



ANNUAL REPORT 2019



APEX HARMONY LODGE

Touching Lives Affected By Dementia

ABOUT US



Apex Harmony Lodge (AHL) is the first and only purpose-built Lodge for Persons with Dementia (PWD) in Singapore. It has been a home away from home for residents since 1999. The Lodge serves residents in Long Term Residential Care (LTRC), elders in our Dementia Day Care (DDC), and PWD in the community with 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
Auditor:	Baker Tilly TFW LLP

CONTENT

Chairman's Address	3
Management Committee Governance	5
Vision, Mission, Care Principles and Strategic Thrusts	11
Building a Visionary Ecosystem for PWD to Live Well	13
Synergistic and Sustainable Partnerships	33
Enduring Culture of Innovative Excellence	37
Operations and Fiscal Excellence	41
Happy 20th Anniversary	49
Sub-committee Reports	50
Acknowledgements	53

CHAIRMAN'S ADDRESS

2019 marked the 20th year that Apex Harmony Lodge has been in operation. We celebrated the milestone with several key events and achievements, topped off with a visit from the President of Singapore, President Madam Halimah Yacob on 21st September 2019.

In line with our mission, we continued our efforts during the year towards the building of a visionary ecosystem for PWD to live well. Our Ability Centered Care model, co-developed with the Alzheimer's Disease Association, will enhance planning of meaningful tasks for our residents, thus improving engagement and maximising the potential of each individual under our care.

While the residential team went deeper, our community care team broadened its impact, expanding the number of work sites and serving younger clients with early onset dementia. The positive results we achieved with our clients were presented at the 13th International Congress of the Asian Society Against Dementia and 6th Singapore International Neuro-Cognitive Symposium, as well as the 14th Singapore Public Health and Occupational Medicine (PHOM) Conference.

Without a channel for imparting knowledge, no best practices are sustainable. During the year, the Lodge has painstakingly documented our extensive expertise and knowledge, creating various guidebooks and toolkits that can serve as a springboard for many others who share our mission. Our documented knowledge opens up endless possibilities of benefitting many more PWD in the community, through training and consultancy for fellow care organisations.

The Lodge has also submitted for presentation at the Alzheimer's Disease International Conference 2020, seven papers detailing the innovative programmes carried out successfully at the Lodge.

The conference was due to be held in March 2020 but unfortunately, due to the ongoing Covid-19 crisis, the conference has been postponed to a date later in the year.

We are also grateful to all our partners in the community especially the Church of Holy Trinity Kindergarten, United World College (SEA) and Orchid Laundry; three outstanding community partners who have all increased engagement with more residents in the Lodge. We are also working with several other companies and organisations in our Therapy Through Work and Inter-Generational Bonding Programme.

Our financial resources and reserves are healthy with a general reserve of just over S\$6.4 million as at the end of the year. Despite spending nearly S\$7 million in enhancing the facilities and environment of the Lodge over the past 2 years, we have cash reserves of S\$11.0 million, of which S\$2.6 million are restricted funds for use only under specified conditions. This ensures that our initiatives are sustained and that we continue to develop and enhance the level of care we provide to our residents and service users.

On behalf of the Management Committee of the Lodge, I would like to express our thanks and appreciation to our team of dedicated and hardworking staff, led by our CEO Ms Soh Mee Choo, who have oftentimes gone above and beyond the call of duty in providing the best of care to our residents, day care users and community-based clients.

We would also like to express our appreciation to all our volunteers, members of the various sub-committees and benefactors of the Lodge, without whose generous contributions of time, effort and donations, would have made our tasks much more difficult.

Lastly, I would like to thank my fellow members of the Management Committee for their invaluable support, advice and assistance in overseeing the running of the Lodge over the past year. It has been my privilege and honour to serve with each and every one.

Chan Kum Leong

Chairman

Management Committee 2019/2021

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 the 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. As at 31 December 2019, the MC had 12 members. The MC met seven times since the last Annual General Meeting (AGM).

The attendance of the members is as follows:

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

Key Corporate Governance Initiatives

AHL is committed to lawful and ethical behaviour in all its activities and requires that its MC, 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 January 2019 to 31 December 2019 can be viewed at the Charity Portal www.charities.gov.sg.

Reserves Policy Statement

AHL maintains a Reserves Policy to provide guidance in the Lodge's management of its reserves. The policy applies to that part of the Lodge's reserves that may be used for its operating purposes. In this regard, Restricted Funds, which are mandated for specific use, are excluded.

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

Our current year General Fund Reserves of \$6.4 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 \$1.05 million, which is equivalent to the annual depreciation for leasehold building and building renovations. The Building Fund now standing at \$9.01 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 MC of the Lodge as at the date of this report were:

No.	MC Member	Designation	Date of Appointment	Occupation
1	Mr Chan Kum Leong	Chairman	19 May 1995	Accountant
2	Dr Gabriel Oon Chong Jin	Vice-Chairman	27 Mar 2009	Consultant Medical Oncologist and Physician
3	Mr Mathavan Devadas	Honorary Secretary	27 Mar 2013	Consultant, Legal Firm
4	Mr Leow Tze Wen	Treasurer	30 Mar 2017	Director
5	Mr Kong Kenneth Kitso Michael	Assistant Treasurer	11 May 2011	Business Proprietor
6	Dr Ee Chye Hua	Member	6 Mar 2012	Consultant Geriatrician
7	Mr Kang Hak Leng	Member	19 May 1995	Accountant
8	Mr Gan Boon Jin	Member	30 Mar 2017	Executive Vice-President
9	Mr Soo Hon Weng	Member	30 Mar 2017	Accountant
10	Mr Tan Cheong Hoe Charles	Member	30 Mar 2017	Managing Director
11	Mr Christopher Ong Hsien Wei	Member	30 Mar 2017	Advocates and Solicitor
12	Mr Lim Wei Liang James	Member	29 Mar 2019	Associate Director

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. 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 2013
2	Ms See Phek Leong, Melison	Head of Psychosocial	22 Feb 2016
3	Mr Go Hwi Kueh (Retired)	Head, Finance and Compliance	03 Sep 2013
4	Mr Lim Tien Poh	Head, Finance and Compliance	02 Jan 2020
5	Mr Tam June Sing	Head of Nursing	01 Aug 2019
6	Ms Wong Ee Lin	HR and Admin Manager	03 May 2016
7	Mr Neubronner Luke	Operations Manager	03 Dec 2018

Residents' Profile

As of 31 Dec 2019, AHL was home for 200 long-term residents, and provided day care services to 26 other PWD. More than 75% of our residents are aged 75 and older while 14% are aged 90 and above. They are our pioneer generation who played a pivotal role contributing to Singapore during our nation-building years. More than 32.5% of them have been residing in the Lodge for more than 5 years.

Of the 200 residents, 93% were subsidised, of which 29% were fully-subsidised residents and 27% paid between \$100 and \$500 per month. The Lodge remains committed to providing for the needy.

Staff Profile

As of 31 Dec 2019, AHL had 137 staff. About 90% were care staff comprising the nursing and psycho-social team including Physiotherapists, Occupational Therapists, Arts Therapists, Psychologists and Social Workers. This core team ensured that we could extend robust integrated care to our residents and empower PWD.

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

During the year, only one staff received more than \$100,000 in annual remuneration.

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
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

Strategic Thrust 1:
Building a Visionary
Ecosystem for PWD to
Live Well

Strategic Thrust 2:
Synergistic and
Sustainable
Partnerships



Strategic Thrust 3:
Enduring Culture of
Innovative Excellence

Strategic Thrust 4:
Operational and
Fiscal Excellence

BUILDING A VISIONARY ECOSYSTEM FOR PWD TO LIVE WELL

Beginning with the physical environment and ending with its people, we strive to build a visionary ecosystem that supports PWD to live well.

To this end, other than integrated holistic care provided for residents, we also ventured further into the community through co-creating employment opportunities with like-minded employers to create a system that supports both PWD and their caregivers.

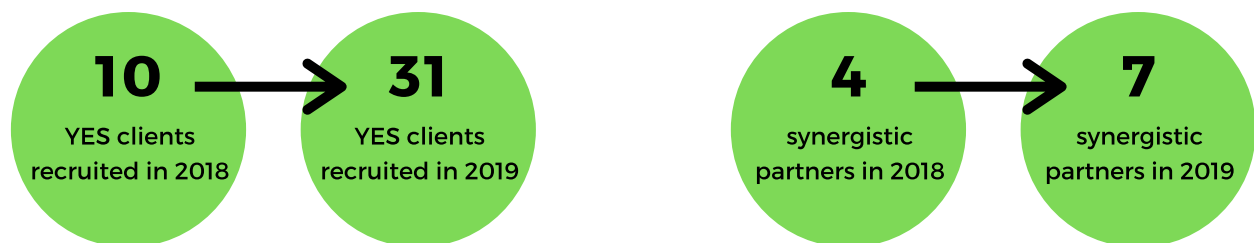


Community Care: Therapy Through Work for Young Onset and Early Stage Dementia (TTW YES)



TTW YES aims to provide therapeutic employment opportunities for PWD. Work engagement provides a sense of achievement and has proven to stimulate individuals on physical, emotional, mental and social levels.

In 2019, resources were channeled to grow TTW YES to build a sustainable and dementia-friendly community. On top of sourcing for new employers in providing work opportunities for PWD, community resources in the form of volunteers and drivers were also activated to support us in furthering our impact on the community.



The benefits of work therapy on PWD in the community have been encouraging, with findings documented and presented in two national health conferences:

- 1) 13th International Congress of the Asian Society Against Dementia and 6th Singapore International Neuro-Cognitive Symposium;
- 2) 14th Singapore Public Health and Occupational Medicine (PHOM) Conference.

**TTW YES
Employers**



Community Care:

Day Care



Day Care at the Lodge is a Club space where residents and day care seniors enjoy leisurely and socialise in an enriching and safe environment. We seek to instill an exclusive membership experience for PWD to enjoy their time here.



At Day Care, we provided holistic care to empower PWD to live well in a normalised environment. This included training in Activities of Daily Living (ADL) such as brushing of teeth, and Instrumental Activities of Daily Living (IADL) including preparation and handling of crockery during meal times.

The seniors also participated in greater occupational diversity with the introduction of activities such as sewing, gardening and Chinese calligraphy.

Community Care: Day Care



In the same year, Kampong Spirit was initiated, comprising workshops and retreats for the PWD, caregivers, YES clients and school-going children to interact and learn in a meaningful environment.

Tie-ups with partners such as Pasir Ris East CC and Health Promotion Board also provided platforms for further community engagement.

Feedback from Day Care initiatives were extremely encouraging, with participated caregivers indicating 100% satisfaction rate for the overall care and services provided.

Finally, as a validation of our day-to-day excellence, the Day Care achieved a 3-year licence through the MOH audit, a rare provision in the sector.

Long-Term Residential Care: Assisted Living

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



Through a variety of rich tasks and naturalised activities, 92% of residents in AL homes have maintained or improved their performance in Activities of Daily Living (ADLs) and are able to self-engage in the activity of their choice. 90% of residents also participated in 6 or more initiatives in-Home or in-Lodge every week.

A wider range of activities was introduced in AL Homes to cater to diverse interests and to encourage further self-engagement among the residents. These activities included Love Bytes and Sew in Love.

Furthermore, with the completion of the Environmental Enhancement works, an Immersive Augmented Reality Wall, was installed in Gerbera Home to engage residents in a progressive and meaningful manner.

The immersive wall has various configurations that allowed residents to participate actively in different games and activities, and also created more opportunities for residents to interact with family, children and staff.



Long-Term Residential Care: Supported Living

Supported Living (SL) envisions itself as an enabled and engaged community with meaningful relationships to live fulfilled lives.

The SL Village is made up of four homes, each with unique identities and interests, creating an engaged community for residents to participate, bond and increase social interactions through similar interests.



In 2019, on top of existing Mini Group Activities such as Checkers, interest groups of Mahjong and Blackjack players were initiated to engage residents from the different homes. These activities created opportunities for the residents to bond and discover each other's strengths.

In ensuring greater occupational diversity in SL homes, various activities that enhanced sensory stimulation were introduced. These included themed art and craft activities according to festive seasons, board pegging and garden walks.



Long-Term Residential Care: Tender Loving Care

Tender Loving Care (TLC) envisions itself to be a home of unconditional love centred on physical and emotional comfort where nature can be experienced. There is focused attention on comfort for our residents through environmental enhancements and sensory stimulation.



Quality Person-Centred Care (PCC) is mindfully crafted to go beyond providing physical well-being and in TLC, we created a calming space where family members feel comfortable and enriched from visiting their loved ones.

To further enable residents, they partook in sensory stimulating activities like Multi-Sensory Stimulation Therapy, aromatherapy and massage. Residents also received Palliative Care Nursing with the goal of minimising pain and maximising psychosocial and spiritual support.

100%

of residents are engaged in sensory stimulation

90%

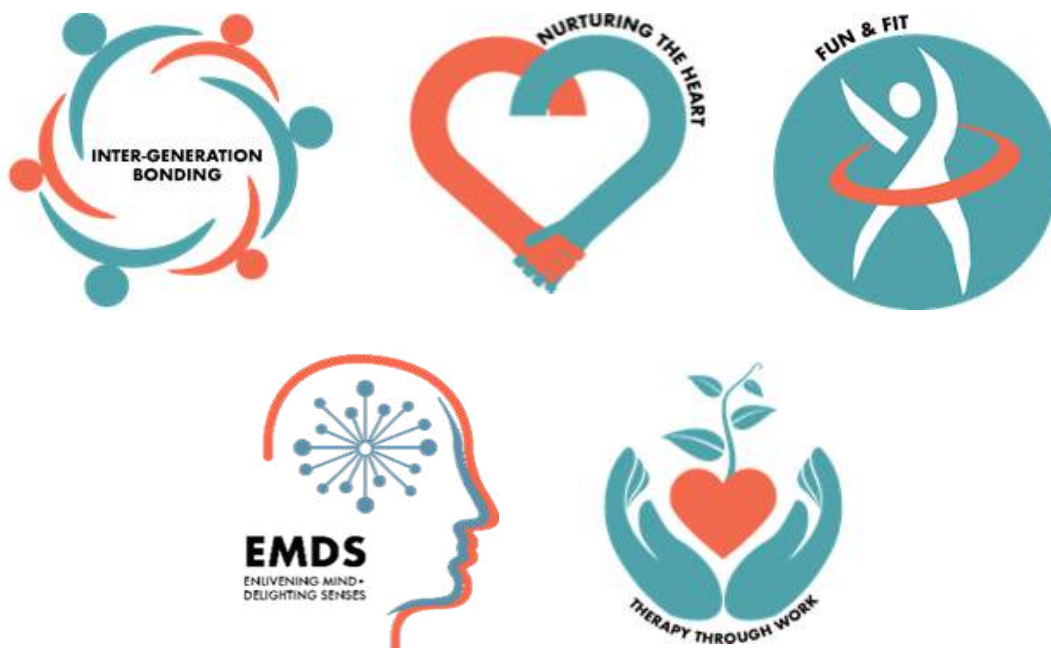
of residents received Palliative Care Nursing



INTEGRATED PSYCHO-SOCIAL CARE MODEL

Our 5 strands of psychosocial care are creatively designed to complement our nursing and clinical care so each PWD fulfills his/her needs in a normalized and naturalized way.

Guided by the 4Es Model, these programmes Enable, Engage, Empower and Enthuse PWDs to unlock their potential and contribute to their quality of life in the home, lodge and community regardless of the stage of dementia.



INTER-GENERATIONAL BONDING PROGRAMME



The Inter-Generational Bonding Programme (IGBP) empowers generations, weaved into a nurturing and inclusive community to inspire normalised living for PWD. It provides a platform for residents to interact with younger generations.

In 2019, we focused on streamlining structural processes, enhancing engagement levels with collaborators, while boosting competencies of volunteers and staff.



Streamlining Structural Processes

Set up system, structure and processes for parent volunteers to support IGBP sessions



Enhancing Engagement Levels with Students and Residents

Incorporation of technology, Smart Albert, in Fuel for Mind to assist students in facilitation

Increased number of students and residents engaged in IGBP sessions



Boosting Competencies of Volunteers and Staff

Workshop for CHKT teachers and parent volunteers to enhance their competency in basic dementia care

Training for IGBP facilitators in the 7 Learning Circles

Our long-term partnership with CHTK was also recognised and featured in local Chinese newspaper Lian He Zao Bao and on AIC's digital platforms.



Our Partner Schools



Al-Istighfar Mosque Kindergarten



Church of Holy Trinity Kindergarten



Little Skool House



United World College South East Asia

NURTURING THE HEART

45%

of
Residents
benefitted
through

11

initiatives



Music Sing-Along



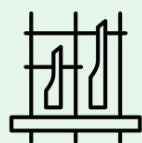
Rasa Sayang



Chinese
Calligraphy



My HeART Time



Angklung



Circle of Life



Rave Out



My Music Melodies



Art Jamming



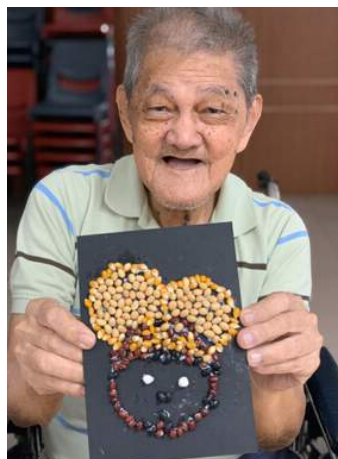
Artsy Fartzy



Doll Therapy

With the aim of transforming the Lodge into a Living Art Gallery, Nurturing The Heart (NTH) focuses on providing optimum sensory and cognitive stimulation through a range of art and music-related initiatives.

In 2019, we increased the variety of engagement with residents while honouring their artistic talents through the environment and in-community performances.



NTH has continued to provide for residents with varying interests with the introduction of two new initiatives: Rave Out and Artsy Fartzy, which complemented the existing art-focused initiatives.

To honour residents' individual artistic talents, artworks of residents were showcased and displayed in various waiting areas across the Lodge and along communal spaces in the respective Homes.



Our residential creative, Mr Giam Yong Hua, also took part in designing the Singa statue for CapitaLand Hope Foundation's Arts in the City: We Love SINGApore President's Challenge 2019. His design was on display at Raffles City Shopping Centre for the month of August.

Our resident band also put up an exciting Angklung Performance at the Dementia with Dignity Carnival at Bedok Town Square, as well as a singing and percussion performance for AAD 2019. This further increased our engagement with the community and showcased the talents of our residents.



FUN AND FIT

The Fun and Fit strand aims to be a PCC Physiotherapy Hub for PWD and is dedicated to providing fun-filled exercises through integration with daily activities and celebration of residents' rich life history.



In 2019, we focused on integrating themed exercises in both nursing and psycho-social care practices. The existing Mobility Profile was also progressively developed into the Combined Therapy Profile to ensure that individual physiological needs of each resident were met.

Furthermore, the pilot iSwing Therapy was initiated with inclusive elements that aimed to enhance engagement, behavioural measures and pain management, as well as improve the sleep quality of residents.

100%

of
Residents
benefitted
through

7

initiatives



Gym Tonic



Morning Venture



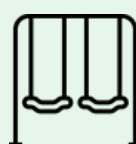
Cognicise



Agility



Passive Range of
Motion



iSwing Therapy



Active
Rehabilitation
Group

ENLIVENING MINDS, DELIGHTING SENSES

The Enlivening Minds, Delighting Senses (EMDS) strand strives to be the leading unit in empowering and enabling PWD in ADL, work and leisure. This is carried out through various initiatives that provide optimum sensory and cognitive stimulation for residents.

83%

of
Residents
benefitted
through

7

initiatives



Sensory Spark



Smart Albert



Multi-Sensory
Stimulation Therapy



Cognitive Stimulation
Programme



Horticulture



Joy in Dining



Food for Thought

In this year, EMDS introduced new initiatives to more residents such that a greater number of them benefitted cognitively, empowering them to unleash their potential.





The Cognitive Stimulation Programme (CSP) was initiated in 2019 to optimise the (re)learning of various skills of residents through group activities that enhance cognitive and social functioning such as Sew in Love and Master Your Mind.

A weekly Horticultural activity was introduced in the form of vegetable plucking in the Lodge's central garden. The positive benefits and impacts of EMDS initiatives were evidenced by sustained MOCA scores when assessing cognitive functions of the residents.



THERAPY THROUGH WORK

Started in 2013, Therapy Through Work (TTW) is driven by its vision, 'It "Works" for Me', and aims to inspire and develop a model of Work as therapy for people with dementia, the community and the sector.

Working in tandem with our visionary partners, we formalised structural processes, diversified occupational opportunities for our residents and enhanced staff capabilities.



Formalising systematic structures and processes

Completion of Facilitation Guide and CF/CC Guide

Implementation of CSP to OL residents with positive outcomes



Occupational Diversity

Certified residents empowered to assist staff during High Tea



Enhanced staff development and training

Conducted CSP training to all facilitators for Crispy Folds residents

Development and training of new staff to be competent and confident leads

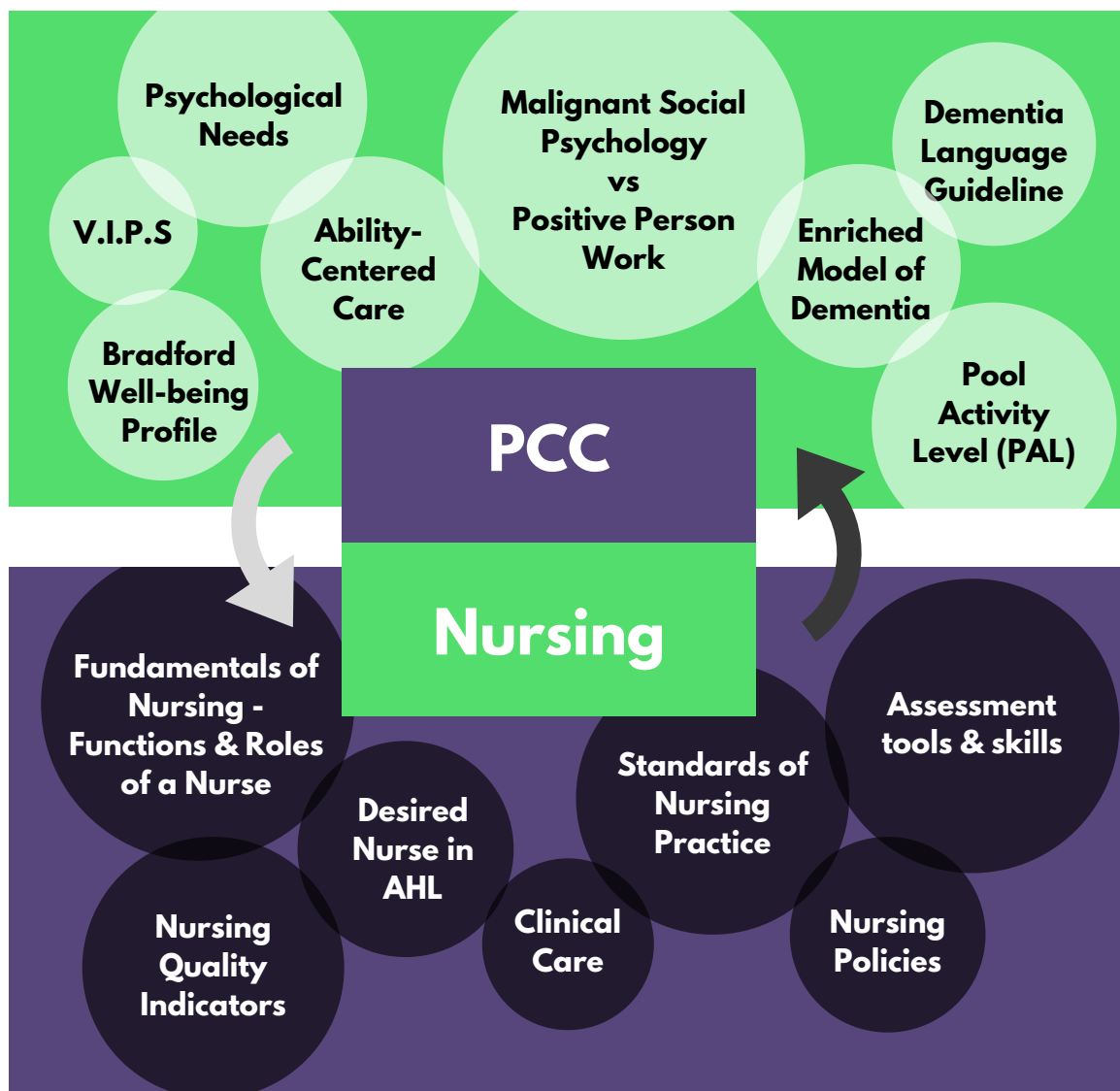


Our Synergistic Partners



PCC NURSING

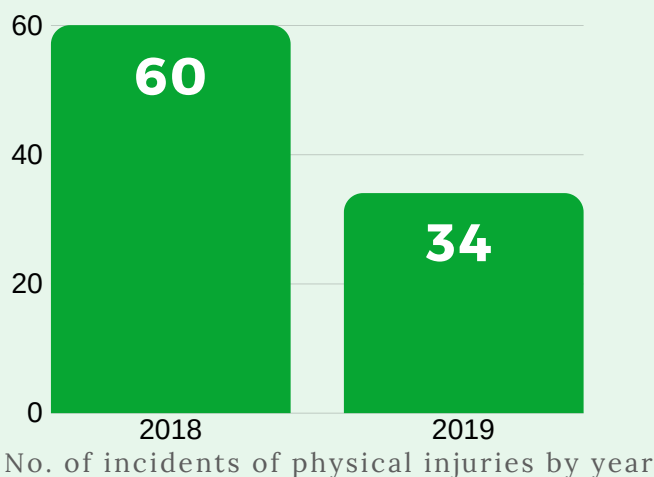
Care at the Lodge has continuously evolved towards strengthening the practice of person-centred care. Our philosophy of care, derived from the concept of PCC and nursing fundamentals, guides us to provide safe and quality dementia care for our residents. Nursing quality indicators are tracked and monitored to ensure a high quality of care and effectiveness of psycho-social interventions implemented for our residents.



ENHANCED QUALITY OF LIFE

Reduced Incidents of Physical Injuries

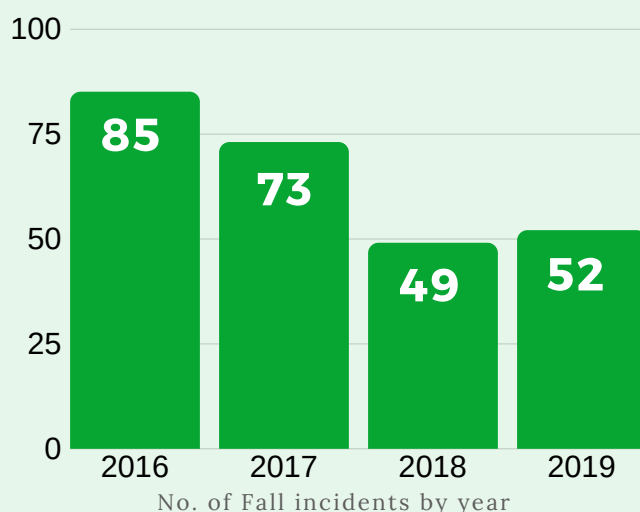
Incidents of physical injuries such as bruises, skin tears, abrasions, bump, and physical assault were reduced by 43% compared to 2018.



This significant decrease can be attributed to the continuous efforts of care staff in understanding the needs of the residents and keeping them away from any anticipated risks that may cause harm or injuries.

Fall Rate

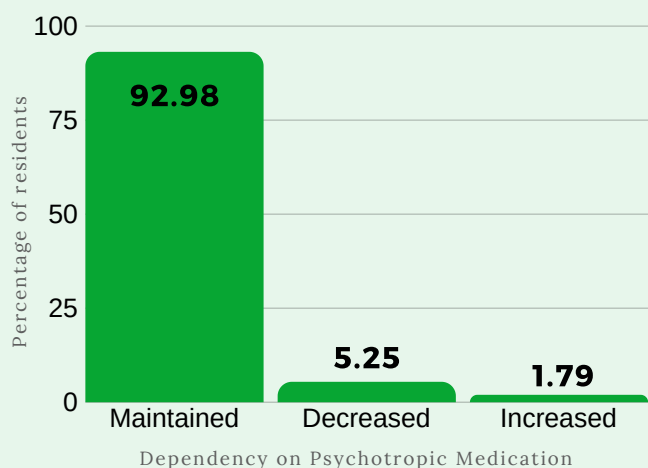
Due to factors such as change in residents' profiles and increased number of new admissions, there was a slight increase in the number of falls. In spite of this, the proportion of falls relative to the total number of residents decreased.



To this end, the nursing team has reviewed and improved the processes in place for Fall Prevention and Management, including risk assessment and staff education.

Reduced Dependence on Psychotropic Medications

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



Overall, more than 98% of residents have maintained or decreased their psychotropic dosage in 2019. This was strong validation of our work in non-pharmaceutical interventions.

Working together with our diverse team of healthcare professionals, we strive to continually review the effectiveness of existing care practices to improve the residents' well-being.

Our Synergistic Partners



Developing Skills and Knowledge in Dementia

We were grateful for the multiple opportunities to learn and exchange invaluable knowledge from visiting experts as we continue to develop the unique knowledge and skills required in care for PWD.

In particular, we were graced by a visit from Professor Dawn Brooker, Director of the University of Worcester Association for Dementia Studies. We were able to gain insights from her extensive research in dementia, as well as share our core in PCC Nursing at the Lodge.



SYNERGISTIC AND SUSTAINABLE PARTNERSHIPS

AHL continuously strives for win-win-win partnerships in which PWD, 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 PWD.

2019 was an exciting year in which we explored collaborations with visionary partners who shared the same ethos as us. Together, we were further able to engage and empower the community beyond the Lodge.

Synergistic partnerships with aligned organisations empower us to provide the best of care, and we would like to take this opportunity to thank the following partners for their continued support.



Outstanding Co-Creators



2019

Employed greater pool of PWD and increased number of workdays

Completed RFID tagging of linen and clothings to bring greater work efficiency to the Lodge

2018

Official launching partner for TTW YES

2017

Co-pilot for TTW YES

Orchid Laundry has been an instrumental co-creator partner of our TTW initiatives since 2013 and we are immensely grateful for the continuous breakthroughs in the partnership.

With Church of Holy Trinity Kindergarten, what started as a monthly programme has bloomed into a full-fledged collaboration as part of the school's curriculum, which we are proud to be part of.



2017

Formalised IGBP as part of CHTK's curriculum

2018

Introduced Menorah Park Engagement Scale (MPES) to enhance evaluation of programme impacts and processes

2019

Conducted "Understanding Dementia" Workshop for CHTK teachers and parent volunteers

Trained IGBP facilitators in 7 Learning Circles

Initiated in-community outings to Hortpark

Visionary Knowledge Partners



In 2019, the Ability-Centred Care (ACC) Guidebook was created with consultancy from the Alzheimer's Disease Association (ADA) Singapore. Guided by the expertise of Occupational Therapists from ADA, this ground-up model aims to engender acceptance towards adopting the ACC model as a framework to guide and align care practices in the Lodge.

In collaboration with the Geriatric Education & Research Institute (GERI) and National University of Singapore, School of Design and Environment (NUS SDE), we created the operational user guide for Implementing PCC in Singapore's residential care setting.



Geriatric Education & Research Institute

The guidebook, which was endorsed by Wisconsin Department of Health, was also designed to be a local training tool to transfer knowledge through actionable strategies for all care staff who wants to practice PCC.



**School of Design
& Environment**

We are grateful for synergistic collaborations with like-minded visionaries as we strive to further our impact in the field of dementia best practices.

Community and Referral Partners

The Lodge is immensely grateful for the kind support from the following community and referral partners, and their support in creating a dementia-friendly community.



Changi
General Hospital
SingHealth



Khoo Teck Puat
Hospital
National Healthcare Group



National
Neuroscience Institute
SingHealth



Health
Promotion
Board



LiCo
Wellness



NATIONAL
PARKS | LET'S MAKE
SINGAPORE
OUR GARDEN



Pasir Ris East CC

ENDURING CULTURE OF INNOVATIVE 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 and dedicated team, the results of our visionary evidence-based approach have materialised in the form of Guidebooks that aim to inform and deepen knowledge in dementia care, as well as numerous heartfelt compliments from our beloved residents and their family members.

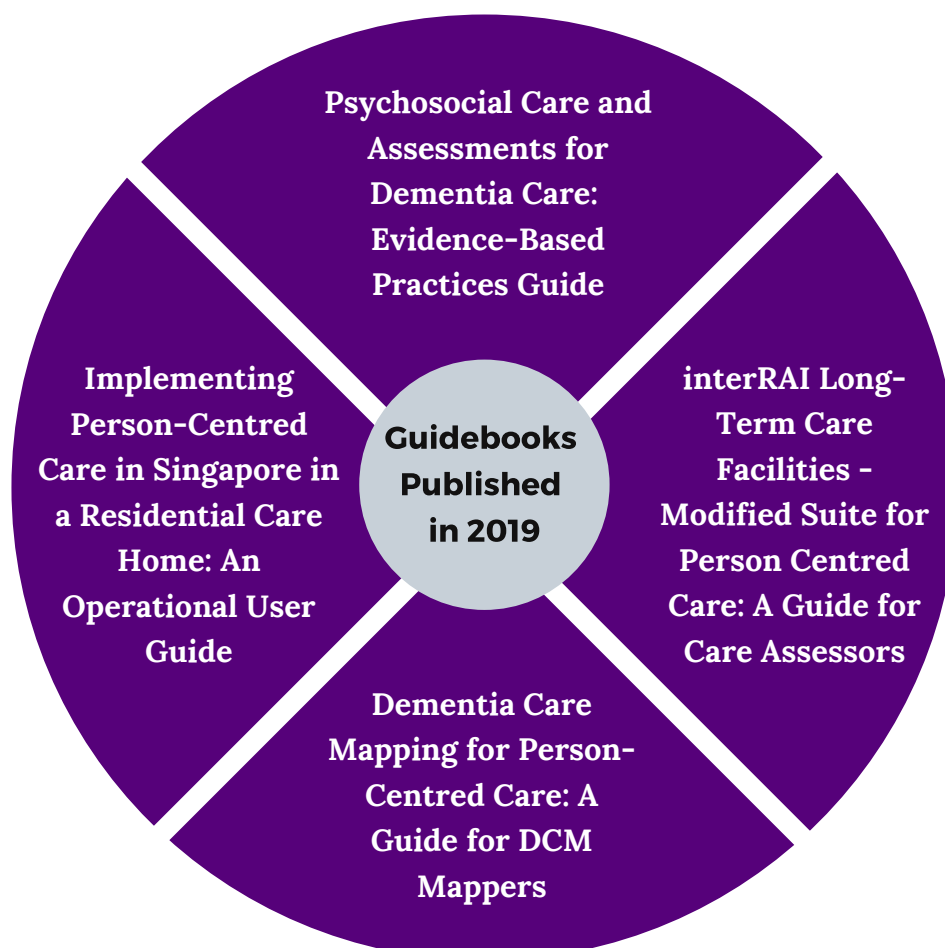
We are immensely grateful for these achievements and kind words, and strive to continue on this enriching journey towards excellence in all the work we do.

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 formalised 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.

Documenting Ground-Up Practices

Over the past years, learning and practices from the EBP unit were diligently documented into Guidebooks for internal sustainability and sharing with interested parties. 4 Guidebooks were successfully published in 2019 as listed in the following:



CULTIVATING EXCELLENCE - QUALITY ASSURANCE COMMITTEE



Staying true to the culture of excellence, initiatives spearheaded by our Quality Assurance Committee provide opportunities for feedback from stakeholders, innovative suggestions from staff, as well as continuous reviews of systems and processes. This ensures ongoing improvements in healthcare delivery and the residents' engagement.



Feedback from Family Members and Partners



164

Compliments received

6

Concerns raised

CARING FOR OUR STAFF - DEVELOPING A PROFESSIONAL CARE TEAM

We strive to build 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 2019, our HR team focused on staff development opportunities to groom a pool of quality dementia specialists.

On the staff development front, multiple care staff were trained in clinical or psycho-social assessments, while the basic and intermediate dementia courses were further developed and conducted internally for new staff.

Staff Development



Progressing forward, focus will be directed at developing and implementing a talent management system. We aim to drive processes more efficiently to enhance human capital in the Lodge.

OPERATIONAL 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 outcomes and outputs.

In 2019, beyond the completion of the Environment Enhancement (EE) works, we adopted various InfoComm Technology (ICT) to further advance the safety and security features in the Lodge.

AHL strives to stay ahead 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

By adopting ICT in our day-to-day work, the Lodge is able to do more with less.

Increased Productivity and Efficiency

Migrated physical forms to paperless, electronic versions online

Automated processes including RFID-tagged linen management

Data analysis using SPSS data assessment tool

Enhanced Safety and Security

Implemented electronic Visitor Management System

Deployed wearable tracking devices for residents to ensure safety in Lodge

Appointed three Data Protection Officers to champion data management practices

Marketing and Publicity

Leveraged on social media platforms to share happenings in the Lodge

Built on online presence to showcase PWDs' talents

ENVIRONMENTAL ENHANCEMENT

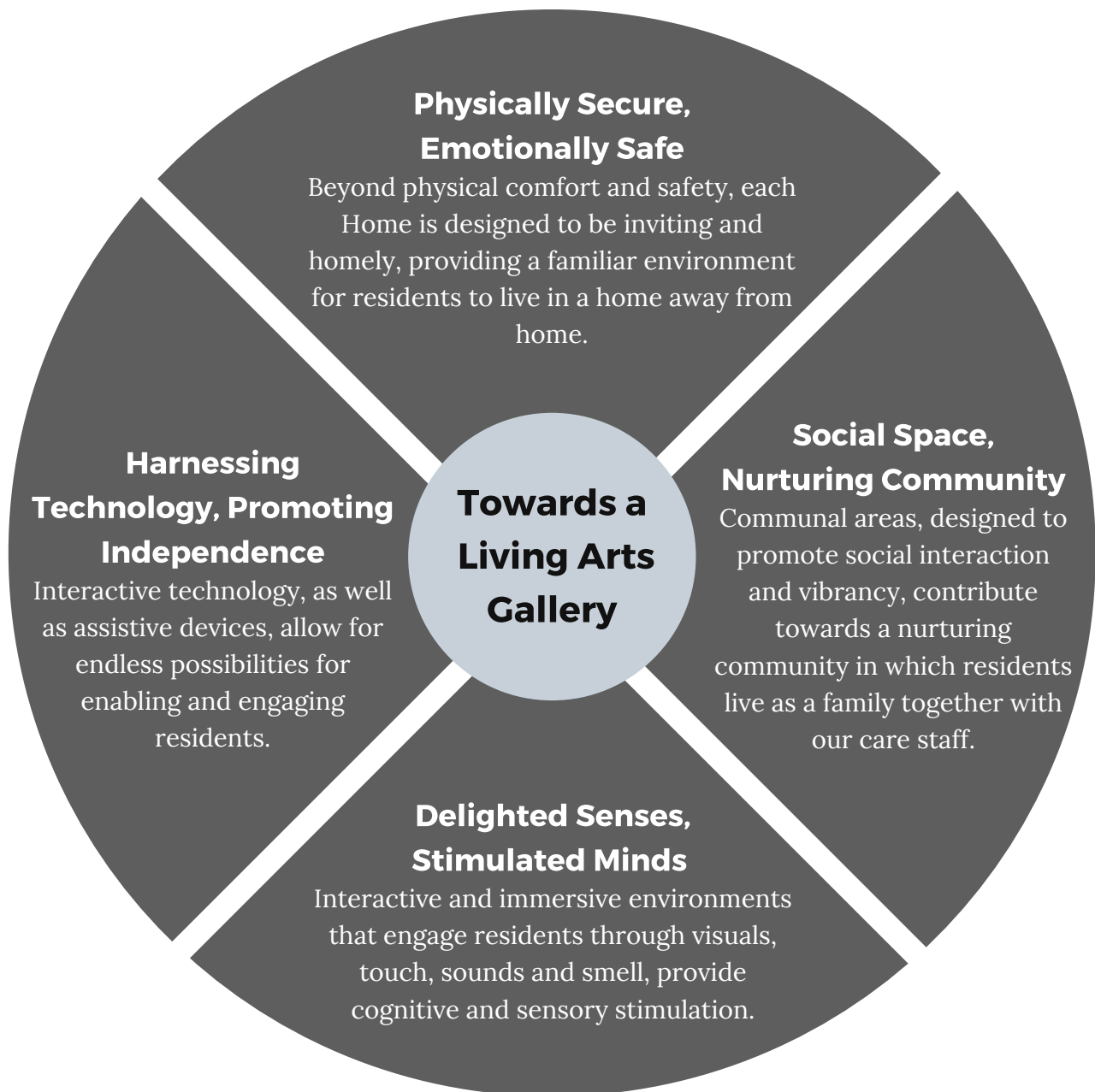


Environment plays an important role in enhancing residents' well-being. Envisioning the Lodge as a Living Art Gallery, we strive to create a space which enables and empowers each resident.

In 2019, focused effort went into laying groundwork through an Environment Enhancement (EE) renovation project, creating safe, open and stimulating spaces that facilitate exploration and interaction.

Following that, the team further furnished the place with colourful, vibrant furniture, memorabilia and artifacts to spark reminiscence, as well as personalized themes and bed spaces.

Towards a Living Arts Gallery



Communal Spaces

An Inspiring Garden

Both gardens underwent major refurnishing and landscaping, with a huge variety of tropical herbs and fruits planted for stimulation. Discovery stations were also installed along the way, including puzzles and memory books for reminiscence.



Honouring Residents' Talents

Common corridors and Programme spaces were decorated with rotating artworks of our residents, showcasing their artistic talents.



Living Environment



A Homely Environment

Each Home was decorated with a specific theme telling their own unique story. Activity and Dining areas were refurnished with colourful and comfortable furniture, intentionally arranged to for different resident activities and needs.

Familiar and Stimulating



Littered around the Homes, memorabilia from the past provide residents with reminiscence opportunities, while installations such as foosball tables keep residents engaged.

Personal Spaces

A Themed Resort

To further create a stimulating environment, every room was decorated according to the Home's theme (sports, music etc.). On the ground floor, residents have access to a patio, where they can enjoy a quiet moment surrounded by lush greenery.





The Day Care Garden provided a comfortable space for residents and visitors to mingle and relax, all while surrounded by luscious greenery.

A Truly Personal Space

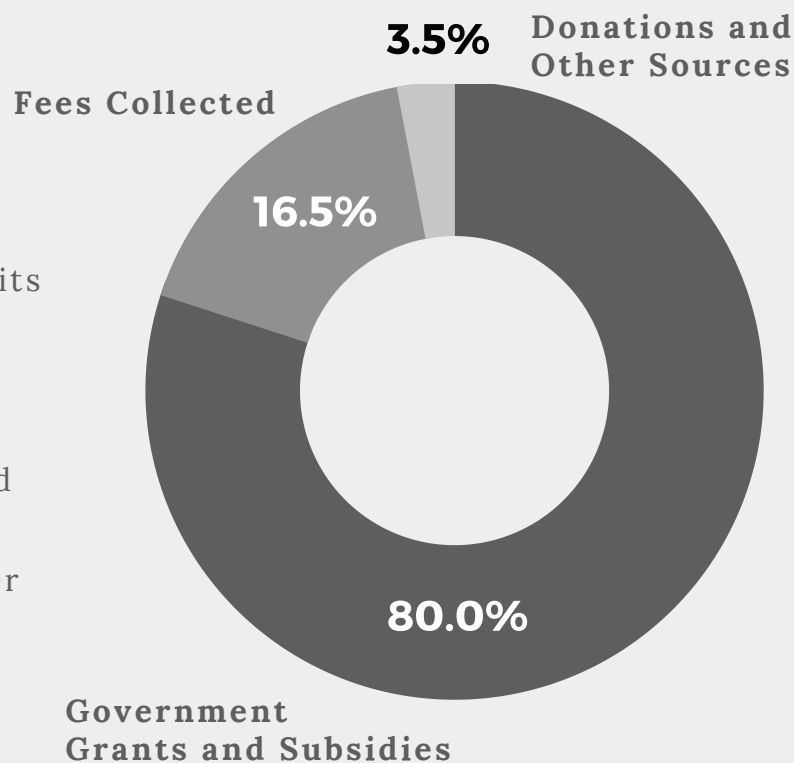
Honouring the rich life histories of each resident, every bed space was decorated according to each resident's profile. A few residents also took part in decorating as well!



FISCAL EXCELLENCE - FINANCIAL REPORT

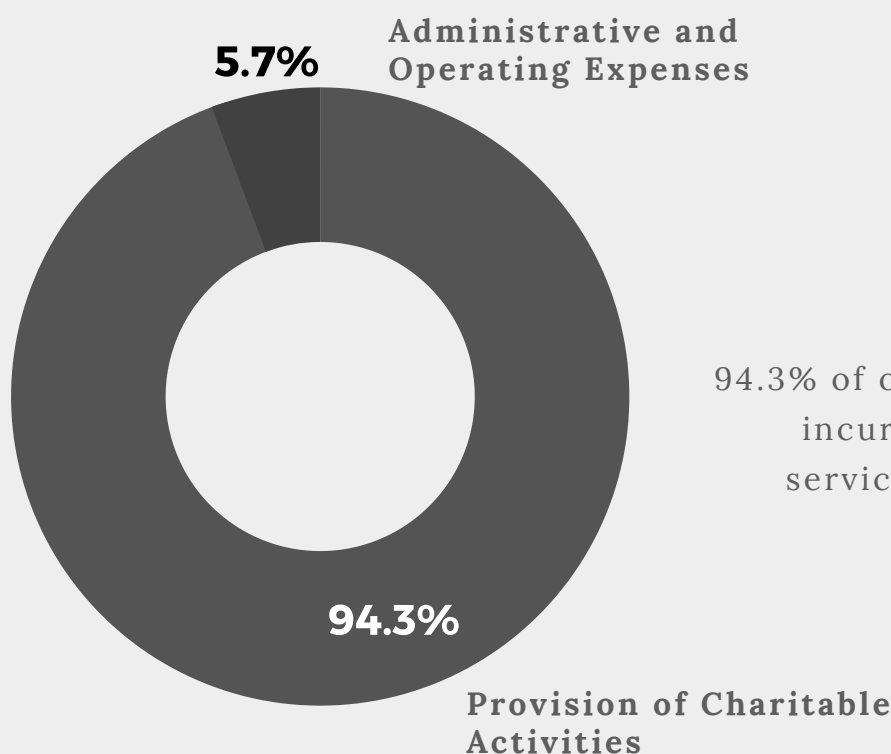
Income

The Lodge received 80.0% of its income from Government grants and subsidies in 2019. Fees collected from residents and day care elders accounted for 16.5%, with the balance 3.5% from donations and other sources.



Expenses

94.3% of our total expenses were incurred on the provision of services to residents and day care elders.



HAPPY 20TH ANNIVERSARY

On 21st September 2019, the Lodge celebrated 20 years of providing dedicated services for PWD. Mdm President Halimah Yacob graced the event as our Guest-of-Honour, along with many distinguished guests, partners, donors and volunteers.



Our guests were brought on inspiring tours of our newly-renovated Lodge, experiencing the unique continuum of care for our residents and also understanding the various pieces of ground-up knowledge and models developed for PWD.

Four long-term partners (Orchid Laundry, United World College (SEA), Church of Holy Trinity Kindergarten and Greenology) were awarded the Outstanding Synergistic Partnership award, in recognition of their commitment to our shared vision.

The event was an excellent opportunity to reflect and take pride in all the good work done, while we work towards building a dementia-respectful community.



SUB-COMMITTEE REPORTS

Medical Sub-Committee

The Medical Sub-Committee comprises the following members:

Chairman	Dr Gabriel Oon Chong Jin	Consultant Medical Oncologist and Physician
Deputy Chairman	Dr Ee Chye Hua	Consultant Geriatrician
Members	Dr Isaac Krishnamoorthy	Senior Consultant Orthopedic Surgeon, Raffles Medical Center and Hospital
	Emeritus Professor of Surgery Gabriel Low Cheng Hock	Tan Tock Seng Hospital
	Emeritus Professor Ernest Low Yin Peng	Tan Tock Seng Hospital
	Dr Winston Hwang	Attending Geriatric Physician
In Attendance	Ms Soh Mee Choo, Chief Executive Officer Mr Tam Jun Sing, Head of Nursing Ms Debbie May Amata, Nurse Manager Ms Juanna Marie Balajadia, Assistant Nurse Manager Mr Rodney Jay Ines, Staff Nurse	

The Medical Sub-Committee met four times in 2019. Before the meeting, the Chairman and other members visited the homes to interact with the residents, inspected the conditions of the rooms, common areas and toilets. They also checked the EWAS and other equipment and observed some of the nursing practices such as medication administration.

At each meeting, the Sub-Committee reviewed all mortality cases in the Homes presented by Dr Hwang, as well as fall incidents and other events which affected the residents. It also reviewed issues such as absconding, medication errors, infectious diseases, flu outbreak, physical injuries, use of assistive devices and other concerns related to fitness and health of the residents. Guidance on fall prevention and management was subsequently shared with the nursing team. The Nursing team also updated the Sub-committee on development at the Lodge and sought advice on changes to enhance quality of care.

Human Resource Sub-Committee

The HR Sub-Committee comprises the following members:

Chairman	Mr Gan Boon Jin
Members	Mr Kang Hak Leng
By Invitation	Ms Soh Mee Choo, Chief Executive Officer Ms Wong Ee Lin, HR and Admin Manager

During the year 2019, the HR Sub-Committee held six meetings to deliberate on the management's proposals on Human Capital initiatives to attract, retain, motivate and develop staff. This includes the review of grade and compensation structures. We have also introduced a Competency-based reward system for staff who seek learning and growth with the Lodge.

Facility and Environmental Enhancement Sub-Committee

The Facility and Environmental Enhancement Sub-Committee comprises the following members:

Chairman	Mr Michael Kong
Members	Mr Woo Sui Kee Mr Leow Tze Wen Mr Tan Wee Teck Mr Au Seng Lye Ms Gwen Chen
By Invitation	Mr Daniel Huang, Facility Management Executive

Kindly refer to Environmental Enhancement Report on page 43.

Audit Sub-Committee

The Audit Sub-Committee comprises the following members:

Chairman	Mr Tan Cheong Hoe, Charles
Members	Mr Leow Tze Wen
By Invitation	Mr Go Hwi Kueh, Head, Finance and Compliance

Both members of this Sub-Committee are also members of the Lodge's Management Committee which meets bi-monthly. The Audit Sub-Committee's primary role is to provide inputs and comments on issues concerning internal controls, corporate governance and areas for improvement in the smooth running of the Lodge. In 2019, the Sub-Committee reviewed the audit plans of the annual statutory audit, and the audit certifications mandated to be performed by external auditors to meet the requirements for the various funding received by the Lodge.

For the year under review, two ad-hoc audits were conducted. The first audit was the MOH Corporate Governance & Risk Audit 2019 by Ernst & Young, and the second was the Audit of Medical Endowment Fund by Auditor General's Office.

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 are 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 2019, and we look forward to your companionship in the journey ahead.

Sponsors

Aiysah	Edwin Peh
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Amazonia	FairPriceOn
Angeline	Food Rescue @ Events
Ann Koh Lay Poh	Global Link Tech Pte Ltd
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Avinash Murli	Henry Kwek
Boo Chue Meng	James Cheng
Bruce Lim	Jasmine Lai Hoon Lee
Carol	Jayden Boo
Cecilia Teo	Joanne Rawtaer
Chemicals & Machinery Pte Ltd	Joy on the Go
Chia Boon Huat	Lions Befrienders
Chin She Long	Michael Oon
Cho Ah Lim	Mrs Foo
Church of Christ	Ong Kay Yam
Church of Holy Trinity	Or Siew Lan
Kindergarten	Palelai Buddhist Temple
Cindy Tan	Peh Seh Yong Edwin
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Republic of Singapore Airforce
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Tan Phillip
United World College (SEA)
Yuen Family
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龙阴宫

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\$10,000 - \$30,000

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\$1,000 - \$9,999

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NBE Foundation
International Pte Ltd
Ong Beng Lee, Ken

Ong Kay Yam
Orchid Laundry
Pang Nguan Chye
Peh Seh Yong
Perennial Real Estate
RSAF 50 Appreciation Dinner
Soo Mei Lin
Swee Mei Lee
Tan Kok Huan
Tan Huey Meng
Tan Yew Kong
Tham Kui Seng
The Community Foundation
of Singapore
UK Online
Dr Winston Hwang
Wong Pheck Lean

\$999 and below

Aakash Gupta	Goh Si-Min
Alger Tan	Goh Soh Wan
Alvar Chu	Goh Soo Yen
Andy Ting	Goh Swee Mui
Ang's Family - Colour Artwork	Goh Yong Sheng
Anonymous	He Zixiang
Avene Koh	Hendry Quek
Brent	Heng Sinag Thiam
Caten Chen	Herbert
Chan Hoi Shan	Ho Weiting
Chan Peck Chween	Hoe Juan Teng
Chen Jian Fan Jonas	Irene Gong
Dr Cheng Eng Wah	Jasmine
Cheng Jin Fu	Jeremy Poon
Chew Wye Kwong	Jonas Chen & Ho Ying Ying
Chia Hwey Hwah	Kang Cheng Hoon
Chia Pek Choo	Kek Ho Boon
Chiang Meng Lee	Khoo San Ne
Chin Boh Tee	Koh's Family - Colour Artwork
Choong Foo Chung	Lau Sing Khong
Choong Ngai Fong	Lau Wong Chew
Chua Suan Keow	Lau's Family - Colour Artwork
Chua Xiao Xiang	Lee Hiong Peng
Chung Wah Fook	Lee Huei Hsien
Coreen Goh	Lee Hui Poh
Dona	Leong Choong Pak
Doreen Phua	Li Jingfeng
Ee Chye Hua	Lifestyle Connect LLP
Eng Huey Ni	Lim Huey Yuee
Eng Sou Lian	Lim Leng Eng
Fan Yuen Pang	Lim Poh Khim
Foo Ai Ngoh	Lim Sin Lye
Foo Yen Ching	Lim Suat Sam
Fong Kok Weng	Lim Swa
Gan Bee Hong	Lim Teck Chai Danny
Give.Asia	Lim Xuan Jie
Giving.sg - Anonymous	Lim Yeow Teck
Go Wee Ser	Loke Pui Yee

Low Choi Fong
 Phua YK
 Memory of Tan Puay Cher
 Mok Zhen Yang
 Dr Mythily
 Neeru Minocha
 Neo Hong Tat
 New Spring TRDG
 Ng Teng Kuang
 Ng Wee Chew
 Ong En Ci
 Ong Kid Ching
 PC Doc Com
 Pervin Ramanlal
 Phang Chee Kheng
 Phua Yin Kheng
 Poon Kit Bum
 Poon Kit Hoong
 Quak Ren Hui
 Rocky
 Roland Lam
 Sandy Lim
 Seah Eng Sion
 Sim Poh Teck
 Sim Whee Ping
 Simee Sowvalax
 Singh Ramesh Kumar
 Soh Mee Choo

Soh Ying Jing
 Song Wee Shiong
 Sridharan Vinodh
 Tan Chew Mei
 Tan Li Eng
 Tan Seet Koh
 Tan Wen Li
 Tan Xeauwei
 Tan Yu-Wen
 Tang Cheok Hon
 Tang Guat Kheng
 Tang Wei Xian
 Teo Boon Huat - Colour Artwork
 Tian Hsiao Chuen
 Toh Chee Kiat
 Toh Chern Yi
 Wee Say Bian
 William Tan
 William Toh
 Wong Loong Tik
 Wong Siew Lien
 Wong Sui Fong
 Xie Zhi Peng
 Yee Wai Ming
 Yeo Chong Peng
 Yeong Pik Har
 Yip Lai Mei Sharon
 Zehuei Tan

Volunteer Groups

Apex Club
 Capitaland Singapore
 Church of Divine Mercy
 DL's Caring Community
 Down Syndrome Association
 Firefly Mission
 Grab Singapore
 Joy On the Go Ukulele Group
 Let's Celebrate Life Volunteer Group

Lions Club of Singapore (Nassim)
 Pasir Panjang Private Estate Association
 Republic of Singapore Air Force (Air Combat Command)
 Ri Heng Lion Dance Group
 Shalom Ukulele Group
 Singapore University of Social Sciences

Volunteers

Adelene
Amy Soh
An An
Andre Perillo
Ang Chee Hwee
Ang Hay Kim
Ang Yen Lum
Angie Ng
Ann Lim
Anne Neo
Arnel M. Perillo
Ben Yao
Cecilia Ngo
Chan Chee Meng
Charmaine Lee Shi Mei
Coco Wang
Daniel Ho
Daphne Yeo
Diana Polim
Dinah Basha
Dong Po
Dorothy Loong
Esther
Fong Heng Lui
Gupta Gaurav
Han Ni Yun
Helen Ng Ai Tuan
Hui Ying, Liho, Alex
Iffah
Isaac Tan
Janet Ho
Janet Koh
Jasmine Leong
Jeannie Woo
Jeffrey Tan Fook Cheong
Jennifer Lee
Jerry Chua

Joanne Ong Shu Ting
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Johnny Dai Liqiang
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Karen Tay
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Tan Sok Oon

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Todd Simonson
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Veronica Yoong
Wah Poh Deck

Xie Bin
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Yoo Soon Lan
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CONTACT US



10 Pasir Ris Walk
Singapore 518240



ApexHarmonyLodge1999



www.apexharmony.org.sg



ahl@apexharmony.org.sg



6585 2265