



**APEX HARMONY LODGE**



## **Annual Report 2016**

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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 \$11.7 million in 1997, the Lodge, situated on a plot of land in Pasir Ris measuring 6,500m<sup>2</sup>, 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](mailto:ahl@apexharmony.org.sg)

website: [www.apexharmony.org.sg](http://www.apexharmony.org.sg)

Society Registration Number: ROS 305/94 WEL

UEN Number: S95SS0086F

Charity Registration Number: 1270

Main Bankers: DBS Bank Singapore

Bank of East Asia

Hong Leong Finance Ltd

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, Chapter 311, Charities Act, Chapter 37 and other relevant regulations, Financial Reporting Standards in Singapore (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. During the year Mr Chan Cheong Hoy, Winson, left the MC. As at 31 December 2016, 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           | 6/6                         |
| 2   | Dr Gabriel Oon Chong Jin       | Vice Chairman      | 6/6                         |
| 3   | Mr Kong Kenneth Kitson Michael | Honorary Secretary | 5/6                         |

|    |                            |                     |     |
|----|----------------------------|---------------------|-----|
| 4  | Mr Kang Hak Leng           | Treasurer           | 5/6 |
| 5  | Mr Teo Beng Fwee           | Assistant Treasurer | 6/6 |
| 6  | Dr Ee Chye Hua             | Member              | 5/6 |
| 7  | Mr Mathavan Devadas        | Member              | 4/6 |
| 8  | Ms Lai Chiew Hiang, Irene  | Member              | 5/6 |
| 9  | Prof. Low Yin Peng, Ernest | Member              | 1/6 |
| 10 | Mr Kew Yit Mian, Rowland   | Member              | 3/6 |
| 11 | Mr Koh Beng Chwee          | 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 2016 to 31 Dec 2016** can be viewed at the Charity Portal [www.charities.gov.sg](http://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 \$5.8 million are adequate to fund the Lodge's annual operating expenditure for the foreseeable future.

### Building Fund

In 2014, AHL designated part of the General Fund to a Building Fund for the purpose of building replacement with an initial \$6.4 million. During the financial year, this fund grew by a further \$391,554, which is equivalent to the annual depreciation for leasehold building. The Building Fund now standing at \$7.17 million 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 Restricted Fund also includes Maintenance Fund, Medifund and Asset Capitalisation Reserve.

## 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  | Ms Lai Chiew Hiang, Irene  | Member | 27-Mar-15 | Marketing Communication Manager |
| 9  | Prof. Low Yin Peng, Ernest | Member | 27-Mar-15 | Consultant Orthopaedic Surgeon  |
| 10 | Mr Kew Yit Mian, Rowland   | Member | 27-Mar-15 | Public Accountant               |
| 11 | 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  | Ms See Phek Leong, Melison | 22-Feb-16            | Head of Psychosocial         |
| 4  | Mr Go Hwi Kueh             | 03-Sept-13           | Head, Finance and Compliance |

### Residents' Profile

As of 31 Dec 2016, AHL housed 199 Residents, and provided day-care-service to 21 other Elders. 73.3% of our Residents are aged 75 and older. They are our pioneer generation who played a pivotal role contributing to Singapore during our nation-building years. More than 45% of them have been residing in the Lodge for more than 5 years.

Of the 199 residents, 57 (28%) were fully-subsidized paying no fees, whilst 85 (43%) were paying \$500 or less per month. The Lodge remains conscious of the need to provide for the needy.

### Staff Profile

As of 31 Dec 2016, AHL had 140 staff, 63% 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 extend a robust psychosocial care to our Residents aimed at engaging and empowering People-With-Dementia (PWDs). This is supported by a team of administrative staff to render a smooth running of the Lodge operationally and to ensure strict compliance to the relevant rules and regulations.

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

### Related Entities

AHL does not have any related entities.

## STRATEGIC THRUST 1 – Visionary Model of Dementia Care

Guided by the Lodge's mission, we uphold the fundamental belief that every resident is an unique individual who deserves to retain his/her dignity despite his/her dementia condition. In 2016, anchored on person-centred dementia care philosophy and a strength-based model, we continue to build on, develop initiatives and programmes as well as strengthen systems and processes with measurement of impacts on residents to achieve our vision of a living model of a home committed to lives affected by dementia.

### Integrated Person-centred Dementia Care

In AHL, a resident's person-centred dementia care journey starts at pre-admission with the integrated team of nursing and psycho-social staff working synergistically to develop an individualised care plan to address the total needs [ psychological, functional and social needs ] of the resident. Aligned to the 4E [ Enable, Engage, Empower and Enthuse ] approach and the 4 Psycho-Social strands, residents are meaningfully engaged with individual and group therapeutic activities and programmes purposefully designed to enable normalisation of lives and enhancement of mood and well-being.

In 2016, key highlights and achievement of the 4 Psycho-Social Strands are as follows:

#### **Therapy through Work (TTW) – Beyond Dementia Care, Normalizing Lives**

The accomplishment of TTW in enhancing the lives of PwD gained traction and attracted further media attention in 2016. Reported in Lian He Zao Bao and the TODAY newspapers in January 2016, the program was again featured in the Straits Times twice in December 2016. Project Unsung Heroes also captured AHL as an 'Unsung Hero' for the therapeutic work services. The articles raise public awareness of dementia, inspire innovative care for PwD, and appeal to community partners for support. They portrayed the benefits of therapeutic work for the neurological condition, including experiences of several residents and community partners of the program.

## Greenery specialist uses gardening to help dementia patients

Nadia Chevreulot

Twice a week, Mr Lian Sing Huang, 65, spends his afternoon potting young plants. While the prospect of picking dozens of seedlings in soil may make many groan, the seemingly monotonous task never fails to put a smile on his face.

"I like planting the best and look forward to it," Mr Lian said in Mandarin. "It helps me recall my childhood days."

He spent his early years in Kampong Loyang, where he grew his own vegetables and reared chickens, ducks and pigs. Though it has been more than four decades since he moved out of the kampung, a bit of gardening brings the memories right back.

It is in part the activity's remarkable ability to jog Mr Lian's memory that makes his twice-weekly ritual so valuable. He suffers from dementia, an illness which affects the brain, leading to loss of memory, a decline in thinking abilities and even personality changes.

Since 2014, seniors from Apex

Harmony Lodge (AHL), a purpose-built home for people with dementia, have enjoyed gardening activities as part of the lodge's Therapy Through Work programme, which helps keep residents' lives as close to their pre-dementia days as possible through therapeutic "work" sessions.

The sessions are the result of a partnership with urban greenery specialist Greenology, which has offered horticulture therapy to various groups since its launch in 2008, as a means of giving back.

"The relationship between people and plants cannot be stopped," said Mr Veera Sekaran, 54, Greenology's managing director.

"I think people with challenged needs, including dementia patients, find natural solace when they come closer to plants and nature."

A total of 29 seniors from AHL visit the centre four times a week to conduct two sessions for men and two for women.

During the two-hour sessions, they place young plants in new pots and also clean decorative moss so that it can be mounted on panels.



From far left: Apex Harmony Lodge residents Abul Sutanman, 87, and Lian Sing Huang, 65, spend two hours, twice a week, at Greenology. There, they place young plants in new pots and clean decorative moss. ST PHOTO CHEW SENG KIM

Such activities are thought to improve memory, attention span, sense of responsibility and coordination in those with dementia.

"They do repetitive movements of potting and planting, but at the same time, they are interacting socially," said Mr Veera.

"When they are doing something seemingly mundane, it jogs memories... They start talking about the times when they were young, and that literally brings back memory cycles in them."

The elderly with dementia are not the only ones who benefit from

therapy. Other sessions are also held for youth with special needs.

The programme for students allows young people with disabilities to gain work experience.

"We realise that there is an opportunity for the students to find employment in the horticulture indus-

try, and Greenology has many new initiatives in this industry that allow our students to benefit from learning them," said a spokesman for APSN Katong School, one of the special education schools working with Greenology.

At Greenology, students learn a variety of processes, such as repotting plants and cleaning moss. Their time in a work environment also teaches them to be more independent and disciplined.

"I think these are special kids. They are talented and gifted... and the potential they have just has to be discovered," said Mr Veera.

"I would appreciate it if a lot more companies would look at them and give them opportunities and hopefully find employment for them."

cradali@yahoo.com.sg

For more information on Greenology, go to [greenology.sg](http://greenology.sg) or contact them on 6214 1140 or e-mail [greenology@greenology.sg](mailto:greenology@greenology.sg)

SEE COMMUNITY B169

The Straits Times Causes Week - Published on 8th December

BB | COMMUNITY

WEATHER: SUNNY - 25-30°C, WIND: 10-15 KNOTS

COMMUNITY | B9

### GIVING THEM A SENSE OF PURPOSE

Lighting on an orange-red sofa, a group of elderly people are sitting and talking. They are at the Apex Harmony Lodge, a purpose-built home for people with dementia. The lodge is part of the Greenology programme, which helps keep residents' lives as close to their pre-dementia days as possible through therapeutic "work" sessions.

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SEE COMMUNITY B169

The Straits Times Community - Published on 8th December 2016



TTW, a signature initiative of the Lodge, focuses on normalizing lives of PwD. Its successes continued to be built strategically through naturalizing work into the daily routine of Residents and through community reintegration. In 2016, two new activities were added to the existing 5; 1) **Classy Cushions** (quality check of seat cushion covers at **Orchid Laundry**), and 2) **Happy Hangers** (differentiate, count and bundle hangers of various sorts as a home routine/household chore). This reflects the strengthened synergistic partnership with Orchid Laundry.

**Classy Cushions** provided an additional platform to engage more Assisted Living (AL) Residents in the community. With **Happy Hangers**, all 4 Supported Living (SL) Homes are engaged and the number Residents tripled in 2016 from less than a dozen in 2015. By the end of 2016, the TTW program strand has 7 activities, namely:

- 1) Silverable Me
- 2) Greeny All These
- 3) Gardening @ Greenology
- 4) Crispy Folds
- 5) Moss Cleaning
- 6) Classy Cushions
- 7) Happy Hangers



Residents doing Classy Cushions –



Residents doing Happy Hangers – Sort,

The synergistic partnership with Greenology Pte Ltd on gardening expanded to vertical greening. It kick-started with Greenology conducting an in-house workshop on 17<sup>th</sup> December on methods of installation, growth and maintenance of green walls for the Residents and AHL staff. The familiar routine in caring for their gardens prodded the Residents of both the Assisted Living Homes to reconnect with their past. They felt empowered and enthused as they tend to the green walls at the back garden they own, and even teach others on their expertise in horticulture. This activity has significantly enriched their daily lives of the Residents with purposeful work.



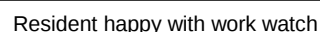
Residents and staff at



Residents and staff filling up

Book to record points received from work

Catalogue display of items that can be selected to be exchanged



## Fun and Fit – Promoting Independence, Celebrating Lives

**Morning Venture**, an innovative initiative introduced in 2014 aims at promoting independence and building confidence of Residents as they venture 'out of Lodge' thrice weekly via public buses to a nearby mall to have a cup of kopi or to simply chit chat and watch the world goes by. The number of participating Residents has grown to an average of 30, with a few Residents joining us on their pedal wheelchairs.

This initiative has since grown in depth, especially in promoting normalization of lives. As part of the continuing effort to enhance person-centred care for our Residents, a wider range of food and drink selection based on Residents' personal choices was served. The greater satisfaction of our Residents could be seen from their joyful faces and the higher level of tea and snack intake. Newspapers were also provided while they had their morning tea. The more abled Residents also assisted staff to bring drinks and food to the table to serve fellow residents.

Integration with in-home activities was also leveraged upon together with the provision of choice as some Residents also shopped at NTUC supermarket to acquire groceries for their High Tea Club programme, further enabling normalisation of lives for Residents.





**Project Gym Tonic (GT)**, started in November 2015, is an initiative sponsored by Lien Foundation to make exercise a key and intentional intervention in improving the physical functions of the elderly. Touted as an Exercise-as-Medicine (EAM), GT targets the elderly who are frail, prone to falls and idle. It helps them restore their functional independence to enable them to live a more fulfilled life. The project was rolled out to 29 Residents who underwent the 6 HUR machines circuit for 3 months, culminating in the post assessments to assess impacts. In 2016, the number increased to 34 Residents participating fully in 2 sessions each week, and another 25 others performing active rehabilitation using GT equipment. Our GT team also worked on putting in place a systematic work flow and our certified trainer was invited to do a presentation at GT workgroup meeting on 24 November 2016.



**Senses Esprit – Awakening senses, Enhancing cognition**

In 2016, in line with ongoing efforts to enhance care, six new initiatives/programs under the Senses Esprit strand were implemented to further address the sensory needs of residents based on normalization concept and person-centered care approach. These initiatives are developed from evidence-based practices with validated assessments, and geared towards cognitive and sensory stimulation to preserve and enhance functionality of residents. They include:

1. Food for Thought (FfT)
2. Fuel for Mind (FfM)
3. Sensory Sparks (SS)
4. Sound of Beamz (SoB)
5. Home Theatre (part of Multi Sensory Stimulation Therapy)
6. Joy in Dining (JiD)

**Food for Thought** and **Fuel for Mind** are initiatives aimed at stimulating and enhancing Residents' cognitive performance. The structured sessions with different themes are well-planned and delivered to ensure stimulation of different aspects of cognition. **Sensory Sparks**, based on familiar everyday objects is also intended to awaken sensory stimulation of residents according to their sensory preference. **Sound of Beamz** uses a medium namely Beamz to aid residents to create music which allows them to express and interact with others in the group to enjoy the music created. The **Home theatre** provides a chance for Tender Loving Care resident to engage in media and music according to their interests.

Additionally, the existing initiatives which are within the Sense Esprit strand, such as Brain and Body Movement (BBM), Multi-Sensory Stimulation Therapy (MSST) and Music with Reminiscence (MwR), continued to play an essential role in improving residents' mood, social interactions with others and their overall well-being. In total, the initiatives in the strand have benefitted 64 Residents in Supported Living Homes and 25 residents in Tender Loving Care in 2016. For 2017, the target is to scale up to impact more Residents in Assisted and Supported Living Homes with like-minded partners through synergistic collaborations.



**Food for Thought** – resident is searching for her name on a word search puzzle



**Sensory Spark** – care staff assists resident in beads sorting that provide tactile and visual stimulation



**Fuel for Mind** – volunteer engages resident in reminiscing activity with picture as visual cue

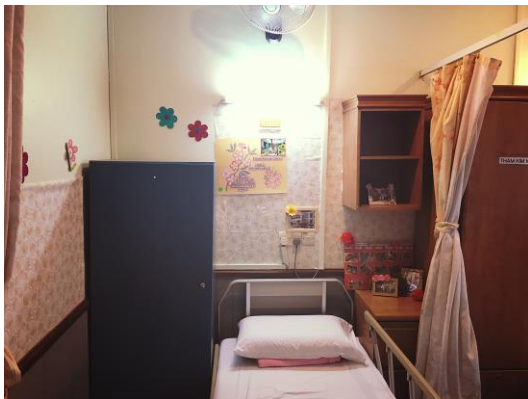


**Sound of Beamz** – resident interacts with Beamz's laser to create unique music



**Home Theatre** – residents are watching music clips that are relevant for visual and auditory stimulation

Moving forward, the focus in 2017 is on cognitive rehabilitation for Assisted-Living Residents and sensory stimulation approach for both Supported-Living and Tender-Loving-Care Residents based on residents' needs as evident in the Pool Activity Level (PAL) and Sensory Profiling findings. The Environmental enhancement project in the pipeline for Assisted-Living Homes will be designed with an emphasis on personalization, better visual cue and space configuration based on the Person Directed Care Assessment (PDCA) 2016 recommendation.



**Personalisation** – resident's bedrooms are redesigned according to their preference with specific flowery theme

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

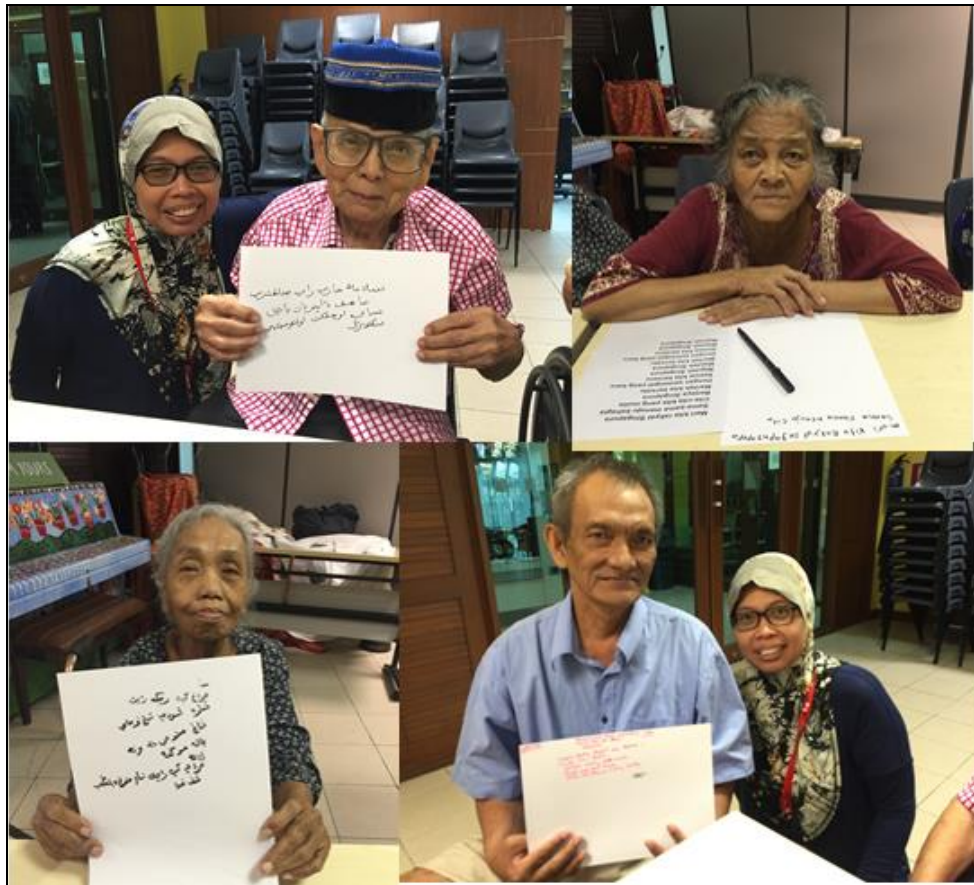
Aligned to the vision to transform AHL into a living art gallery, the NTH strand focuses on initiatives through creative arts activities, to enable, engage, empower and enthuse PwD to maintain and/or enhance their socio-emotional well-being. We believed that through creative expression using arts and music, the unique internal world of Residents is bridged, thereby facilitating communication [transcending language] with others leading to boosting of their self-esteem and contributing to their well-being.

As 2015, 2016 was exciting as new initiatives were developed and deeper collaborations with our partners forged to benefit more residents and to discover their various interests and strengths. Much interest, strengths and potential of residents were uncovered through initiatives like Creative Space, Jawi Cultural Calligraphy, Music Sing-along and arts performance. **Creative Space**, launched in March 2016 is based on an open studio concept with the menu of arts and music for Assisted Living Residents to participate in arts as a recreational and leisure activity. **Jawi Cultural Calligraphy** taps on residents' interest in Malay culture and reconnect them through Malay cultural songs, movies and reading material. In **Music Sing Along sessions**, residents and Day Care Elders get to sing, dance and make music to the accompaniment of their favorite songs just like old times.

In terms of impact, a total of 182 residents benefitted from NTH initiatives in 2016. More importantly, staff also measured impact on residents using relevant tools such as Dementia Care Mapping and Bradford well-being and improve programme/initiatives based on assessment data to better meet Residents' needs.



Residents engaging in their favourite activities during Creative Space



Residents showcasing their proud

## STRATEGIC THRUST 2 – Synergistic Partnerships

### Partnership with Families

We are greatly thankful for the support and understanding family members rendered as partners in journeying with the PwD. Besides generously devoting their precious time to support outings and build bonds with staff and their loved ones, they looked out and appreciated the good work of the staff. Over a short period of barely 6 months, 62 compliments and appreciation were received. Mutual trust and respect go a long way to make care for PwD a joy and a discovery.

#### Reminiscence Outings to Heritage Museums/Centres

Aligned to care principle “***We bring outside in, inside out***”, the bi-monthly outings to Peranakan Museum, Chinatown Heritage Center, Malay Heritage Center, and Indian Heritage Center provided excellent opportunities for Residents to be connected with their past, their heritage and the community. Visits were carefully planned with pre-outing orientation/familiarization sessions for residents, with family members invited to join Residents in the outings to deepen ties and bonds as they reminisced their heritage portrayed by the familiar landmarks, cultural symbols and traditions in the museums/centres.

#### Celebrations of Mother’s and Father’s Day

Being grateful and role model for the young ones is what many family members have lived up to. They were at the Lodge to pay tribute to their beloved mums and dads on these two special days. Though both celebrations were kept simple, there were many spontaneous moments of sharing, which brought great joy and love not just to themselves but to their beloved mums or dads.



*Mother’s Day Celebration at Gerbera Home*

## 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.

AHL continued to work with partners who believe in and share the Lodge's vision and mission in providing the best of Dementia and Psychosocial Care for PwD. It is the collaboration with the community, to support the Lodge's move towards becoming a living model of a home committed to lives affected by dementia.

Community Partners must also believe in unlocking the potential in every Resident, Staff and Volunteer beyond dementia care, and supporting the different strands in the Lodge especially in Nurturing the Heart programmes and Therapy Through Work programmes.

Highlights of key partnerships are as follows:

### **Telegeriatrics and Staff Training**

The Lodge was thankful to Dr James Low and his team from **Khoo Teck Puat Hospital** (KTPH) to be invited into the GeriCare@North. The main thrust of this project is to upskill nursing staff in Nursing Homes to provide high quality care. We tap on this project to harness technology to enhance the quality of care for our Residents. The Telegeriatrics initiative has been most beneficial. This partnership has contributed to the improved standard of geriatric care in AHL through continuous training and supervision by the hospitals Telegeriatrics team.

In 2016, seven Staff Nurses and Enrolled Nurses had undergone the Telegeriatric Nursing Training Course. They carried out Teleconsultation with geriatricians at KTPH through video conferencing. Nursing staff also took part in Tele-CNE, video conferencing/discussion of medical topics with other nursing homes. KTPH also provides on Advanced Care Planning. To date, 11 staff has benefitted from this training.

### **Translating Person-centred Principles into Reality**

The 1.5 year long partnership with Alzheimer Disease Association ( ADA ) yielded much impact on staff and practices at the Lodge to further enhance person-centred care as a way of life. Staff were equipped with tools and skills to evaluate person-centredness in the Lodge. The information was used to effect changes on the ground. The successful partnership in

shaping person-centred care will be shared at the upcoming Alzheimer Disease International (ADI) Conference 2017 at Kyoto.

### **Dementia Specific Training and Case Discussion**

The Community Psychogeriatric Programme (CPGP) continues to be the anchor to train staff in basic and dementia modules and empowered staff to apply skills and knowledge through case discussion. The team supports whole-heartedly the various person-centred initiatives of the Lodge and seeks out opportunities to motivate staff. A team of nursing and psycho-social staff were invited to share the person-centred practices with staff of Changi General Hospital.

### **Inter-Generation Bonding Programme**

#### **Collaborations with Church of the Holy Trinity Kindergarten and Siglap Secondary School**

Deeper collaborations were formed in 2016 with Church of the Holy Trinity kindergarten and Siglap Secondary School through the inter-generations initiatives. One of the notable collaboration was the success of the Alzheimer's Action Day 2016 (AAD 2016), which was held in the premises of the Church of Holy Trinity. Children from Church of Holy Trinity Kindergarten and students from Siglap Secondary School performed collaboratively with our Residents during AAD 2016. These collaborations brought out the best in each child, student, resident, and staff. At the same time, their efforts and talents have been validated and appreciated by their loved ones and the community. The event was featured in the Strait Times.



*(Intergenerational beating of the drums between Student, Children and Elderly)*



*(The colourful joy intergenerational love and connections)*



*(Hall filled with smiles as lasting memories created.)*

## STRATEGIC THRUST 3 – Enduring Innovative Culture of Excellence

The Lodge promotes a culture of positivity and possibilities that permeates its entire operations in order for seeds to grow. The use of language and all small things count. The invaluable experience shared in the Strategic Planning sessions as well as everyday happenings at the Lodge further build this culture. The Lodge also emphasizes a commitment to quality work at all times as everyone deepens institutional knowledge philosophy of care and embraces each other's styles.

### Strategic Planning for 2017

As a run-up to the Strategic Planning for 2017, a total of 8 teams from the Homes, Day Care and Operations Department came together to share their Prouds on 6 Oct 2016. These were various initiatives that were tried out at departmental levels. This is the third year running for signatures of the Lodge to be conceptualized and shared. It is also an opportunity for all to be actively involved in building the Proud for the Lodge. The intent was to honour one of the 5 Care Principles: *"We Care for Our Staff"*, building on what has been achieved to:

- foster living a culture of enduring possibilities guided by the vision, mission, operating philosophy and values of the Lodge, and
- enhance professionalism and credibility of staff individually as well as a team, to become visionary thinkers, knowledge creators, pride for self, family and the Lodge.

Practically all staff attended the sessions with the exception of a few who were either on leave or on duty. Staff felt proud and discovered their own as well as others' talents.

Visual Maps that were developed for use in 2015 continued to be used for positioning all pieces of work done and every staff.

With the Sharing of Prouds setting the scene for the Strategic Planning for 2017, an SP team was formed. SP 2017 was designed to enable, empower and enthuse key staff to:

- i. Internalize and align the future of the Lodge, guided by the vision, mission and values of the Lodge to translate into purposeful actions at Department or Unit level in response to external environment;
- ii. embrace systemic thinking, adopt evidence-based and integrated approach for sustainability and scalability of initiatives and trusted good work done this far;

- iii. review achievements and non-achievements of desired outcomes and outputs of 2016;
- iv. review soundness of strategies and translation of 5 Care Principles to purposeful and integrated actions to achieve the desired outcome on a sustainable basis. Key learning and outcomes to be reviewed for all include :
  - Measuring of impacts,
  - Develop or enhance quality assurance management system to meet mandates for licensing and audits and funding supports for the Lodge to continue to operate honouring our VMV and OP,
  - Create a community of visionary leaders and learners for sustainability,
  - Create knowledge – such as policies, SOPs, systems and processes, innovative ground up models,
  - Build credibility of AHL for synergistic partnership for sustainability,
  - Build the AHL Brand.

## **Building Capabilities**

The Lodge continues to commit heavily in building capabilities of staff in alignment with the transformation taking place at the Lodge. Learning opportunities ranges from domain specifics to generic cross-discipline which is needed to provide holistic care to PwD. These include clinical knowledge and skills such as wound care, medication safety, geriatric nursing, assessment using InterRAI, Dementia Care Mapping ( DCM ). Various modes of learning were provided for person-centred development of staff. The Lodge built synergistic partnership with specialists in the field such as St Luke, ADA to provide customised training in-house to benefit a bigger number of staff. High performing staff were also rewarded with learning overseas. In 2016, 4 staff attended the ADI Conference at Budapest, Hungary.

To-date, the Lodge has groomed about 50 interRAI assessors, 10 interRAI peer reviewers and 19 DCM Mappers. Two staff will be presenting a signature of the Lodge, Therapy Through Work, at the upcoming ADI Conference at Kyoto, in 2017.

## STRATEGIC THRUST 4 – Operational and Fiscal Excellence

### INFORMATION TECHNOLOGY

#### **IngoT2 (Nursing Home Information System)**

Since the roll out of the Nursing Home Information System in the third quarter of 2015, full implementation has now been successfully achieved. All Homes had moved from hard copy updates to updating via IngoT2. The system have undergone further enhancements through 5 releases in 2016. Centralized access to real-time information of Residents and Day Care Elders was made possible. Staff could make use of the information system to streamline documentation, manage information intelligently and share information to enhance quality of care. Adoption of additional modules of IngoT2 was being planned for 2017.

### OPERATIONS

#### **Fire Safety**

Fire Safety continues to be an emphasis. Evacuation of Residents who are a mix of wheelchair-bound, bed-bound and ambulatory Residents who are also at risk of falling if rushed, remains a great challenge. Two table-top and fire-drill exercises were conducted in July and December 2016 to test the evacuation procedure. All Residents and staff, including staff from outsourced vendors who were working onsite participated in the fire drill. The fire drill also enabled staff to familiarize with the evacuation procedure in order to assist in the safe evacuation of Residents within a short time.

#### **Pandemic Response**

A Pandemic Response Plan was crafted as part of overall Emergency Preparedness. The Pandemic Response Plan relates closely with guidelines published by the MOH that correspond to the Disease Outbreak Response Condition. All staff at AHL were briefed and familiarized with the Pandemic Response Plan. In December 2016, AHL participated in a nation-wide Pandemic Response Exercise conducted by AIC for the ILTC. Present at the

exercise were external observers from AIC, another Nursing Home appointed by AIC, and exercise planning consultants commissioned by AIC. AHL did well in this exercise.

## Finance

The Lodge received 71.8% of its funding totalling \$9.7 million, from Government subvention in 2016. Fees collected from residents and day care elders accounted for 13.4%, with the balance 14.8% from donations and other sources.

92.7% of our total expenses of \$7.8 million, were incurred on the provision of services to residents and day care elders. During the year, \$391K of the General Fund were transferred to the Building Fund.

## SUB-COMMITTEE REPORT - Medical

|                 |   |                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Chairman        | : | Dr. Gabriel Oon Chong Jin, <i>Consultant Physician &amp; Medical Oncologist, Mount Elizabeth Hospital</i>                                                                                                                                                                                                                                                                           |
| Deputy Chairman | : | Dr. Ee Chye Hua, <i>Consultant Geriatrician</i>                                                                                                                                                                                                                                                                                                                                     |
| Member          | : | Emeritus Professor Ernest Low Yin Peng, <i>Senior Orthopedic Consultant, Tan Tock Seng Hospital</i>                                                                                                                                                                                                                                                                                 |
| Member          | : | Emeritus Professor Gabriel Low Cheng Hock, <i>Emeritus Professor of Surgery, Tan Tock Seng Hospital</i>                                                                                                                                                                                                                                                                             |
| Member          | : | Dr. Isaac Krishnamoorthy, <i>Senior Consultant Orthopedic Surgeon, Raffles Medical Hospital</i>                                                                                                                                                                                                                                                                                     |
| By invitation   | : | Dr. Winston Hwang, <i>Attending Physician</i><br>Dr. Chiam Peak Chiang, <i>Attending PsychoGeriatrician, Institute of Mental Health</i><br>SRN Debbie May Amata ( <i>Senior Staff Nurse</i> )<br>Ms Sandy Lim, <i>Acting Nurse Manager</i><br>SRN Rita, <i>Nurse Manager</i><br>Mr. Albert Hong, <i>Chief Operating Officer</i><br>Ms. Soh Mee Choo, <i>Chief Executive Officer</i> |

The Medical Sub-Com met five times during the year; on 5 January, 25 February, 28 April, 12 August and 27 October. Preceding each meeting, Chairman led members to do a random round to inspect the homes, speak to residents and their relatives, and to suggest improvements to the nursing staff and the resident Physician.

The Sub-Com paid particular attention to mortality, and at each meeting reviewed an estimated 2 to 5 cases of death. They took cognisance that majority were due to natural causes, particularly pneumonias and heart failure. They were mainly in the age range of 70 to 105.

During the year, 35 residents and 4 nursing staff were diagnosed with latent TB. They were treated with anti-TB drugs. One affected Resident had TB with chest X-ray changes and TB sputum positive, and was successfully treated by the Tuberculosis Control Unit (TBCU). All our residents and staff were routinely screened by Chest X-Ray. Medical Sub-Com provided guidance and support.

Falls are among the most common and serious problem facing the Residents, particularly the ambulant category 2 or 3. Some could lead to fractures of the limbs and hips, or even needing hospitalization. The Lodge have commissioned a trial with a customized system solution using bed alarms and motion alarm for a month. Useful information was obtained to enable further modification before the system is implemented.

Currently, 34 residents were in Project Gym Tonic and the strength training had resulted in improvements to their functional abilities and quality of life.

The Lodge took pro-active steps to build a pool of Registered Nurses (RNs). During the year, a shortage of RNs was mitigated by strategic recruitment and provide opportunity for deserving staff to take the Registered Nurse Exams, and promoting them from within.

MOH data showed that the number of dementia cases would rise from 30,000 to 50,000 by 2030. Apex harmony Lodge, with an increasing wealth of experience in the care and management of dementia, would one day mature into a training and consultancy centre, where volunteers and nursing students could learn from its vast experiences.

## **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                 |
|               |   | Wong Ee Lin, HR & Admin. Manager |

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 and review of certain HR Policy and Procedures manual.

## **SUB-COMMITTEE REPORT – Facility & Environment Enhancement (previously Cyclical Maintenance)**

The Cyclical Maintenance project and the Environment Enhancement initiative had many linkages between them, and thus the name of the Sub-Committee was changed to Facility & Environment Enhancement (FEE) Sub-Committee. The FEE Sub-Com would provide oversight to enhancements to both facility and environment.

Management had proceeded with those maintenance work that had less or no linkages with the Environment Enhancement scope. So far, completed works included Passenger Lift upgrade, Termites Control, Roof Leakages Maintenance, Lightning Audit & Rectification, Air-Con Condensers relocation, and Swapping of Main Store with Office 2 to create more work stations.

The FEE Sub-Com had reviewed the scope of work under the Environment Enhancement. For the Environment Enhancement scope of work which requires the engagement of consultants, a tender was called and an evaluation committee comprising the FEE Sub-Com and a member from the Audit Sub-Com was formed to evaluate the tender responses. With the Management Committee's approval of the FEE Sub-Com's recommendation, the appointment of the Lead Consultant went to New Space Architects Pte Ltd, who shall be working with the Landscape Designer, Land Design One Pte Ltd, and the Quantity Surveyor, BKG Consultants Pte Ltd, under the same appointment.

Work would commence in 2017 starting with Conceptual Design discussions.

## **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 our corporate partners and generous donors for their fervent support, and volunteers who had contributed their valuable time and resources in organising activities and outings for our Residents and Day Care Elders. Your love, 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 disbursed its second tranche of grant at \$786,000 for the remodelling of dementia care and \$170,000 for the enhancement of Ingot. They had also linked us up with visionary community partners for collaborations and involved us in their projects like the CNA series on Facing Dementia to increase the awareness of dementia and to build a community that helps and supports persons with dementia.
- NCSS, for the allocation of \$77,000 from President Challenge 2015 which we received in June 2016. The entire sum will be utilised for manpower and operating cost of the Lodge.
- 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 Primary School, 6) Pasir Ris Secondary School, 7) Siglap Secondary School and 8) Springfield Secondary School. We received the monies in January 2016.
- Orchid Laundry, for the ongoing laundry project. Orchid Laundry also brought Christmas Celebration to the Lodge for our Creative Space programme benefiting up to 15 residents in December 2016. Orchid Laundry also donated cash for the purchase of 210 Hospital Pillows.
- Greenology Pte Ltd, for our synergistic partnership in gardening which has expanded to vertical greening.
- ABB Ltd, who came on the 18<sup>th</sup> November 2016 to paint Blue Star Home to support the Supported Living Transformation while providing lunch for our residents from Lily Home (including Staff Tea). ABB Ltd went further to demonstrate their commitment to enhance Dementia Care by providing 8 Ikea Chairs for Therapy Through Work programme.
- Church of Holy Trinity brought Christmas and Birthday Celebration to Gerbera Home on the 3 December 2016 with personalised birthday presents for all Gerbera Home residents. Several musical bands came to perform and sing-along for our lovely ladies.
- Firefly Mission, paid bimonthly visit to the Lodge with regular karaoke and games for our residents. A volunteer from Firefly Mission provided cash donation as well as to provide lunch for staff in December 2016.
- RiverLife Church, whose volunteers participated in Outing and home visit for a Christmas Celebration and Games Carnival on the 11<sup>th</sup> December '16 with Lily residents.

- Siglap Secondary School, for their continued collaboration on the percussion programme which concluded the year with a great performance in AAD 2016.
- The Moving Visuals Co + Channel News Asia, for the production of an informative documentary covering Dementia, ***entitled Facing Dementia***, which was broadcasted on Channel News Asia in November – December 2016.

This list is by no means exhaustive, and we wish to thank many others who are not mentioned above, 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.

### **\$200,000 and above:**

Lien Foundation

### **\$50,000 - \$99,999:**

President's Challenge 2015

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

JusEquity Law Corporation

ST Electronic (E-Services) Pte Ltd

Selina Tay Lian Bee

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

RSAF RCC

Leng Hiang Catering

Orchid Laundry

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

A Ilaancheran

Goh Hwee Lan

The Community Foundation

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

Anonymous

Dr Ee Chye Hua

Lim Guat Ha

Ng Siew Wai

Ng William

Siow Sin Lee  
 Teo Siew Wai  
 Wong Sim Yee  
 Yeo Ka Lye, Kelly

**\$1,000 \$1,999:**

|                           |                          |
|---------------------------|--------------------------|
| Al-Istighfar Mosque       | Loh Gek Choo             |
| Chang Phan Yong           | Pang Nguan Chye, Frederi |
| Chu Yun Ju                | Shamy Chong Pei Ling     |
| Eu Oy Chu                 | Tay Huey Meng            |
| Goldman Sachs (Singapore) | Tham Chien Ping          |
| Ho Xiang Yu, Wendy        | Zubaidah Bte Mohd Kassim |
| Jimmy Loh                 |                          |

**\$500 - \$999:**

|                            |                          |
|----------------------------|--------------------------|
| Alan Chong Joo Shin        | Loh Gek Choo             |
| Ang Swee Hoo               | Shamim H Dhillawala      |
| Hai Sing Catholic School   | Tan Bai Chye             |
| LGS Employment Agency      | The late Madam Wee Ai Li |
| LGS HR Consultants Pte Ltd | Yap Mui Ping             |

**Up to \$499:**

|                         |                         |
|-------------------------|-------------------------|
| Aakash Gupta            | Loh Jing Yi             |
| Afzal                   | Loh Siew Leong          |
| Albert Cheng Jin Fu     | Loke Pui Yee            |
| Alvin Chew Wye Kwong    | Loo Kuen Feng           |
| Ang Swee Hoo            | Lydia Khoo Shi Yun      |
| Anna Lim Leng Eng       | Maria Binti Abdullah    |
| Anonymous               | Mu Kwek Fei             |
| Chan Jin Sing           | Neeru Minocha           |
| Chen Yu Qing            | Ng Shy Hui              |
| Chew Shuxiang Shoe      | Ngee Bingkai            |
| Chew Soo Sean           | Nora Rough              |
| Chia Lai Kuan           | Ow Yong Tuck Leong      |
| Chia Pek Choo           | Pang Jag Yunn           |
| Christina Wong Sui Fong | Phang Chian Hwee Wilson |
| Chua Shanru Lois        | Poh Boon Keong          |
| Chua Suan Keow          | Pranav Metha            |
| Chung Wah Fook          | Quek Le Leng            |
| Cynthia Kwek Kok Wah    | Seah Jade Wei           |
| Loh Jing Xuan           |                         |

|                      |                       |
|----------------------|-----------------------|
| Eng Huey Ni          | Seah Jade Wow         |
| Firefly Mission      | Seah Lay Hoon         |
| Fong Kok Heng        | Sellaimuthu           |
| Fong Kok Meng        | Sian Wee Nee          |
| Fong May Lin         | Sim Hui Cheng Julie   |
| Foo Ai Ngoh          | Sim Peng Nam          |
| Gladys Khoo Shi Min  | Sim Poh Teck          |
| Goh Hui Jun Dorothy  | Soh Mee Choo          |
| Goh Soh Wan          | Tan Huang Tat         |
| He Zixiang Eddy      | Tan Puay Hua          |
| Hoe Loong Shyan      | Tan Suat Lin          |
| Irene Goh Swee Mui   | Tay Siew Ling Sheela  |
| Julia WL Wong        | Tee Guan Yi           |
| Kang Cheong Hoon     | Tee Hui Kiat          |
| Kng May Choo         | Tee Rui En Ellis      |
| Koh Yu Ting          | Teo Ming Zhong        |
| Lee Chin Yang Marcus | Thirumurugan Eswaran  |
| Lee Hian Kun         | Wee Poh Boon Gary     |
| Leng Meng            | Wee Say Bian          |
| Leng Meng Choe       | Wee Siew Leng Cynthia |
| Lim Chin Siong Eric  | Wu Runxiang Andy      |
| Lim Chuan Wei        | Yan Kai Yun           |
| Lim Huey Yuee        | Yan Yoke Lin          |
| Lim Poh Khim         | Yeong Pik Har Anne    |
| Lim Sin Lye          | Zehuei Tan            |
| Lim Xuan Jle         | Zheng Yi En           |

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