



APEX HARMONY LODGE



Annual Report 2015

CONTENTS

ABOUT APEX HARMONY LODGE	3
CORPORATE VALUES	4
MANAGEMENT COMMITTEE GOVERNANCE	5
THE CONSTITUTION	6
THE MANAGEMENT COMMITTEE.....	7
THE SENIOR MANAGEMENT TEAM	8
STRATEGIC THRUST 1 – VISIONARY MODEL OF DEMENTIA CARE.....	9
STRATEGIC THRUST 2 – SYNERGISTIC PARTNERSHIPS	20
STRATEGIC THRUST 3 – ENDURING INNOVATIVE CULTURE OF EXCELLENCE	22
SUB-COMMITTEE REPORT - MEDICAL.....	24
SUB-COMMITTEE REPORT - HUMAN RESOURCES	26
SUB-COMMITTEE REPORT - CYCLICAL MAINTENANCE.....	26
SUB-COMMITTEE REPORT – AUDIT	27
ACKNOWLEDGEMENT OF VOLUNTEERS AND SUPPORTERS.....	28

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 homes, a day-care centre, staff quarters, physiotherapy room, kitchen, multi-purpose hall, landscaped gardens and courtyard for Residents to walk about and relax. Each home 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

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

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 2015, the MC had 12 members. The MC met seven 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	7/7
2	Dr Gabriel Oon Chong Jin	Vice Chairman	5/7
3	Mr Kong Kenneth Kitson Michael	Honorary Secretary	4/7
4	Mr Kang Hak Leng	Treasurer	7/7
5	Mr Teo Beng Fwee	Assistant Treasurer	6/7
6	Dr Ee Chye Hua	Member	5/7
7	Mr Mathavan Devadas	Member	1/7
8	Mr Chan Cheong Hoy Winson	Member	2/7
9	Ms Lai Chiew Hiang, Irene	Member	3/7
10	Prof. Low Yin Peng, Ernest	Member	2/7
11	Mr Kew Yit Mian, Rowland	Member	6/7
12	Mr Koh Beng Chwee	Member	4/7

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 2015 to 31 Dec 2015** 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\$4.1 million are adequate to fund the Lodge's annual operating expenditure for the foreseeable future.

Building Fund

In the preceding financial year, AHL designated part of the General Fund to a Building Fund for the purpose of building replacement. Management Committee approved the setting up the Building Fund with an initial \$6.4 million designated to it. In 2015, this fund grew by a further \$391,554, which is equivalent to the annual depreciation for leasehold building. The Building Fund will remain in the nature of an unrestricted fund.

Restricted Fund

To ensure transparency and greater accountability, funding by Lien Foundation towards IngoT2, Gym Tonic and Remodel Dementia Care, and the corresponding Community Silver Trust (CST) matching grant were delineated under Restricted 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-15	Accountant
2	Dr Gabriel Oon Chong Jin	Vice Chairman	27-Mar-15	Consultant Medical Oncologist & Physician
3	Mr Kong Kenneth Kitson Michael	Honorary Secretary	27-Mar-15	Business Proprietor
4	Mr Kang Hak Leng	Treasurer	27-Mar-15	Director
5	Mr Teo Beng Fwee	Assistant Treasurer	27-Mar-15	Accountant
6	Dr Ee Chye Hua	Member	27-Mar-15	Geriatrician
7	Mr Mathavan Devadas	Member	27-Mar-15	Teacher
8	Mr Chan Cheong Hoy Winson	Member	27-Mar-15	Sales, Distributor
9	Ms Lai Chiew Hiang, Irene	Member	27-Mar-15	Marketing Communication Manager
10	Prof. Low Yin Peng, Ernest	Member	27-Mar-15	Consultant Orthopaedic Surgeon
11	Mr Kew Yit Mian, Rowland	Member	27-Mar-15	Public Accountant
12	Mr Koh Beng Chwee	Member	27-Mar-15	Head, Agency Business

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 Go Hwi Kueh	03-Sept-13	Head, Finance and Compliance

Residents' Profile

As of 31 Dec 2015, AHL housed 202 Residents, and provided day-care-service to 25 other Elders. Almost three-quarter 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 38% of the Residents have been staying in the Lodge for more than 5 years.

Of the 202 residents, 62 (30.7%) do not pay any fees, and 95 (47%) pay less than \$500 per month.

Staff Profile

As of 31 Dec 2015, AHL had 129 staff, 61% of whom are nursing staff. They were supported by a strong psychosocial team; comprising Physiotherapists, Occupational Therapist, Therapeutic Programme Executives, Arts Therapists, Psychology Associates, and Social Workers. This forms the bastion for the Lodge to strengthen its psychosocial care to our Residents aimed at engaging and empowering PWDs. This is underpinned by a team of administrative staff who render the smooth running of the Lodge, operationally and in ensuring strict compliance to the relevant rules and regulations.

During the year, two staff received between \$100,000 and \$200,000 in annual remuneration; none of the other staff received more than \$100,000.

Related Entities

AHL does not have any related entities.

STRATEGIC THRUST 1 – Visionary Model of Dementia Care

At the Lodge we see dementia as only one part of a person - and thus we believe that every resident needs to be treated as a unique individual. Seeing the whole person, with his/her own story, abilities, likes & dislikes plays an important role in delivering the best dementia care.

Integrated PCC Dementia Care

Integrated PCC Dementia Care

Person-Centred Dementia Care is an integrated approach that binds all departments in Apex Harmony Lodge to make care unique and personalised. The person-centred philosophy is further strengthened to focus on the individual rather than on the conditions, and on the person's strengths and abilities rather than losses. Each department strives to enhance the journey of a PwD from the onset of the admission stage till the end of life.

To sustain the efforts, synergistic partnerships with a number of knowledge partners and co-creators continued to be strengthened. These included the partnership with the Community Psychogeriatric Programme (CPGP) team from Changi General Hospital for case discussion, ADA Resource and Training Centre (ARTC) for a Person Centred Care (PCC) project, Khoo Teck Puat Hospital for clinical skills and Advanced Care Planning. As of 2015, about 90% of staff had been trained in various dementia care modules to further sharpen their skills, knowledge and attributes in implementing integrated dementia care.

In 2015, every Resident and Day Care Elder had an Individualised Care Plan (ICP). The ICP serves to unlock hidden potential and provides the best of care to each PwD at the Lodge. Inter-unit collaborations enhance the quality of ICP and staff value ICP as the best structure to understand PwD in depth. As the staff continue together to explore each PwD's past interest, needs, personality, preferences, family and social history, occupation and leisure, they grow personally and professionally.

Therapy through Work (TTW) – Empowering Engagement

The success of TTW to enhance the life of PwD caught the attention of the media. By working with AIC and MOH, the program was featured in the Lian He Zao Bao and Today newspapers in January 2016. The experience of several residents and the partners of the program were shared in the article. The intent was to raise public awareness of dementia, share innovative ideas in supporting our elderly to live well, and attracting more like-minded service provider-community partners with the same belief.



Lian He Zao Bao - Published on 11th January 2016



TODAY newspaper – Published on 13th January 2016

There were 5 programs under the TTW strand:

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

As part of AHL's operating philosophy and Person-Centered Care, Therapy Through Work strand continued to provide Residents with a sense of purpose, identity, and inclusion, offer opportunities for them to learn new skills, and maximize their residual abilities. Very importantly, it provided a platform for Residents to demonstrate competence as a valuable individual of the community, and challenge expectations of the public and staff.



Resident doing moss cleaning

The Lodge continued to journey on with the TTW strand, which had seen significant growth since 2014, to provide the best of care for persons with dementia. One of the steps taken was to advance the synergistic partnership with Greenology Pte Ltd further. On seeing improvement in the plant propagation activity (9 out of 10 plants success rate), the latter



Gerbera Home residents with staff from Handicap Welfare Association (HWA)

approached AHL to take on another project in early 2015. As a result, cleaning decorative moss has since been featured as a regular in-home work activity in Lily Home, where residents could enjoy in the comfort of the home.

Another positive change was to introduce Residents on wheelchair to in-community activities. Many would deem it a problem, we chose to see it as an opportunity. In 2015, six Residents on wheelchair were included in the in-community gardening group. This was a booster to their self-esteem. They were pleasantly surprised that they were able to go out despite being wheelchair-bound. It encourages social interaction and care between one another when ambulatory residents help to move fellow group members who are on wheelchairs.

We are hopeful that this will facilitate more community reintegration with the community. Through psychosocial, physical and mental health results demonstrated thus far, the Therapy Through Work strand would continue to be



Resident on wheelchair carrying out plant propagation

enhanced to benefit more persons with dementia, especially those receiving Assisted Living (AL) care.

Fun and Fit (FaF) – Promoting Well Being

There were 3 initiatives under the FaF strand:

1. Morning Ventures (MV)
2. Creative Movement Exercises
3. Agility

Morning Ventures, which aims at engaging the Residents and providing them the confidence to venture outside of the Lodge, had grown by leaps and bounds. More Residents were guided to travel on public transport (MRT and buses) using their senior concession cards to have breakfast in the community. This program helps to stimulate their senses and let them reminisce their past in the community.

The number of Residents in the Morning Ventures had been consistent, hovering around 30 per week. We varied the venues from time to time, such as moving from kopitiam to nature parks. A bold step taken was to include Residents on wheelchair. Pedal wheelchairs were made available to empower them to cycle and join the fellow Residents in the program.



Residents taking public transport during morning venture



Resident on pedal wheelchair in the community



Residents enjoying their breakfast in a park

Creative Movement Exercises aims at improving residents' mobility and quality of life, by working on their general physical conditioning of muscle tone and a range of motions of all joints. These group exercises creatively combine dance movements and make use of props to make exercise fun for the residents. Movements that would contribute to improvement of performance in activities of daily living (ADL) are also mimicked.



Residents enjoying exercise with dance movement and musical instruments



Residents chilling at Changi Beach Park after exercises

A new in-community program titled “**Agility**” was designed to improve the balance and coordination of residents so that residents could continue to enjoy in-community programmes. Ten residents from the Assisted Living Home participated in this programme. The residents would enjoy the outdoor exercise at the Changi Beach Park and thereafter take a leisurely stroll along the beach. Because of the outdoor nature of this program, many residents looked forward to this program.

Nurturing the Hearts (NTH) – Integrating Arts into Daily Lives

There were 7 initiatives under the NTH strand:

1. Art Therapy
2. Cultural Calligraphy
3. Doll Therapy
4. Inter-generational Lego
5. Life Story Making
6. Music and Story Telling
7. Arts Performance

NTH continued to be a key initiative to enable, engage, empower and enthuse PWDs to maintain their socio-emotional well-being through creative arts activities. Art-based programs provided opportunities for PWDs to share their stories, and for others to have a glimpse into

their unique world. 2015 was an exciting year as approximately 70% of our PwDs had been engaged in at least one 'Nurturing the Hearts' program.



PwDs engaging in therapeutic art activities



PwDs engaging in cultural calligraphy

Not only had the initiative reached out to a broad base of PwDs, it had also touched the hearts of many. Much potential has also been discovered amongst our PwDs as well as with our partners. For example, the inter-generation Lego session with children from the kindergarten of the Church of the Holy Trinity had brought out the best in each child and resident. The same could be said with the students from Siglap Secondary School through the weekly percussion with the residents.

Their strengths and talents of the Residents and the students had also been validated by their peers, loved ones, caregivers and even by the community. Through the therapeutic arts engagement program, about 20 pieces of artworks uniquely done by our PwDs had been lovingly curated into an exquisite 2016 calendar titled "Voices of my Heart". Because of their collaboration with our percussion performing arts program in 2015, Siglap Secondary School won a Blaze award (the highest award given) at the biennial National Arts Education Awards this year.



Lovely calendar "Voices of my Heart" featuring the stories and talents of our PwDs

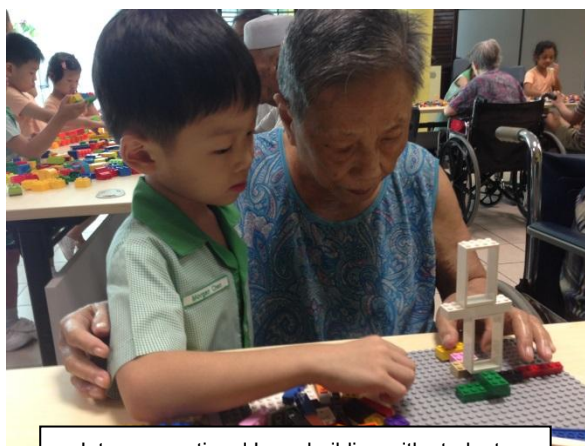


Angklung performance at Silver Fiesta (organized by YMCA) on 10 Sep 2015

Opportunities to connect with families were made possible through performing arts. Family members co-performed with their elderly in Angklung during the AAD 2015.



Percussion performance with students from Sglang Secondary School for Alzheimer Action Day (AAD)



Inter-generational Lego building with students from Holy Trinity kindergarten

As art-making becomes a more integrated part of the PwD's lives, the activities also evolved into a more purposeful and functional pursuit of integrating art into their daily lives – through 'Naturalizing Arts', which will be a key initiative for Supported Living (SL) homes in 2016. While engaging themselves in the art making process, the PwDs could also enhance their social circle and unlock their potential/talents. Finally, it builds a positive social environment where PwDs can experience comfort and sense of belonging in AHL – truly upholding the lodge's mission "To provide the best of care for persons living with dementia".

Senses Esprit (SE) – Reintroduce the Sensory

There were 3 initiatives under SS stands:

1. Brain Body Movement

2. Multi-sensory Stimulation Therapy
3. Music and Memory

Apex Harmony Lodge believes that PwDs have the right to enjoy the highest possible quality of life and quality of care being engaged in meaningful relationships which are based on integrity, respect, perseverance, passion, devotion and excellent care. Senses Esprit is an initiative aims at engaging and enabling PwDs in multisensory activities that involves visual, auditory, tactile, olfactory, proprioception and gustatory to awaken their senses and open up opportunity for purposeful physical and social interaction. Senses Esprit facilitates PwDs' ability to relive past memories, build cathartic relationships, unlock potential and relate again with the world they once thrived in.



Resident displays positive emotion in a multisensory environment

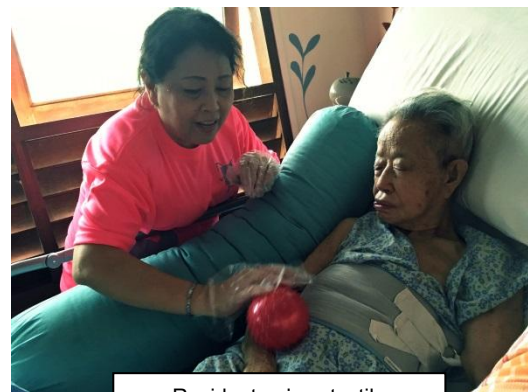


Resident being fed for gustatory

This initiative has benefited residents at moderate and severe stages of dementia immensely who are mainly under the Tender Loving Care program. As each program is designed with emphasis on a person-centered care basis, this program specifically caters to each resident's preferences and needs. For

instance, each resident who is given auditory stimulation via headphone is continually being assessed on his/her interaction and emotions with a multitude of music; resident who is given olfactory stimulation via a variety of essential oils or strongly-scented plants is being reviewed for his/her favorite aroma.

In the near future, Senses Esprit strives towards establishing a base multisensory program to complement all existing and provisional programs of AHL and seeks to meet the physical, emotional and social needs of PwDs in alignment with the lodge's mission which is to provide the best of care for persons living with dementia.



Resident enjoys tactile stimulation via hedgehog ball

Day Care

In 2015, our Dementia Day Care Centre (**DC**) saw several enhancements; operationally and the introduction of a wider variety of activities to provide higher quality person-centred care (PCC) for our Day Care Elders (DCE).

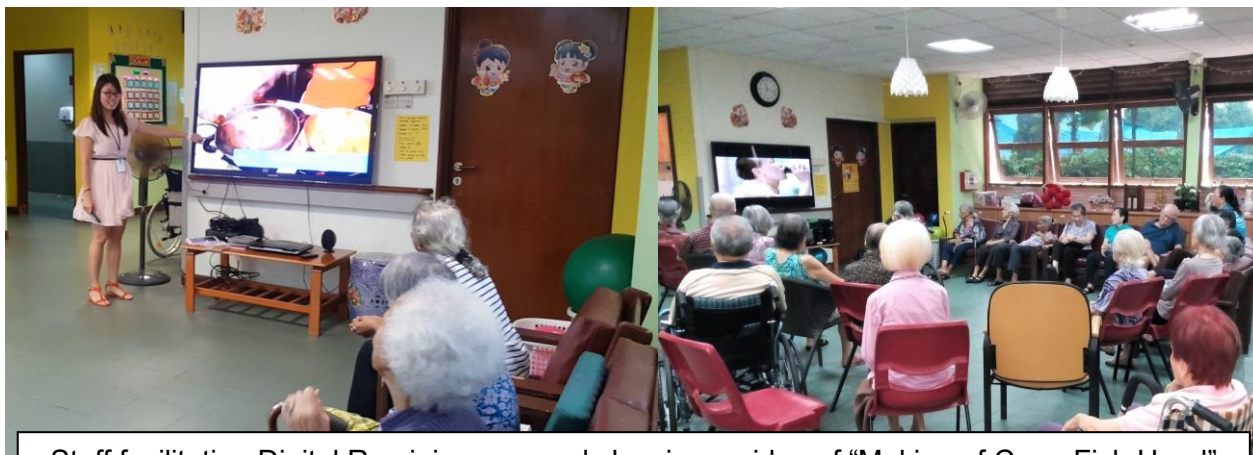
Our bi-monthly meetings had greatly enhanced our internal communication within the Day Care Unit. This provided a platform for information from functional committee and operational issues to be cascaded and attended to. Also, the Standard Operating Procedures (SOP) were put in place; staff's understanding of DC operations were now better aligned so that the centre runs well.

Two group exercises, Gym Ball and Theraband exercises, were introduced during the year. Interactive in nature, Gym Ball in particular brought lots of fun to the DCE while helping them to train their eye-hand coordination and motor skills. In July, we brought the Digital Reminiscence to the DCEs. They made use of tablets to reminisce about their salient past, share their priceless life stories and connect with each other. Apart from utilizing tablets, we had also integrated different elements in our session such as Timeslips Story Telling and sing-along. Also, we discovered culinary talents in a few DCEs, and hence we initiated cooking sessions with the help from Residents of Gerbera Home who shared the same talent. The team had shown their commitment to PCC and had grown as a result.

Finally, by working together as a team, DC also managed to comply with all regulations set and was awarded a 2-year operation license granted by the Ministry of Health (MOH) in October 2015.



Residents from Gerbera Home and Day Care Elders prepare fillings for pineapple tarts



Staff facilitating Digital Reminiscence and showing a video of "Making of Curry Fish Head"

Partnership with Family

In November 2015, AHL piloted a program to use Skype videoconferencing for 3 residents in Lily Home to connect them with their families. They can avail themselves of technology to create more opportunity to engage meaningfully with their family members or their loved ones. They felt empowered.

This Skype service enables more family exchanges, and is particularly useful for family members who are not able to make frequent visit to the residents.

Starting from January 2016, the Skype service has been expanded to all residents in Lily Home to enable them to call their families on any day from 7pm-8pm.



Piloting and Introducing Skype service in Lily Home

The **Alzheimer's Action Day** is a day dedicated to raising awareness about a disease that afflicts millions of people worldwide. The Lodge commemorate AAD 2015 on 18th September 2015 with the theme "**Celebrating Love as One Amazing Family**". The event

was created to celebrate the creative talents of our Residents and performing together with staff, family members and volunteers as one big amazing family. The Angklung and Percussion performances were showcased.

Family members gave encouraging feedback that they were touched and pleasantly surprised to see a different side to their loved ones when they performed. Others thoroughly enjoyed the heart-warming performances and the opportunity to share some wonderful memories together.

AAD 2105 served its purpose well of empowering the residents to build on their remaining competence and creative skills, and engaging their families to increase their quality bonding time spent together.



Family Togetherness in Alzheimer's Action Day (AAD2015)

Annual Quality Survey Feedback 2015

Our Annual Quality Survey gathers feedback from families on a set of dimensions which are invaluable to the Lodge understand both families' expectation for excellence, their perceptions of specific services and the areas of needed quality improvement. Meanwhile, we will continue to maintain our excellent standards of care.

Measured against the previous year, we witnessed an 8% increase of overall response rate. The overall satisfaction of family members was significantly higher; an increase of 17.49%. All scores surpassed 90%, the most notable of which were safety of environment, staff respectfulness, staff responsiveness, environment calmness, staff helpfulness, and environment cleanliness. This reflected an increase in the family members' satisfaction with the services rendered by the staff.

Year-End Party at Tulip Home

This year, our staff in Tulip Home took the initiative to organize a year-end party for both the residents and their families. About 10 family members joined in this celebratory event. We shared some simple games, food and laughter during the party. This served to strengthen the bonds between residents and families and for them to share a meaningful day together.

Family Joy – Family Wedding Tea Ceremony

In a rare occasion, a family held a wedding tea ceremony at our Lodge. We had the privilege to witness the grandson of resident Yap Kuan Chew not only serving him tea, but also to his great-grandmother Yeo Ah Mui, who is also a resident in our Lodge. This was a devout way to express respect and gratitude to the elders.

This event was very much in line with our emphasis on PCC as we reached out to the family members of residents.

STRATEGIC THRUST 2 – Synergistic Partnerships

Partnership with the Community

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.

Nurturing the Heart - a pilot programme launched in 2014, has received positive feedback from partners and has since initiated some of AHL's synergistic partnerships in support of AHL's new direction toward assisted living, dementia-respectful community and normalisation for our Residents.

- **YMCA Silver Fiesta** – for the first time, AHL residents gave an Angklung performance at a community event at the YMCA silver fiesta in September 2015. This is part of our efforts to empower the residents and let them showcase their talents and in so doing normalise their lives by bringing them closer to the community.
- **Church of the Holy Trinity kindergarten** – this initiative started in 2015 and 20 kindergarten pupils have been coming weekly to participate in the “intergenerational lego” programme with 25 residents. These weekly sessions with the kindergarten pupils help to perk up the residents, facilitate social interaction and motivates them to engage in more constructive activities.
- **Siglap Secondary** – another initiative that was started in 2015 to empower and enable the residents by pairing them with students to practise percussion weekly. We have 22 residents in this programme and have engaged 90 students who have come for such weekly sessions. This serves as an empowering activity where residents are in control of their instruments and enables them to enjoy making music as a leisure activity where they can actually express themselves freely.



Residents performing at the YMCA Silver Fiesta event

Partnership in Fund Raising Event

Apex850 2015

Apex850 2015 took place from 28th to 31st May 2015 with 20 cyclists from Malaysia and Singapore, including some veterans from the 2014 edition. They started off from Kota Bahru and finished the charity ride in Singapore after four days of hard riding.

The Apex850 2015 was completed with great success. Organised by the Association of Apex Clubs of Singapore and with support from many kind and sincere sponsors like Tote Board and Singapore Turf Club, we managed to raise \$299,632.07, surpassing our target of \$200,000.



Apex850 2015

STRATEGIC THRUST 3 – Enduring Innovative Culture of Excellence

AHL Brand

Organisation Excellence

The journey to create an excellent organisation continues. Fuelfor was engaged to facilitate the strategic planning sessions with the aims to reach out to all staff at the Lodge. Infusing their expertise in experience design methodology, fuelfor helped AHL to synthesise the strategic plans into visual maps. About 30 key staff participated in the sessions, exposing them to see the big picture, raise their organisational awareness to think and plan strategically and systemically. Five readily understandable care principles: WE MAKE CARE UNIQUE & PERSONALISED, WE CREATE A NURTURING COMMUNITY & SPACE, WE BRING THE INSIDE OUT / THE OUTSIDE IN, WE CARE FOR OUR STAFF, WE MAKE SURE THAT THE LODGE RUNS WELL evolved from the co-creation with the AHL staff.

Building Capabilities

Core Training for Staff

Throughout 2015, core training was diligently and intensively mounted to prepare staff with a set of fundamental skills and knowledge to care for PWD. A total of 72% of staff are trained in BCLS and AED, 78% in basic dementia, 64% in Intermediate Dementia. 65% of staff were also certified as InterRAI assessors. Moving forward, efforts will continue to work towards building a pool of in-house trainers.

On-the-Job (OJT) and Just-in-Time (JIT) Training

In 2015, partnership with Khoo Teck Puat Hospital and National Skin Centre through On-the-Job Training and Just-In-Time Training had been very effective to upskill and enable staff to apply learning to enhance quality of care. Learning from the impacts of collaboration with expertise in the field, partnership to provide real time learning will be further sought. It will continue to be a key strategy in building staff capability.

Overseas Study Trip

As part of our strategic action of building organisational capabilities through collaboration and learning from external Dementia expertise locally as well as overseas, one of our Associate psychologists who is co-leading the Assisted Living initiative was sponsored for a

7-day study trip (26th March 2015 to 2nd April 2015) to Japan (Osaka and Tokyo) to learn about best practices in dementia care and also to explore new technology.

CEO visited 2 aged homes catered to people with dementia and attended the Alzheimer Disease International (ADI) Conference in Perth from 13 to 18 April 2015. The learning was rich to enhance the transformational work at the Lodge. It was also reassuring that our direction to focus on psycho-social care is much aligned.

CELEBRATIONS

Sharing of Proud

Staff continues to journey together to create possibilities and be a pride for self and the Lodge. Eight teams presented their innovative initiatives on 20 October 2015. This served as the Launchpad for the Strategic Planning for 2016. It was initiated in 2014 for staff to learn and discover opportunities and harness collective intelligence to strengthen partnership and collaboration to align and integrate pieces of work at the Lodge. It served to evolve staff through active participation as peer reviewers to build signature strengths for the Lodge.

Corporate Video

To capture and celebrate the collaboration and good work of staff and pride of People with Dementia at AHL, a corporate video was developed in conjunction with the AAD 2015. The video has been uploaded onto the website. It encapsulates the Feelings, Inner Voices and Thoughts of the AHL Family.

STRATEGIC THRUST 4 – Operational and Fiscal Excellence

IngoT2 (Nursing Home Information System)

A Nursing Home Information System was implemented in the second half of 2015 where staff has centralized access to real-time information of Residents and Day Care Elders. It is intended for staff to make best use of the information system to streamline documentation, manage information intelligently and sharing of information to enhance quality of care.

OPERATIONS – Fire Safety

AHL continues to place emphasis in fire safety as evacuation of Residents who are a mix of wheelchair-bound, bed-bound and ambulatory Residents who are also at risk of falling if rushed, is a great challenge. The evacuation procedure was tested through two table-top and fire-drill exercises in August and December 2015. All Residents and staff, including staff from outsourced vendors who were working onsite participated in the fire drill. The fire drill in August also involved SCDF members of the Tampines Fire Station who activated their fire fighting assets, as well as members from the 2nd Division HQ and SCDF HQ. The evacuation procedure instilled team effort and familiarized easy-to-follow steps, to enable staff to assist in the safe evacuation of Residents effectively and efficiently within a short time.

Finance

The Lodge received 69.8% of its funding totalling \$9.9 million, from Government subvention in 2015. Fees collected from residents and day care elders accounted for 12.3%, with the balance 17.9% from donations and other sources.

93.7% of our total expenses of \$6.84 million, were incurred on the provision of services to residents and day care elders. During the year, \$391K of the General Fund were designated to the Building Fund.

SUB-COMMITTEE REPORT - Medical

Chairman	:	Dr. Gabriel Oon Chong Jin (Consultant Physician & Medical Oncologist, Mount Elizabeth Hospital)
Deputy Chairman	:	Dr.Ee Chye Hua (Geriatrician)
Member	:	Emeritus Professor Ernest Low Yin Peng (Consultant, Orthopedic Surgeon, Tan Tock Seng Hospital)

Member	:	Emeritus Professor Gabriel Low Cheng Hock (Consultant Surgeon, Tan Tock Seng Hospital)
Member	:	Dr. Isaac Krishnamoorthy (Consultant Orthopedic Surgeon, Raffles Hospital)
By invitation	:	Dr. Winston Hwang, Attending Home Physician Mr. Albert Hong, Chief Operating Officer 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, PsychoGeriatrician, Institute of Mental Health

Dr. Donald Poon, Consultant Medical Oncologist and a member of the 2014 Committee resigned at the beginning of the year to take up higher office at Raffles Hospital. We thanked him for his help, advice and contribution.

The Medical Committee met five times during the year: 12 February; 23 April; 30 June; 27 August; and 15 October 2015.

During the year, the Committee was vigilant in monitoring the welfare and care of the 200 dementia residents in the Lodge. They did this by informal ad hoc ward rounds and meeting with residents, chatting with them and their relatives. This gave them an idea of the care rendered to them and the problems.

At each meeting, the mortality rate during the two months was reviewed with the attending Physician the Acting Nursing Manager, a SRN. An average of 5 to 6 deaths occurred. All deaths were found to be due to natural causes and age related. SRNs and the attending physician were asked to certify death based on standard pathological diagnosis and not functional status of the deceased. In one of the MOH audit visits, they were delighted to see that we had a Medical Committee which reviewed all deaths in the Lodge, and which the committee monitored closely the welfare of the residents.

Every two months, indicators of falls and accidents or any serious adverse events were analysed. About a dozen falls occurred each quarter, and these occurred mainly during the day time in the Category 3 residents. Often, they were found sitting on the floor by their bed.

Endorsement of Nursing Policies and Practices - The Medical Sub-com further supported quality care at the Lodge by reviewing and providing inputs to the Nursing Policies developed by nursing staff at the Lodge. Policies reviewed included: Incident Report & Serious Reportable Event (SRE), Controlled Drugs and Administration of Medication.

Haze and flu prevention: (i) Haze - The SOP for haze prevention was put into effect in July this year when the pollution index reached 300 psi. We purchased and used 12 air purifiers in every home and used fans to blow off the haze in every room. Only three residents who had breathing difficulties were given oxygen and their condition improved; they did not require to be moved down to the common room. (ii) Seasonal Flu vaccine was given to residents after consent was received from the next of kin.

SUB-COMMITTEE REPORT - Human Resources

The HR Sub-Committee comprises of 3 Management Committee members, as follows:

Chairman	:	Teo Beng Fwee
Member	:	Kang Hak Leng
Member	:	Lawrence Koh
By invitation	:	Soh Mee Choo, CEO Albert Hong, COO

During the year, the Sub-Committee held meetings and discussions to review and deliberate on the Lodge Management's proposal for salary increment and bonus for staff based on the Lodge's performance-based remuneration system, for adoption by the Management Committee.

In addition, the Sub-Committee also provided input/feedback on the recruitment of key management personnel of the Lodge.

SUB-COMMITTEE REPORT - Cyclical Maintenance

The Cyclical Maintenance project was re-started in 2015. Having understood the scope of support from the MOH on Cyclical Maintenance funding, the Cyclical Maintenance Sub-Committee met, prioritized and re-scoped the work.

MOH stayed committed to fund the sum agreed upon in 2012. The Management Committee committed to provide funding to support internal repairs and redecorations, and those needed but not provided for by MOH.

In order to streamline and ease work flow, the Sub-Committee decided that management could proceed on with some of the minor works individually and separately as in the normal course of buildings maintenance.

Sourcing work was planned to be completed by January 2016 for the Passenger Lift upgrade, Termites Control, Roof Leakages Maintenance, and Lightning Audit & Rectification. Arrangements would be made with the contractors to schedule work for these from February 2016. Requirement definition and sourcing of contractors for the other items would continue from March 2016.

SUB-COMMITTEE REPORT – Audit

Chairman : Mr Kew Yit Mian, Rowland
Member : Mr Wayne Soo
Member : Ms Jocelyn Lim

The Chairman of the Audit Sub-Committee participated in the Management Committee meetings during the year. The Audit Sub-Committee major roles in the meetings were mainly to provide inputs and comments on issues concerning the internal controls and weaknesses of the operational management systems of the Lodge.

ACKNOWLEDGEMENT OF VOLUNTEERS AND SUPPORTERS

AHL wishes to thank the following groups and corporate partners for their supports, volunteers who had contributed their valuable time and resources in organising activities and outings for our Residents, Day Care Elders, 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 granted AHL \$1,020,000 for the remodelling of dementia care and \$215,000 for the purpose of implementing the Gym Tonic Project. They had also linked us up with useful community partners for collaborations and involved us in their projects like the Dementia friendly campaign to increase the awareness of dementia and to build a community that helps and supports persons with dementia.
- The Community Foundation of Singapore contributed \$100,000 for the purchase a new wheel-chair-friendly van and a hoist machine, and to help cover the costs of our "decorative painting" workshop project.
- 3M, KPMG and New Creation Church came down to the Lodge to paint the internal area of both the homes on the 3rd floor. This also included painting murals so as to give a more soothing and pleasing living and working environment for both the residents and the care staff.
- As part of the SG50 Giving Donations, 8 schools located in our vicinity nominated us to receive a total of \$50,500 from the government. They are 1) Hai Sing Catholic School, 2) Loyang Secondary School, 3) Meridian Primary School, 4) Pasir Ris Crest Secondary School, 5) Pasir Ris Crest Secondary, 6) Pasir Ris Secondary School, 7) Siglap Secodary School and 8) Springfield Secondary School.
- The Association of Apex Clubs of Singapore for organising Apex850 from Kota Bahru to Singapore.



KPMG staff painting project at AHL on 23 September 2015

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.



RSAF Night on 1 September 2015

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.

\$200,000 and above:

Lien Foundation

\$100,000 - \$199,999:

The Community Foundation of Singapore

\$10,000 - \$19,999:

Hong Leong Foundation

Institute of Technical Education

JusEquity Law Corporation

Leng Hiang Catering

Mr Lee Li-Ming

Lian Huat & Co Pte Ltd

NBE International Pte Ltd

New Creation Church

Orchid Laundry

\$10,000 - \$19,999:

RSAF RCC

Shun Zhou Hardware Pte Ltd

Singapore Interior Pte Ltd

\$8,000 - \$9,999:

Ms Ng Yan Huay

\$5,000 to \$7,999:

Mr Gan Boon Jin

Mellford Pte Ltd

Mitra Engineering Services Pte Ltd

Ms Tan Puay Hiang

\$2,000 - \$4,999:

Ms Koh Ching Hong

Ms Lau Ying Hui

Lee Foundation Singapore

Mr Martin Woo

Mr Ng William

Ms Saw Suay Har

Mr Seah Chee Hwee

Mr Teng Cheng Har

Ms Wee Siew Yee

\$1,000 \$1,999:

Al-Istighfar Mosque

Ms Charlotte Yew Li Lin

Ms Chua Guek Kwang

Mr Ee Chye Hua

Ms Neoh Swee Guat

Ms Ng Nai Heong

Ms Ng Siew Wai

Mr Sebastian Li

Ms Goh Yuh Lin Elaine
 Ms Joanna Ong Soo Mun
 Mr Lim Fung
 Mr Lim Guat Ha
 Ms Low Kwai Sim

\$500 - \$999:

Ms Ang Swee Hoo
 Ms Benett Theseria
 Ms Chan Hui-wern
 Ms Chan Yoke Mui
 Ms Christina Wong Sui Fong
 Ms Chua Guek Lee
 Ms Chua Suan Keow
 Ms Fang Chiu Peng
 Mr Foo Kok Jee
 Ms Goh Soh Wan
 Jebesen & Jessen Technology (S) Pte Ltd
 Ms Karen Zhang Kailin
 Mr Kelvin Blacklock
 Ms Khoo Kim Kiow
 Mr Klaus Redomske
 Mr Lee Chi Hong Bruce
 Ms Letticia Teo Siew Lay
 Leung Yun Chee & Sons Realty Pte Ltd

Ms Shirley Chee
 Ms Tan Swee Lang
 Mr Tay Huey Meng
 Ms Yong Fong Lee

Mr Liang Ming
 Mr Liang Zhijiang
 Mr Lim Boon Choon
 Mr Lim Kim Song
 Ms Loh Gek Choo
 Ms Ong Yuh Hwang
 Mr Phang Moon Seng
 Mr Phillip Tan Eng Seong
 Mr Richard Wong Ken Kuang
 Royal Equipment (Pte) Ltd
 Spears Pte Ltd
 Mr Tan Boon Leong
 Tan Seng Kee Foods Pte Ltd
 Ms Tan Tze Jueang
 Ms Tian Hsiao Chuen Shirley
 Mr Wong Kwok Choi
 Ms Wong Min Jia
 Yummy Court Management

\$499 and below:

Mr Abraham Praise
 Mr Alan Goh
 Mr Albert Cheng Jin Fu
 Mr Algin Tan
 Mr Alvin Chew Wye Kwong
 Ms Ann Phua
 Ms Anna Lim Leng Eng
 Mr Antonie Truong
 Ms Azizah Bte Nordin
 Ms Belinda Foo
 Ms Bernadette Pua Lay Hoon
 Mr Chan Chu Heng Roy
 Mr Chan Jin Sing
 Ms Chan Lai Lai
 Ms Chen Shuya
 Ms Cherry Ong
 Mr Chia Hock Chuan
 Ms Chia Pek Choo

Ms Chiam Puay Hoon Pauline
 Mr Chin Hoe Sung
 Mr Chua Eng Ann
 Ms Chua Gek Chuan
 Mr Chua Kah Gay
 Ms Chua Siew Hui
 Ms Chua Siew Ying
 Mr Chung Choon Ee
 Mr Chung Wah Fook
 Ms Clare Lee Hui Le
 Cooking Art Industries Pte Ltd
 Mr Dakshinamurthy NR
 Mr Dan Smith
 Mr Deric Low
 Ms Doris Soh Bee Geok
 Ms Ee Ling Fong
 Ms Eng Huey Ni
 Ms Fang Swee Im

\$499 and below:

Firefly Mission	Mr Lee Seng Deen
Ms Foo Ai Ngoh	Mr Lee Sy Chieh
Ms Goh Chia Lin	Ms Lee Wern Ling Melody
Ms Goh Chin Yen	Mr Lim Boon Ann
Ms Goh Lay Kheng	Mr Lim Chenxi Chancy
Ms Goh Ling Tai	Mr Lim Heng Long
Mr Goh Xin Yang	Mr Lim Kang Meng
Greenview Secondary School - Class 3D	Mr Lim Kwee Hong
Ms Han Kam Yuen	Mr Lim Oi Kuan
Ms Heah Siew Guat	Mr Lim Ow Thiam
Ms Ho Charn Kook	Mr Lim Poh Khim
Mr Ho May San Karen	Mr Lim Sin Lye
Mr Hoe Loong Shyan	Ms Lim Siok Ping Shirlyn
Mr Hong Yew Fatt	Mr Lim Teck Chai Danny
Ms Irene Goh Swee Mui	Mr Lim Woon Cheng
Ms Iris Loi	Ms Lim Yanzi
Mr Ivan Cheah Phee Hun	Ms Lin Teh Hua
Ms Jasmine Neo	Ms Lisze Lee
Ms Jeanette Han	Mr Loh Chee Kin
Ms Jessica Lim Sock Leng	Mr Loh Siong Chin
Mr Johnny Tay	Ms Loke Pui Yee
Mr Johran	Mr Loo Kuen Feng
Ms Josephine Goh Soo Yen	Ms Low Edna
Ms Joyce Chua Suan Keow	Mr Low Heng Soon
Mr Kadey Wong Woon Heng	Mr Low Kia Sing
Ms Kaida	Ms Low Mei Lien Andreina
Ms Kamilah Binti Hussien	Ms Mabel Chua
Mr Kang Cheng Hoon	Ms Mabel Yeong
Mr Kang Hak Leng	Mr Manuspon Cho
Ms Karen Teo Ser Lan	Mr Mohana Rani Suppiah
Mr Klefer Sim Meng Ding	Ms Neo Ah Lian
Mr Koh Kok Aun	Mr Ng Choo Khong
Mr Koh Wan Hiang	Ms Ng Kah Gui
Ms Koh Yu Ting	Mr Ng Kim Yong
Ms Kok Soke Wai	Ms Ng Lee Min
Ms Kwok Rong Zhen Wendy	Ms Ng Mei Ling
L Thomson Healthcare Inds Pte Ltd	Ms Ng Poh Chow
Ms Lai Chiew Hiang	Ms Oh Siew Lian
Ms Lai Hoon Lee	
Mr Law Ren Ci	

\$499 and below:

Mr Omkar Kumar	Mr Tan Boon Wah
Mr Ong Meng Hong	Ms Tan Geok Mui
Ms Ong Seow Wei	Mr Tan Huang Tat
Ms Ong Yeow Chon	Ms Tan Kwee Ying
Ms Ong Yiting Mindy	Ms Tan Phuay Miang
Mr Ong You Sheng	Ms Tan Poh Suan
Mr Ow Yong Tuck Leong	Mr Tan Seet Koh
Mr Pang Cheng Yee	Ms Tan Siew Siew
Ms Pang Jag Yuan	Mr Tan Yuen Ming
Mr Pang Kee Eng	Ms Tan Yu-Wen
Ms Phang Chew Yen	Mr Tang Weng Liang
Ms Poh Ting Xia	Mr Tay Yong Ren
Reputable Consultancy & Mgt Services Pte Ltd	Mr Teo Ah Hoe
Ms Rosaline Chang	Mr Teo Beng Fwee
Ms Sandra Phung	Ms Teo Hui Ni Sumiko-Jil
Mr Scott Murray	Mr Teo Kui Seng
Ms Seah Hui Cheng	Mr Thio E Shan Kevin
Ms Seah Kim May	Ms Tok Kim Lian Anne
SGL Shipping Pte Ltd	Mr Tuen Kong Hoong
Ms Shirla Koh Hui Ting	Mr Victor Chao
Ms Siam Wee Nee	Mr Wee Say Bian
Ms Sim Hui Cheng Julie	Mr Wong Kee Peng
Mr Sim Poh Teck	Ms Wong Pui Kuan
Smitech (Asia) Pte Ltd	Mr Yap Gui Yong
Mr Soh Swee Beng	Yeap Medical Supplies
Mr Srinivasan Venkatachary	Mr Yeo Sok Hoong
Mr Steele	Mr Yeo Tiong Beng
Mr Sunil Rai	Ms Yeong Pik Har Anne
Symantec Asia Pacific Pte Ltd	Ms Yeow Dingju Serene
Ms Tammy Quah	Yong Huat Hardware Pte Ltd
Mr Tan Boon Hee	Mr Zehuei Tan
Mr Tan Boon Heng William	Mr Zeng WenYing

We sincerely apologise to any sponsors, donors and groups whom we may have inadvertently omitted to mention. Your contributing efforts and donation-in-kind are much valued and appreciated. On behalf of our Residents, Day Care Elders and staff, we thank you.