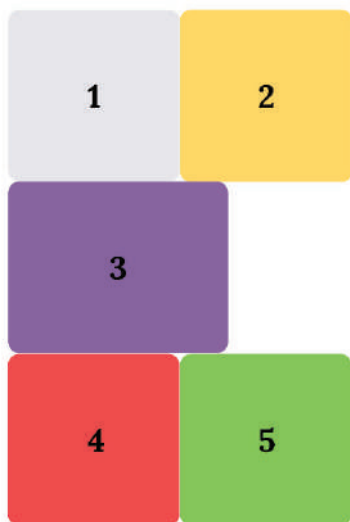




ANNUAL REPORT 2021

 **APEX HARMONY LODGE**
Touching Lives Affected By Dementia





Featured on the cover:

1. Continuous learning opportunities for Assisted Living residents
2. Tender Loving Care residents enjoying Namaste Care in a tranquil sanctuary
3. Wellness experiences in mindfulness for Daycare elders
4. Family bonding opportunities for Community Care clients
5. Sensory stimulation for Supported Living residents through reminiscence

ABOUT US



Apex Harmony Lodge (AHL) has been a community committed to empowering lives affected by dementia since 1999. We are the first and only purpose-built lodge for Persons with Dementia (PWDs). Anchored by our vision and mission, we strive to reframe dementia, celebrating dementia as a unique phase of life, so that PWDs can live life to their fullest. We do this through strength-based, person-centered approaches in our integrated dementia care, with the belief that each PWD is a gift to us. Beyond providing long-term residential care (LTRC) in our nursing home across the spectrum, we also provide services for clients living with dementia and their caregivers in the community.

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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MISSION

To be a living model of a home committed to lives affected by dementia

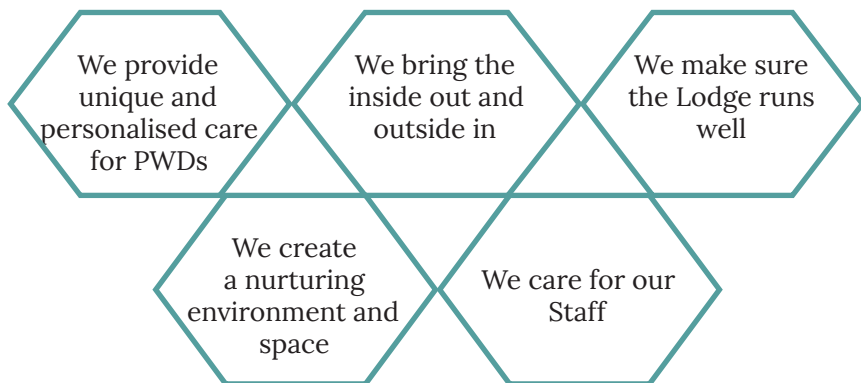
VISION

To provide the best of care for persons living with dementia - what is required for a person to live well

4 STRATEGIC THRUSTS



5 CARE PRINCIPLES



CHAIRMAN'S ADDRESS

2021 marked our toughest year yet, as we forged ahead in our care journey for persons with dementia (PWDs) amidst the pandemic. In the wake of a surge in COVID-19 cases across nursing homes in Singapore, our hearts were heavy when several of our staff and residents had tested positive for the virus.

With the resilience, dedication and sacrifices of our staff and next-of-kins, we managed to quickly control the spread of the infections. The fight against the pandemic is far from over, and we remain vigilant and steadfast in our care for PWDs to counter the virus.

Despite our residents not being able to leave the Lodge for their pre-COVID-19 activities, we are thankful for our numerous partners who have brought the outside in, facilitating opportunities for our residents to stay in touch with the community at large. The residents look forward especially to the weekly virtual Intergenerational Bonding

Programme (IGBP) sessions with the children from our partner school, Little Shepherds' Schoolhouse@Church of Holy Trinity. Monthly virtual birthday celebrations bring lots of cheer to the Lodge, helmed by our dedicated corporate volunteers from DBS Bank. Most importantly, we are heartened by our residents' adaptability in integrating technology into their daily routines, as technology looks to be a mainstay beyond the pandemic.

In the year, we also innovated and worked on revamping our garden – both through environmental transformations and types of activities for our residents – to future-proof our care delivery for PWDs. Without having to leave the Lodge, our residents are able to immerse their senses and live like a family in our edible garden. Initiatives like Farm-To-Table involve residents in the entire farming process, from seeding to harvesting, to eventually cooking and enjoying organic vegetables from the garden. In the coming year, we look to commence

Mindful Immersive Nature Therapy (MINT) in our garden, with a focus on wellness and well-being for all our residents.

Beyond the Lodge, our community care team worked on enhancing Club MemorABLE (CM), with strong support from The Majority Trust. CM's membership has grown and through continuous reviews, the team worked with CM members and their caregivers to enrich and co-create activities to suit the cognitive, physical and social needs of its members.

In honouring the talents of PWDs and providing an outlet for them to continue expressing themselves creatively, we began the sales of crafts. The launch of our Carousell shop featured tote bags designed by our residents, where each design tells the unique story of each individual's rich life history. All proceeds from the sales return to our residents' welfare fund. Embedded also as a form of therapy and empowerment,

handicrafts made by our residents for sale are in the pipelines.

Our team's unfaltering efforts to transform dementia care and reframe dementia as a unique phase of life are also evidenced in our strong evidence-based practices, with rigorous documentation, collection and analysis of data to ensure that our care approaches are intentional and cater to the various needs of the PWDs. We have submitted two abstracts for Alzheimer's Disease International Conference 2022, documenting inspiring stories of how two of our programmes – Namaste Care and Crdl musical instrument – have seen measurable impacts on the well-being of our residents. In partnership with AIC, we have also developed a training video on Namaste Care for caregivers as we strive to contribute to the sector.

In order to balance resource constraints while continuing our care delivery to PWDs, we tapped

on technology. This included virtual platforms for activities and a digital visitor management system. We also strengthened our integrated team approach comprising both nursing and non-nursing staff. Non-nursing staff have been trained to perform basic procedures such as swabbing and measuring vital signs. With support from the Government, we also revised staff remuneration to remain competitive in the sector.

Amidst the evolving innovations, we remain frugal in managing our resources responsibly and intelligently. This ensures we are able to sustain quality person-centred care for all the lives that we touch. In this respect, our financial resources and reserves are healthy and we are in good stead to continue the good care practices for PWDs.

On behalf of the Management Committee, I would like to give special thanks to our committed and hardworking team of staff, led by CEO Ms Soh Mee Choo, who have rose to the many challenges that came their way, innovated and continue to deliver high quality care for our residents,

daycare elders and community clients. In spite of the pandemic, they continue to safeguard the well-being and safety of all staff as well.

I also extend my deepest appreciation to all our volunteers, sub-committees, benefactors and champions of the Lodge. They have contributed much love, time, effort and donations to enable us to forge ahead in our mission every day.

Lastly, I would like to thank my fellow members of the Management Committee for their invaluable support and dedication to the successful running of the Lodge. It has been an honour and privilege to serve PWDs alongside all of you.

Mr Gan Boon Jin

Chairman
Management Committee
2022/2023

MANAGEMENT COMMITTEE

GOVERNANCE

Roles and Responsibilities of Management Committee (MC)

The MC acts in the best interest of the Lodge in providing the best of care for persons living with dementia. It ensures that the Lodge is managed responsibly and prudently; complies with all applicable laws and internal policies; is governed by an appropriate code of conduct and has robust processes to ensure compliance with the code.

The MC maintains overall control and management of the Lodge, whilst delegating the day-to-day management to the management team headed by the Chief Executive Officer (CEO). The MC reviews and approves new programmes, changes in current programmes and significant transactions. The MC also approves the annual budget prepared by management. All MC members are not remunerated by the Lodge and are mandated to declare actual and potential conflicts of interest, and to abstain from voting or participating in decision-making on matters where they have a conflict of interest. The MC also ensures that the Lodge is in compliance with requirements in the Societies Act, Chapter 311, Charities Act, Chapter 37 and other relevant regulations, Financial Reporting Standards in Singapore (FRS), and the Code of Governance for Charities and Institutions of a Public Character (IPCs).

Composition of our MC

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 2021, the MC had 12 members. The MC met six

times since the last Annual General Meeting (AGM). The attendance of the members is as follows:

No.	MC Member	Designation	No. of Meetings Attended
1	Mr Gan Boon Jin	Chairman	6/6
2	Mr Kang Hak Leng	Vice-Chairman	6/6
3	Mr Mathavan Devadas	Honorary Secretary	4/6
4	Mr Soo Hon Weng, Wayne	Treasurer	5/6
5	Ms Chen Hui Wen	Assistant Treasurer	6/6
6	Mr Kong Kenneth Kitso Michael	Member (until 1 Jul 2021)	1/1
7	Dr Ee Chye Hua	Member	6/6
8	Mr Teo Beng Fwee	Member	4/6
9	Mr Leow Tze Wen	Member	0/6
10	Ms Irene Lai Chiew Hiang	Member	5/6
11	Mr Tan Cheong Hoe Charles	Member	2/6
12	Mr Lim Wei Liang James	Member	6/6
13	Dr Tew Chee Wee	Member (from 1 Jul 2021)	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 2021 to 31 December 2021 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 Management Committee ensures that the Lodge has adequate cash reserves to cover its annual operating expenditure.

Our current year General Fund Reserves of \$8.7 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 \$11.13 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 Management Committee of the Lodge as at the date of this report were:

No.	MC Member	Designation	Date of Appointment	Occupation
1	Mr Gan Boon Jin	Chairman	26 Mar 2021	Executive Vice-President
2	Mr Kang Hak Leng	Vice Chairman	26 Mar 2021	Accountant
3	Mr Mathavan Devadas	Honorary Secretary	27 Mar 2013	Consultant, Legal Firm
4	Mr Soo Hon Weng, Wayne	Treasurer	26 Mar 2021	Accountant
5	Ms Chen Hui Wen	Assistant Treasurer	26 Mar 2021	Senior Project Manager
6	Dr Ee Chye Hua	Member	26 Mar 2021	Consultant Geriatrician
7	Mr Teo Beng Fwee	Member	26 Mar 2021	Accountant
8	Mr Leow Tze Wen	Member	30 Mar 2017	Director
9	Ms Lai Chiew Hiang Irene	Member	26 Mar 2021	Regional Marketing Manager

No.	MC Member	Designation	Date of Appointment	Occupation
10	Mr Tan Cheong Hoe Charles	Member	30 Mar 2017	Managing Director
11	Mr Lim Wei Liang James	Member	29 Mar 2019	Associate Director
12	Dr Tew Chee Wee	Member	1 Jul 2021	Consultant Geriatrician

Except for Mr Kang Hak Leng, none of Members had served the Committee for more than ten years. His continued representation in the MC beyond ten 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, Finance and Compliance	02 Jan 2020

Residents, Daycare Elders and TTW YES Clients' Profile

As of 31 December 2021, AHL was home for 207 long-term residents, and provided day care services to 23 other PWDs. More than 71% of our residents are aged 75 and older while 15% are aged 90 and above. They are our pioneer generation who played a pivotal role contributing to Singapore during our nation-building years. 9% of our residents are aged 65 and below with young onset dementia. More than 39.6% of residents have been residing in the Lodge for more than 5 years.

Of the 207 residents, 94% were subsidised, of which 36% were fully-subsidised residents and 25% paid between \$100 and \$500 per month. The Lodge remains committed to providing for the needy.

Staff Profile

As of 31 December 2021, AHL had 135 staff. About 84% were care staff comprising the nursing and non-nursing team including Exercise Therapists, Associate Psychologists and Social Workers. To strengthen the care team, we have an experienced General Practitioner, Occupational Therapists, Physiotherapists and Speech Therapist. This core team ensured that we could extend robust integrated care to our residents and empower PWDs.

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, three staff received between \$100,001 and \$200,000 in annual remuneration while one staff received between \$200,000 and \$300,000. Remuneration of staff were benchmarked against the healthcare sector pay scale and approved by the HR Sub-Committee. None of the paid staff were close members of the family of the CEO, Chairman or Board Members. None of the MC members received any form of remuneration or benefit from the Lodge.

Related Entities

AHL does not have any related entities.

BUILDING A VISIONARY ECOSYSTEM FOR PWDS TO LIVE WELL

Guided by our mission, vision and operating philosophy of unlocking potential in every resident, staff and volunteer beyond dementia care, we strive to co-create a visionary ecosystem for PWDS across the spectrum to live well. Through the integration of the social and physical environment, ability-centred activities and a comprehensive Living Well Plan (LWP), we want to reframe dementia as a unique phase of life worth celebrating.

In 2021, we have further structured our service delivery in a bid to future-proof our activities. This is to ensure sustainability despite the pandemic and other potential occasions that arise.

LONG-TERM RESIDENTIAL CARE: ASSISTED LIVING

Assisted Living (AL) envisions itself as an assisted vacationing lifestyle, based on Reablement into the Ability-Centred Care (ACC) model. This allows the discovery of talents with authentic self-engagement through rich tasks. By reabbling voices to choose what they love to do, we empower the residents to live well.



Through demonstration and support from the community, residents are empowered to make eco-enzymes with orange peel



Residents co-create, design and shape our central garden in vibrant ways, such as painting of the benches

In line with AL's vision to provide rich tasks and strength-based wellness experiences for residents, four key resort-style reablement initiatives were formalised: Lily Band, Work@Lodge, ACC Dining and Farm-to-Table. Each initiative empowers AL residents to discover new talents while maintaining their identity and facilitating opportunities for socialisation.



Resident flexing his brain muscles in an online game of chess

Furthermore, we adapted and utilised the limited spaces in the homes more intentionally, contributing to higher levels of engagement, social interactions and continuous learning. These included ready access to technological devices, the virtual Intergenerational Bonding Programme (IGBP) in the living areas and tea breaks in the garden.

Together, these contribute to a more nurturing community and space where residents enjoy normalised and naturalised activities.

MR THOMAS LIM, THE GARDEN ENTHUSIAST

Mr Thomas Lim was diagnosed with young onset dementia before turning 65. He retains much of his cognitive and physical functionalities. As the former Vice-President of the Singapore Koi Club, he retains a keen interest in rearing koi fish and garden-related activities. Often, staff seek Mr Lim's advice on how to rear fish in the Lodge.



(L to R) Mr Lim and a fellow resident harvesting Brazilian Spinach in our garden

With his wealth of experience, Mr Lim's goal is to join staff in co-creating and shaping the Lodge's Central Garden. This was fulfilled through a new signature activity, Farm-to-Table, where residents take ownership right from the seeding to harvesting.



They then enjoy the fruits of their labour by cooking delicious dishes like assam fish head! We aim to provide more of such immersive and leisure activities to normalise the residents' living while unleashing their fullest potential.

Mr Lim preparing fresh vegetables from our garden to cook assam fishhead

LONG-TERM RESIDENTIAL CARE: SUPPORTED LIVING

Supported Living (SL) envisions itself as a vibrant countryside resort of connected, enabled and engaged community.

To fully immerse the residents in a vibrant countryside resort, we were intentional with how we enhanced the spaces of the SL homes. We strived to awaken their senses with the sensory stimulating environment.



Enter the Kampong wall mural by local artist Yip Yew Chong. More than just a work of art, the mural stretches across the walkway, allowing staff to facilitate interactive activities. This includes residents feeling and finding the fruits hung on the wall to deliver them to their 'neighbours' in the kampong. Residents who were previously less communicative vividly started to share their past life harmoniously in the kampong.

The SL team is also committed to empowering residents through the use of assistive devices and technology. Thus far, over a third of SL residents have successfully integrated assistive devices in their daily routines. This provides them a renewed sense of purpose towards gaining independence.

Feature

MDM TSENG WAN FEN, THE INDEPENDENT NURTURER



Mdm Tseng is now empowered to explore the Home as she pleases, with supervision from staff

A wife, mother and former educator, Mdm Tseng Wan Fen was dedicated to nurturing and caring for the people around her. Despite her busyness, she valued her independence, including the ability to move around on her own. With some physical decline, she began facing some struggles walking.

The staff therefore introduced her to different assistive devices so she could be comfortable and build confidence and strength in walking independently.

Under close supervision, Mdm Tseng regained confidence in walking and was empowered to participate in other activities which require higher levels of physical and cognitive strength. Today, she is able to explore the environment with minimal supervision using the assistive device.

LONG-TERM RESIDENTIAL CARE: TENDER LOVING CARE

Tender Loving Care (TLC) envisions itself as a Therapeutic Sanctuary with Loving Connections, undergirded by the philosophy in Namaste Care and Palliative Care.

Building on Namaste Care as a signature of TLC homes, we actively engaged over 90% of residents in weekly Namaste Care sessions. Namaste Care is a care approach focused on creating a calm, multisensory environment with activities conducted in an unhurried manner. We are proud that all TLC staff have been trained to facilitate Namaste Care.

In the year, we also collaborated with the Agency for Integrated Care (AIC) to develop a local Namaste Care video that is due for release to guide caregivers in Singapore.



Residents finding joy in different soundscapes through the Crdl instrument

We also piloted the use of the Crdl instrument, a device specially designed to stimulate interaction and communication through sound and touch. Soundscapes of choice themes can be programmed in the instrument to evoke pleasant memories and positive emotions of the residents.

MR RAMAIAH THIAGARAJAN, THE MAGICIAN

When Mr Ramaiah Thiagarajan first came to the Lodge in 2020, he resisted participating in any of the activities offered to him. He was quiet, grumpy and had difficulties finishing his meals. The staff faced difficulties engaging Mr Thiagarajan meaningfully but willingly took up the challenge and succeeded when he was introduced to the Crdl instrument.



Mr Thiagarajan opening up to a staff after being connected to the Crdl instrument through sound and touch

When residents are connected to the Crdl instrument through touch, their touch is transformed into sounds, effectively turning their bodies into musical instruments. Whenever Mr Thiagarajan touched the Crdl instrument, he was amazed by the sounds produced and gradually came out of his shell. He started sharing his past experiences as he listened to different sounds produced, unlocking different parts of his memory.

Now, Mr Thiagarajan is no longer the quiet and grumpy person he was before. He initiates conversations with others and his mood is improved. With the love and care from staff, Mr Thiagarajan is meaningfully engaged in the Crdl instrument, daily exercises and even eats independently now.

COMMUNITY CARE: DEMENTIA DAY CARE & CLUB MEMORABLE

Community Care at the Lodge is envisioned as a go-to, co-created community which values and celebrates a unique phase of life. We aim to create a dementia-empowering and safe social space for PWDs and their families.



As Daycare aims to be centred around socialisation and continuous learning, the Daycare clients enjoyed learning how to create beautiful masterpieces together



Activities like plant propagation help uplift the spirits of our Daycare clients while enthusing exploration and self-discovery

Dementia Day Care (DDC)

With strengthened relationships forged between caregivers and staff of our DDC clients, we observed an increase in the average occupancy days per week in 2021. Many caregivers have requested for their loved ones to attend DDC more regularly as they are assured of quality care and meaningful engagement at the Lodge.

MDM LIM SWEE HAR, THE DRIVEN MOTIVATOR

Being a strong-willed lady, Mdm Lim was filled with worry when she was diagnosed with dementia in 2016. She had overcome many setbacks in her life but this was a low point in her life. However, with a determined mindset, she did not give up and strived to maintain her independence with support from her best friend.



To support Mdm Lim in maintaining her cognitive, physical and emotional health, the care staff planned activities that allowed her to retain as much independence as possible.

Mdm Lim cheerfully leading other daycare elders in morning exercise

During exercise sessions, Mdm Lim co-facilitates the session alongside our staff to lead other daycare elders. Being effectively bilingual, she also aids as a translator between staff and the elders where needed and. To further boost meaningful engagement for Mdm Lim, she regularly writes letters of encouragement and wisdom to the children from our partner preschool.

At the DDC, Mdm Lim has also picked up skills and knowledge of Mindfulness, allowing her to continue living well in spite of dementia.

Club MemorABLE (CM)



CM members excited to showcase their snowman after a Christmas-themed craft workshop

Building on the momentum of the previous year, CM has grown both in numbers and types of activities offered to clients. CM has achieved 86% in engagement and satisfaction from its members, a testament of its effectiveness in engaging PWDs living at home meaningfully. Several caregivers also enquired about enrolling their loved ones in our DDC after noticing the benefits of CM and our person-centred approaches.

MS RIMA RASIF, THE BEST (FRIEND) CAREGIVER

In 2021, we were proud to have Ms Rima Rasif, our seasoned CM musician and caregiver to CM client Ms Amina, be awarded with the Singapore Patient Action Award.

In partnership with DBS, Ms Rasif (left) and Ms Amina rode in a limousine to a CM outing



The award recognises exceptional individuals across all health and social care institutions in Singapore for demonstrating exceptional qualities of resilience, compassion, love and kindness. Being childhood friends, Ms Rima rose to take on the role of Ms Amina's caregiver when the latter was diagnosed with young onset dementia.

The validation of Ms Rima's care and approaches are testament to our focus on dyadic caregiver mastery. The real recognition of our approaches comes not from awards but through the improved connections in a family unit.

COMMUNITY CARE:

THERAPY THROUGH WORK FOR YOUNG ONSET & EARLY STAGE DEMENTIA

Therapy Through Work for Young Onset and Early Stage Dementia (TTW YES) aims to provide therapeutic work opportunities for PWDs living in the community.

In 2021, in spite of the heightened pandemic guidelines, our partners have journeyed with us and continued to have TTW YES clients fulfilling their work engagements onsite. Work as a form of engagement has proven to stimulate PWDs physically, mentally, emotionally and socially. Despite the pandemic, our clients were able to find meaningful engagement and occupation through work.

MR PEY KOK THYE, THE RESILIENT COMMANDER

Feature

Mr Pey Kok Thye was diagnosed with dementia ten years ago and was let go from his job due to his condition. His family had difficulties finding meaningful engagement for him as Mr Pey was only in his early-fifties upon diagnosis. An outgoing gentleman, he retained much of his physical abilities but his functional abilities had declined.



Mr Pey (left) and his son bonding over expressive art-making at a HortPark event.

When Mr Pey was introduced to the TTW YES programme in 2020, our staff faced many challenges while Mr Pey was working onsite at Orchid Laundry. He had difficulties recalling the sequences to his task and took much longer to familiarise himself with them. Despite the challenges, Mr Pey never gave up. He persevered in each task and together with support from staff, he became more motivated to work and looked forward to each new day of work.



Mr Pey empowered to continue working at Orchid Laundry

His family has been a great source of support and continually encourages Mr Pey to be engaged meaningfully in different activities offered by the Lodge. Seeing the improvements in memory and cognition after attending TTW YES, Mr Pey's family requested for Mr Pey to have more work sessions each week. Possessing a positive outlook and friendly demeanour, Mr Pey proudly takes on the challenge and shares, "I used to be a commander. Standing for 12 hours is no problem for me!"

INTEGRATED PERSON-CENTRED CARE MODEL

The Integrated Person Centred Care (PCC) model at the Lodge consists of different creative and purposely-designed programmes to complement our clinical care services. We work closely across the various departments to ensure that each PWD fulfills his/her needs holistically in a normalised and naturalised way.

Nurses Beyond Nursing, Nursing Beyond Nurses

In the year, we continue to live out a PCC nursing model that prioritises humanising care with naturalised therapeutic experience for PWDs. In line with our heartbeat of 'Nurses Beyond Nursing, Nursing Beyond Nurses', we trained our nurses to facilitate psychosocial and non-clinical activities to meaningfully engage our residents daily. Similarly, we equipped our non-nursing care service staff with basic nursing skills, including vital sign training to step up safety and precautionary measures in the Lodge.

Integrated Care Team

As there were fewer nursing staff on the ground due to manpower constraints, we have worked on upskilling nursing staff. One such initiatives in 2021 was launching our internal certificate of competency for serving medication. In line with the Enhanced Nursing Home Standards, the course framework, training materials and assessment criteria were developed. The training took place twice a week for six months to allow nursing aides and enrolled nurses to be gain competency and knowledge in administering medication.

Despite the teething issues during the transition to upskill and integrate the teams, our nursing and care teams have been able to adapt and contribute beyond their usual capacities. With greater teamwork, we can enhance our PCC approaches and ensure greater quality care for PWDs.

SYNERGISTIC & SUSTAINABLE PARTNERSHIPS

Despite the challenges in 2021, our synergistic partners continued to work alongside us to provide abundant support in the delivery of our care services and initiatives. We continue to strive for ‘win-win-win’ partnerships where our Lodge, our partners and most importantly PWDs can benefit together through meaningful collaborations. We are thankful for the alliances forged with every partner over the years, and would like to highlight some developments in 2021.

Institute of Mental Health (IMH)

We are grateful for the kind support from all our community and referral partners, and their devotion to our goals of creating a dementia-friendly community. One is IMH, who has provided us invaluable guidance and knowledge in several of our initiatives.



TTW YES clients empowered to work at the sites of workplace partners like Comcrop

Since 2019, IMH embarked on a two-year research to study the implementation of our TTW YES programme. The report was finally completed in 2021, presenting findings on the positive effects of the programme, which has raised awareness of TTW YES in mainstream media.

Little Shepherds' Schoolhouse@Church of Holy Trinity (LSS)

Residents interact with six-year-olds from LSS through thematic weekly sessions as part of our Intergenerational Bonding Programme (IGBP). The IGBP provides a platform for the different generations to interact and learn new skills from each other. Since the pandemic, physical sessions have pivoted online, ensuring the continuity of the programme.



Residents and LSS students creating a lively and energetic atmosphere through games and social interactions over zoom



During the school holidays, we ran the tri-generational e-sessions involving the children, their parents and residents. This was intended to realise the potential among the three generations through the sharing of common experiences, much to everyone's delight.

Moving forward, IGBP will evolve to become Mindfulness IGBP, with intentional integration of Mindfulness principles and practices into the weekly sessions. Staff from the Lodge and teachers from LSS have been trained to facilitate Mindfulness during the interactions between residents and children. We look forward to commencing this proper in 2022.

National Heritage Board (NHB)

We formalised our collaboration with NHB to work together in developing dementia-inclusive heritage-based programmes and designing meaningful spaces for persons with dementia and the general public.



This included the Student Archiving Project 2021, where secondary school students engaged our residents to contribute oral histories for exhibitions in the National Museum of Singapore (NMS). Our residents and daycare elders also contributed to the 'Pen Pal Corner' in NMS, an intergenerational installation. Here, children write letters to senior pen pals, who read and respond to the letters, engaging both generations in meaningful two-way conversations.

Pen Pal Corner in NMS

DBS Bank

To continue bringing cheer to our residents and daycare elders despite restrictions on having volunteers on-site, DBS organised monthly virtual birthday celebrations. During the sessions, our seniors engaged in stories, games, song and dance. Each session brought much cheer to the seniors as they have missed much of the interactions with the community during this pandemic.

We are grateful for all our partners who continue to journey with us to further our impact in the dementia field. We would like to thank the following partners for their unwavering dedication to our mission.



ENDURING CULTURE OF INNOVATIVE EXCELLENCE

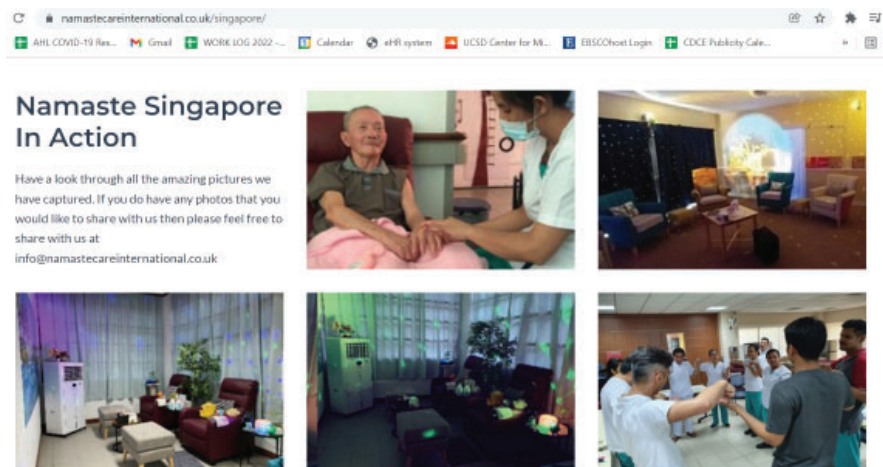
In AHL, we provide the highest level of quality care with due diligence and planning. With robust planning, framing problems as opportunities and through continuous improvement reviews, we have built a culture of enduring positivity and possibilities.

In spite of the pandemic, we continued to adapt and innovate to ensure that residents, daycare elders and our community clients continue to receive uninterrupted care. We are grateful for the opportunities to contribute in the field of quality dementia practices.

KNOWLEDGE CREATED & SHARED

Namaste Care

Namaste Care is an internationally-recognised care approach to create immersive, calm and multisensory environments. This is done while integrating activities and interactions with a loving touch approach.



Feature of our Namaste Care training and practices on the Namaste Care International website: <https://namastecareinternational.co.uk/singapore>

The Lodge proudly represented Singapore community in sharing how Namaste Care has been adopted. We were featured by Namaste Care International for our journey in adopting the programme and providing rigorous staff training.

We were also heartened to be availed the opportunity to work with AIC in producing a Namaste Care training video. This will be a valuable resource in guiding caregivers and other nursing homes that are keen to integrate this practice into their care for PWDs.

Alzheimer's Disease International (ADI) 2022

In alignment with our goal to share innovative approaches with evidence-based outcomes, we submitted two abstracts for the ADI Conference in 2022. Both abstracts outline the significant improvements in our TLC residents' physical health and social well-being after the integration of Namaste Care and the Crdl engagement respectively into their routines.

We look forward to sharing our findings more extensively on this global platform.

HUMAN CAPITAL DEVELOPMENT

Learning and Development Framework

We established a Learning and Development Framework for our staff to gain key knowledge and essential skills in dementia care. This is coupled with e-learning as a self-directed platform to enhance learner engagement and learning experience. The courses include our person-centred care, basic dementia, intermediate dementia, care planning, and integrated activities and environment packages. The learning progression of staff will in turn be curated and mapped to the Lodge's core functional competencies. These ensure that all staff are adequately equipped to provide quality care for the evolving needs of PWDs.

Grooming Competent Practitioners

Despite a challenging year, we continued to focus on providing opportunities for staff to grow into competent practitioners. We are proud that several care staff were trained in clinical and psychosocial assessments for PWDs. More specifically, we have maintained a pool of certified assessors, including 15 Dementia Care Mappers, 36 InterRAI assessors, 4 InterRAI trainers and 1 Peer Reviewer. To cater to the evolving needs of PWDs, we provide continuous opportunities for upskilling our staff.

EVIDENCE-BASED PRACTICES (EBP)

Enhancing Credibility and Reliability

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. Due to the prolonged nature of the pandemic, 2021 gave rise to opportunities for framing problems into opportunities. This allowed existing processes to be enhanced and new ones developed.

In order to build credible data sets, we enhanced the efficiency of the Inter-Rater Reliability (IRR) structure among Dementia Care Mappers. Another notable structure implemented in the year was Wisconsin assessment for SL and TLC homes. This was the first time it was done to collect baseline data for environment transformation in the homes. Contrary to previous years, where we consulted external experts to conduct the assessment, we built capabilities for the Wisconsin assessment to be done by internal staff. This is testament to our commitment in creating credible and valid data sets.

OPERATIONAL & FISCAL EXCELLENCE

In striving towards the best of care for PWDs, the Lodge operates in alignment 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 - Virtual Reality (VR), Xbox Kinect

As technology looks to be a mainstay beyond the pandemic, the types of technology adopted to engage residents meaningfully was more paramount than ever.



Resident enjoying an engaging VR session, as featured on Channel News Asia

In 2021, we explored the use of VR headsets for residents to travel beyond the Lodge, and even the local borders. With VR, residents can self-engage and immerse themselves in places of their interest, reducing the reliance on manpower. With the Xbox Kinect, residents have fun and get a goodwork out at the same time, all in the comfort of their homes.

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

Financial Report

The Lodge received 79.0% of its income from Government grants and subsidies in 2021. Fees collected from residents and daycare elders accounted for 13.3%, with the balance 7.7% from donations and other sources.

93.3% of our total expenses were incurred on the provision of services to residents and day care elders.

SUB-COMMITTEE REPORTS

Medical Advisory Sub-Committee

The Medical Advisory Sub-Committee comprises the following members:

Chairman	Dr Ee Chye Hua	Consultant Geriatrician
Members	Dr Tew Chee Wee	Consultant Geriatrician
	Dr Gan Suay Hong	Principal Resident Physician
	Mr Thanikodi Siva Guru	Physiotherapist
In Attendance	Ms Soh Mee Choo	Chief Executive Officer
	Mrs Mui-Kok Kah Wei	Deputy Chief Executive Officer
	Dr Winston Hwang	Attending Physician
	Mr Tam June Sing	Head of Nursing
	Ms Julia Ong (resigned)	Assistant Nurse Manager
	Ms Juanna Marie Balajadia	Assistant Nurse Manager
	Ms Terry Galvadores	Senior Staff Nurse
	Ms Hana Concepcion	Senior Staff Nurse
	Ms Karl Zamora	Staff Nurse

The Medical Advisory Sub-Committee met twice in 2021. Due to COVID-19 restrictions, the meetings were virtual to minimise external visits to the Lodge. The Sub-Committee will also comprise nursing staff and medical social workers to broaden its expertise.

At each meeting, the Committee reviewed all mortality cases in the Homes, as well as fall incidents and other events which affected the residents. More specifically, post-fall assessments were either carried out by the visiting physician or referred to GeriCare team Doctors (KTPH) through teleconsultation. Follow-up actions have been included in the Nursing team's Action Plan to strengthen fall prevention measures and management. The Nursing team also updated the Committee on developments at the Lodge and sought advice on changes to enhance quality of clinical care.

Human Resource Sub-Committee

The Human Resource Sub-Committee comprises the following members:

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

The HR Sub-Committee held six meetings in 2021. The committee reviewed the Lodge's compensation strategy and competitiveness to ensure that AHL is able to attract and retain talent. The committee deliberated on the mid-year and end-year bonuses and salary adjustments in line with industry norms and Community Care Salary Exercise (CCSE). Job grading structure was reviewed to provide opportunities for career growth.

Audit Sub-Committee

The Audit Sub-Committee comprises the following members:

Chairman	Mr Leow Tze Wen	
Member	Mr Tan Cheong Hoe, Charles	
In Attendance	Mr Lim Tien Poh	Head, Finance & Compliance

Both members of this Sub-Committee are also members of the Lodge's MC, 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 2021, 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, one preview audit was conducted by the Internal Audit of MOH Subvention Fund by MOH Group Internal Audit.

Medifund Sub-Committee

The Medifund Sub-Committee comprises the following members:

Chairman	Mr Ng Nam Heng, Peter (Appointed 31 Mar 2021)
	Mr. Gan Boon Jin (Until 30 Mar 2021)
Member	Mr Tan Gim Kuay, Michael
	Ms Lai Chiew Hiang, Irene
	Mr Ng Hoon Hwee

In Attendance	Mr Lim Tien Poh	Head, Finance & Compliance
	Kevin Chong	Assistant Manager, Finance & Compliance
	Claire Poh	Social Worker
	Kayden Look	Social Worker

The Medifund Sub-Committee's primary role is to consider and approve Medifund and Medifund Silver applications from eligible residents and to administer payment out of the Facility Medifund Account.

In 2021, the Sub-Committee met twice virtually, in January and July, to review and endorse the applications and utilisations of the Medifund and Medifund Silver for the Lodge.

For the year under review, one ad-hoc audit was conducted by the external auditor appointed by MOH.

ACKNOWLEDGEMENTS

AHL would like to convey our heartfelt gratitude to all our supporters who have journeyed with us, contributing time, effort, gifts and donations to further our mission and impact working with PWDs.

Without your companionship, our journey would have been made much harder and we look forward to your continued support in the journey ahead.

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Notes

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