



APEX HARMONY LODGE
Touching Lives Affected By Dementia

ANNUAL REPORT 2022



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-centred 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 TRUSTS

Building a Visionary Ecosystem for PWDs to Live Well

Synergistic and Sustainable Partnerships

Enduring Culture of Innovative Excellence

Operational and Fiscal Excellence

5 CARE PRINCIPLES



CHAIRMAN'S ADDRESS

With the easing of Covid-restriction measures, 2022 presented new opportunities for Apex Harmony Lodge to deliver initiatives that go towards the transformation of our Lodge into a 'resort'. Such initiatives include launching new programmes, enhancing service delivery, and the environmental transformation of our spaces to create a Living Art Gallery and a Garden that Inspires. These initiatives were co-created with our residents to ensure that we regard their preferences and remain true to our operating philosophy of unlocking potential of persons living with dementia.

We are elated that the outcomes of the transformation and our programmes were analysed and shared beyond our four walls – and even across borders. For example, we were proud to present posters on our Namaste Care, approach using reminiscence through soundscapes, and 'Smart Albert', a technology-assisted cognitive stimulation programme during the 35th Global Conference of Alzheimer's Disease International held in London, England and the International Dementia Conference held 2022 in Sydney, Australia.

To this end, we are very grateful for partners like the Agency for Integrated Care which have provided us the opportunity to collaborate on a Namaste Care training video for caregivers' e-learning. We have also been fortunate to tap on the expertise of the various teams in Changi General Hospital, Khoo Teck Puat Hospital, Tan Tock Seng Hospital and the Institute of Mental Health which go a long way in shaping our practices. Collaborations with educational institutions like Temasek Polytechnic, Nanyang Polytechnic and James Cook University also allow us to glean invaluable insight to enhance our service delivery. We hope that our collaborations will inspire the next generation to reframe dementia as a unique phase of life.

One of the highlights of 2022 was our Alzheimer's Action Day which we were finally able to host after two years since the start of the pandemic. We were extremely honoured to have our Patron, Senior Minister and Coordinating Minister for National Security Mr Teo Chee Hean, grace the occasion. Partners, volunteers and families of the residents enjoyed a morning of activities and performances aimed to rekindle the shared vision of appreciating uniqueness and potential of persons with dementia (PWDs) in co-creating a more inclusive & supportive society for many more PWDs and their families to live happier, healthier and more dignified lives.

2022 also saw the closure of our Day Care Centre in November to open up opportunities to serve more PWDs as well as persons with mild cognitive impairment (PMCI). In our journey to continue serving PWDs, PMCI and their caregivers within the community, we will look to roll out a new service stream built upon our existing models such as Therapy Through Work, Club MemorABLE, and Caregiver Mastery, to create an organic culture of person-centred care in Singapore. On this account, we are very grateful to Orchid Laundry and ComCrop for their continuous support as worksite partners to sustain our initiatives.

In enhancing the wellness experience for a resort lifestyle, more efforts were also placed on weaving mindfulness initiatives into the residents' daily routines. Through our Intergenerational Bonding Programme, residents interacted regularly with children from Al-Istighfar Mosque Kindergarten, Little Shepherds' Schoolhouse, Little Skool-House, and youths from United World College East Campus. As a development of our Mindful Immersive Nature Therapy (MINT), we also brought residents out to national parks to experience curated sensory nature-based mindfulness activities. Finally, we are grateful to Mrs Liza Ow, who has championed our Tangle Art programme to nurture our residents' creativity through a therapeutic mindfulness art activity.

CHAIRMAN'S ADDRESS

Apart from our residential care, greater emphasis was placed on our staff's workplace learning. In the year, the Lodge also collaborated with the National Centre of Excellence for Workplace Learning (NACE), led by Nanyang Polytechnic, to co-develop competencies and on-the-job training blueprints to promote a more organised, sustainable, and effective system for workplace learning. This provided us with more consistency in our training outcomes, which will in turn lead to better quality of care.

Amidst the many challenges and evolving innovations, we remain pragmatic in managing our resources sensibly and responsibly in order to sustain our service delivery of quality person centred care in the long run. Our financial resources and reserves remain healthy and we are in good stead to continue delivering quality services to PWDs, their caregivers and the community.

As we look forward to a brand new year, I would like to express my deepest appreciation to all the hardworking and passionate staff, led by CEO Ms Soh Mee Choo, for making this possible. They have gone over and above their roles of providing clinical and therapeutic care to ensure that all our residents continue to flourish through personalised interactions with many special moments and different initiatives specially curated for them. I am also immensely grateful to all volunteers, synergistic partners, members of the sub-committees, donors and benefactors of the Lodge who have contributed their time, effort and resources to support our mission and vision.

Lastly, I would like to thank my fellow members of the Management Committee for their sterling support and commitment in overseeing the successful running of the Lodge. It has been a great honour and privilege to serve PWDs alongside a team of dedicated individuals. Let us continue to strive and build a community committed to empowering lives affected by dementia.



Mr Gan Boon Jin
Chairman
Management Committee

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 1966, Charities Act 1994 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 2022, the MC had 12 members. The MC met six times since the last Annual General Meeting (AGM). The members and the attendance of the Management Committee of the Lodge as at the date of this report is as follows:

No.	MC Member	Designation	Date of Appointment	Occupation	No. of Meetings Attended
1.	Mr Gan Boon Jin	Chairman	26 Mar 2021	Executive Vice-President	6/6
2.	Mr Kang Hak Leng	Vice-Chairman	26 Mar 2021	Accountant	6/6
3.	Mr Mathavan Devadas	Honorary Secretary	27 Mar 2013	Consultant, Legal Firm	3/6
4.	Mr Soo Hon Weng, Wayne	Treasurer	26 Mar 2021	Accountant	5/6
5.	Ms Chen Hui Wen	Assistant Treasurer	26 Mar 2021	Senior Project Manager	6/6
6.	Dr Ee Chy Hua	Member	26 Mar 2021	Consultant Geriatrician	5/6
7.	Mr Teo Beng Fwee	Member	26 Mar 2021	Accountant	6/6
8.	Mr Leow Tze Wen	Member	30 Mar 2017	Director	3/6
9.	Ms Irene Lai Chiew Hiang	Member	26 Mar 2021	Regional Marketing Manager	4/6
10.	Mr Tan Cheong Hoe Charles	Member	30 Mar 2017	Managing Director	1/6
11.	Mr Lim Wei Liang James	Member	29 Mar 2019	Associate Director	5/6
12.	Dr Tew Chee Wee	Member	1 Jul 2021	Consultant Geriatrician	3/6

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.	MC Member	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 Khee Chuan	Head, Finance and Compliance	5 May 2022

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.

Key Corporate Governance Initiatives

AHL is committed to lawful and ethical behaviour in all its activities. It 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 2022 to 31 December 2022 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 \$6.9 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 \$1.9 million, equivalent to the annual depreciation for leasehold building, building renovations and an additional transfer of \$0.8 million. The Building Fund now standing at \$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 Medifund and Asset Capitalisation Reserve.

Residents, Daycare Elders, Club MemorABLE Clients and TTW YES Clients' Profile

As of 31 December 2022, AHL was home for 209 long-term residents. More than 70% of our residents are aged 75 and older while 18% 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 37.3% of residents have been residing in the Lodge for more than 5 years.

AHL also served PWDs living in the community. Prior to the closure of the day care centre in November 2022, AHL provided care to 14 day care clients, 170 Club MemorABLE clients, and 14 TTW YES clients

Of the 209 residents, 91% were subsidised, of which 46% were fully-subsidised residents and 28% paid between \$100 and \$500 per month. The Lodge remains committed to providing for the needy.

Staff Profile

As of 31 December 2022, AHL had 135 staff. About 88% were care staff comprising the nursing and non-nursing team including Exercise Therapists, Psychologists, Associate Psychologists and Social Workers. To strengthen the care team, we have experienced General Practitioner, Psycho-Geriatrician, Occupational Therapists and Physiotherapists. This care team ensured that we can extend robust integrated care to our residents and empower PWDs. AHL also has a team of Corporate Support staff who ensures the smooth running of the Lodge operationally and strict compliance to the relevant rules and regulations.

During the year, two staff received between \$100,000 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

Aligning with our vision to be a living model of a home committed to the lives affected by dementia, the Lodge strives to build a visionary ecosystem that empowers persons with dementia (PWDs) and their loved ones to live well. Through the integration of the Lodge's social and physical environment, ability-centred activities and a comprehensive Living Well Plan (LWP) for the residents, we aim to reframe dementia as a unique phase of life worth celebrating. Apart from providing holistic and integrated care for our residents, our care extends towards PWDs and caregivers living in the community as we embark on innovative services and programmes for their needs.

2022 also saw significant development in the transformation of the Lodge in re-abling residents through the creation and enhancement of environment and resort-like experiences for residents across all stages of dementia.

LONG-TERM RESIDENTIAL CARE: ASSISTED LIVING

Assisted Living (AL) envisions itself as an assisted vacationing lifestyle, guided by our Ability-Centred Care (ACC) model with embodied re-ablement elements, in providing wellness experiences where there are elements of fun, excitement as well as refreshing and relaxing possibilities. This allows the discovery of talents as well as the unleashing of potentials from our residents especially the new-old and young-onset PWDs with authentic self-engagement through rich tasks.



Farm-to-Table incorporates rich tasks from seeding to harvesting and cooking which promote continuous learning for our residents in a form of naturalised therapy

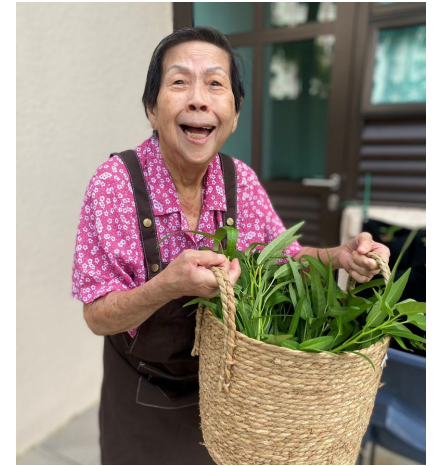
As we aim to provide ability focused wellness experiences for residents, a few signature activities such as From Farm-to-Table, Lily Band, and Mindfulness were structured as part of our integrated activities. Each activity empowers AL residents to continuously learn while maintaining their identity. Staff journey with the residents by setting goals and co-creating activities with them to achieve their aspirations.

Together, AL provides ample opportunities for our residents to spend their days meaningfully. These opportunities contribute to a more nurturing community and space where residents enjoy normalised and naturalised activities through a vacationing lifestyle. This allows residents to live well and ultimately, celebrate dementia as another phase of life.

FEATURE:

MDM TANG SWEE MOY

When Mdm Tang Swee Moy was first admitted to the Lodge, she was frail and weak due to medical complications and months of hospitalisation. From Mdm Tang's rich life history, the care staff recognised her occupational need that revolved around chores in the home and caring for her family as a housewife. Therefore, Mdm Tang was given the opportunity to perform various chores around the Home such as meal preparations and cleaning; routines that she was used to in the past.



To encourage opportunities for Mdm Tang to enjoy a vacationing lifestyle while socialising with her friends in the Gerbera Home, she participates avidly in AL signature's activities: Farm to Table and Mindful Immersive Nature Therapy (MINT). Together with her friends, Mdm Tang is involved in various aspects of the activity, from seeding to harvesting, cooking and enjoying the fruits and vegetables of their labour. Aside from participating in these signature activities, Mdm Tang is free to explore the garden at her own pace and interact with her friends in the living area. Mdm Tang is enthused to live well through the re-ablement of her voice to choose what she loves to do.



In the Lodge, Mdm Tang is purposefully engaged in well-rounded programmes that support her overall wellness and health. The care staff have also witnessed massive improvements in Mdm Tang's overall well-being. She feels at home with a strong sense of belonging. With a vibrant social environment, Mdm Tang greatly benefit from the vacationing lifestyle and is able to unleash her fullest potential.

LONG-TERM RESIDENTIAL CARE: SUPPORTED LIVING

Supported Living (SL) envisions itself as a vibrant countryside resort of connected, enabled and engaged community. Through the use of sensory stimulating environment such as the pervasive use of music, technology, and engaging residents in purposeful resort-styled activities, residents are able to live in a lively place, where their senses are awakened.

In building a community of a vibrant countryside resort in SL, the mural walls set the background for residents to connect with the past while bringing the outside into the Lodge. The presence of these intentionally selected murals interactively provokes reminiscence of the old marketplace and coffeeshop life as the residents go about their daily activities. In addition, technology and assistive devices are integrated to enable and empower SL residents to be independent with their remaining ADLs. Some examples include the Silver Fit Alois and Easy Stand Evolv.



The old marketplace mural creates conversations and invokes reminiscence for the residents as they mimic scenes at the market e.g. buying poultry and vegetables

The SL team strives to build a close-knit family within the SL homes through the integration of resort worthy activities while making use of the multi-intentional and stimulating environment. Meaningful activities such as Marketplace Reminiscence, Soul Garden and Joy in Dining are conducted and centred around the sensory simulating environment. This enables the residents to feel safe while giving them a sense of purpose and meaning to work towards gaining as much independence.

FEATURE:

MDM NG SIEW MOEY

Mdm Ng Siew Moey, also fondly known as Annie, is the youngest of 8 siblings. Being the youngest has instilled her to be independent financially at an early age, working various jobs. Due to personal circumstances, she was admitted to various hospitals before calling the Lodge 'Home' since 2013. With time, Mdm Ng has come to embrace a new lifestyle in the Lodge.

As a resident in our Supported Living Homes, Mdm Ng's favourite activity is "Sweet Reminiscence", which incorporates cognitive simulation and reminiscence. Using curated artifacts from yesteryears, Mdm Ng excitedly shares stories of her childhood to fellow residents as she recalls her past.

The Lodge's empowering community space plays a big part in enabling Mdm Ng in her daily life too. Mdm Ng is able to maintain her independence through the use of assistive devices such as the forearm roller to ambulate around the Home. With the support of the device, Mdm Ng is able to engage in exercises and activities that help to improve her mobility.



The community of a vibrant countryside resort in SL provides an environment for Mdm Ng to foster deeper social interactions where she has built great rapport with fellow residents in Daisy Home. Mdm Ng often takes the initiative to care and watch out for the wellbeing of others, ensuring that they have taken their meals with no one left out.



Through the connected, enabled and engaged community in SL, Mdm Ng values her independence and friendships formed in the Lodge. We strive to fulfil these aspirations while maintaining the lives of the residents in a respectful and dignified way.

LONG-TERM RESIDENTIAL CARE: TENDER LOVING CARE

Tender Loving Care (TLC) envisions itself as a Therapeutic Sanctuary with Loving Connections. Supportive care in TLC is centred on providing emotional and physical comfort through pharmacological (PCC nursing and palliative care nurses) and non-pharmacological approaches through multisensory activities and environment.

For residents to enjoy activities in a calm environment with an unhurried loving touch, we integrated Namaste Care into the residents' daily activities. The naturalized activities include morning grooming sessions where scented hair oils and shampoos are used for the ladies, and shaving creams are used for the gentlemen. In providing residents with an extra sense of comfort, Namaste Care was also introduced into their physiotherapy sessions.



TLC residents' daily grooming session takes on a multisensory approach with the use of scented hair oils



In TLC, the environment acts as the main enabler. As such, the environment is designed to make every moment a gentle sensory delight for our residents. Through multisensory stimulations such as sensory lights, aromatherapy and soundscapes, it opens doors to communication and engagement as other functions fade away.



The specially designed Namaste Corner allows residents to live through their senses through the calming and peaceful environment during their Namaste Care sessions

FEATURE:

MDM LIM MOI SOON

Upon Mdm Lim Moi Soon's admission into the Lodge, the care staff noted that she often makes loud non-verbal sounds due to occasional discomfort. Being bed-bound, Mdm Lim often feels lonely and seeks the companionship from staff to be by her bedside. In line with TLC's vision, Mdm Lim was enrolled in then-pilot programme, Namaste Care.



During Namaste Care sessions, care staff made Mdm Lim feel relaxed and comfortable through loving touches in an immersive environment through the use of sensory lights, soothing music and aromatic stimulation.



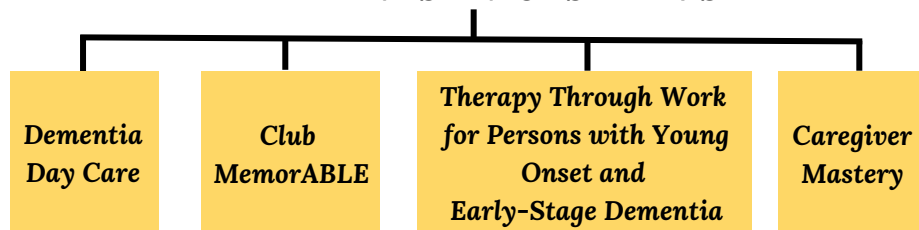
Beyond the Namaste Care sessions, principles of Namaste Care were also intentionally incorporated into her daily grooming and activities. Mdm Lim now enjoys being groomed as the care staff include scented hair oil as they comb Mdm Lim's hair. Gradually, Mdm Lim no longer calls out loud often, but rather greet others with a soft smile.

With loving care from the staff and meaningful engagement to stimulate Mdm Lim, she is assured that her days are filled meaningfully and with purpose. Even as her dementia progresses, she is contented that she continues to live each day with dignity.

COMMUNITY CARE

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 through our initiatives reaching out to PWDs and their caregivers beyond the Lodge.

DIFFERENT SERVICE STREAMS



Through the different service streams and initiatives in the Community Care model, we aim to create a dementia-empowering community with focus on wellness that will bring value added benefits to PWDs, caregivers as well as dementia advocates.

In the year to come, we look forward to expanding the reach to not only PWDs but also to Persons with Mild Cognitive Impairment (PMCI)s and their caregivers.

Dementia Day Care

Dementia Day Care (DDC) is a "club" where day care seniors enjoy leisurely and socialise in an enriching and safe environment. The seniors are provided holistic care, empowering them to live well in a normalised environment. They engage in greater occupational diversity with the introduction of activities such as flower arrangement and sensory art and craft sessions. Our Day Care seniors also picked up skills and knowledge of Mindfulness through purposeful activities planned out for them.

As we look forward to introducing a new community care model built upon our existing models such as Therapy Through Work, Club MemorABLE and Caregiver Mastery, 2022 also saw the closure of our DDC in November. With the launch of our new service streams aimed at reaching out to seniors beyond the Lodge, we strive to create an organic culture of person-centred care in the community.



Our seniors engaging in Bak Zhang (savory rice dumplings) making while keeping the festive spirit alive



Our passionate Day Care seniors creating beautiful flower bouquets to honour motherly figures in their lives for Mother's Day

Club MemorABLE

Club MemorABLE (CM) has grown into a signature programme for community care at the Lodge with weekly virtual therapeutic engagements, dementia-friendly outings, tours and workshops. Due to its online nature, CM members come from all over Singapore and even across the border in Malaysia.



CM members excitedly displaying their Christmas tree and snowflakes on screen after a Christmas-themed craft workshop

In the year to come, Club MemorABLE will be evolved into Club MemorABLE Glow (CM Glow) - a "club" concept that places emphasis on a social prescription model where the clients engage in rich tasks that takes a holistic approach to their overall wellbeing; enabling them to stay in the community for as long as possible.

Therapy Through Work for Persons with Young Onset & Early Stage Dementia (TTW YES)

Therapy Through Work for Young Onset & Early Stage Dementia (TTWYES) aims to inspire and develop a model of work as therapy for PWDs living in the community. On top of achieving a sense of purpose and independence, work engagement is also expected to stimulate individuals on physical, emotional, mental and social levels, further boosting their cognitive abilities like attention and recalling.



PWDs are tasked with checking the quality of the harvested crops

In the following year, we seek to explore incorporating a semi-independent model for TTW YES where PWDs and PMCI's could be employed directly in which clients are given more autonomy in the work arrangement, providing a more normalised form of work therapy.

Caregiver Mastery

For PWDs living in the community, caregivers are one of the key enablers in supporting them to live well. The Caregiver Mastery programme was developed as a form of support and empowerment system for caregivers of PWDs, and creating a community of caregivers for peer support. It focuses on providing holistic knowledge resources and empowering caregivers towards mastery with an attention toward self-care and confidence.

Our approach for Caregiver Mastery has multiple components that enable caregivers to learn, apply, share and master their skills that were primarily conducted through virtual means in 2022. Through the programme, caregivers learn not just information and self-care strategies from key industry experts but also from other caregivers, enabling themselves to provide support for one another. With the knowledge shared and learnt, the Caregiver Mastery programme has helped to improve our caregivers' sense of self, understanding the meaning of their role, and master their essential skills as they journey together with their loved ones.



Industry expert Clinical Neuropsychologist Dr Donald Yeo journeying with caregivers

FEATURE:

MR SKY YEO KAK SENG

A loving husband and a doting father, Mr Yeo Kak Seng (also affectionately known as Sky) was filled with disappointment when he was diagnosed with Meningoencephalitis in 2013. With the support and encouragement from his family over the years, Mr Sky did not give up and was determined to maintain his independence.



In 2020, Mr Sky was first introduced to Therapy Through Work for Young Onset and Early-Stage Dementia (TTW YES). In this programme, Mr Sky was meaningfully engaged by being employed to work at ComCrop's urban rooftop farming and Orchid Laundry's operations. The therapeutic effect through work saw him gaining a sense of purpose and ownership, and was more driven in his daily activities.

Apart from joining AHL's TTW YES programme, Mr Sky joined Club MemorABLE (CM) to diversify his range of engagements while he stayed home during the pandemic. He was eager to join the various interactive and hands-on CM sessions as he finds himself purposefully engaged and cognitively stimulated through these activities.

In an art and craft design session during CM, Mr Sky painted one of his flower pots to depict a building façade with entrances. This design style was stimulated by his past profession as an architect in training and he remains deeply inspired by it till this day. Craft sessions like this promote self-expression and facilitate reminiscence for Mr Sky as he is able to look back and trigger sweet memories of his past.



Much like buildings, Mr Sky believes that life and exuberance should be breathed into every design, just as he had with his pots. Undeterred by his condition, Mr Sky remains positive and continues to live well, living it as a unique phase of life.

ENVIRONMENTAL TRANSFORMATION

In creating a nurturing community and space through environmental transformation, we envision for the Lodge to be a "resort" that is an integrated development characterised by a Living Art Gallery and a Garden that Inspires. These are underpinned by dementia friendly design principles and salutogenesis.

Onwards to transforming the Lodge into a Living Art Gallery, focus is placed on bringing life into spaces, making them lively and vibrant through different forms of art such as multi-functional artworks, artefacts, music and culture that reflects the rich story of lives in the Lodge. These spaces allow residents to connect to the past, present, and future and at the same time, provide an immersive space that honors the talents of artist-in-residence.



As part of integrating art into the residents' daily life, benches in the central garden were lovingly painted by our residents



The painted benches are a piece of artwork that are practical in the residents' lives

In the year, we innovated and incorporated more murals with focus on village elements, bringing out the vibrant countryside resort spirit. This further enhances our physical and social components of environment to have a greater impact on our reminiscence activities as well. Appropriate soundscapes were also integrated into the murals as part of bridging a connection with the souls of our non-verbal residents.



Activities like grooming are intentionally carried out around the murals to engage residents while connecting them to the past.

As a Garden that Inspires, garden spaces in the Lodge are designed to be a nurturing space for naturalized therapies through pursuit of nature-inspired activities such as connections with nature through mindfulness, with pets, having tea in the garden as well as garden maintenance.



Residents enjoying the company of Shiba Inus and their owners at the garden

Plants in the garden are selected to serve on intentional purpose of stimulating different senses and at the same time, facilitate the Lodge's signature activities such Farm to Table and Mindful Immersive Nature Therapy (MINT).



With the vision of a rustic garden, elements such a vintage bicycle are integrated for a vibrant living space



Edible plants in the garden are harvested and cooked during Farm to Table for residents to enjoy

In line with our environmental transformation vision, we strive to co- create the Lodge into a resort for PWDs that nurtures while providing the best environment for them.

INTEGRATION OF MINDFULNESS INTO ABILITY-CENTRED ACTIVITIES

This year, we embarked on the transformation of our ability centred activities through integrating Mindfulness into key initiatives like our Intergenerational-Bonding Programme (IGBP), Mindful Immersive Nature Therapy (MINT) and Tangle Art. We aspire to initiate Mindfulness for Wellness and as Naturalised Therapy for residents, staff and caregivers.

Mindfulness with Children

In partnering with Little Shepherds' Schoolhouse @ Church of Holy Trinity (LSS@COHT), Mindfulness IGPB adopts a multisensorial approach (e.g. colours, sounds and touch) that is known to work well with both PWDs and children, to elicit the thoughts and feelings of the children and elderly. This allows both PWDs and children to develop positive attitudes towards each other such as being more patient and accepting of each other's or each generation's differences.



Mindfulness IGPB zoom session on focusing on body sensations

Mindfulness through Nature

Eight staff underwent hours of curriculum on Mindful Immersive Nature Therapy (MINT) led by Instructor Youmin from Xiu Nature Connections. In MINT, residents who are communitive, ambulatory and loves the outdoor engage in therapeutic activities of both nature and mindfulness as part of a vacationing resort lifestyle. Through MINT, we observed significant improvements in the selected PWDs' mood and engagement during the programme through their unhurried and conscious interaction with nature.



MINT sessions were also extended to preschool children from Little Shepherds' Schoolhouse @ Church of Holy Trinity (LSS@COHT). Through therapeutic nature-inspired activities, the two different generations bond and embrace nature together.

Mindfulness through Arts

Facilitated by Zentangle Certified trainer Mrs Liza Ow, we embarked on another new initiative called Tangle Art to bring mindfulness through art to PWDs in a refreshing and creative manner. Tangle Art focuses on the process of creating, like bringing attention to being intentional with each repetitive stroke and valuing individual differences in the creation process over the “correctness” of the end-product. During Tangle Art sessions, we observed our PWDs to be attentive for a longer period of time. Upon completion of their artwork, residents feel proud of their own individual creations and develop confidence in their own abilities as the weekly sessions progress.



Residents explore creative self-expression using strokes to create beautiful art pieces

SYNERGISTIC AND SUSTAINABLE PARTNERSHIPS

Synergistic partnerships with corporate partners, knowledge partners and co-creators have enabled us to provide more value to persons with dementia (PWDs) through meaningful collaborations. In 2022, we continue to adopt a collaborative approach by working closely with our visionary partners who has grown with us over the years. As we strive to further our impact in the field of dementia best practices, we aim to build capability and capacity where PWDs, partners and the Lodge can mutually benefit from each other. With synergistic and sustainable partnerships, we continue to foster better engagements and empower PWDs within and beyond the Lodge. We are immensely thankful to our valued partners for the continued support over the years. Here are some notable highlights of 2022.

Agency for Integrated Care

We are proud to be given the opportunity to collaborate with the Agency for Integrated Care (AIC) in producing a Namaste Care training video to empower professional caregivers and caregivers in the community to adopt Namaste Care. The training video has been incorporated in several Namaste Care programmes and courses, further enriching the learning for professional caregivers and caregivers in the community while presenting new ways of communication with PWDs.



Namaste Care supports our residents in meeting their sensory and emotional aspirations through the loving provision of personalized and sensory stimulating massages

Little Shepherds' Schoolhouse @ Church of Holy Trinity

Little Shepherds' Schoolhouse @ Church of Holy Trinity (LSS@COHT) has been an instrumental co-creator partner of our IGBP initiatives since 2016 and we are immensely grateful for the continuous breakthroughs in the partnership. In 2022, we explored integrating mindfulness principles and practices into our Intergenerational Bonding Programme (IGBP) where weekly thematic sessions undertake a multi-sensory approach that is known to work well with the residents and preschoolers. Each session explore themes like colours, sounds and the five senses. Undeterred by COVID-19, sessions were conducted online.



Undertaking a kinesthetic approach, residents and LSS preschoolers engage in therapeutic craft activities together



DBS Bank

To continue engaging our residents amidst the waves of COVID-19 in Singapore, the volunteers from DBS Bank and its People of Purpose team have been an invaluable source of support by organising monthly birthday celebrations and activities for our residents and day care elders virtually.

In partnership with Sentosa, DBS Bank also organised an outing to Sentosa for the Club MemorABLE clients and their caregivers in commemoration of Sentosa's Golden Jubilee. The families were excited to tour the attractions together with Mediacorp personalities, creating memories with one another as they basked in the picturesque sceneries of Sentosa.



Club MemorABLE client and her caregiver capturing the memories of them enjoying the scenic views of Sentosa

We were also proud to share the caregiving story of Belinda and Barbara, caregivers to Club MemorABLE client, Katherine in an episode of DBS's "In The Moment" series. Through this sharing, it heightened the awareness of dementia along with the support and help that caregivers can seek from in the community.



Belinda and Barbara share the support they tap on to provide the best of care for their loved one

Temasek Polytechnic

Aligned to our strategic direction, the Lodge has been grateful to work with Temasek Polytechnic (TP) in exploring innovative solutions to address challenges in the Lodge and bring meaningful impact to PWDs. In the year, we embarked on the exploration of several projects with academic staff and students to foster value exchange.

 Integrated Smart Home	Through the expertise from TP's School of Engineering, we explored the technologies such as room and bed sensors for night time monitoring system for an integrated smart home. Apart from the residents' safety and welfare, these systems were designed to returning as much independence to the residents while also assisting staff in their duties. We aimed to modernise their living while not being intrusive in a way that blemishes the homeliness of our Lodge.
 Transformation to Enhance Living Space	We worked with TP's School of Design to enhance our existing spaces in the Lodge to make them more comprehensible, manageable, and meaningful, in line with our goals of transforming our Lodge into a 'resort', and using our environment as an enabler. Some of the proposed designs allowed more opportunities for reminiscence and dynamic exchanges between residents, and also with staff.
 Engagement through Immersive Wall Experiences	In our bid to empower PWDs to maintain their abled years by actively pursuing new experiences and unleashing their potential, we worked with TP's School of Informatics and Information Technology to create and design immersive wall activities for the residents. Set up within the living areas of the residents, we aimed to bring the "outside in" through virtual means. The games and activities designed by TP helped to provide residents a unique, safe and enjoyable wellness experience.

Local Support Group

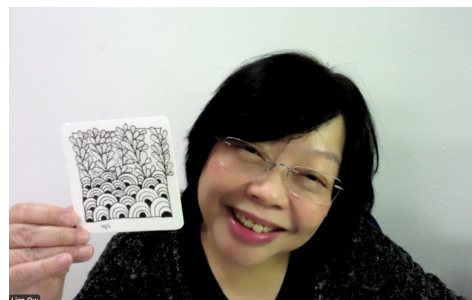
Local Support Group (LSG) comprises of volunteers from various ages and backgrounds who are advocates for humanitarian work. LSG visits our residents regularly and these visits were one that the residents look forward to. Aside from the regular visits, festive seasons such as Chinese New Year and Christmas saw LSG going the extra mile in bringing smiles to the residents' faces as they organise thematic activities and games to interact and engage with the residents. The continuous support and generous giving from LSG have been invaluable to the Lodge as we continue to provide the best of care for our residents.



Regular volunteer sessions have a huge impact on our residents as they are given the opportunity to interact with the community on a regular basis

Mrs Liza Ow

We are grateful for the unconditional support from Mrs Liza Ow, a certified teacher of Zentangle in conducting a fun and structured method for our residents through Tangle Art; an art form that nurtures the residents' creativity with mindfulness integrated. With the growth of multiple sessions in a week, participation of Tangle Art has scaled up to 27 residents. Staff at the Lodge were also given the opportunity to experience and learn more from Mrs Liza Ow about the art form, getting a better understanding the various benefits Tangle Art has for our residents.



As taught by Mrs Liza Ow, Tangle Art is an easy-to-learn, relaxing, and fun way to create beautiful images for our residents

Synergistic partnership with aligned organisations empowers us to continue providing the best of care, and we would like to take this opportunity to thank the following partners for their continued support.



ENDURING CULTURE OF INNOVATIVE EXCELLENCE

In AHL, we go to great lengths to explore our innovative potential to enhance our services and achieve beyond quality care. Through robust planning, evidence-based practices and continuous improvement, we have built a culture of enduring positivity and possibilities to empower persons with dementia (PWDs) to live in wellness. Through the synergy of our visionary partners, we are proud to share some transformations in our commitment towards excellence.

KNOWLEDGE CREATED AND SHARED

In the year, we were deeply humbled to share our study and findings beyond our borders. This was done through e-poster presentations at international dementia conferences – namely, the 35th Global Conference of Alzheimer's Disease International held in London, UK; and the International Dementia Conference: Brave New World held in Sydney, Australia.

E-poster presentations prepared for:

35th Global Conference of Alzheimer's Disease International

9-11 June 2022 – London, United Kingdom

Reminiscence with Soundscapes for Persons Living with Dementia: Participants with Limited Verbal Speech Benefit from Group Sessions

CRDL is an innovative technology that facilitates reminiscence coupled with multisensory stimulation. It creates different sounds when different forms of touch are applied, allowing social connection regardless of the residents' cognitive or communicative abilities. Soundscapes are also selected to evoke pleasant memories and positive emotions associated with past experiences.



A Longitudinal Study of Namaste Care in a Residential Care Facility in Singapore: Benefits for Persons Living with Advanced Dementia

Namaste Care is a therapeutic care program developed by geriatric consultant Joyce Simard in 2003. Namaste means to “honour the spirit within”. The approach seeks to honour persons with dementia based on two basic principles to create a calm environment and provide all interactions with an unhurried loving touch. Namaste Care incorporates environmental modification, social contact, and sensory intervention.



E-poster presentations prepared for:

International Dementia Conference: Brave New World

8-9 September 2022 – Hilton Sydney Australia

Smart Albert: A Technology-Based Cognitive Stimulation Programme for Persons Living With Dementia

The Smart Robot Albert is an innovative device integrated with analogue emotions and digital functions. Through the structured playtime that residents have with the robot, the programme provides non-pharmacological intervention facilitating cognitive stimulation, social connection, and continuous learning with a person-centred approach.



Living Well with Advanced Dementia Through Namaste Care

Through several case studies of residents undergoing the Namaste Care approaches, we see how the approach has greatly enhanced the way we provide person-centered care and allow us to strengthen our connection and build better rapport with the residents.



HUMAN CAPITAL DEVELOPMENT

In the year, the Lodge collaborated with the National Centre of Excellence for Workplace Learning (NACE) through SkillsFuture Singapore (SSG), led by Nanyang Polytechnic, to co-develop a set of competencies and on-the-job training (OJT) blueprints to further strengthen learning and development into a more structured, sustainable, and effective system of workplace learning. The two modules completed this far focuses on fundamentals for quality dementia care; Person-centred Care and Living Well Planning with the rest of the modules to be completed in 2023.

This serves to build a competent pool of dementia practitioners whom is much needed in the sector. Further, as dementia is a complex field with a lot of unknowns, this partnership provides opportunities for staff to learn and grow while providing responsive and excellent care.

Through such a structured and more sustainable framework to facilitate learning, there was more consistency (in training outcomes and in turn, better quality of care delivered to the seniors.

ALZHEIMER'S ACTION DAY 2022

In conjunction with World Alzheimer's Month which takes place in September, the Lodge was thrilled to be able to hold our first physical Alzheimer's Action Day (AAD 2022) event after a two-year hiatus. This year's AAD theme, 'Naturalised Living in our Garden That Inspires', was inspired by our newly revamped Garden and slew of nature-based initiatives such as From Farm to Table and Mindful Immersive Nature Therapy.



This AAD 2022, we were very honoured to have the Patron of the Lodge, Senior Minister and Coordinating Minister for National Security Teo Chee Hean, grace the occasion. Together with our valued partners and friends of the Lodge, these esteemed guests were taken for a tour around the Lodge to learn more about our models of care, unique approaches and signature activities to cater to the different profile of residents according to their interests and preferences to unleash their talents.



The event was a good opportunity for the Lodge to echo our resounding belief that every person with dementia is a gift. We presented to guests about our journey in transforming our models of care to match the evolving aspirational needs of the residents. In this ongoing journey of transformation, we have also transformed our environment to cater a resort-styled living. Grounded by our operating philosophy of person-centred care, many of these adjustments were co-created with our residents to ensure that what they wanted in a resort becomes reality.



All in all, AAD 2022 was a successful event which brought many smiles, laughter and occasional tears of joy in our seniors. It brought together a closely-knit community of like-minded partners, donors and volunteers together to be inspired to continue shaping a visionary ecosystem for PWDs to live dignified lives.

OPERATIONAL AND FISCAL EXCELLENCE

In striving towards the best of care for PWDs, the Lodge applies principles of business excellence towards operational and strategic excellence. Operationally and financially, we constantly seek to stay guided by lean principles to reduce wastage, achieve greater productivity and efficiency, as well as sustainable outcomes and outputs.

HARNESSING TECHNOLOGY

SilverFit Alois

The SilverFit Alois is specially designed for persons with dementia (PWDs). Aimed at creating moments of joy through interactive gameplay and therapeutic visuals and soundscapes, the device was purchased mainly for the Supported Living (SL) residents through the Sayang Sayang Fund provided by the Community Foundation of Singapore (CFS). We are grateful to CFS for the kind support.

The SilverFit has multiple programmes catered to different interests, and physical and mental abilities of SL residents through the various types of games, activities that range from reminiscence to physical/mobility and cognitive stimulations. Altogether, 42 residents from SL profile took part in the SilverFit programmes on a twice-weekly basis. After a year, it was assessed that 91.2% of the residents maintained or saw improvement in their Bradford Well-being profile scores, and 79.5% of the residents maintained or saw improvement in their physical mobility scale.



We bring the outside in through the use of the SilverFit Alois to provide multi-sensory stimulations for our residents

Feature: Mr Koh Kok Liang

A notable resident is Mr Koh Kok Liang who was known to be a quiet resident who often kept to himself. When activities were conducted in the Lodge, he refused to engage in these activities and shunned away from others. After Mr Koh was introduced to the SilverFit, positive changes observe include him being more enthusiastic in activities and would immediately sit up from his bed whenever the machine was wheeled into his room. Further, he now interacts more with the service staff and displays positive responses such as smiling, initiating conversations, and even engaging in activities together with the other residents more actively.



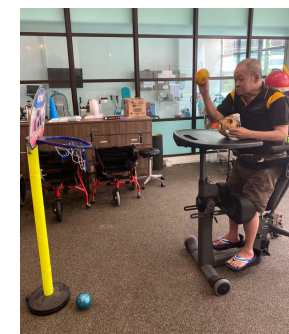
Mr Koh enjoying the mathematics and drawing programme on the SilverFit Alois while socialising with another resident

EasyStand Evolv

The EasyStand Evolv is a versatile and usable adult standing frame device that supports users in a wide variety of positions for assistance to their daily living. Selected residents were safely transferred from wheelchairs to the EasyStand to perform standing tolerance exercises. While the residents assumed the standing position, staff would also involve them in tabletop activities to demonstrate improvement in their sit-to-stand repetitions. 94.4% of the residents demonstrated improvement in their standing balance tolerance, and 79.5% of the residents maintained or saw improvement in their physical mobility scale (the same indicator was also used to assessed the SilverFit programme).

Feature: Mdm Ng Leng Cheok

Prior to the introduction of the EasyStand, Mdm Ng Leng Cheok was only able to walk for a short distance of 2-3 metres with assistance. Further, Mdm Ng would frequently complain of pain in her legs and would take frequent breaks in between before completing her walk over a short distance. After participating in the EasyStand sessions, Mdm Ng is now able to stand through the support of the device with minimum assistance despite being wheelchair-bound. Her standing tolerance has improved notably, allowing her to take part in more activities in a standing position when supported by the device. In addition, by engaging her in such exercises and activities with the support of the device, there was observed to have fewer crying episodes unlike in the past when activities were carried out, and an improvement in her emotions.



Integrating the support by the EasyStand Evolv as part of the regular activities for residents to promote greater mobility and ultimately independence for their activities



Mdm Ng with an improved standing tolerance with minimal assistance despite being wheelchair-bound

Financial Report

The Lodge received 82.2% of its income from Government grants and subsidies in 2022. Fees collected from residents and daycare elders accounted for 13.4%, with the balance 4.3% from donations and other sources.

94.4% 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, WH
Members	Dr Tew Chee Wee	Consultant Geriatrician, KTPH
	Dr Gan Suay Hong	Principal Resident Physician, TBCU
	Ms Lim Bee Khim Brenda	Head of Nursing, National Skin Centre
	Ms Anuradha Kaliappan	Medical Social Work Associate, CGH
	Mr Thanikodi Siva Guru	Physiotherapist, AWWA
	Ms Zaylea Kua Zhong Jie	Clinical Psychologist, CGH
Secretariat	Mr Tam June Sing	Head of Nursing, AHL
In Attendance	Ms Soh Mee Choo	Chief Executive Officer
	Mrs Mui-Kok Kah Wei	Deputy Chief Executive Officer
	Dr Winston Hwang	Attending Physician
	Dr Michelle Hwang	Attending Physician
	Ms Juanna Marie Balajadia	Assistant Nurse Manager
	Ms Terry Galvadores	Senior Staff Nurse
	Ms Hana Concepcion	Senior Staff Nurse
	Ms Ng Zhen Yee	Staff Nurse
	Mr Jake Osit	Staff Nurse

The Medical Advisory Committee comprises external medical, nursing, and allied health professionals to provide a holistic, broad and integrated perspective. The Committee is well supported by the staff of AHL including the Secretariat, CEO, Dy CEO, senior nursing staff members and the attending Physicians.

The Committee met thrice in 2022 on the 1st Thursday of January, May and September through virtual and face-to-face meetings. They reviewed all mortality cases and clinical indicators of the Lodge, provided guidance in establishing root causes of incidents such as serious fall injuries, and advised on clinical practices and standards.

With the Basic Safety Quality Indicators (BSQI) compiled by AIC as a reference, focused areas for improvement are identified, and on an ongoing basis, the Committee guides the review of care protocols and clinical practices to ensure safe and high-quality care is rendered at all times.

Human Resource Sub-Committee

The Human Resource Sub-Committee comprises the following members:

Chairman	Mr Gan Boon Jin	
Members	Mr Kang Hak Leng	
In Attendance	Ms Soh Mee Choo	Chief Executive Officer
	Mrs Mui-Kok Kah Wei	Deputy Chief Executive Officer
	Ms Fyone Chong	Manager, HRA

The HR Sub-Committee held six meetings in 2022. The committee reviewed and adopted a revised compensation strategy and competitiveness to ensure that AHL is able to attract and retain talent. The committee deliberated and approved the mid-year, special payments, year-end bonuses and salary adjustments in line with industry norms and Community Care Salary Exercises (CCSE). A new Job grading structure was reviewed and adopted to provide opportunities for growth, development and retention.

Audit Sub-Committee

The Audit Sub-Committee comprises the following members:

Chairman	Mr Leow Tze Wen	
Members	Mr Tan Cheong Hoe, Charles	
In Attendance	Mr Lim Tien Poh	Head, Finance & Compliance (until 31 May 2022)
	Mr Lim Khee Chuan	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 2022, the Sub-Committee reviewed the draft of the 2021 Audited Financial Statements and recommended that they be presented to the Main Committee for approval. The Sub-Committee also provided oversight and input on other audit-related activities and risk management activities.

Medifund Sub-Committee

The Medifund Sub-Committee comprises the following members:

Chairman	Mr Ng Nam Heng, Peter	
Members	Mr Tan Gim Kuay, Michael	
	Ms Lai Chiew Hiang, Irene	
	Mr Ng Hoon Hwee	
In Attendance	Mr Lim Tien Poh	Head, Finance & Compliance (until 31 May 2022)
	Mr Lim Khee Chuan	Head, Finance & Compliance
	Kevin Chong	Assistant Manager, Finance & Compliance
	Claire Poh	Social Worker (until 7 Aug 2022)
	Selina Tan	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 2022, 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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Charis Choi	Jasmine Lai Hoon Lee
Chelsea Felicity Tong	Josephine Goh
Cheng Chee Mun James	Karen Ho
Chia Boon Huat	Kho Meng Choo
Ching Wei Soh	Khoo Teck Puat Hospital
Cho Ah Lim	Koh Kim Son
David and Noelle	Koh Loy Poh and Leong Kian Hung
DBS Bank Ltd	Lico Wellness
DFI Retail Group	Lionel and Wilson Teo
Dr Lee Yong Leng	Little Shepherds' Schoolhouse @ Church of the Holy Trinity
Dr Tan Peng Hui	Local Support Group
Eng Foong Lian	Masjid Kampung Siglap
Enzo Yeo and Amy Wu	Members of the Legion of Mary
Firefly Mission	Mohamed Jaafar Bin Peer Mohamed
Flora	My First Skool at Blk 637 Pasir Ris Drive 1

Ng Wei Yao	The Little Skool-House International (At-Downtown-East)
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Raffles Student Care Center LLP	Winnie
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Bryan Valdellon	Liza Ow
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Dimacali Winona	Miaoling Ng
Eric	Royston Wah
Ethan	Sam
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Godfrey	Shah Mehul Dashim
Ho Soon Huat	Tan Sok Oon
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We sincerely apologise to any sponsors, donors and volunteers whom we may have inadvertently left out. Your contributions are greatly valued and we thank you for your support.

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