



ANNUAL REPORT 2020



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
Auditor:	Baker Tilly TFW LLP

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CHAIRMAN'S ADDRESS

2020 was a challenging year. It will be etched in our memories as one where we had to overcome many dangers from the airborne infection of COVID-19 with our combined resourcefulness, ingenuity, resilience and camaraderie. We reported zero cases of COVID-19, even when it was infecting and causing deaths in many elderly homes overseas.

Firstly, I would like to pay special tribute to our late Chairman, Mr Chan Kum Leong, for his unwavering dedication and Chairmanship from 2011, as well as the many innovations and rebuilding of the Lodge that he undertook. He was a strong supporter of improving care for persons living with dementia (PWD). Let us all strive to continue his legacy of bringing dignity, joy and comfort to the lives we touch.

In the face of challenges posed by the ongoing COVID-19 pandemic, our team demonstrated its capacity to produce novel, out-of-the-box solutions, in order to continue delivering quality services in dementia care. The Lodge took this new opportunity to leap forward, embracing technology in our delivery of care. When we could not interact physically, we used technology to bridge the gap and increase social engagement between our residents, community elders and their loved ones. Working with our partners, including CapitaLand Hope Foundation, National Museum of Singapore and Little Shepherds' Schoolhouse, resources and platforms were swiftly activated to bring virtual engagements to our residents. We were heartened by our residents' propensity to adapt, learn and harness the use of smartphones, computers and tablets in their daily engagements.

In the Lodge, we introduced new initiatives, complementing our existing ones. Our community care team further expanded the provision of services beyond physical boundaries of the Lodge, reaching PWD both locally and overseas. With community services suspended, the team responded nimbly, initiating a ground-up virtual engagement programme for PWD, which has since transformed into Club MemorABLE, a dementia-

friendly club supported by The Majority Trust. Within the Lodge, our Tender Loving Care model was enhanced with the adoption of Namaste Care principles, a transformation made possible with the continued belief and support of Lien Foundation. Guided by our philosophy of person-centred care, our residents continue to benefit physically, mentally and emotionally from the improvements we introduced in our modified range of programmes designed to cater to their needs.

We continue our mission to value and celebrate the gift of each PWD. For the first time, Alzheimer's Action Day at the Lodge was commemorated with a series of live virtual cooking sessions helmed by two of our talented residents. Compared to a physical event with limited reach, we were able to reach more than 10,000 people virtually, with media features highlighting the importance of respecting the person in each PWD.

Our team's unwavering endeavours to transform dementia care paid off during Alzheimer's Disease International Conference 2020, where we presented seven exceptional papers, all of which detailed programmes innovatively implemented with impact. With a virtual conference, we were able to share our knowledge, as well as learn from the experiences of other like-minded organisations internationally. With rising incidences of dementia, our shared experiences open up endless possibilities of benefitting many more PWD in other parts of the world.

Amidst the many changes and innovations, we remain practical and frugal in managing our resources responsibly and intelligently to sustain quality care for the long haul. One of the key thrusts of the Lodge is to operate with fiscal excellence. In this respect, our financial resources and reserves are healthy and we are in good stead to continue enhancing and delivering quality care.

During this unprecedented pandemic, I am grateful for our dedicated team of staff, led by CEO Ms Soh Mee Choo, who rose above the challenges, adapted, and ensured that all our residents continued to receive safe and uninterrupted care despite the difficult situation, while at the same time ensuring the safety and well-being of all staff.

On behalf of the Lodge, I extend my warmest and sincerest appreciation to all our volunteers, members of the sub-committees and benefactors of the Lodge. With their invaluable contributions of love, time, effort and donations, they have enabled us to make a difficult mission possible with care and compassion.

I also thank all my fellow members of the Management Committee for their love, selfless dedication and unyielding support, contributing to the successful running of our Lodge in the past year. As your new Chairman, it has been a special honour and privilege to serve you and the residents, many of whom may be unable to care for themselves, and to make their lives the most comfortable it can be.

I am deeply honoured by this opportunity to serve in the stead of Mr Chan, who succeeded Dr Oon Chiew Seng, the first chairperson of the Lodge. Dr Oon has made significant contributions in the field of dementia care. It was a delight for her to celebrate her 104th birthday at the Lodge in 2020. I look forward to carrying on this journey of delivering excellent dementia care that Dr Oon started back in 1999.

Dr Gabriel Oon Chong Jin

MD Cantab., FRCP (London), FAMS, DCH London

Chairman

Management Committee 2020/2021

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 2020, the MC had 12 members and met seven times in the year. None of the committee members received any form of remuneration and benefits from the Lodge.

The attendance of the members is as follows:

No.	MC Member	Designation	Number of meetings attended
1	Mr Chan Kum Leong	Chairman (4 May 2011 to May 2020)	1/1
2	Dr Gabriel Oon Chong Jin	Chairman (from 12 Jun 2020) Vice-Chairman (27 Mar 2009 to 11 Jun 2020)	6/6 1/1
3	Dr Ee Chye Hua	Vice-Chairman (from 12 Jun 2020) Member (6 Mar 2012 to 11 Jun 2020)	5/6 1/1
4	Mr Mathavan Devadas	Honorary Secretary	6/7
5	Mr Leow Tze Wen	Treasurer	4/7
6	Mr Kong Kenneth Kitso Michael	Assistant Treasurer	7/7
7	Mr Kang Hak Leng	Member	6/7
8	Mr Gan Boon Jin	Member	6/7
9	Mr Soo Hon Weng	Member	6/7
10	Mr Tan Cheong Hoe Charles	Member	0/7
11	Mr Christopher Ong Hsien Wei	Member	2/7
12	Mr Lim Wei Liang James	Member	7/7
13	Ms Chen Hui Wen	Member (from 12 Jun 2020)	4/5

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 2020 to 31 December 2020 can be viewed at the Charity Portal www.charities.gov.sg.

AHL's Personal Data Protection Policy and whistleblowing policy may now also be viewed on the AHL website.

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 \$7.6 million are adequate to fund the Lodge's annual operating expenditure for the coming year.

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 \$1.06 million, which is equivalent to the annual depreciation for leasehold building and building renovations. The Building Fund now standing at \$10.07 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, Remodel Dementia Care and Namaste Care, and the corresponding Community Silver Trust (CST) matching grant were delineated under Restricted Fund. The Restricted Fund also includes President Challenge Fund, Silver is Gold, 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 (until 12 Jun 2020)	4 May 2011	Accountant
2	Dr Gabriel Oon Chong Jin	Chairman Vice-Chairman (until 11 Jun 2020)	12 Jun 2020 27 Mar 2009	Consultant Medical Oncologist and Physician
3	Dr Ee Chye Hua	Vice-Chairman Member (until 11 Jun 2020)	12 Jun 2020 6 Mar 2012	Consultant Geriatrician
4	Mr Mathavan Devadas	Honorary Secretary	27 Mar 2013	Consultant, Legal Firm
5	Mr Leow Tze Wen	Treasurer	30 Mar 2017	Director
6	Mr Kong Kenneth Kitso Michael	Assistant Treasurer	11 May 2011	Business Proprietor
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
13	Ms Chen Hui Wen	Member	12 June 2020	Senior Project Manager

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	Mrs Mui-Kok Kah Wei	Deputy Chief Executive Officer	02 Jan 2020
3	Mr Tam June Sing	Head of Nursing	01 Aug 2019
4	Mr Lim Tien Poh	Head of Finance and Compliance	02 Jan 2020

Residents, Daycare Elders and TTW YES Clients' Profile

As of 31 December 2020, AHL was home for 198 long-term residents. More than 71% of our residents are aged 75 and older while 13% 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 46.9% of them have been residing in the Lodge for more than 5 years.

Of the 198 residents, 94% were subsidised, of which 34% were fully-subsidised residents and 29% paid between \$100 and \$500 per month. The Lodge remains committed to providing for the needy.

We also provided daycare services to 22 other PWD aged between 65 to 91, and 44 Therapy Through Work - Young Onset and Early Stage Dementia clients between the ages of 54 to 77.

Staff Profile

As of 31 Dec 2020, AHL had 141 staff. About 83% were care staff including the nursing and psychosocial team comprising Physiotherapists, Occupational 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, four staff received more than \$100,000 in annual remuneration as classified below:

Remuneration bands

- Between \$100,001 to \$200,000 - 3
- Between \$200,001 to \$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

4 STRATEGIC THRUSTS

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

**Synergistic and
Sustainable
Partnerships**

**Enduring Culture of
Innovative Excellence**

**Operational and Fiscal
Excellence**

5 CARE PRINCIPLES



BUILDING A VISIONARY ECOSYSTEM FOR PWD TO LIVE WELL

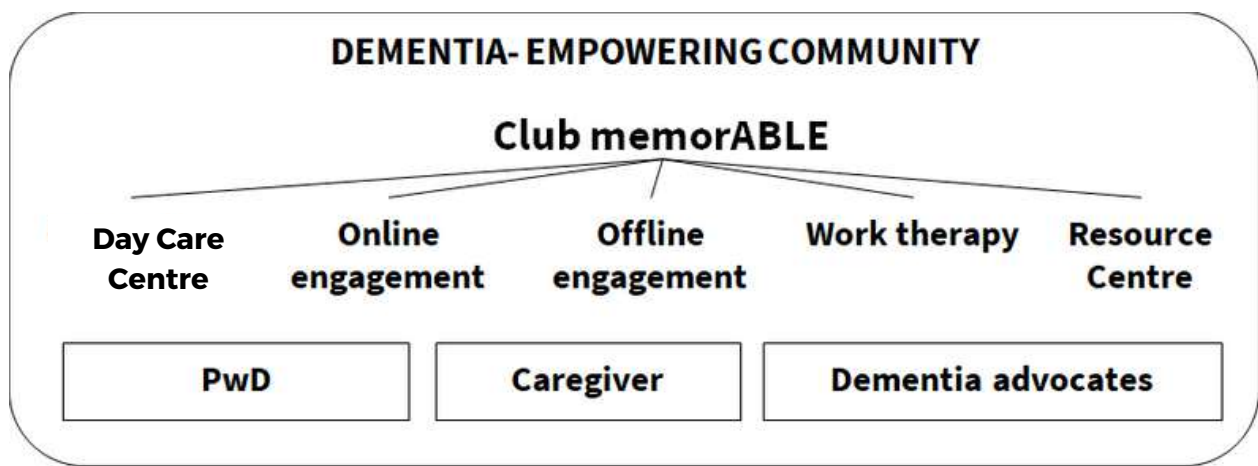
The Lodge strives to build a visionary ecosystem that supports PWD to live well through the integration of the physical environment, activities and the people.

On top of providing holistic, integrated care for residents, we ventured further into the community, collaborating with like-minded partners to co-create a system that supports both PWD and their caregivers.



COMMUNITY CARE

Community Care at the Lodge is envisaged as a go-to, community co-created platform for social connection and community involvement for families living with dementia.



We aim to create a dementia-empowering community where the Community Club Experience will benefit PWD, caregivers and dementia advocates through five channels.

In 2020, the Day Care centre and Therapy Through Work for Young Onset and Early Stage Dementia (TTW YES) had to be suspended temporarily due to the ongoing pandemic. The community care team swiftly planned and implemented Club MemorABLE, a dementia-friendly community where members come together to co-create and enjoy themed therapeutic activities, to ensure that support was provided to clients and their family members even during the closure.



COMMUNITY CARE

Club MemorABLE has grown into a signature programme for community care at the Lodge with members across Singapore and Malaysia. With secured funding from The Majority Trust, the team is able to further develop Club MemorABLE's programme to benefit more clients in the community and beyond.



Art Teacher Chee Hwee demonstrating how to create paper potted plants to club members during a virtual session

With strong support from various stakeholders including partners, volunteers and caregivers, even through the pandemic, our work in the community has not been hindered. More notably, despite the economic downturn, Orchid Laundry, a TTWYES partner since 2013, has continued to support and employ PWD in their work engagements.



Kudos to the Community Care team!

Finally, the community care team's unwavering efforts in providing the best of care for our clients were recognised at the Community Care Excellence Awards 2020, where they were awarded the Client Experience Improvement Team Award. Kudos to the team!

LONG-TERM RESIDENTIAL CARE:

Assisted Living

Assisted Living (AL) envisions itself as an assisted vacationing lifestyle, with integrated care homes based on Reablement into the Ability-Centred Care Model to guide sustainable quality dementia care, empowering the new-old to live well.

In creating vacationing lifestyle experiences for the residents in AL homes, we launched leisure and interest groups as an alternative to in-community activities. These experiences included naturalised work therapy in partnership with Comcrop, a nation-wide virtual tea dance, as well as the virtual Intergeneration Bonding Programme.

Furthermore, we built in naturalised cognitive stimulation into existing daily routines, including the residents' Activities of Daily Living (ADLs), with more than 62% of residents maintaining or improving their performance in ADLs.



Residents in the sports leisure group participating in the nationwide GetActiveSG National Day Workout

In the year, we also conducted further profiling of residents to deepen PCC for each individual. This aimed to empower the new-old and young onset profiles of residents with just-right challenges, enabling them to continually relearn and pick up new skills such as the use of computers and tablets for research, reading and cognitive stimulating games.

LONG-TERM RESIDENTIAL CARE:

Supported Living

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

In 2020, purposeful cross-learning among different departments, such as the nursing, psychosocial and physical therapy teams, translated into more cohesive care for residents. More than 62% of the SL residents had improved ADL performance and functional abilities.

We also piloted the use of assistive devices, including the bed rope ladder (see below left), button hook, multifunctional walking stick (see below right), among others, to empower residents in their ADLs. These devices not only serve functional purposes, but also spur the residents to reskill and relearn, returning them independence and autonomy.



Resident injecting fun into her morning routine by using the bed rope ladder to get up from bed



Armed with his multifunctional walking stick, which sports a radio, bluetooth, flashlight and MP3 functions, this resident is ready to explore!

LONG-TERM RESIDENTIAL CARE: Tender Loving Care

Tender Loving Care (TLC) envisions itself as a home of unconditional love centred on physical and emotional comfort where nature can be experienced.

In 2020, we engaged 75% of residents in Namaste Care, a care approach focusing on creating an immersive, calm and multisensory environment while integrating activities and interactions in an unhurried, loving touch approach. To complement the sensory-stimulating activities conducted in-Home, we incorporated garden walks into the daily routines of the residents, awakening their senses and creating an immersive nature experience for the TLC residents.



The benefits of Namaste Care have been highly encouraging, with 81% of residents experiencing higher moods and decreased occurrences of shouting and aggressive behaviour during the pilot sessions. With support from Lien Foundation, the two TLC homes will be transformed into tranquil, nurturing and therapeutic Namaste Corners.

INTEGRATED PSYCHOSOCIAL CARE MODEL

The Integrated Psychosocial Care model at the Lodge consists of different programme strands, creatively designed to complement our clinical care services so that each PWD fulfills his/her needs in a normalised and naturalised way.



Therapy Through Work



Fun & Fit



Intergenerational Bonding Programme



Nurturing the Heart



Enlivening Minds, Delighting Senses

INTEGRATED ACTIVITIES

In 2020, we integrated the different strands to create holistic and rich tasks that cater to unique profiles in each model of care, regardless of the stage of dementia. Integrated activities at the Lodge are envisioned to be resort-worthy and serve as naturalised therapies for PWD. The following highlights some of the successfully integrated strands and activities.

Integration of Therapy Through Work (TTW) and Fun & Fit (F&F)

TTW is envisioned as naturalised therapy for PWD, where they can work and mentor others at the same time.

With trips to work locations suspended, we brought the work tasks back to the Lodge so that residents could continue with their TTW engagements with minimal disruptions. To create a safe and empowering work experiences for the residents, the F&F team incorporated targeted warm up and cool down exercises before, during and/or after the TTW sessions.



Residents participating in simple warm up exercises, before commencing TTW

These exercises helped improve the residents' endurance, which translated to more opportunities for engagement, and better quality of life while reducing discomfort for our residents.

Integration of Intergeneration Bonding Programme (IGBP) and Nurturing the Heart (NTH)

IGBP at the Lodge empowers generations, weaved into a nurturing and inclusive social community to inspire normalised living for PWD, providing a platform for different generations to interact and learn from each other.

Meanwhile, NTH aims to enable and engage PWD in artistic expression at art spaces across the Lodge, focusing on cognitive and sensory stimulation through a range of art and music-related initiatives.

One of the Lodge's initiatives, Music with Reminiscence (MwR), was further strengthened with the integration of the IGBP and NTH strands. We continued our strong partnership with our partner schools to shift MwR sessions online, naturalising the interactions between the students and the residents. Both strands curated playlists and incorporated cognitive stimulating elements to encourage reminiscence and boost sensory stimulation.



Resident enjoying a music session with staff

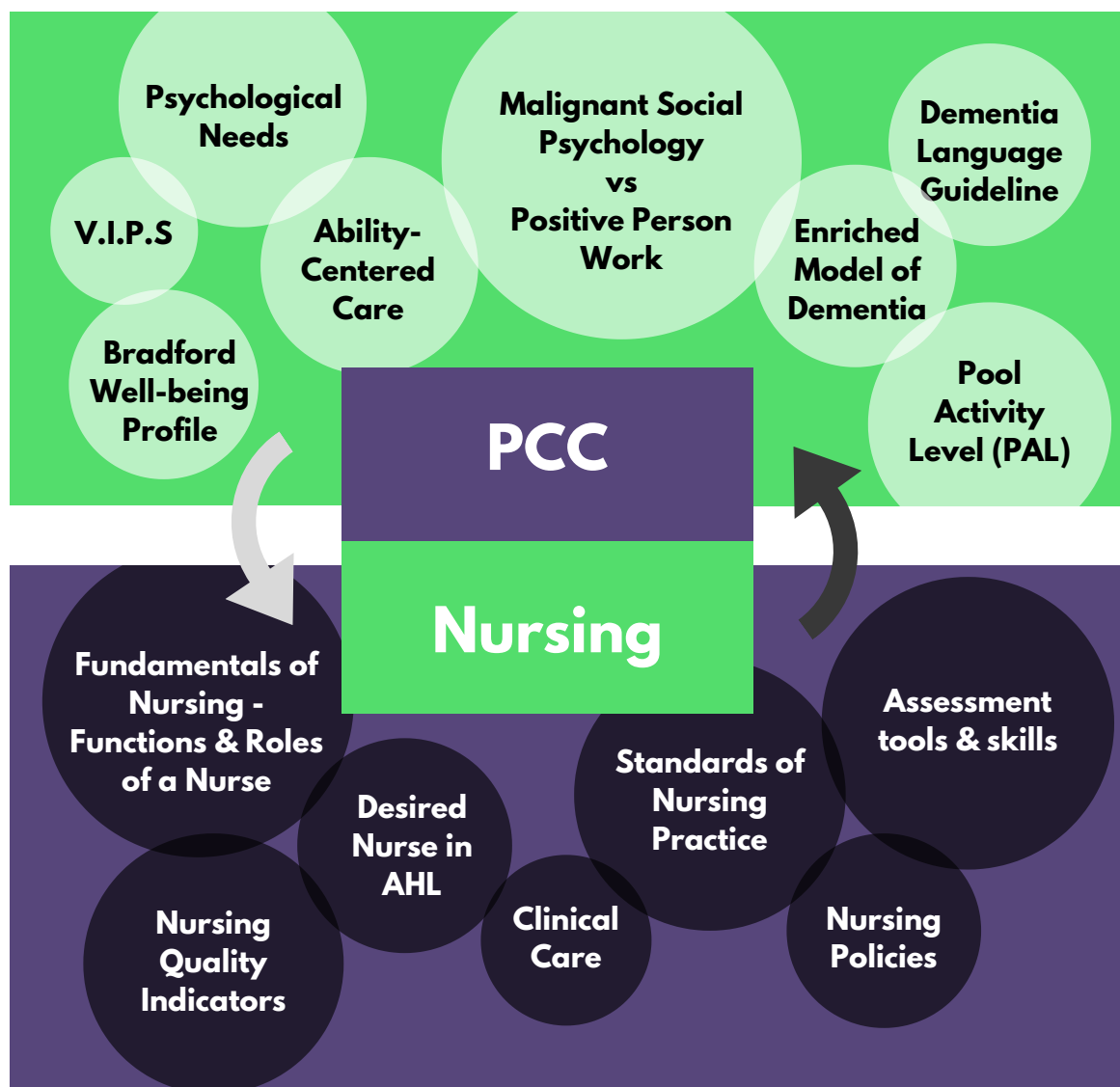
Integration of Enlivening Minds, Delighting Senses (EMDS) into daily routines

EMDS strives to empower and enable PWD in their ADL, work and leisure activities by maximising their functional abilities, allowing them to participate meaningfully in occupational and leisure activities. In 2020, initiatives that provided optimum sensory and cognitive stimulation were intentionally planned and integrated into the daily routines of residents.

Other than harnessing the use of tablets in daily engagements, residents were tapped on as mentors to their peers and students from partner schools to impart their skills and knowledge. These activities enriched the engagements for the residents, promoting self-engagement and learning.

PCC NURSING

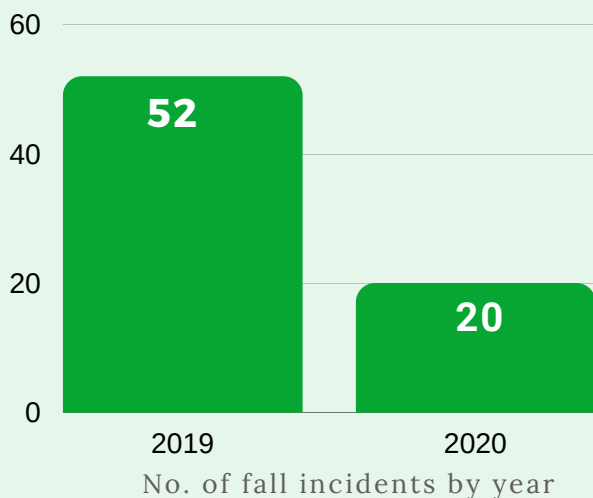
Guided by our care philosophy, derived from the concept of PCC and nursing fundamentals, our staff strive to provide safe and dignified quality dementia care for residents. Nursing indicators are tracked and monitored to ensure a high level of care and effectiveness of psychological interventions implemented for residents.



ENHANCED QUALITY OF LIFE

Fall Rate

In 2020, the occurrence of falls of residents decreased by 62% compared to 2019.

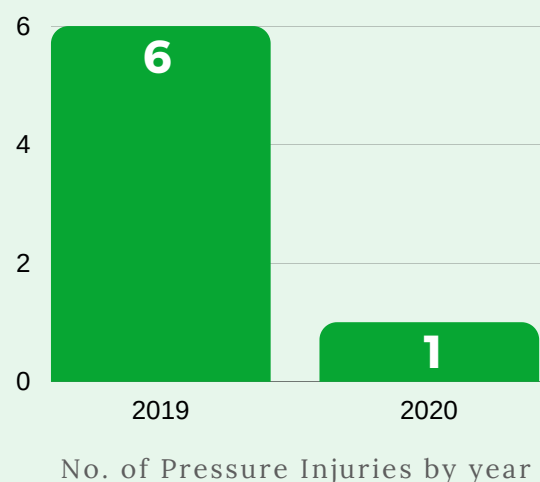


Fall prevention measures, complimented by regular risk assessment and extensive staff education, played a huge role in the notable improvement. Additionally, exercise programmes, aimed at improving residents' gait, balance and strength, build into a holistic fall prevention scheme.

Reduced Incidence of Pressure Injuries

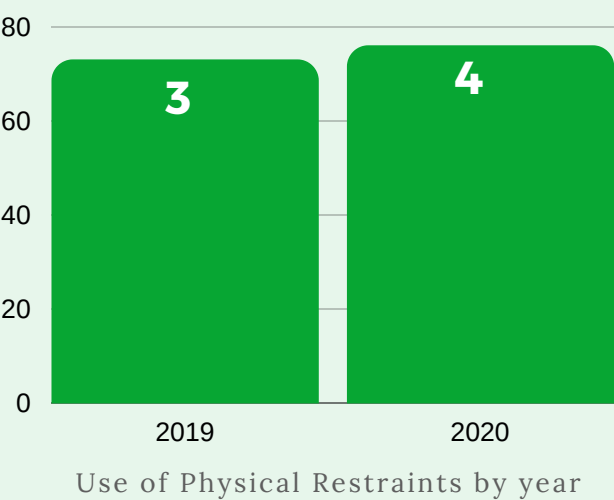
The incidence of pressure injuries fell by 84% in 2020 compared to the previous year.

To this end, care staff have made significant efforts in understanding the individual needs and conditions of the residents, thus keeping them away from any anticipated risks that may cause harm or injuries.



Use of Physical Restraints

In 2020, there was a slight increase in the number of physical restraints used compared to 2019, though this number remains relatively low.



At the Lodge, we adopt a 'No Restraints' policy as far as possible and utilise alternative interventions to ensure the safety of residents and staff.

However, in cases in which the care staff assess to be dangerous to the well-being of residents and staff, restraints may be used temporarily to assuage the situation until safe to remove.

Working together as a diverse team of healthcare professionals, the residents' well-being is at the core of all care administered at the Lodge. Through continuous reviews and improvements of existing practices, we ensure that our care approach is effective for the residents.

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.

2020 was a challenging but exciting year where we saw breakthroughs in collaborations. While we were unable to bring the inside out, we innovated and brought the outside to our residents and community clients. Together with our visionary partners, we engaged and empowered the community beyond the Lodge, despite the pandemic.

OUTSTANDING PARTNERS

During this challenging period, we are grateful for our visionary partners who have helped us cope with the COVID-19 restrictions. Below, we feature three partners who were instrumental in fulfilling physical needs at the Lodge, as well as lending support in innovating and implementing new ideas for our residents and community clients.

CapitaLand Hope Foundation

Realising that all residents and staff at the Lodge had to adhere to strict zoning measures, tightening the deployment of available resources, CapitaLand Hope Foundation swiftly stepped in. They provided multiple air coolers and air purifiers for each of the seven Homes in Lodge, enhancing the ventilation and creating a more comfortable space for the residents to live and play in. Furthermore, their provision of tablets and cognitively stimulating materials strengthened our activities in the Homes when trips out to the community were restricted.



The Majority Trust

What initiated as a response to the suspension of our daycare centre and TTW YES programme, Club MemorABLE has since grown and received funding support from The Majority Trust. Working together with The Majority Trust team, we were able to pivot quickly and introduce virtual engagements to enrich our services for our clients in the community. Our partnership ensured that PWD in the community continued to receive uninterrupted care while also underpinning our push for harnessing technology in care delivery.

Lien Foundation

Another visionary partner and co-creator in our endeavours to constantly innovate and better our delivery of practices in dementia care is Lien Foundation. With their support, we adopted the principles of Namaste Care into our TLC model of care, which will transform two of the TLC Homes into tranquil, multisensory havens for our residents.



Our current activity area which will be transformed into a vibrant Namaste Corner

We are grateful for synergistic partnerships with like-minded visionaries as we strive to further our impact in the field of dementia best practices, and we would like to thank the following partners for their continued support.



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 Continuous Improvement Reviews, 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 were presented in the World Alzheimer Report and at the Alzheimer's Disease International (ADI) 2020.

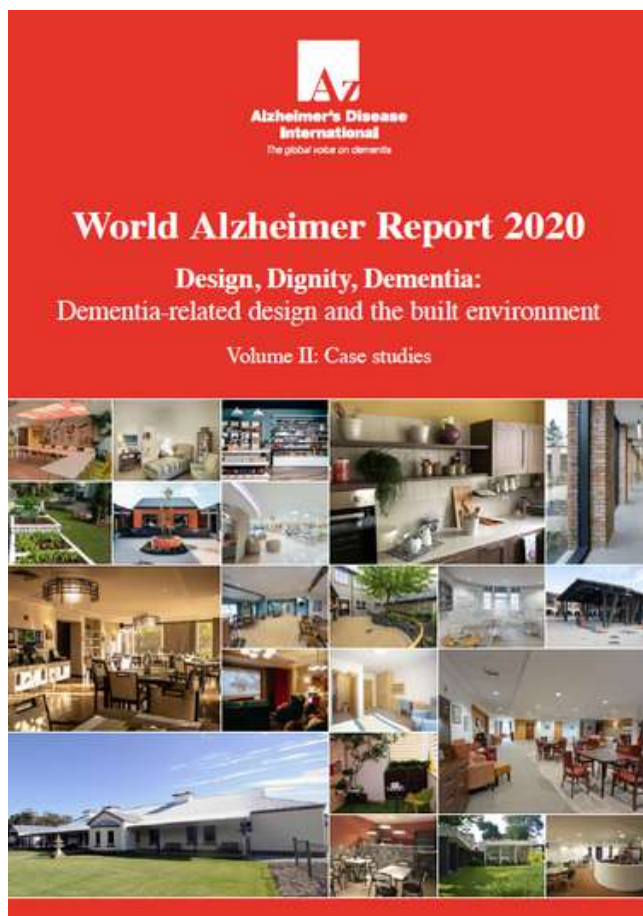
2020 was also a year of ingenuity and resilience as our staff rose above the difficult times, adapting and innovating to ensure that residents continued to receive uninterrupted care.

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

CO-CREATING KNOWLEDGE IN DEMENTIA CARE

World Alzheimer Report 2020

The Lodge's efforts in creating a cohesive ecosystem integrating both the natural and physical environment catered for PWD were internationally recognised in the World Alzheimer Report 2020. We were honoured to have the opportunity to share our insights on how environmental design is important in supporting PWD in their ADLs.



ALZHEIMER'S DISEASE INTERNATIONAL | WORLD ALZHEIMER REPORT 2020



Upon entering his/her self-contained home, residents are greeted by a homely living area with warm and vibrant colours. The area is decorated with resident's talented creations as well as endearing memories encapsulated in photos. Activity kits are accessible for residents' self-engagement and hobbies. At the far end, an open door invites residents to visit the Central Garden lush with plentiful greenery and a full range of activities, enabling them to roam at their own pace in a physically secure and emotionally safe environment.



Residents are facilitated to lead a normalised lifestyle, living as a family, in open common areas where activity happens. Day-to-day, the open pantry is adapted for multiple lifestyle activities, including culinary sessions, helping each other in tidying up crockery after meals, self-help to drink, breakfast of choice and more. Residents are enabled and empowered to make their own choices. The space encourages independence and social interactions between staff and residents, family members, children. Centralised activity areas not only add to the vibrancy, but also encourage participation and social activity from passive observers. Artificial grass along the corridor functions as an aesthetic slip prevention on rainy days without any restriction to free access.



Beyond a popular spot for morning walks, the Central Garden provides a nurturing social space where residents come together for nature-inspired activities. Social activities including pet group visits, garden exercises and outdoor lunches add to the vibrancy of the space. Residents come together in a familiar and comfortable environment. Planter beds allow residents to plant and tend to their own vegetables in a garden filled with common local fruits, herbs and spices, while discovery stations at every corner of the path provides opportunities for exploration and cognitive stimulation.



Walking out of their bedrooms, residents are greeted by a stimulating courtyard with nature: lush greens, aromatic plants and natural light. An open platform in the middle acts as an inviting spotlighted stage for talented residents to teach or guide others. We honour each resident with respect and dignity to be the best he or she can be. Delightful trinkets are sprinkled among the greenery, making for fun discovery at every corner, making for fun discovery at every corner.

To download the World Alzheimer Report 2020, go to <http://bit.ly/ahlworldalzheimer>

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DESIGN DIGNITY DEMENTIA - RESIDENTIAL CARE CENTRES

Presentations at ADI 2020

Supported by evidence-based practices in all forms of care administered, the good work done in the Lodge has been recognised and seven pieces of ground-up knowledge created were presented at ADI 2020.

No	Works Presented
1	Effects of Strength Training on Muscle Strength and Balance between Community Ambulant and Home Ambulant of People with Dementia in Long-term Residential Care
2	My Morning Venture: Benefits of innovative integrated physical, social and cognitive stimulation in-community programme for Elderly with Dementia
3	My Heart Time: Benefits of Group Music Therapy for Elderly with DementiaBenefits of Music Therapy for Well-being and Engagement in Person-centred Dementia Care
4	Ability Centred Care Model: A case illustration for implementing Rich Task for Persons with Dementia
5	Work as Therapy for People with Young Onset and Early Stage Dementia: Impact and Implications on Community-Based Clients and Caregivers
6	PCC Nursing : A game-changer in Dementia Care: Impact of PCC Nursing to the lives of People with Dementia, their families, caregivers and culture of care
7	Making It Work: Partnership Models for Therapy Through Work (TTW) for People with Young Onset & Early Stage (YES) Dementia

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.

Harnessing Technology

In 2020, we turned to technology more than ever to further advance safety and security features in the Lodge. Technology was also harnessed as a means for the residents to stay connected to their loved ones and the community when physical visits were restricted.

To increase productivity, reduce the need for manual labour and keep our residents safe, the electronic Visitor Management System was further enhanced with an automatic temperature-taking machine installed at the Lodge's front lobby.



Automatic Showering Machines

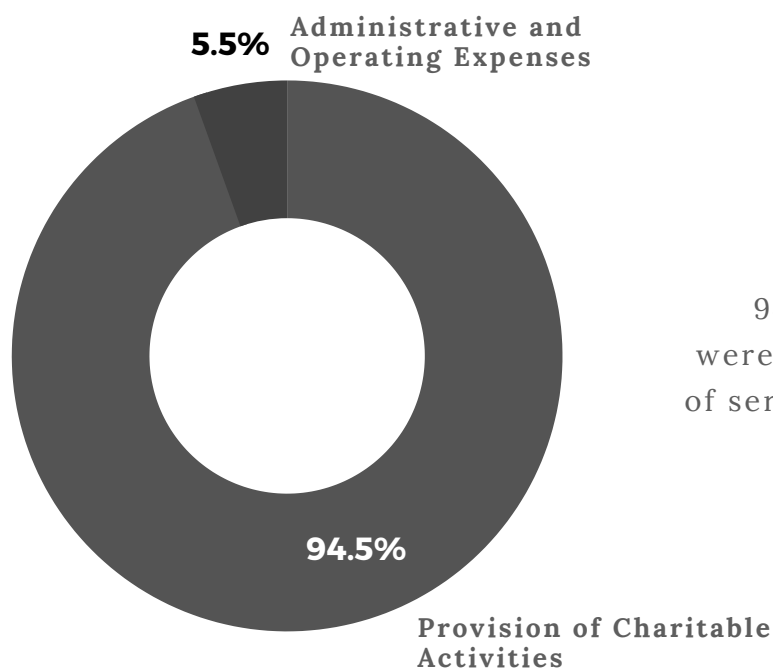
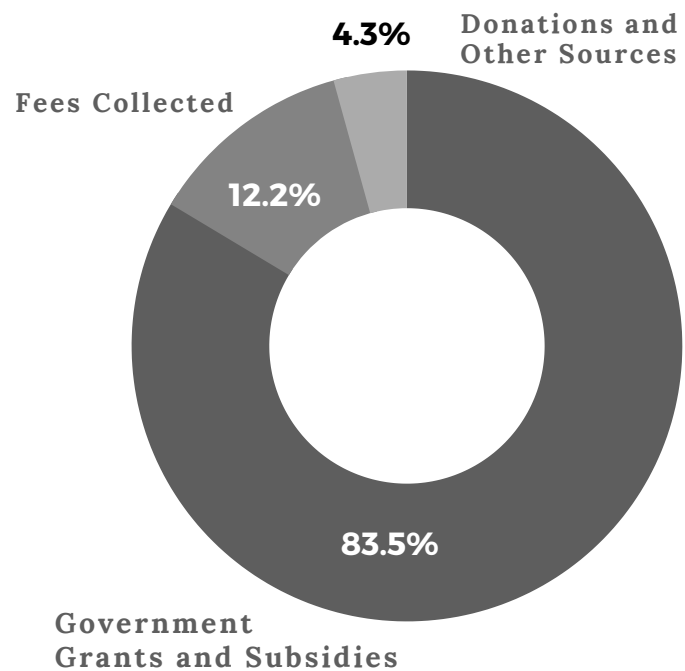
To manage our resources sustainably and reduce manpower required during grooming, we installed automatic showering machines in all seven homes of the Lodge. These wheelchair-friendly machines in turn empowered residents with the confidence and autonomy for self-grooming,

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.

FISCAL EXCELLENCE - FINANCIAL REPORT

Income

The Lodge received 83.5% of its income from Government grants and subsidies in 2020. Fees collected from residents and day care elders accounted for 12.2%, with the balance 4.3% from donations and other sources.



Expenses

94.5% of our total expenses were incurred on the provision of services to residents and day care elders.

ALZHEIMER'S ACTION DAY 2020 - GRANDMA'S KITCHEN

As part of World Alzheimer's Month in September 2020, we celebrated the rich lives of PWD in Grandma's Kitchen - our first-ever live virtual cooking series featuring the talented residents of AHL. The series aimed to highlight the importance and impact of facilitation and respecting the Person in each PWD.

Spanning four weekends, our residents cum chefs, Mdm See Liang Hau and Mdm Ratnam Rukumani, helmed the live sessions and showcased their culinary skills in local delights such as ondeh ondeh, mee siam, chilli belacan and roti prata.



Despite the absence of a physical event, Grandma's Kitchen was a huge success, reaching over 10,000 viewers online. We also connected with the wider community through features in The Straits Times and The Pride, thereby building on our work towards 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 June Sing, Head of Nursing Ms Debbie May Amata, Nurse Manager Ms Juanna Marie Balajadia, Assistant Nurse Manager Mr Rodney Jay Ines, Staff Nurse Ms Terry Galvadores, Clinical Leader Ms Emielou Coidno, Clinical Leader Ms Hana Concepcion, Clinical Leader	

The Medical Sub-Committee met three times in 2020. Due to COVID-19 restrictions, the meetings were mainly virtual to minimise external visits to the Lodge. At each meeting, the Sub-Committee reviewed all mortality cases in the Homes presented by Dr Hwang.

The Lodge has adhered to stringent compliance to advice from the authorities during the pandemic, and there were no cases of COVID-19 in the Lodge.

The number of mortalities ranged between 4 to 6 and after discussion, all cases were certified as death due to natural causes, such as terminal Pneumonias, Ischaemic Heart Disease, strokes and terminal cancer.

We have enhanced our SOPs including warning signs of allergy written clearly on the medical records to prevent medication error and to ensure adherence to the five “Rights”. With improved procedures, equipment and closer monitoring, we have also reduced falls by over 50%.

Contagious disease like scabies, TB, or hospital-acquired infections like resistant microorganisms were infrequent and these were well treated and monitored to prevent spread. Most residents would have their regular annual flu vaccination.

There were 85 nurses and care support staff, of which 13 are State-Registered nurses. The Head of Nursing and nursing leaders update the medical sub-committee on nursing clinical indicators and shared the root cause and analyses of incidents with follow up action plans. The advice at these meetings is heeded with improvements in the care of residents.

Human Resource Sub-Committee

The HR Sub-Committee comprises the following members:

Chairman	Mr Gan Boon Jin
Member	Mr Kang Hak Leng
By Invitation	Ms Soh Mee Choo, Chief Executive Officer Mrs Mui-Kok Kah Wei, Deputy Chief Executive Officer Ms Geraldine Tan, HR and Admin Manager

The HR Sub-Committee held four meetings in 2020. The committee deliberated on the mid-year and end-year bonuses and salary increments for staff in line with industry norms and individual performance. Career development grades were reviewed to ensure that AHL is able to attract and retain talent. HR policies were reviewed in response to the disruptions brought about by the COVID-19 pandemic with focus on employee wellbeing.

During the year, the leadership bench was further strengthened with the appointment of Mrs Mui-Kok Kah Wei as Deputy CEO and Mr Lim Tien Poh as Head of Finance.

Audit Sub-Committee

The Audit Sub-Committee comprises the following members:

Chairman	Mr Tan Cheong Hoe, Charles
Member	Mr Leow Tze Wen
By Invitation	Mr Lim Tien Poh, Head of 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 2020, 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 2020 by Ernst & Young, and the second was the Internal Audit of MOH Subvention Fund by MOH Group Internal Audit.

ACKNOWLEDGEMENTS

AHL would like to convey our heartfelt gratitude to all our supporters who have contributed time, effort, and gifts to 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 2020, and we look forward to your companionship in the journey ahead.

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