including some veterans from the 2013 edition. They started off from Singapore and finished the charity ride in Penang after four days of hard riding.

The Apex850 2014 was completed with great success. With support from many kind and sincere sponsors like Tote Board and Singapore Turf Club, we managed to raise \$280,000, surpassing our target of \$200,000.



Partnership with Families

This year's Alzheimer's Action Day (AAD 2014) was held on 20th September 2014, which marked a significant milestone in the history of AHL. For the first time, we organised an "open-house" with booths and performances to showcase our Residents' talents and AHL's initiatives to enhance quality of care for people with dementia.

We witnessed excitement of the family members when they saw their loved ones blossom while participating in the AAD 2014.

This partnership with Family Care Partners serves as a platform to provide insight on the overall well-being of each Resident and Day Care Elder by focusing on their individual strengths and abilities as well as activities of their interest that build on their remaining competence and creative skills.



STRATEGIC THRUST 3 – Enduring Innovative Culture of Excellence

AHL Brand

With the culmination of its first strategic planning at the end of 2013 under the helm of the new CEO, Ms Soh Mee Choo, a day was set aside in the beginning of January 2014 to cascade the strategic actions to all staff. Culture Building Day held on 12th January 2014 took place with 89% staff participation. With the theme of "Climbing the Alps" – akin to the new journey staff embarks, climbing the mountain, as a team, surefooted and purposeful - staff shared their dreams and aspirations for the Lodge. AHL now prides itself with the tagline : "***Touch Each Other's Heart, Live A Full Life***" - where everyone, staff, Residents, Day Care Elders, families and others join hearts, minds and hands with sheer determination to live a full life.

Building Capabilities

Human capital forms an essential infrastructure that supports and drives AHL's strategic actions to fruition. With the belief that staff capability is key to quality care, a synergistic partnership was forged with the Community Psychogeriatric Programme (CPGP) team from CGH. Through a thorough training needs analysis, two core training programmes were identified and formulated.. A total of 103 staff have thus far completed the 2-day basic Mental Health First Aid (Older Person) training programme. 30 direct contact staff proceeded to complete the next level of "Intermediate Dementia" training programme.

Robust Assessment

As AHL moves forward and endeavours to deliver an integrated Person-Centred Dementia Care for our Residents and Day Care Elders, it is pertinent to have an evidenced-based and outcome driven assessment system to validate the quality of care for care planning, intervention and continuous improvement. With this purpose in mind, AHL collaborated with AIC Care Integration Division to adopt the InterRAI (International Resident Assessment Instrument). InterRAI has been adopted in various countries (such as Canada, Hongkong, Finland, Netherland, and USA) and offers a standardised and comprehensive suite of assessment instruments to assess clinical, functional and social aspects of care. At the end of 2014, 44 care staff have been trained and undergone assessment to be certified as InterRAI assessors.

Innovative Thinking

AHL embraces the culture of reframing day-to-day problems into opportunities, and with opportunities come creative thinking and innovative solutions. Towards the end of the year, a sharing forum was held. The forum provides a platform for various teams and departments to showcase and share their "Aha!" moments, innovations and signature strengths.

Twelve initiatives were presented at the forum. The innovative solutions reframed problems into opportunities.

STRATEGIC THRUST 4 – Operational and Fiscal Excellence

OPERATIONS – Fire Safety Evacuation

AHL pays particular attention to the great challenge in fire safety evacuation, as Residents are a mix of wheelchair-bound, bed-bound and ambulatory Residents. Ambulatory Residents are also at risk of falling if rushed. AHL developed an evacuation procedure which was tested through two full scale fire drill exercises in July and December 2014, involving all Residents and staff. The evacuation procedure places emphasis on team effort, easy-to-follow steps, and sustainable physical effort, hence enabling staff to assist in the rescue efforts effectively and efficiently, to safely evacuate Residents within a short time.

Finance

The Lodge received 72.5% of its funding, totalling \$7.5 millions, from Government subvention in 2014. Fees collected from residents and day care elders accounted for 14.5%, with the balance 13% from donations and other sources.

67% of our total expenses of \$6.0 millions, were incurred on the provision of services to residents and day care elders. The remaining 33% of expenses were incurred on administrative expenses, depreciation of our building and fixed assets, land rental, housekeeping, repairs and maintenance, staff training and welfare.

During the year, \$6.4 millions of the General Fund were designated to the Building Fund for the purpose of building a reserve for building replacement.

SUB-COMMITTEE REPORT - Medical

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, comprising:

Chairman	:	Dr. Gabriel Oon Chong Jin
Deputy	:	Dr.Ee Chye Hua
Members	:	Emeritus Professor Ernest Low Ying Pin
		Dr.Isaac Krishnamoorthy
		Dr. Donald Poon

By invitation : Dr. Winston Hwang, Attending Home Physician
: Ms.Soh Mee Choo, Chief Executive Officer.
: SRN Rita, Covering Nurse Manager
: SRN Vanessa Baliton
: Miss Lim Yee Jean, Assistant Psychologist (9/6/14)
: Dr.Chiam Peak Chiang, PyschoGeriatrician, Institute of Mental Health.

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 Medical Sub-Committee met five times in 2014; on 20th February , 7th June, 18th August, 23rd October, and 9th December. These are highlights:

1. During these meetings, the Medical Committee reviewed and monitored the care and handling of the 200+ residents of the Lodge. Informal wards rounds were done, to see into the conditions of the rooms, and the care of the residents.
2. **Mortality Reviews.** All deaths occurring in the Lodge were reviewed, to determine whether proper care had been taken for the demised. The Sub-committee noted that the number of death in each quarter averages 4, and were satisfied that all deaths were expected and arose from the residents' illnesses.
3. **Quarterly Clinical Indicators** such as falls (and their reasons) were closely monitored, and preventive actions instituted. Monitoring system such as the use of bed sensors, call bells for the high fall risk were explored. Over the year, the numbers of serious falls saw a noticeably decrease.
4. **Fire Safety.** As the 3-storey Lodge was built in 1994 as a dementia home, the focus has been to keep fire safety at top of mind. Much thought were given by the Operations on how to evacuate all the residents to safety, from the ambulant first to the non-ambulant. Two successful fire drills were executed safely, deploying a method of horizontal transfer and evacuating to two assembly points.
5. **Delivery of Medicine to Residents.** Stricter audit was introduced to ensure that the dispensing of medicines and administering injections only by SN were not compromised. Night duty SN would give out emergency drugs only, while the packing of drugs were left to the day SN.
6. **Pharmacists** were engaged to help to provide in house audit of dispensing practices.
7. **Absence of next-of-Kin.** On a few occasions, the Lodge faced the challenge posed by non-contactable next-of-kin when the residents needed urgent medical treatments. The Committee recommended that at the time of admission, all new residents provide written

authorization to the Lodge to act for the residents when they need medical treatments in the absence of the next-of-kin, and in the case of hospitalization to agree to any specific treatment if two doctors were to agree.

8. **Vision check.** The Committee gave advice on precautions to be taken in conducting vision check by students of the Singapore Polytechnic (SP), School of Chemical and Life Sciences. The check is meant to assess our residents on distance and near vision, eye pressure check to scan for Glaucoma and posterior eye health assessment
9. **Stepping Down.** At the end of the year, Dr. Donald Poon having given the Lodge many wonderful advices, requested to step down to take on higher duties. We thanked him for his invaluable help.
10. **New appointee.** We thank Emeritus Consultant Gabriel Low Cheng Hock, former Dean of the Medical School and Professor of Surgery at Tan Tock Seng Hospital, for accepting our invitation to be on the Committee.

SUB-COMMITTEE REPORT - Medifund

The Medifund Sub-committee met twice during the year to approve claims from the subsidised Residents after their cases were reviewed by the Social Worker. The current committee has 5 members of which one of them has been out-station for most of the time. Thus, an effort is being made to find a replacement. Subsequent to the bi-annual meeting, members would visit the wards to meet some of the Residents who are making Medifund claims.

On average, about \$20,000/month are being claimed from the Medifund Silver and Medifund. The sub-committee has begun to approve Medifund claims for Residents with long outstanding debts and assessed by the Social Worker as having no financial means to repay the debts after various channels of collecting the overdue payments have been exhausted.

SUB-COMMITTEE REPORT - Human Resources

The HR Sub-committee met twice to enhance the staff performance management and recognition system in tandem with the transformation at AHL. These included reviewing the salary and recommendations for adjustments, introduction of a performance-based annual increment and performance bonus. It also approved the employment of the Chief Operating Officer (COO) to assist the CEO in championing an enduring innovative culture of excellence to transform AHL.

SUB-COMMITTEE REPORT - Cyclical Maintenance

The first submission of the proposed scope of works in 3 July 2014 to renovate the 20 year old building of the lodge was rejected by MOH. Subsequently the scope of works were trimmed down to meet the MOH's defined parameters and resubmitted to MOH on 17 Dec 2014. The exercise is pending the approval from MOH.

SUB-COMMITTEE REPORT - Audit

The Audit Sub-Committee comprises the following:

- Kang Hak Leng (Chairman)
- Lee Fon Yin (Member)
- Irene Lai (Member)

The Chairman participated in all Management Committee meetings held for the year except one. The Audit Sub-Committee's major roles in the meetings were mainly to provide inputs and comments on issues or concern of internal controls and weaknesses of the operational management systems and/or control issues brought up for deliberations, *inter alia*, reviewing the following key AHL financial frameworks:

- Board Kit - Board Policy Manual (AHL-PG-01) Policies & Guidelines;
- Finance Policies & Procedures Manual (FIN-FA-01) Fixed Assets;
- Finance Policies & Procedures Manual (FIN-PP-02) Procurement & Payment;
- Finance Policies & Procedures Manual (FIN-RR-01) Revenue & Receipts;
- Finance Policies & Procedures manual (FIN-FIN-01) Financial and Programme Management; and
- HR Policies & Procedures Manual (FIN-HR-01) Recruitment, Payroll Processing and Termination.

ACKNOWLEDGEMENT OF VOLUNTEERS AND SUPPORTERS

AHL wishes to thank the following groups, corporate partners and volunteers who have contributed their valuable time and resources in organising activities and outings for our Residents, Day Care Elders and 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, vision and mission.

- Lien Foundation has granted AHL S\$277,000 for the purpose of implementing Project IngoT2. This project serves to enhance the quality of care for our Residents and Day Care Elders by improving the IT system in the Lodge.
- Woh Hup Trust has approved an amount of \$100,000 to support AHL's therapeutic programmes for our Residents and Day Care Elders.
- The Republic of Singapore Air Force (RSAF) Charity Drive has adopted AHL as one of their beneficiaries in 2014 and a total of S\$23,430.30 was collected and contributed to AHL during their annual event, RSAF Cohesion and Games Day.
- Pasir Ris CC, RCs, YEC & C2E have been partnering with AHL on every quarter of the year to organise meaningful events and outings for our Residents. This year, a Mothers' Day event for our Residents was co-organised by NECDC and Goldman Sachs for greater partnership and synergy.
- This Christmas, volunteers from Firefly Mission went the extra mile to make this festive season a joyful and memorable one for all at AHL. More than 60 Residents joined in the carolling and games whereas our bed-bound Residents and staff were pleasantly surprised to receive Christmas presents and goodie bags from "Santa Claus".
- Our Residents and staff spent a fun-filled afternoon with Building Construction and Timber Industries Employees' Union (BATU) and U Care CSR. Apart from the scrumptious Christmas meal, Residents had the chance to decorate a real Christmas tree sponsored by IKEA.

We also wish to thank all members of all our sub-committees for their generous contributions of their time, resources and expertise in helping us realise our mission and vision.



Acknowledgement of Donors

The generosity of sponsors and donors helps AHL to enhance the self-esteem, well-being and quality of life for people with dementia. Your kind donations went towards the building up of the capability of the Lodge to implement therapeutic programmes for the Residents. We are truly grateful for your continuing support of our mission.

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