

ANNUAL REPORT 2018



**Apex
Harmony
Lodge**



ABOUT US



Apex Harmony Lodge (AHL) is the first purpose-built Lodge for Persons with Dementia (PWD) in Singapore. It has been a home away from home for residents since 1999. The Lodge provides Long Term Residential Care (LTRC) , Dementia Day Care (DDC) and now Community Care for Young Onset and Early Stage Dementia (YES) .

Charity Information

Society Registration Number:	ROS 305/94 WEL
UEN Number:	S95SS0086F
Charity Registration Number:	1270
Main Bankers:	DBS Bank Singapore Bank of East Asia Standard Chartered, Singapore
Auditors:	Baker Tilly TFW LLP

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CHAIRMAN'S ADDRESS



In 2018, we commenced a much delayed Facilities and Environmental Enhancement (“FEE”) Programme at the Lodge to provide an environment more welcoming and conducive for our residents and staff. The works, scheduled for completion in the first quarter of 2019, will make the Lodge more homely, with more open spaces for our residents. We will have invested in excess of S\$7 million into the FEE programme which we believe is necessary and essential for the fulfilment of our mission. The enhanced environment will complement individual care plans we have for our residents, allowing for a more comprehensive dementia care to improve the well-being and quality of life of our Residents and day-care users.

In living out our mission, one of the key thrusts of the Lodge is to operate on a financially sustainable basis. In this respect, our operating surplus for the year amounting to S\$1.63 million stands us in good stead to continue our care plans into the foreseeable future. To this end, and on behalf of the Lodge, we express our thanks and gratitude to all those who have contributed to the Lodge, enabling us to carry out our programmes. In particular, we are grateful to Lien Foundation who have been generously supporting us over the past 3 years in the transformation of dementia care plans of the Lodge.

During the year, we have also expanded the provision of dementia care beyond the confines of the Lodge to people with dementia who are still living in the community with their family members and loved ones. We have embarked on a 3-year pilot Therapy Through Work for Young Onset and Early Dementia. By engaging people with dementia (PWD) through work and continued living in the community, we seek to provide not just an engaging purpose for PWD but also to encourage a more accepting community for those affected with dementia. This pilot programme is supported and funded by the Singapore Tote Board, to whom we record our thanks and gratitude.

The transformation of our dementia care programmes would not have been possible without a dedicated team of staff. In this respect, I am glad that, led by our Chief Executive Officer, Ms Soh Mee Choo, we have a team who, through all their dedication, hard work and initiative have, besides their daily task of ensuring all our residents and day-care users are properly cared for and meaningfully engaged, came up with transformative programmes and broke new grounds in the provision of care for PWD. Through their hard work, our programmes have been presented in international conferences and published in overseas magazines dedicated to the care of persons with dementia.

We are also grateful to the contributions of many volunteers; some of whom work directly with the residents while others work in the various sub-committees of the Lodge, but all providing valuable inputs and resources to assist in our mission. As someone once said, “Volunteers are love in motion.”

This just leaves me to thank my fellow Management Committee members for contributing their time, expertise and experience in overseeing the running of the Lodge over the past two years. It has been a fruitful experience and an honour to be working with a team of dedicated volunteers for the betterment of the lives of our residents, day-care users and those in the community having to deal with the effects of lives affected by dementia.

Mr Chan Kum Leong

CHAIRMAN,
MANAGEMENT COMMITTEE

CEO'S ADDRESS



Guided by the mission, vision and values of the Lodge and with the blessings from many believers; donors, co-creators, knowledge partners, family members, volunteers and dedicated team of staff, we continuously reframe, break boundaries, transform and search for the best to empower persons with dementia (PWD) to live well. We are deeply grateful to be able to now provide a continuum of care for the different profiles of PWD to empower them to live well.

We continue to create opportunities to unleash potential in each PWD. Much has been achieved through the co-creation with our PWD and all of you. I am happy to share some of these achievements.

Our approach to Person-Centred Care (PCC) was validated by experts in the field through our presentations at Alzheimer Disease Internal Conferences (ADI) for two consecutive years.

In 2017, we presented two pieces of work, 'Person-Centred Care at the Lodge' and 'Therapy Through Work' at ADI held at Kyoto.

In the same year, our Therapy Through Work was accorded 2nd Runner-up at the Innovating Care Conference in Malaysia.

In 2018, we followed up with presentations at ADI in Chicago of two exceptional pieces, the 'Intergeneration Bonding Programme – From Strangers to Friends : Benefits of Intergeneration Bonding Programme for Preschoolers' and 'Elderly with Dementia and The Music That I Love and Remember : Personalized Music with Intergeneration Initiative and the Affective Impact on Elderly with Dementia'.

'The Music that I Love and Remember' was also published in the Australian Journal of Dementia Care, Vol 7 No 5 October/ November 2018.

Our Intergeneration Bonding Programme with Church of Holy Trinity Kindergarten, also won the Community Care Excellence Awards this year.

At Global Conference in Integrated Care 2018, we shared on how we embrace evidence-based practices and integrated PCC planning to transform care for PWD.

We embrace these achievements as reminders for us to do good by doing very well.

Besides motivating the team at the Lodge, the above achievements have inspired our partners as well. Our community partners are equally determined and encouraging. We grow together. Many are today either our co-creators of possibilities for PWD or knowledge partners who codify knowledge and wisdom to co-develop models or prototypes best for PWD locally.

Taking the opportunity to share two exemplary partners with all. Firstly, Orchid Laundry. What started as a pilot to try out work as a form of naturalized therapy in 2013 has grown to become an emerging model to support the Young Onset and Early Stage Dementia living in the community. Harry, owner of Orchid Laundry, has also donated generously to support many of our innovative ideas. He has a dedicated staff volunteering to co-facilitate and support our Residents at the work site twice a week. We are currently exploring enabling technology with him to enhance work flow efficiency and eventually empowering Residents more, deepening our PCC.

Over at Greenology, Mr Veera, the owner, welcomes Residents and Day Care Elders (DCE) to his nursery almost every day, many of which are wheelchair-bound. It is almost like a second home to the elderly. It is totally accessible. It is weather proof. It is therapeutic. It is an emotionally calming and yet inspiring environment to live a life with connections, to socialise, sing and relax. They love to go. I believe we will never be able to find anything close to this second home for my elderly living with dementia.

In both of these inviting places there are no barriers. Each PWD is respected as a person. Truly an inclusive and nurturing community and space for PWD. Both are exemplary models of a dementia respectful community.

Our partners for intergeneration bonding programmes contribute in other ways with the same intent. We are honoured to have Shirley, a visionary Principal of the Church of Holy Trinity Kindergarten, as a strong believer who motivates her teachers, children and their parents to believe in our cause and show the world the possibilities.

In terms of clinical competency, we have Dr James and his team from KTPH to thank for. The impacts has been proven through low unplanned hospitalizations and short hospitalization stays for my Residents. The team works quietly without fanfare, training my nursing team with reduced costs and time.

Meanwhile, relationships with family members strengthen day by day. We have a number of family members joining our multi-disciplinary discussion to give voice and provide valuable inputs on what is best for their loved ones.

Learning from what we have done over the last five years, we are ready for the next phase of transformation. We boldly step out of the Lodge to support Persons with Young Onset as well as Early Stage Dementia in the community. We are indeed into providing care for the whole spectrum of PWD.

We are working towards establishing work as a form of naturalised therapy that empowers Persons with Young Onset and Early Stage Dementia to continue living a normalized life with a strong sense of purpose. Apart from empowering PWDs, this initiative also serves to provide sustainable respite for caregivers and create an authentic dementia respectful community.

The Environmental Enhancement is our next phase of transformation. It is in progress and due for completion by first quarter of 2019.

We are indebted to many for the vibrant happenings at the Lodge. To our community partners, we thank you for the many unique and innovative opportunities. To the donors, a great thanks, for without you we will definitely not be able to take this less travelled road. To the volunteers, we thank you for your dedication. To the family members, we thank you and encourage you to continue to join us in co-planning the best for your loved ones. Last, but not least, deep gratitude to my team at the Lodge for co-creating an enduring culture of positivity and possibilities, teaming together and wanting nothing less than the best for PWD with no time and opportunity missed.

Ms Soh Mee Choo

CHIEF EXECUTIVE OFFICER

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 PWD. 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 are 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 2018, the MC had 12 members. The MC met six times since the last Annual General Meeting (AGM). The attendance of the members is as follows:

No.	MC Member	Designation	Number of meetings attended
1	Mr Chan Kum Leng	Chairman	6/6
2	Dr Gabriel Oon Chong Jin	Vice Chairman	6/6
3	Mr Kong Kenneth Kitson Michael	Honorary Secretary	4/6
4	Mr Soo Hon Weng	Treasurer	3/6
5	Mr Kang Hak Leng	Assistant Treasurer	4/6
6	Dr Ee Chye Hua	Member	6/6
7	Mr Mathavan Devadas	Member	3/6
8	Ms Lai Chiew Hiang, Irene	Member	2/6
9	Mr Gan Boon Jin	Member	6/6
10	Mr Leow Tze Wen	Member	3/6
11	Mr Tan Cheong Hoe Charles	Member	2/6
12	Mr Christopher Ong Hsien Wei	Member	2/6

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 2018 to 31 Dec 2018 can be viewed at the Charity Portal.

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 \$6.2 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 \$7.96 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.	MC Member	Designation	Date of Appointment*	Occupation
1	Mr Chan Kum Leng	Chairman	19 May 1995	Accountant
2	Dr Gabriel Oon Chong Jin	Vice Chairman	27 Mar 2009	Consultant Medical Oncologist & Physician
3	Mr Kong Kenneth Kitson Michael	Honorary Secretary	11 May 2011	Business Proprietor
4	Mr Soo Hon Weng	Treasurer	30 Mar 2017	Accountant
5	Mr Kang Hak Leng	Assistant Treasurer	19 May 1995	Accountant
6	Dr Ee Chye Hua	Member	6 Mar 2012	Consultant Geriatrician
7	Mr Mathavan Devadas	Member	27 Mar 2013	Consultant, Legal Firm
8	Ms Lai Chiew Hiang, Irene	Member	27 Mar 2015	Marketing Communication Manager
9	Mr Gan Boon Jin	Member	30-Mar-17	Chief Technology Officer
10	Mr Leow Tze Wen	Member	30-Mar-17	Director
11	Mr Tan Cheong Hoe Charles	Member	30-Mar-17	Managing Director
12	Mr Christopher Ong Hsien Wei	Member	30-Mar-17	Advocate & Solicitor

**Save for Mr Chan Kum Leong, Mr Kang Hak Leng and Dr Gabriel Oon Chong Jin, none of Members had served the Committee for more than ten years. Both Mr Chan and Mr Kang were members of the Pro-Tem Committee to set up the Lodge, and their continued representations in the Management Committee beyond 10 years is necessary and vital in providing continuity and support for the smooth running of the Lodge.*

THE SENIOR MANAGEMENT TEAM

No.	Name	Designation	Date of Appointment
1	Ms Soh Mee Choo	Chief Executive Officer	15-Aug-13
2	Ms See Phek Leong, Melison	Head of Psychosocial	22-Feb-16
3	Mr Go Hwi Kueh	Head, Finance and Compliance	03-Sep-13
4	Ms Wong Ee Lin	HR and Admin Manager	03-May-16
5	Mr Neubronner Luke	Operations Manager	03-Dec-18

Residents' Profile

As of 31 Dec 2018, AHL is home for 176 long-term Residents, and provided day-care-service to 24 other Elders. 76.1% 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 34.1% of them have been residing in the Lodge for more than 5 years.

Of the 176 residents, 54 (36.4%) were fully-subsidized paying no fees, whilst 50 others (28.4%) were paying between \$100 and \$500 per month. The Lodge remains conscious of the need to provide for the needy.

Staff Profile

As of 31 Dec 2018, AHL had 128 staff, of whom a strong 59% comprises nursing staff. They were supported by a strong psychosocial team; comprising Physiotherapists, Occupational Therapist, Therapeutic Programme Executives, Psychologist, Associate Psychologists, and Social Workers. This forms the bastion for the Lodge to extend a robust integrated care to our Residents aimed at engaging and empowering People-With-Dementia (PWDs) to live well.

A team of administrative staff provide support to render a smooth running of the Lodge operationally and to ensure strict compliance to the relevant rules and regulations.

During the year, none of the staff members received more than \$100,000 in annual remuneration, except for two in the following bands:

Bands	No. of staff
\$100,000 - \$200,000	1
\$200,000 - \$300,000	1

None of the paid staff were close members of the family of the Chief Executive Officer, Chairman or Board Members.

Related Entities

AHL does not have any related entities.

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 –
WHAT IS REQUIRED FOR A PERSON TO
LIVE WELL**

**Building a
Visionary
Ecosystem for
PWD to Live Well**

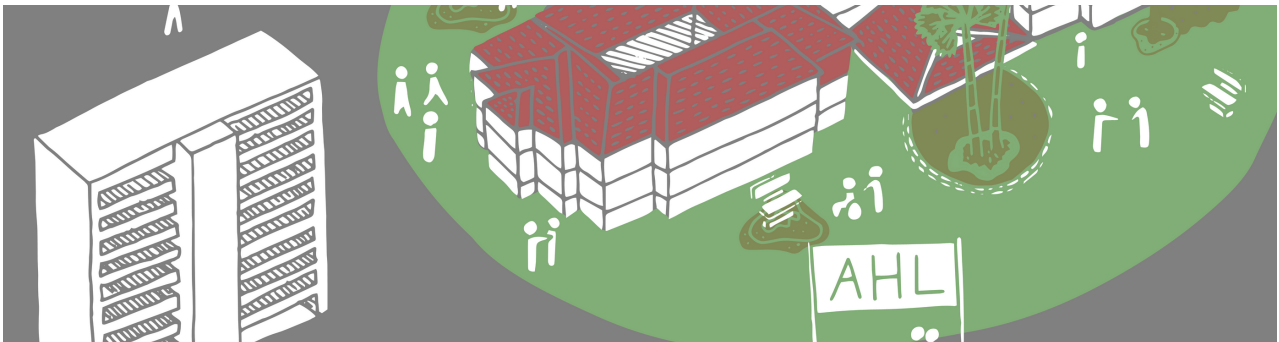
**Synergistic
and
Sustainable
Partnerships**



**Operational
and Fiscal
Excellence**

**Enduring
Culture of
Innovative
Excellence**

BUILDING A VISIONARY ECOSYSTEM FOR PWD TO LIVE WELL



Beginning with the physical environment and ending with its people, Apex Harmony Lodge (AHL) strives to build a visionary ecosystem extending into the community that supports Persons with Dementia to live well.

To this end, in 2018, AHL worked at enhancing life at the Lodge while venturing out into the community. Within the Lodge, integration of psychosocial and nursing care plans have enabled the provision of more holistic care for our residents. The Environment Enhancement (EE) project was also initiated to enable residents to do more within the Lodge.

In the same year, AHL ventured into the community through the Therapy Through Work for Young Onset and Early Stage Dementia (TTW) initiative, co-creating employment opportunities while providing support for PWD in the community as well as their caregivers.

Therapy Through Work for Young Onset and Early Stage Dementia (TTW - YES)



TTW YES aims to provide therapeutic employment opportunities for people with dementia with a strong need for occupation. On top of achieving a sense of productivity and accomplishment, work engagement is also expected to stimulate individuals on physical, emotional, mental and social levels.

In July 2018, TTW YES was official launched upon grant approval by Toteboard & AIC, beginning the journey to connect with multiple stakeholders, including corporate and referral partners ((NNI, CGH, KTPH, ADA).

Additionally, in preparation for engaging the F&B industry, the Food Safety & Hygiene training partnership with Dignity Kitchen was also launched to provide on-demand training for our residents and clients.

4

Synergistic
Partners

10

YES Clients
Benefited

Day Care

Long Term
Residential Care



In 2018, AHL's Day Care focused on streamlining and establishing internal processes to prepare for bigger transformations ahead. Three domains in particular - activities, care planning, and environment - went through extensive review and enhancements, taking references from established guidelines both locally and internationally.

For activities, rehabilitative components were injected into daily routines, ranging from physical, cognitive to ADL reorientation. In-community presence was also enhanced through work programmes and outings.

With regards to care planning, family engagement was a key focus in 2018. Regular meetings, a new daycare mobile, and family briefing sessions highlight the range of initiatives involving NOK and caregivers. From responses gathered from our quality feedback survey, family members' appreciation showed a 100% satisfaction rate.

Lastly, 2018 also saw the completion of a new garden space for our day care, designed to be safe and engaging space for elders. Elder-friendly furniture and refurbished toilets further enhanced the safety and comfort of our center.



Establishing a collaborative care-planning process involving family members



Creation of a safe and engaging space for daycare elders



Emphasizing rehabilitation through engagement and normalisation

Community
Care

Day Care

Long Term Residential Care

Assisted
Living

Supported
Living

Tender
Loving Care

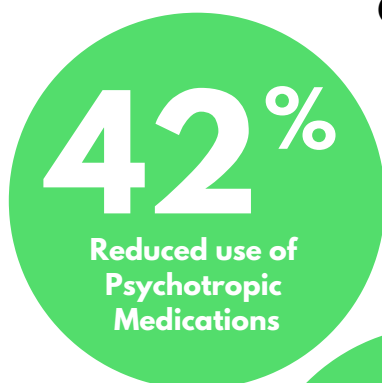
Assisted Living (AL) envisions itself as a model of Integrated Care Home, Empowered and Enthused, Naturalized and Normalized community for people living with dementia

Empowering residents to live well

Through PCC and various rich tasks provided, residents in AL homes were noted to spend most of the time in positive mood and engagement, based on observation done through Dementia Care Mapping. This was contributed by increased occupational diversity among residents, as well as positive person work shown by staff that were noted in the mapping exercise.



Co-creating a unique story for our residents



In efforts to enable care staff to provide holistic care, psychosocial and nursing assessments were integrated into one care plan, streamlining processes and providing care staff with better understanding of each resident. Every resident's needs were holistically reviewed and understood.

This has lead to multiple stories of success for our residents, including improved residents' clinical indicators as well as increased well-being.

Community
Care

Day Care

Long Term Residential Care

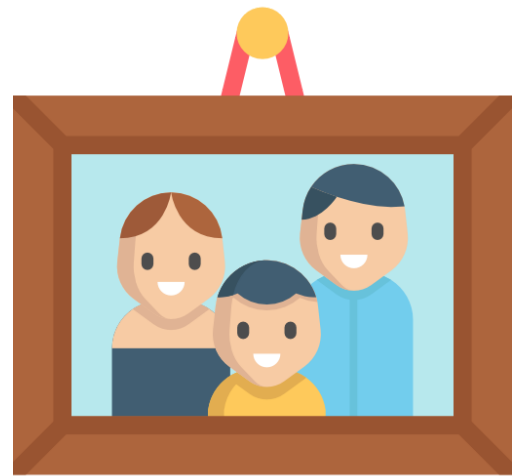
Assisted
Living

Supported
Living

Tender
Loving Care

Teaming Up with Family Members

A total of 38 families/next-of-kin were involved in residents' Living Well Plan through attendance in Multi-Disciplinary Meeting or providing input to nurses on how to better empower their loved ones. Families have also learned how to better communicate with their kin. With this, staff and residents' families were able to build connection, thus making them a valuable partner in providing care for the residents.



||

Thank you to everyone. You have created a loving environment for my mum.

||

Soh Anna, Daughter of Tan Alice



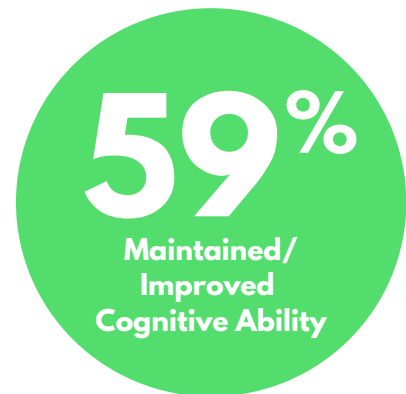
Through this, AL homes saw a significant increase in family feedback and commendations, and for 2018 received a total of 79 feedback suggestions. There was also an increase in family involvement in resident's activities and outings.

Assisted
LivingSupported
LivingTender
Loving Care

Cognitive Rehabilitation for Richer Lives

CRP (Cognitive Rehab Programme) was developed with the aim to maintain residents' remaining cognitive ability to unleash their secret potentials and maintain their abled years. In year 2018, CRP is no longer a standalone initiative, it branched out to enrich the tasks for our residents.

Cognitive components have been naturalized into their daily routines. During the morning group exercise, Activities of Daily Living (ADLs) are simulated and incorporated into the movements to stimulate the physical body and the mind.



In June, a navigation-robot called 'Albert' was adopted to brighten the residents' days. During the pilot phase, a few residents who were not interested in the usual CRP sessions have shown great interest when navigating and playing with Albert. All residents who were involved this initiative performed better in the Montreal Cognitive Assessment (MoCA) that were conducted subsequently.

Discovery stations that had been set-up in each home allowed self-engagement, and were constantly updated with new stimulating materials to prevent boredom and stagnation.

As a results from the regular and integrated CRP, 59% of AL residents have been able to maintain / improve their cognitive ability.

Community
Care

Day Care

Long Term Residential Care

Assisted
Living

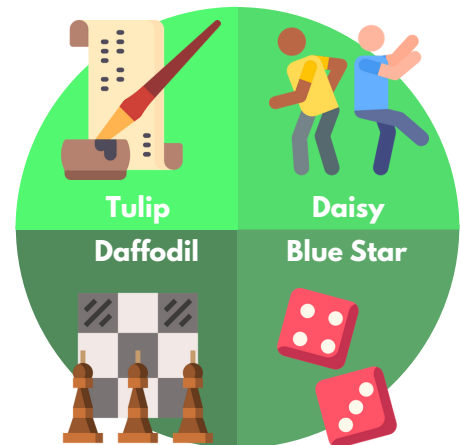
Supported
Living

Tender
Loving Care

Supported Living (SL) envisions itself as an enabled and engaged community with meaningful relationship to live a fulfilled life.

A Community Brought Together by Common Hobbies - SL Village

The SL Village, made up of our four SL homes, each with a unique interest, allows residents to come together and engage in activities of their liking. This creates bonding, empowerment and respect, as well as a chance to uncover potentials and strengths of residents.



In 2018, **Food for Thought**, an initiative aimed at stimulating and enhancing residents' cognitive performance, was implemented. Throughout four sessions, 75% of SL residents (6 out of 8) had increased DCM-WIB scores comparing baseline and end season data. Mini Group Activities such as Checkers was also initiated, with a total of 5 sessions held.

Supported Living Case Discussion

Initiated as a platform for a multidisciplinary team to collaborate, explore and develop an effective care plan for residents, the SLCD serves to identify opportunities to improve care, provide meaningful engagement, while sharing good practices in managing behaviors of concern.



**Community
Care**

Day Care

Long Term Residential Care

**Assisted
Living**

**Supported
Living**

**Tender
Loving Care**

Assistive Devices



Assistive Devices was also tapped upon to enable residents to perform their ADLs based on their potential and to maximize their functional abilities.

Examples include provision of Eatwell cutlery set to enable residents to regain independence in dining and foam tubes to help residents maintain better grip and control of the utensils for self-feeding.

INTEGRATED PSYCHO-SOCIAL CARE MODEL

Complementing our nursing and clinical care, our 5 strands of psychosocial care are creatively designed to bring out the best in each PWD, fulfilling his/her needs and intended to be conducted in a normalized and naturalized way.

Regardless of the stage of dementia, every interaction and activity is intended to unlock each PWD's potential, guided by the 4Es Model (Enable, Engage, Empower, Enthuse), to promote well-being and contribute to quality of life in the home, in the lodge, as well as in the community.



INTER-GENERATIONAL BONDING PROGRAMME



Inter-Generational Bonding Programme (IGBP), a strand that connects generations through the sharing of a common experience, provides a platform for residents to stay connected to society through interactions with younger generations.

In 2018, improved structures, enhanced engagement level, as well as formalized assessments saw significant developments, with a major focus on empowering and engaging students at a deeper level while maintaining our evidence-based approach.



Strengthening Programme Structure

Pre-session briefing for students on interactions with residents

Post-session debrief to address students' questions

"Teacher of the Day" segment for Malay speaking residents to teach students simple Malay vocabulary



Increasing Engagement for Younger Participants

Opportunity and guidance for college students to plan and execute activities, cultivating a stronger sense of ownership

Involvement of parent volunteers for preschooler sessions



Reviewing and Formalizing Assessments

Bradford Well-being Profiling Tool

Menorah Park Engagement Scale

Observed Emotions Rating Scale

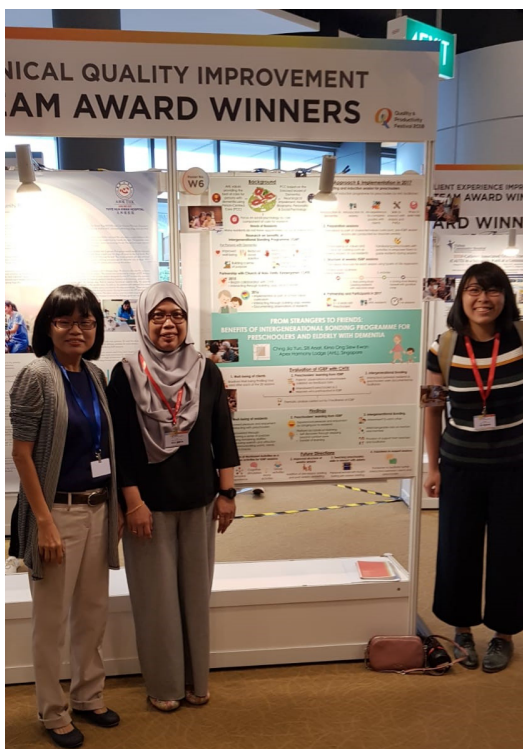
Supported by our Evidence-Based Practices (EBP) unit, work done in our IGBP strand proudly received recognition and accolades at multiple conferences.

“From strangers to friends: benefits of inter-generational bonding programme for preschoolers and elderly with dementia”

Oral presentations at Alzheimer’s Disease International (ADI) 2018 in Chicago

Winning team of the Client Experience Improvement Award 2018 (AIC)

Oral and poster presentations at the AIC’s Quality and Productivity Festival 2018



“The music that I love and remember: personalized music with inter-generation initiative and the affective impact on elderly with dementia”

Oral presentations at Alzheimer’s Disease International (ADI) 2018 in Chicago

Published article in the Australian Journal of Dementia Care (AJDC)
October/ November 2018

THERAPY THROUGH WORK

Started in 2013, Therapy Through Work (TTW) aims to provide therapeutic effect through 'Work' by fostering self-worth, purpose and dignity.

This year, apart from extending the participants to include Day-Care elderlies, we also continued to foster relationships with individuals with special needs. The knowledge and wisdom documented over TTW's successful years has also served as a solid foundation on which TTW YES continues to build on.



Moving forward, TTW plans to incorporate cognitive rehabilitation elements into 'work', and also deepen our partnership with Dignity Kitchen to provide continuous learning and work opportunities in the F&B industry.

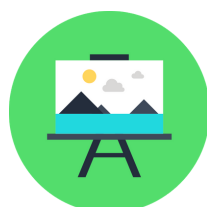


Our Synergistic Partners



NURTURING THE HEART

155
Residents
Benefited
through
8
initiatives



Art Jamming



Music Sing-along



Doll Therapy



Circle of Life



**Rasa Sayang & Indian
Reminiscence Club**



Living Arts



Creative Space



Angklung

With a mission to embrace and harness residents' experiences (past or present, tangible or otherwise) as gifts through artistic expression, the Nurturing The Heart (NTH) strand has built on the success of existing initiatives while strengthening existing initiatives in 2018.

Ranging from art-focused initiatives such as art jamming and living arts to music-related initiatives including Angklung, Rasa Sayang, Circle of Life, and Music Sing-along, NTH initiatives aim to cater to the individual according to their unique interests.

Headlined by an in-community Angklung performance during AAD 2018, the year saw NTH furthering its community outreach with an art exhibition of some of the residents best works.



FUN AND FIT



Fun & Fit, a strand dedicated to providing fun-filled exercises through integration with daily activities and celebration of residents' rich life history, saw significant developments in 2018 with regards to programme structure, staff development, as well as documentation of best practices.

Cognicise, a new structured way of conducting morning group exercise, was initiated to empower and enthuse residents. The Gym Tonic initiative, sponsored by Lien Foundation, was also further enhanced through restructured PCC profiles.



**Strengthening
Programme
Structure**



**Enhanced Staff
Development and
Training**



**Formalised Data
Collection
Process**

Aligned with the Lodge’s evidence-based practices, programme evaluation of Morning and Evening Venture through DCM mapping has shown significant improvements in mood and engagement levels.



Moving forward, to better facilitate data collection for programme evaluation, the F&F unit has also documented a guideline for long-term sustainability.

118
Residents
Benefited
through
6
initiatives



Cognicise



**Morning &
Evening Venture**



Agility



Gym Tonic



**Active Rehab
Group**



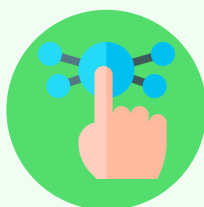
**Passive
Range of Motion**

ENLIVENING MINDS, DELIGHTING SENSES

187

**Residents
Benefited
through**

8
initiatives



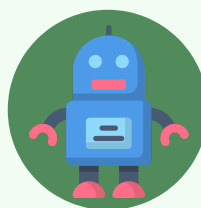
Sensory Spark



**Cognitive Rehab
Programme**



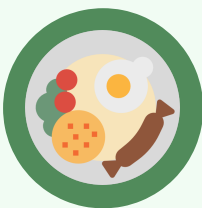
Buddy and I



Smart Albert



Sound of Beamz



Food for Thought



Joy in Dining



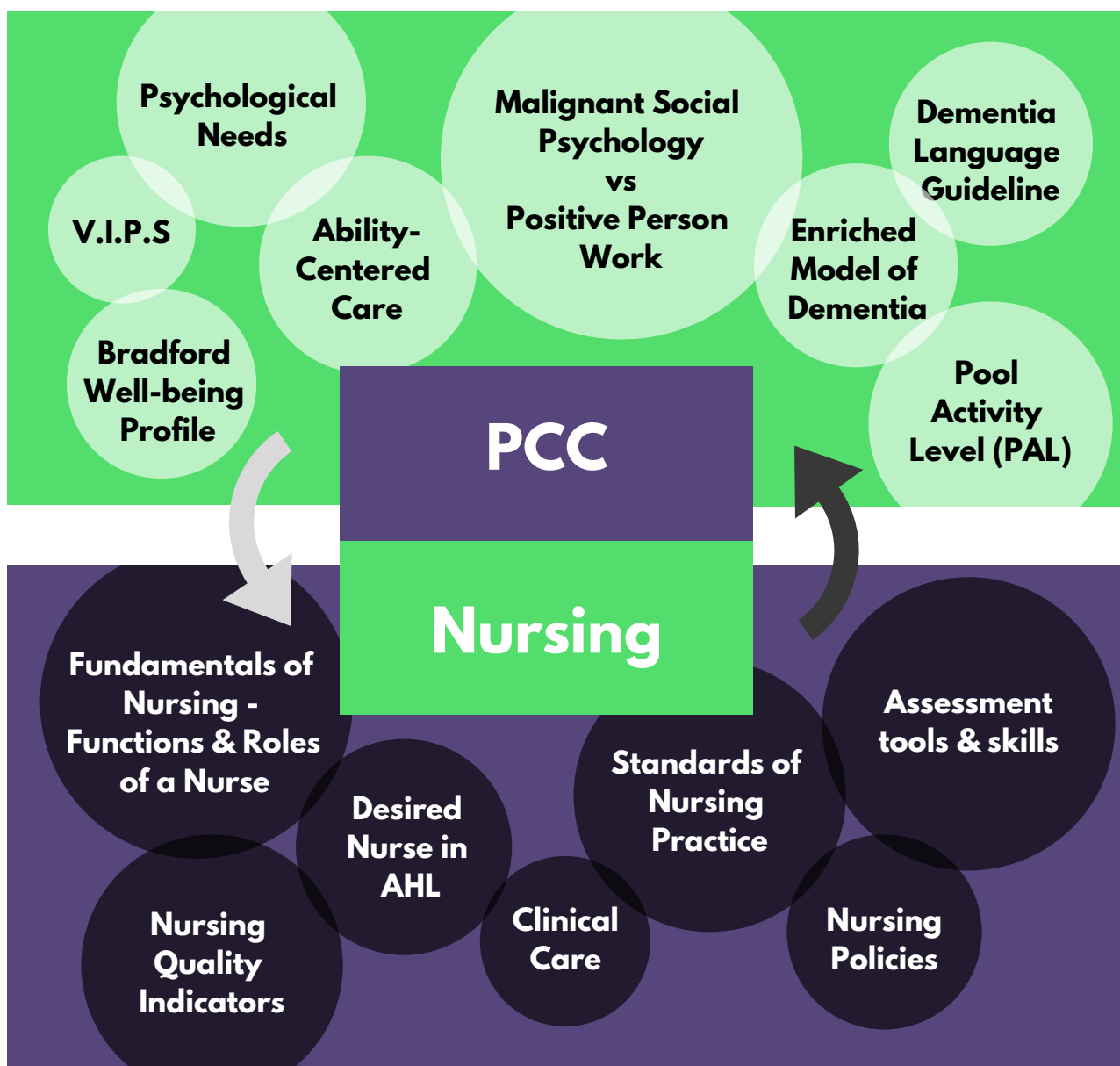
**Multi-Sensory
Stimulation Therapy**

Aimed at enhancing residents' quality of life and enabling them to live to their fullest potential by providing optimum stimulation of sensory and cognitive components, the Enlivening Minds, Delighting Senses (EMDS) strand continued to maintain positive outcomes while harnessing technology as an innovative component, such as the Smart Albert initiative in 2018.



PCC NURSING

Person centred nursing care at the Lodge revolves around humanizing care. Our philosophy of care, derived from the concept of person centred care and nursing fundamentals, guides us to provide safe and quality dementia care for our residents. Nursing quality indicators are tracked and monitored to ensure a high quality of care and effectiveness of psychosocial interventions implemented for our residents.



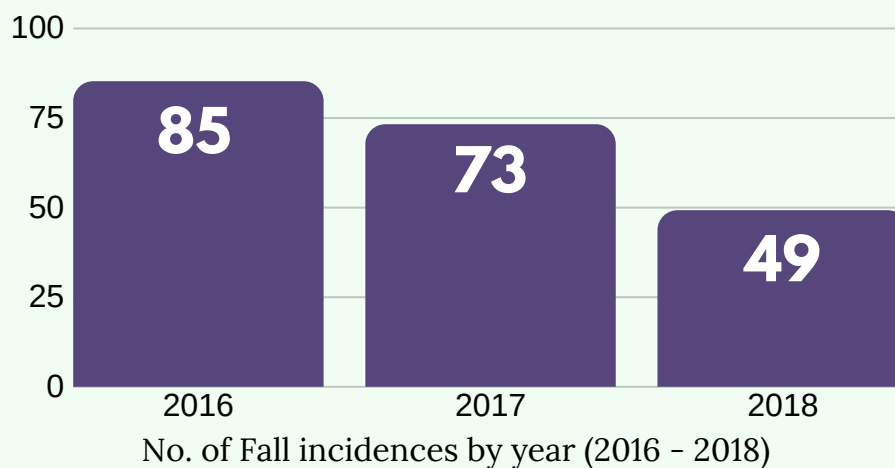
ENHANCED QUALITY OF LIFE

Fall Rate

Through multiple collaborative interventions and education initiatives, the number of fall incidences has reduced progressively, with a significant 33% drop from 2017 to 2018.

Fall prevention measures, complimented by regular risk assessment and extensive staff education, as well as teaming among nursing and psychosocial staff, played a huge role in the notable improvement.

Additionally, in-home exercise programmes co-developed by physiotherapists and nurses, aimed at improving residents' gait, balance and strength, round off the suite of interventions into a holistic fall prevention scheme.

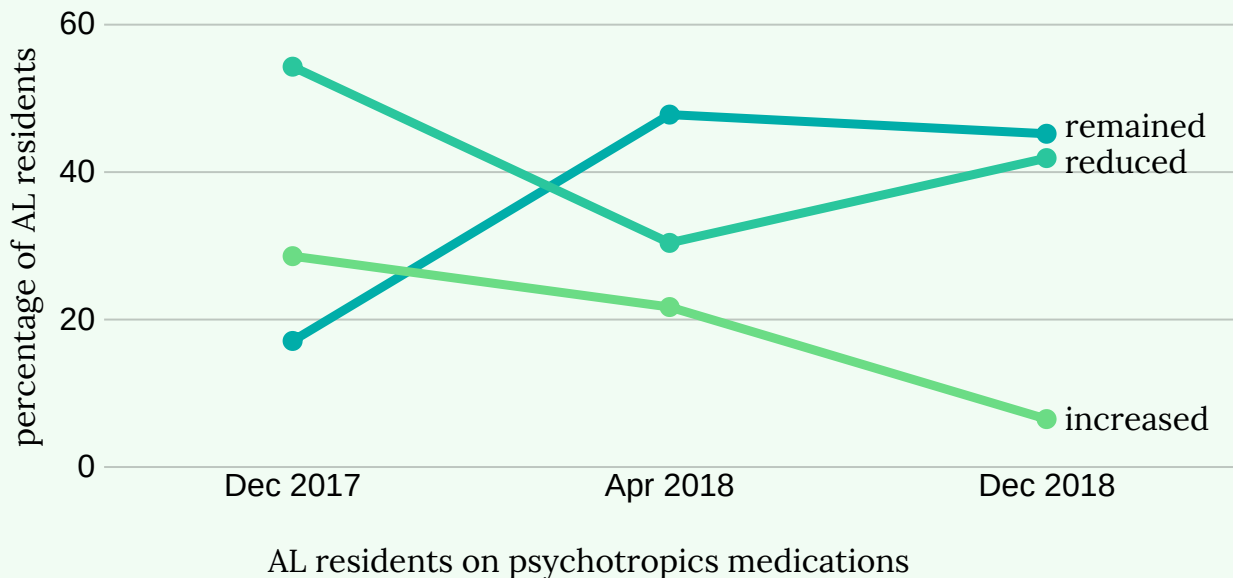


No Restraint/Reduced Dependence on Psychotropic Medications

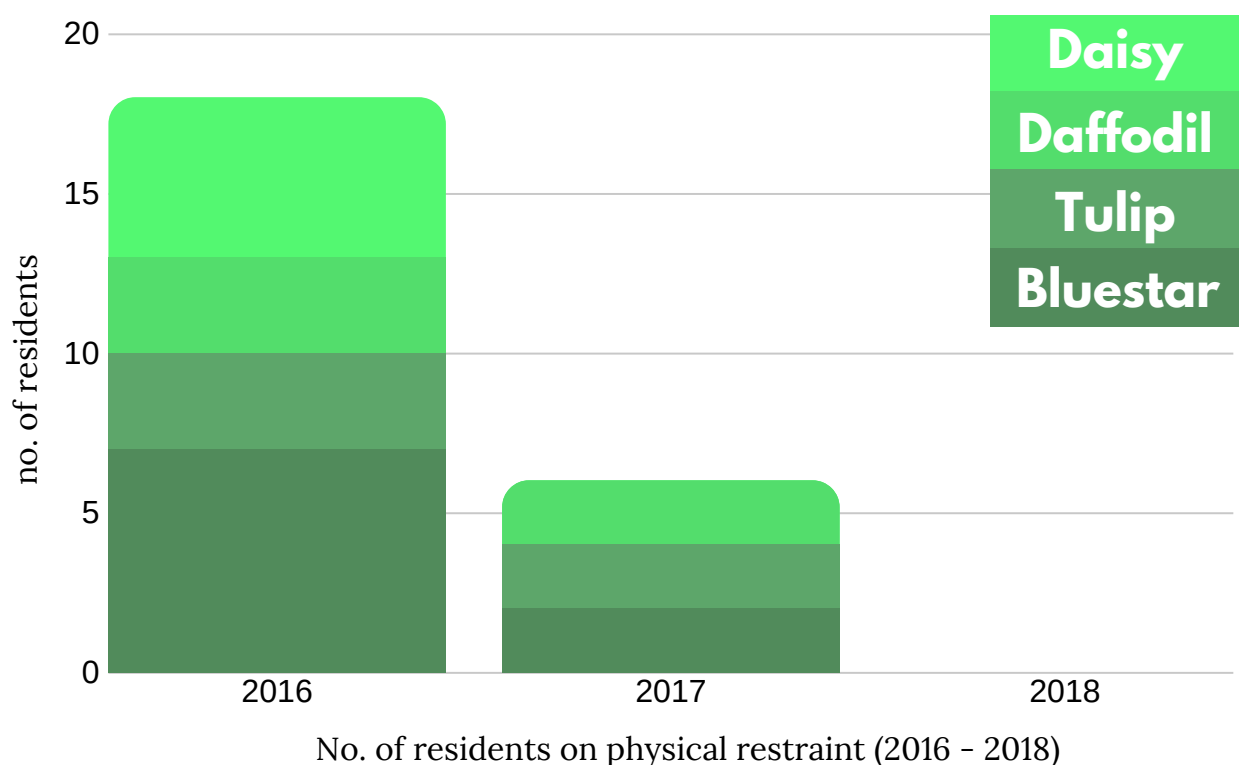
Psychotropic medications are prescribed by physicians to help reduce behaviours that cause distress to resident and caregivers. Despite its pacifying functions, undesired side effects of medications still require monitoring and management.

In AHL, interventions including Lodge Multi-Disciplinary Team meetings and increased day time engagement, enabled by a team of PCC trained staff, has resulted in positive developments across clinical indicators over the years.

While the percentage of residents with increased psychotropic dosage has fallen to an all-time low at 6.45% at December 2018, the percentage of residents with reduced psychotropic dosage has also increased. These indicators are a strong validation of our work in non-pharmacological interventions.



It is with great pride to say that as at 2018, AHL has zero residents on long-term physical restraint*, an outcome only made possible with a strong care team who carries out PCC on a daily basis.



*Data shown does not reflect occasions where use of restraints was temporary/short term

COLLABORATIVE MULTI-DISCIPLINARY TEAM

The Lodge Multi-Disciplinary Team (MDT) meeting, a platform where nurses surface concerns about select residents to a team of diverse healthcare professionals, physiotherapists, occupational therapists, therapeutic programme executives, initiated in 2017, continues to bring in collective intelligence to empower PWD.

Guided by the ABC framework, the platform allows the care team to identify possible unmet needs, review effectiveness of strategies and ultimately improve residents' well-being.

SYNERGISTIC AND SUSTAINABLE PARTNERSHIPS



AHL continuously strives for win-win-win partnerships in which PWDs, partners and the Lodge can mutually benefit from each other through meaningful collaboration. Synergistic partnerships with corporate partners, knowledge partners and co-creators have enabled us to provide more value to PWDs.

2018 was an exciting year in which we ventured into deeper partnerships with multiple partners. It is a year in which we saw programme co-creators take on collaborative knowledge creation, and in-Lodge partners taking the journey with us into the community.

While keeping an open mind in exploring partnerships with new and willing organisations, we also continuously seek to deepen existing collaborations with ready partners.

GOING THE EXTRA MILE – FROM CO-CREATORS TO KNOWLEDGE PARTNERS (CHTK AND UWCSEA)

Aligned to strategic directions, the Lodge actively seeks and cultivates partnerships with like-minded organisations. Below, we gratefully feature two such committed organisations who have chosen to take our partnership to the next level.

Journey with Church of Holy Trinity Kindergarten (CHTK)

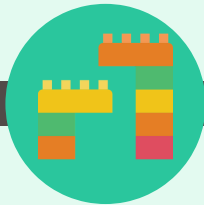
2015



Began collaboration with CHTK

Interacting through building Lego once a month

2016



Implemented as part of school values curriculum

Interacting through building Lego weekly

Documenting observations of residents during the session

2017-2018



Pre-session induction programme for preschoolers

Formalised as part of CHTK's character/values curriculum, pre-session lessons conducted by teachers weekly

Formalised structure for each session using Sparks of Life Approach

Documenting qualitative observations using Bradford Well-being Profiling Tool

With **Church of Holy Trinity Kindergarten (CHTK)**, what initially began as a monthly programme has now blossomed into a full-fledged collaboration formalized as part of the school's character/values curriculum. Supported by our EBP unit, the collaboration has produced works which have been presented at international conferences.

**Journey with United World College South East Asia (UWCSEA)
Music With Reminiscence**

Objectives:

1. Enhanced quality of life of residents through amelioration of negative emotions and enhancing positive emotions
2. Facilitate and enhance students' understanding of people living with dementia

1st Cycle (Jan 16 - Jun 16)



Pre-programme briefing to provide students with individual profile of residents, safety precautions while interacting with residents and basic skills to use OERS

For each 1 hour session, students are paired with a resident, listening to music on headphones from an iPod, providing opportunities for reminiscence

Baseline observations for residents involved conducted by facilitators using the Observed Emotions Rating Scale (OERS)

2nd Cycle (Sep 16 - Jun 17)

Enhanced pre-programme briefing, introducing students to dementia, PCC and simple ways to interact with clients

Mindfulness/Body relaxation exercises for students at the start of each session

Song Observation List for students to note down songs which residents enjoy

3rd Cycle (Oct 17 - Jun 18)



Taught students Personal Enhancers (PEs) to interact with PWD at the start of each session

Guidelines for students to record residents' reaction to songs in song observation list

With United World College (SEA), students participating in the initiative has progressively been empowered to do more and do better. When the partnership first started, students learnt only basic interaction and observation skills. Now, they are equipped with knowledge on dementia, person-centered care and the use of personal enhancers in interactions with PWDs prior to the session.

DOING GOOD BETTER - HOW A PARTNERSHIP PROGRESSED FROM GOOD TO GREAT (ORCHID LAUNDRY)

Since the beginning of the partnership in 2013, Orchid Laundry has been an instrumental co-creator and supporter of the Therapy Through Work initiative, both in terms of collaboration and donations.

Beyond opening their doors to our residents, they have since started employing persons with young and early onset dementia through our YES programme.

2013

Co-creation of TTW initiative

2014

Began regular donations to AHL (to confirm with Kevin)

2016

Dedicated a staff-volunteer to facilitate and assist TTW sessions

Initiation of new work types (Happy Hangers, Classy Cushions)

2017

Co-pilot for TTW for People with Young Onset and Early Stage Dementia (YES)

Officially formed a BIPS collaboration with AHL

2018

Official launching partner for TTW (YES)

Collaboration for RFID tagging for residents' personal clothing

In addition to being an employer of our residents, Orchid Laundry has also embarked on RFID tagging of linen and clothings. They have enabled AHL to adopt such technology to bring about greater efficiency and accuracy for the Lodge.

OUR OTHER VALUED PARTNERS

In the following list of valued partners, we have synergistic relationships that has been built through the co-creation of knowledge or programme initiatives. We would like to take this opportunity to celebrate our partnership and give thanks for the continued support to keep the partnership thriving.

Lico Wellness

Lico Wellness has stepped up to become an Ambassador of the Lodge during our Alzheimer's Action Day. As a fundraising partner, Lico Wellness recruited other organisations for donations, and conducted various sales of cookies and brownies.

Lico Wellness has also engaged our residents for continued learning through breadmaking and baking, providing targeted interest group activities for our residents who love cooking.



Greenology

Greenology has welcomed residents and daycare elders from Apex Harmony Lodge since 2014, allowing them to carry out plant propagation in a calm and peaceful environment.

Mr Veera Sekaran, Managing Director of Greenology, has also graced our annual Alzheimer's Action Day as Guest of Honor, sharing on the collaborative meaningful work that AHL and Greenology have embarked on.

Equal Ark

AHL residents were privileged to have experienced equine-assisted therapy through Equal Ark. A total of 23 residents benefited from spending time with the horses, engaging in activities such as horse feed preparation, grooming and walking of the horses. 90% of residents had maintained positive ME values from DCM mapping.





Dignity Kitchen

Dignity Kitchen, AHL's training partner, has enabled our PWDs to continue learning through the provision of WSQ Basic Food Hygiene certification. With the certification obtained, our PWDs have even more opportunities for employment in the food and beverage sector.

Al-Istighfar Mosque Kindergarten

Through the IGBP initiative, preschoolers from Al-Istighfar have provided joy and entertainment for our residents, while learning to communicate better in Malay, as well as appropriate behaviour and communication skills when interaction with elderlies.



The Little Skool-House

Much like the preschoolers from Al-Istighfar mosque, the children from Little Skool-House provided bonding opportunities for our Day Care elders, in the process also honing their mother tongue and learning how to interact with elderlies.



NParks - HortPark

Supported by volunteers, HortPark has facilitated monthly nature therapy for our residents, providing a natural and calm environment in which residents can relax and be in touch with nature.

Knowledge and Referral Partners

We are truly grateful for the support of the following organisations as knowledge and referral partners:

Alzheimer's Disease Association
 Ang Mo Kio Family Service Centre - Community Care
 Changi General Hospital
 Khoo Teck Puat Hospital
 National Neuroscience Institute
 Singhealth Polyclinics - Pasir Ris & Tampines
 Singhealth Community Care Department



ENDURING INNOVATIVE CULTURE OF EXCELLENCE

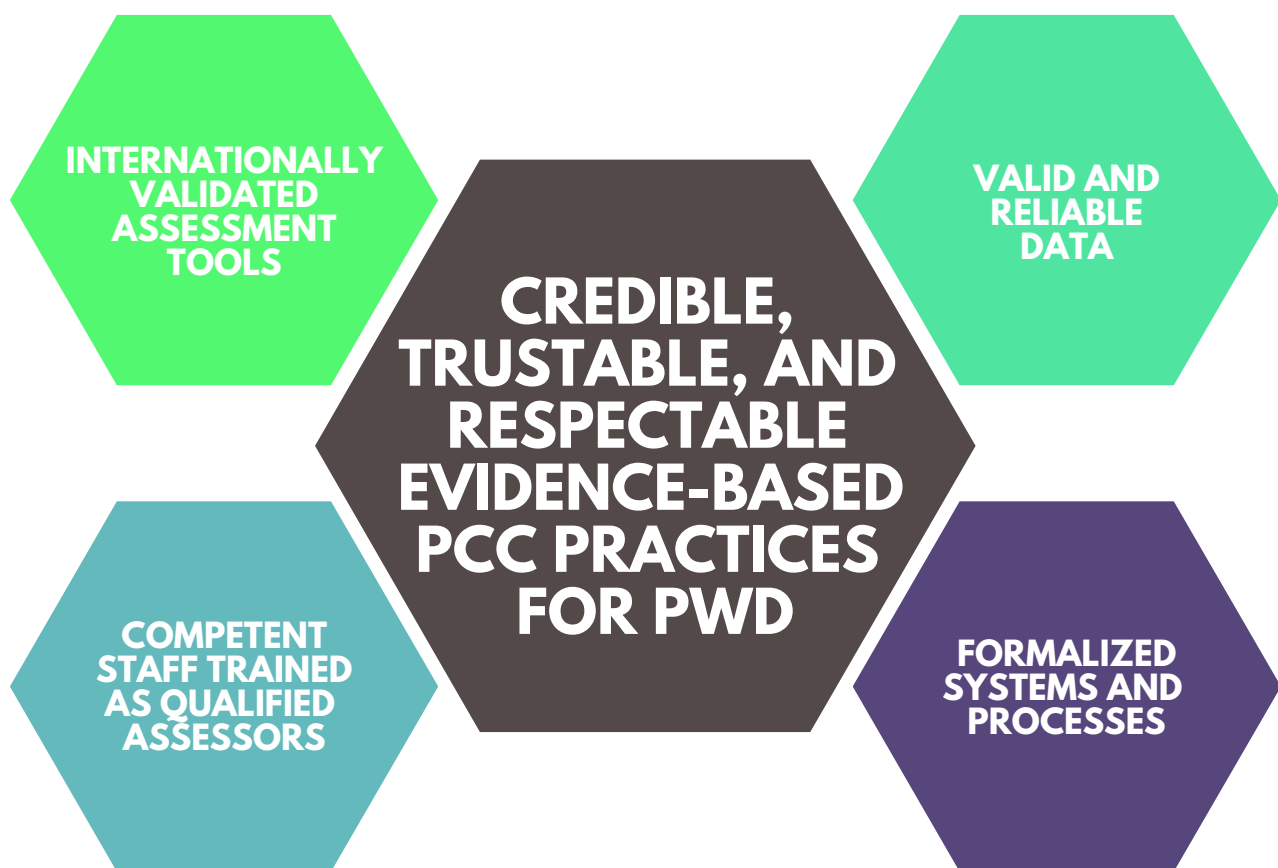


Within AHL, every step is taken with due diligence and planning to ensure the highest possible level of care value created for our residents and staff. Through robust planning, framing problems as opportunities and review processes supported by innovation channels like the Staff Suggestion Scheme (SSS), we have built a culture of enduring positivity and possibilities.

Made possible by a competent, well-trained and dedicated team, the results of our meticulous, visionary evidence-based approach has materialized in the form of presentations at multiple international conferences, a feature in the Australian Journal of Dementia Care, and numerous heartfelt compliments from our beloved residents and their family members.

We are deeply grateful for these achievements and compliments, and will continue on the enriching journey towards excellence in all the work that we do.

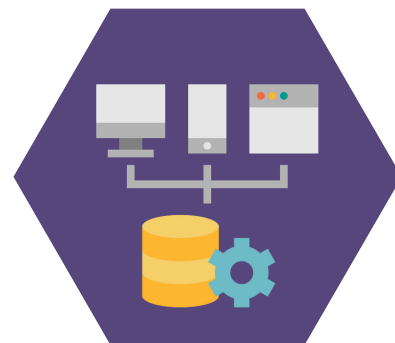
BUILDING CREDIBILITY AND RELIABILITY - EVIDENCE BASED PRACTICES



In AHL, validated assessment tools are used to collect best available data and evidences, enabled by a team of qualified assessors and formalized systems and processes. Since its formation in 2014, the Evidence-Based Practices (EBP) unit has supported the Lodge in maintaining credibility and reliability in all that we do.

Psychosocial Database System

In May 2018, supported by NCSS, the EBP unit started to set up a centralised database overseeing all direct care assessments' data and results. Aimed at enhancing staffs' accessibility, the database will enable care staff to provide better PCC while strengthening internal processes and productivity.



Since its ideation in 2016, the team has worked zealously to explore best options and eventually co-develop the structure and build of the database system.

The project, currently in its final stage of development, is expected to be completed by the first quarter of 2019.

Achievements in 2018

The EBP unit is also proud to have supported respective strands/initiatives in data analysis and sense-making, enabling their work to be presented and shared in various academic platforms and workgroups.

Apart from the pieces on Music with Reminiscence and Inter-Generational Bonding Programme, the EBP unit has also shared on AHL's interRAI journey and Integrated Care Plan structure.



Global Conference on Integrated Care (GCIC) 2018

2

**Poster Presentations at
Inaugural Global
Conference on Integrated
Care (GCIC) 2018**

**On AHL Journey in Formalizing Our
Unique System, Structures &
Processes of the interRAI Suites**

**On the Integrated Care Planning
Journey, System, Structures &
Processes, that are unique to AHL**

CULTIVATING EXCELLENCE - QUALITY ASSURANCE COMMITTEE

Staying true to the culture of excellence, the multiple initiatives spearheaded by our Quality Assurance Committee provides opportunities for feedback from stakeholders, innovative suggestions from staff, as well as continuous reviews of systems and processes.



*Satisfaction rates are collected through the Annual Service Quality Survey, while compliments and concerns are provided through Feedback Forms

CARING FOR OUR STAFF - DEVELOPING A PROFESSIONAL CARE TEAM

Working towards building a team of T-shaped professionals who possess depth within their field of expertise, as well as the breadth of general knowledge and soft skills, in 2018, our HR team focused on staff development opportunities while recognizing excellent staff contributions.

On the staff development front, multiple care staff underwent either clinical or psychosocial assessments, or both, while basic dementia course was conducted internally for new staffs. The management team also underwent lean management training to improve the running of the Lodge.

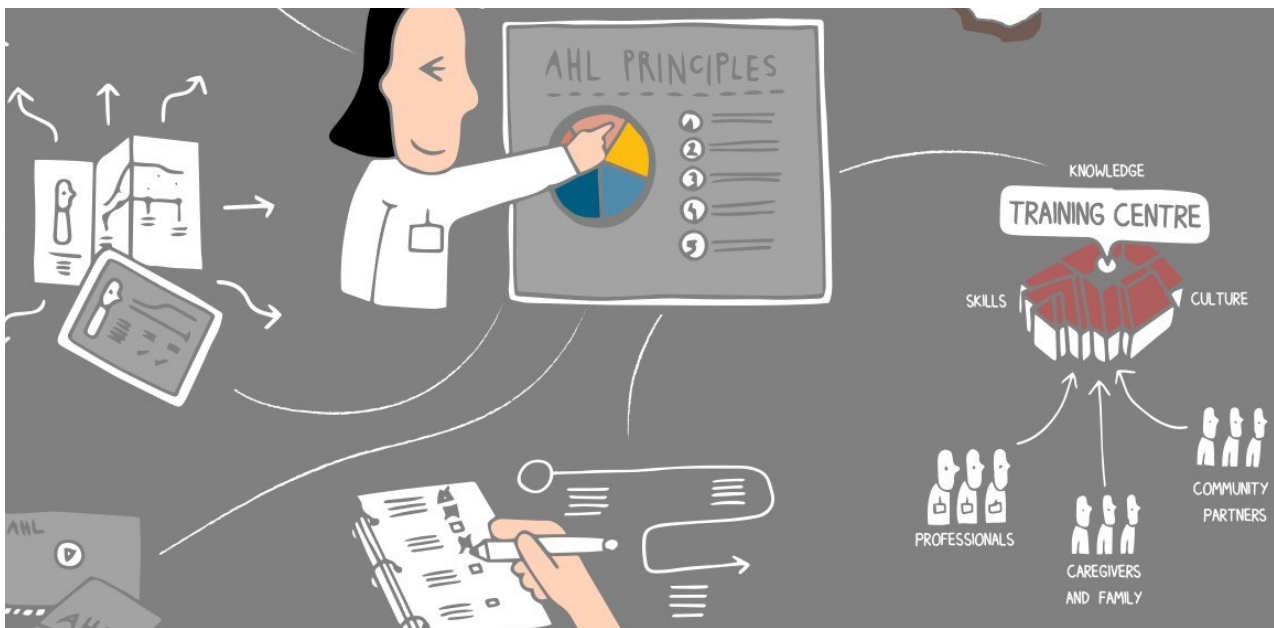
Staff Development



In an effort to recognize staff contributions, recognition and award systems were enhanced, while new awards including Sharing External Recognition Award and Service Award were introduced. Team-based incentive was also initiated in 2018 to acknowledge teamwork and collaborative efforts.



OPERATIONS AND FISCAL EXCELLENCE



In striving towards the best of care for PWD, the Lodge runs aligned to the Business Excellence Framework. Operationally and financially, we constantly seek to achieve greater productivity and efficiency, as well as sustainable quality outcomes and outputs.

In 2018, on top of the Environment Enhancement (EE) works, we have advanced towards this goal by adopting multiple InfoComm Technology solutions in our daily work.

AHL strives to stay ahead of the current by keeping an eye out for potential ways to improve our operations and fiscal work, and will continue to move forward with excellence in mind.

HARNESSING TECHNOLOGY- INFORMATION & COMMUNICATIONS TECHNOLOGY ADOPTION

Beyond allowing us to do more with less, AHL also adopts ICT as an enabler for quality care and knowledge management, marketing and publicity, safety and security.

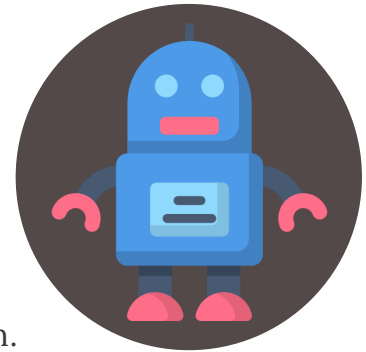


The 3 year ICT plan, a plan co-developed by our team of multi-disciplinary technology work group, will seek to harness technology for one or more of the five domains.

In 2018, a number of key technological initiatives were started, while existing technologies were developed and integrated further for better inter-team collaboration and efficiency.

Enhancing Person-Centered Care

The Smart Albert pilot, a collaboration with HutCabb, an initiative involving the integration of a smart robot into cognitive therapy, was the main highlight in 2018 in harnessing technology to enhance person-centered care. The project is currently in its first phase of implementation.



Knowledge Management



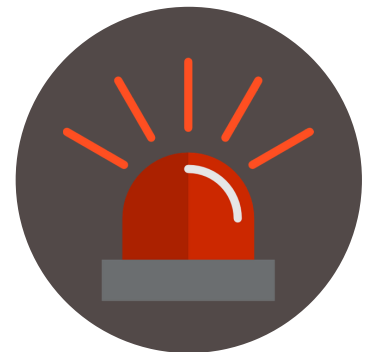
Apart from the initiated psychosocial database, 2018 also saw the migration of internal data servers onto G Suite.

Moving forward, employing of robust database systems will be a key focus to enable in-depth data analysis in multiple facets of our work.

Enhancing Safety and Security

The Early Warning Alert System (EWAS), installed as a complementing fall preventive solution, was further harnessed in 2018 through analysis of fall and movement data.

Understanding residents' routine through movement tracking has provided key insights for developing fall prevention plans.



ENVIRONMENTAL ENHANCEMENTS

The Environmental Enhancement project, which began in Dec 2017, was aimed at creating a nurturing environment and space for our residents. Each Home was designed specifically for the needs profile of its residents while encouraging a normalized lifestyle.

Day Care Garden / Faux Balcony



A major portion of the refurnishing, the Day Care Garden is a green and soothing space which encourages outdoor engagement while providing a social interaction space.

With multiple benches, residents and visitors can now mingle surrounded by luscious greenery, while the added pavilions provide shelter during outdoor activities.

From shared activity spaces all the way to each resident's personal bed area, much attention and thought went into creating an environment that was at the same time engaging, safe, and homely. Across all Homes, ventilation and brightness was enhanced, while open spaces has added to a feeling of homeliness.

Assisted Living Homes (Lily/Gerbera)



For Assisted Living Homes, shared spaces including the kitchen and courtyard underwent huge changes to encourage residents' participation, while an open concept allows free but safe access to the outdoor garden.

Supported Living Homes (Daisy/Daffodil/Tulip/Blue Star)

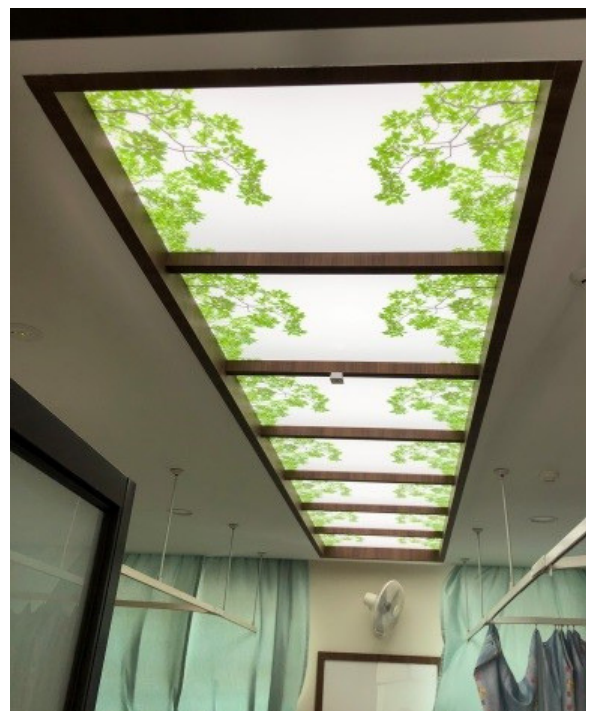


In SL Homes, installation of faux balconies brings greenery to residents, while larger open spaces encourages wheelchair-bound residents to socialize with both staff and fellow residents.

Tender Loving Care (Periwinkle)



Finally, in TLC homes, skylights infused with green design provide visual stimulation for bed-bound residents, allowing them to stay in touch with nature while staying indoors.



Mini Gym/Exercise Area



The Mini Gym, where residents gather to have fun fitness activities, enables deeper and more targeted physiotherapy with new gym equipment.

The terrace area, refurnished with greenery, provides a calming and well-ventilated environment for daily exercises.

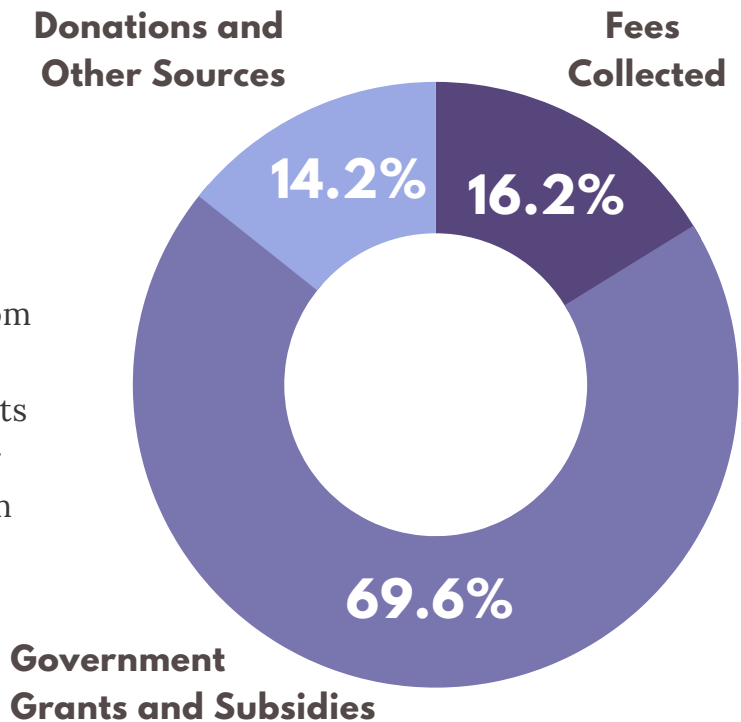


The project, currently in its final stages, is expected to be completed by the end of March 2019.

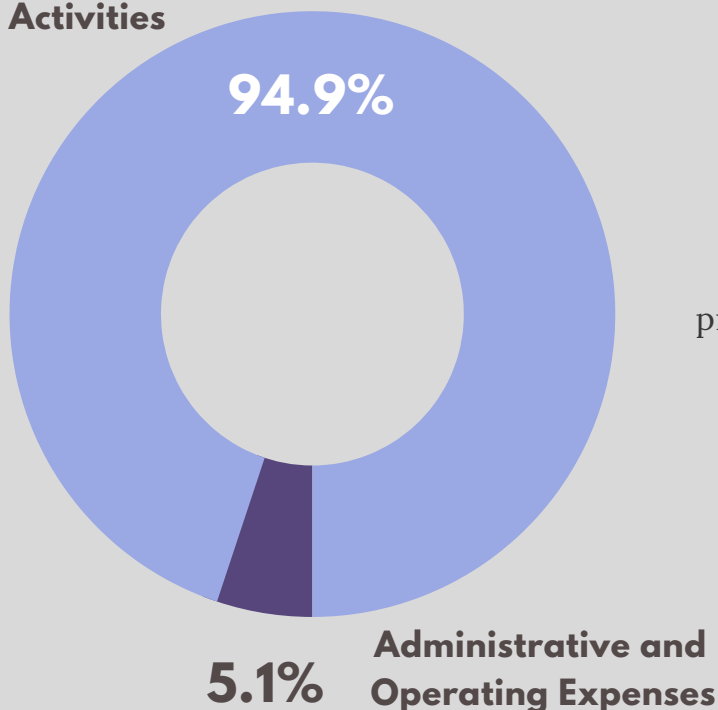
FISCAL EXCELLENCE - FINANCIAL REPORT

Income

The Lodge received 69.6% of its funding totalling \$9.63 million, from Government grant and subsidy in 2018. Fees collected from residents and day care elders accounted for 16.2%, with the balance 14.2% from donations and other sources.



Provision of Charitable Activities



Expenses

94.9% of our total expenses of \$8.0 million, were incurred on the provision of services to residents and day care elders. During the year, \$392K of the General Fund were transferred to the Building Fund.

TOGETHER AS A DEMENTIA RESPECTFUL COMMUNITY - ALZHEIMER'S ACTION DAY 2018



In conjunction with Alzheimer's Action Day, AHL held an inspiring and vibrant fundraising carnival on 29th September 2018, supported by partners Lico Wellness and Firefly Mission in our fundraising efforts.

AAD 2018 featured booths selling potted plants, recycled items, as well as food, beverages and desserts (A huge thanks to Dreamkids Kindergarten, Golden Duck Co., Sincerely Bakes, Anna and family, Jasline and INC balloons for their generous item contributions).

The carnival was a huge success with supporters from the local community, raising a total of more than \$316,000 for AAD 2018.

Apart from the booths, our residents, together with volunteers, put on several wonderful musical performances, amazing guests with their hidden talents.

We're extremely grateful to all involved residents, community partners, volunteers, donors and staffs for all the efforts and support put into making the event a success.

SUB-COMMITTEE REPORTS

Medical Sub-Committee

Chairman	Dr. Gabriel Oon Chong Jin Consultant Medical Oncologist & Physician
Deputy Chairman	Dr. Ee Chye Hua Consultant Geriatrician
Member	Isaac Krishnamoorthy Senior consultant Orthopedic surgeon, Raffles Medical Center and Hospital
Member	Emeritus Professor of Surgery Gabriel Low Cheng Hock Tan Tock Seng Hospital
Member	Emeritus Professor Ernest Low Yin Peng Tan Tock Seng Hospital
Member	Dr. Winston Hwang Attending Geriatric physician
In attendance:	Ms Soh Mee Choo, Chief Executive Officer Ms Rita Lun , Nurse Manager Ms Debbie May Amata , Nurse Manager Ms Juanna Marie Fajardo Balajadia, Senior Staff Nurse Mr Marc Cabales , Senior Staff Nurse

The Medical Committee met five times during the year on the 23 February, 19 April, 21 June, 24 August, and 18 October 2018.

Before each meeting, the Chairman and other members visit the homes, see the conditions of rooms, toilets, common areas, chat with the residents and see how welfare is taken care of.

At each meeting, the Committee reviews all mortality in the Homes during the three month period, falls and other events which affected the residents. It also reviews all circulars and advice from the Ministry of Health, and other management issues which effected or will affect the residents such as any dangerous infectious disease, haze, medicinal errors and avoidance, absconding, fitness and health of residents. Guidance on issues such as flu vaccination, protocol in resuscitation and management of falls was provided to the nursing team.

Quality of care is evident from reduced falls, reduced mortality and no cross infection. Besides clinical care, residents are engaged in a variety of activities. Gym equipment donated by Lien Foundation has seen at least 114 residents enjoying and benefitting from active participation. The enhanced ambience has contributed to overall well-being of the Residents. Vigilance in medication management ensures safe care to the Residents.

Human Resource Sub-Committee

Chairman Mr Gan Boon Jin

Member Mr Kang Hak Leng

In attendance: Ms Soh Mee Choo, Chief Executive Officer
 Ms Wong Ee Lin, HR & Admin Manager

During the year 2018, the HR Sub-Committee held several meetings to deliberate on the Lodge's proposals and their alignments with the transformation of the Lodge, for Management Committee's adoption. These include:-

- 1) Incorporating Team-based Incentive Scheme for individual Homes into the current Performance Based Management system. This is to encourage team-based approaches, a foundation for success of the Lodge, as well as internalize the success of a team-based approach in the Lodge's Integrated Model of PCC Dementia Care.
- 2) Adding differentiated levels in the salary structure for both executive and non-executive grades (nursing & non nursing) staff to:
 - 2.1) allow alignment to the career pathway development in order to support an Integrated Organisation Structure (IOS) by grooming T-shaped professionals;
 - 2.2) further differentiate staff performance and to enhance promotional opportunities by creating more incremental scales; and
 - 2.3) pay competitively in order to attract, retain and motivate right talent.
- 3) Enhancing the Lodge's Recognition and Award systems through:
 - 3.1) Practitioner-Trainer Allowance to recognize qualified trainers (whose job scopes do not include training);
 - 3.2) Long Service Award to recognize and retain staff who fully embrace the Lodge's values and are great team players committed to our mission and vision.
 - 3.3) Distribution of External Recognition Award to encourage team-based approaches and recognise staff effort. The Lodge is proud of team members who have contributed towards attaining the Community Care Excellence Award 2018: Clinical Experience Improvement Award for the initiative, "From Strangers to Friends: Benefits of Intergenerational Bonding programme for Pre-schoolers and Elderly with Dementia".

4) Mid-Year Once-Off Ex-Gratia (OE) payment, 2018 Performance Based Variable (PBV) overall distribution, 2019 Annual Salary Increment %, promotion and salary adjustment. The OE & PBV recommendations are made in alignment with guidelines from the Civil Service that are declared at mid-year and year-end.

An annual workplan for HR Sub Com has also been put in place for 2019.

Facility & Environmental Enhancement Sub-Committee

Chairman Mr Michael Kong

Member Mr Woo Sui Kee
Mr Leow Tze Wen
Mr Tan Wee Teck
Au Seng Lye
Ms Gwen Chen

In attendance: Mr Daniel Huang, Facility Management Executive

Kindly refer to Environmental Enhancement Report on Page 51.

Audit Sub-Committee

Chairman Mr Leow Tze Wen

Member Mr Tan Cheong Hoe, Charles

In attendance: Mr Go Hwi Kueh, Head, Finance & Compliance

Both members of this Sub-Committee sat in the Management Committee which meets bimonthly. The Audit Sub-Committee's primary roles in the meetings were to provide inputs and comments on issues concerning internal controls, corporate governance and areas for improvement in the smooth running of the Lodge. The sub-committee meets when necessary and reviewed the audit plans of the annual statutory audit, and the audit certifications mandated to be performed by different external auditors in fulfilment of the various fundings received by the Lodge.

For the year under review, two ad-hoc audits were conducted; the first was the MOH Corporate Governance Audit 2018 by Ernst & Young, and second, the Audit of Medical Endowment Fund by Auditor General's Office. Both these audits were in progress.

ACKNOWLEDGEMENTS

AHL would like to convey our heartfelt gratitude to all our supporters who have contributed the time, effort, and gifts to help further our mission and impact.

We're extremely thankful to all who has journeyed with us through our transformation, be it through volunteering, donations, or a combination of both.

We would also like to thank and welcome new supporters who joined the AHL family in 2018, and we look forward to your companionship in the journey ahead.

VOLUNTEERS

Mdm Chong Sock Lin

Mdm Chrstine Chong

Ms Dorothy Loong

Mdm Goh Soh Ngee

Mr Gupta Gaurav

Ms Joanne Ong Shu Ting

Mdm June Geh

Mr Keh Eng Song

Ms Maria Lim Yew Huay

Ms Martha Lim

Mdm Nancy Yang Nam Yeh

Ms Ng Kun Bee

Mdm Ngiam Lye Gek

Ms Ong Siew Choo

Mdm Patricia Husgard

Mdm Sally Ong Lay Eng

Mr Seah Poh Huat

Mdm Ser Yew Hong

Mrs Sin Lean Aun nee

Ong Bee Bee

Mr Terence Ng Siow Chuan

Mdm Susan Lee Wai Sing

VOLUNTEER GROUPS

Air Combat Command

Al Istighfar

Apple South Asia Ltd

Bethesda Pasir Ris
Mission Church

DL's Caring Community

Givejoy

Firefly Mission

Kim Choo Chang Pte Ltd

Orchid Laundry

Pasir Ris East Active Ageing
Committee

Pasir Ris Primary School

Pasir Ris Meridian Flapping
Exercise Zone 7

Republic of Singapore Airforce

Rivervale Spring
Resident Committee

ST Engineering
Aerospace Ltd.

ST Electronics (e-Services)
Pte Ltd

DONORS

More than \$50,000:

Lien Foundation

Late Mdm Lim Shan Shan

\$20,000 - \$49,999:

Ng Kim Suan Foundation

Santa Monica Fund

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

Eu Oy Chu

Ngai Wai Chung

Firely Mission

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

Orchid Laundry
Anonymous Donors

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

Lifestyle Connect LLP
Logistics Construction Pte Ltd
Choo Leh Kian

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

Choong Pei Chin
Tan Yew Kong
Wong Ee Lin
Chan Kum Leong
Dr. Hwang Teng Ben Winston
Loyang Tua Pek Kong
Toh Thong Wan
Soh Mee Choo

\$1,000 - \$1,999:

Al- Istighfar Mosque
Anonymous 3
Chan Teng Leng
Dr. Ee Chye Hua
Goh Chok Sin
Jennifer Ang
Keertan Rai
Lim Kin Choo
Lim Teck Chai Danny
Mary Lee Poh Swee
Pang Nguan Chye
Rina Lie Pie Kuen-Donatn

Shamim H Dhilawala
Tan Sor Leng
Ow Tai Yip
Phua Chuan Chye Herman
Peter Ng
Phua Yiu Kheng
Lim Soon Huat
Goh Yuh Lim Elaine
Late Mdm. Quek Kim Noi
Merchants from Pasir Ris Dr 4 & 6
UK Online Giving Foundation

\$500 - \$999:

Chan Peck Chween	Tan Gim Kuay
Charles Tan	Tay Su Yin
Choy Fong Yee Lisa	Tian Hsiao Chuen Shirley
Christopher Ong	Tiong Juen Tien
Chua Siew Hui	White Sand Primary School
Dr. Gabriel Oon	Wong Swee Gek
Gan Boon Jin	Yeo Lai Heng
Kang Hak Leng	Yeo Lay Peng
Kevin Chong	Law Hwee Peng
KL Wong Technologies Pte Ltd	Toh Chee Kiat
Leow Tze Wen	Wong Ming Fang
Mak Lai Ying	Anonymous 6
Michael Kong	UK Online Giving Foundation
MR Mathavan s/o Devadas	Gong Wai Choo
Nur Hidayani Ibrahi	Hendry Quek
Speech Therapy Works LLP	
Stanley Ip Sik Ming	
Tan Eng Yee	

Up to \$499:

Brian Ho	Cally Chantale Ng
Chin ZhiYing	Eng Huey Ni
Kek Ho Boon	Hana Herdi Man
Lim Choon Huat	Sridharan Vinodh
Lim Ji Hsien	Tan Hiong Mui
Ong Hui Hui	Tan Lee Chuang
Tok Hui Chin	Teo Jing
Yap Yee Kuan	Thong Zhenghui
Cai Rongguang	Yong Zhen Hong
Aakash Gupta	Jiang Weiting
Anonymous 1	Malkit Singh
Anonymous 7	Sim Poh Teck
Anonymous 9	Teo Jing Yu

Up to \$499:

Yeoh Su Lynn	Wee Say Bian
Irene Lai	Yap Gui Yong
Lim Xuan Jie	Yap Jia Hao
Nathan	Yu Mingyan
Aaron Seah	Zehuei Tan
Anonymous 10	Anonymous 8
Anonymous 12	Xie Zhi Peng
Anonymous 4	Lim Jingyi
Anonymous 5	Bernice Chan
Anusha	UK Online Giving Foundation
Billy Wee	Albert Tan
Caten Chen Yuhans	Ang Yingxiu
Chia Hwey Hwah	Anonymous 11
Dr Lee Kwee Jin	Cheok Keng Lye
Foo Ai Ngoh	Chia Mei Chin
Hong Ly Ling Lilian	Chia Pek Choo
Jolene Oh Rui Xi	Chiang Wing Kwok
Kang Cheng Hoon	Chung Wah Fook
Lim Poh Khim	Dr Oh Chin Hong
Lim Sin Lye	Goh Shin Yang Victor
Lum Mee Chee	Goh Soh Wan
Mohana Rani Suppiah	Golden Art Furniture
Ng Jia Wei	Keong Soon Yee
Ong Yoong Ping	Lee Hiong Peng
Pang Hui Jiun	Lim Leng Eng
Roslan	Lim Poh Choo
Seah Lee Hong	Loke Pui Yee
Siah Chee Gee	Peck Leng
Song Wee Shiong	Safi Equipment & service
Spenser Tan	Samantha Fan Yuen Pang
Tan Chwee Hong	Shayama Binte Nafik
Toh Chai Keng	Toh Hui Ling Kareen

Up to \$499:

Toh Kok Siong
Vivienne Tan Sock Keng
Yeo Joo Hock
Yeong Pik Har Anne
Siva
Rachael Ho
Tan Poh Hoon
Teo Ming Zhong
Ang Hui Peng
Anonymous 14
Josephine Goh Soo Yen
Loh Siew Leong and Family
Mr. Loh & Family
Ong Yeow Chon
Pang Jag Yunn
Tan Chai Chyan
Teo Ming Zhong and Family
Fong Kok Weng
Loh & Family
Dian Karnina
Loh Jing Xuan
Nge Nge Khaing
Ang Ah Chin
Annie
Candice Ho Weiting
Charles Chye
Chen Xiangwe Andrew
Chiew Joon Kuen
Chng Jia Yun
Christine Teo Gek Hwa
Chua Mi Xuan
Chen Shuya
Christina Wong Sui Fong

Daniel Huang
Eileen Yong
Elaine Wong
Gay Shi Fang
Goh Chia Lin
Ho Ah Yong
Ho Teck Seng
Janet Ho Lai Kin
Keh Eng Song
Lee Qi Wen
Rita Lun
Siti Arsat
Sum Sui Cheng
Susan Chan
Tan Kong Chai
Tan Quee Lian
Tay Ai Choo
Teo Bee Ngoh
Wong Siew Lien
Albert Cheng Jin Fu
Tan Yu Wen
Anonymous 13
Anonymous 2
Atlas Vending Solutions
Go Hwi Kueh
IT Meng Landscape & Const
Sukhvinder Singh
Tan Sok Oon
Tang Min Lee
Yeo Peng Hock Henry
Yong Huat Hardware Pte Ltd
Wayne Soo
Chua Suan Keow

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