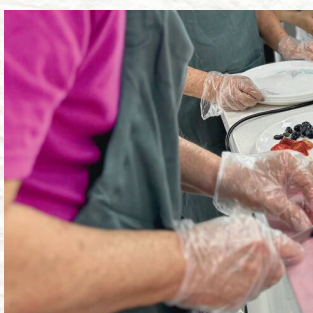
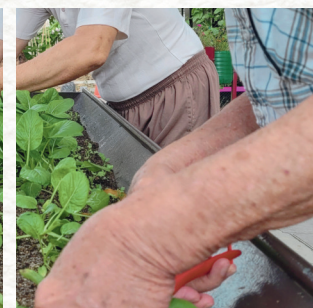
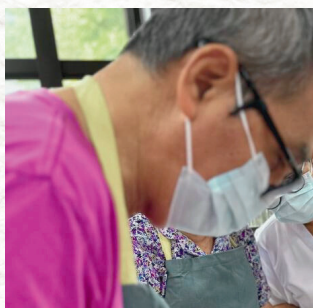
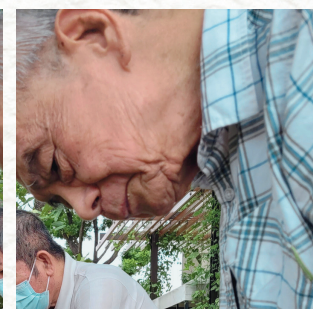
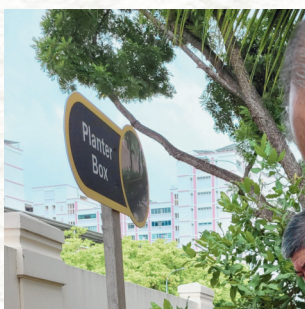
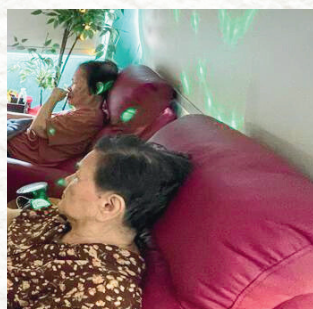




APEX HARMONY LODGE

Touching Lives Affected By Dementia



ANNUAL REPORT

2023

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

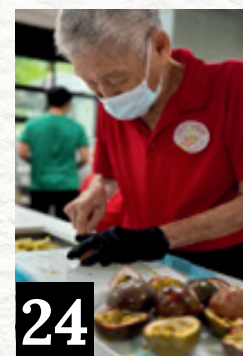
Main Bankers: DBS Bank Singapore & Bank of East Asia

Auditor: Baker Tilly TFW LLP

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MISSION

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

VISION

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

4 STRATEGIC TRUSTS

1
Building a Visionary
Ecosystem for PWDs
to Live Well

2
Synergistic and
Sustainable
Partnerships

3
Enduring Culture of
Innovative Excellence

4
Operational and
Fiscal Excellence

5 CARE PRINCIPLES

1

We provide unique and
personalised care for PWDs

2

We create a nurturing
environment and space

3

We bring the inside out
and outside in

4

We make sure the Lodge
runs well

5

We care for our Staff

CHAIRMAN'S ADDRESS

In 2023, Apex Harmony Lodge witnessed a year marked by innovation and transformative changes. Our dedicated team worked hard to maintain the high standards of care for our residents which we can all be immensely proud of. Our pledge to deliver high quality person-centred care and empower Persons with Dementia to live well remains resolute, reflecting our enduring dedication to their well-being and overall quality of life.

In line with Singapore's push for social prescription and preventive care, a Lodge milestone was the transformation of our previous daycare premise into our Chan Kum Leong Club, affectionately named after our late ex-Chairman. This transformation extends beyond renovations and represents a fundamental shift in the way our seniors experience daily life. The concept was developed to strengthen the Lodge's identity as a resort with a 'Living art Gallery' and a 'Garden that Inspires'. This enables our residents to enjoy themselves, participate in interest groups that resonate with them, and meet like-minded individuals regularly. Embracing holistic approaches for wellness living, we wanted a space where residents were excited to "hang out". The Club activities continue to incorporate elements that stimulate senses, encourage social interaction, and provide wellness. Weekly, the Club sees 24 resort style activities catering to various profiles of all our residents.

As a Lodge, we have consistently adapted our approaches to meet the evolving aspirations of our residents and changing profile of our community. We have simultaneously evolved the three pillars of our robust iterative model – our Living Well Plan, Ability-centred Activities and Social and Physical Environment. This transformation involves greater focus on cultivating hobbies, discovering talents, and wellness and mindful living, imbued into unique activities such as the 'Masak Masak Club', 'Golden Harvest', 'Fun & Fit', 'Mindful Strokes' and the 'Golden Symphony'. We take pride that our unique Mindfulness Immersive Nature Therapy was publicised in the Asian Journal of Behavioural Sciences and awarded Silver for the Team Award category for the Community Care Excellence Awards 2023 organised by the Agency for Integrated Care (AIC).

Altogether, the Lodge has designed 24, 18, and 12 weekly signature activities for our Assisted Living, Support Living and Tender Loving Care models respectively. The transformation efforts in our activities facilitated through a nurturing and stimulating social and physical environment have seen 73% of all residents achieving their wellness goals in their Living Well Plan (LWP). These are goals holistically curated by our team of nurses and psychosocial staff for each resident based on their unique strengths, conditions, interests, and alignment with the vision of the models of care.

Recognising the value of collaborations, we have also strategically partnered various organisations to explore mutually beneficial opportunities. This includes our partnership with the School of Social Sciences in Gerontology at Temasek Polytechnic (TP), in which we co-developed a new learning module – Mental Health and Dementia Management – to be taught to TP students starting March 2024. We have also provided opportunities for TP staff and student attachments to learn our best practices in Person-Centred Care. Another notable collaboration in 2023 was with the School of Engineering in Nanyang Polytechnic on data analytics automation to support the care planning for our residents.

Yet another strong partnership is with Changi General Hospital on their EAGLECare Programme (Enhancing Advance Care Planning, Geriatric Care and End of Life Care in Nursing Homes in the East). This was led by Dr Christopher Lien to provide coordinated 24/7 clinical care and psychosocial support, overall enhancing the quality of care for our residents. By combining expertise and fostering knowledge exchange, we continue to lead initiatives that improve care standards and have positive impacts on the broader community.

CHAIRMAN'S ADDRESS

In similar spirit, we have embarked on a Digital Strategy Plan with Capelle Consulting and ThunderQuote to come up with a new digital roadmap over the next five years. The project involved an in-depth current state analysis of our processes and digital maturity, followed by taking strategic steps to align management and staff, followed by charting a course for the integration of specialised digital solutions and systems. We believe that the refreshed digital strategy will streamline our processes for greater efficiency and productivity in this ever-evolving digital landscape.

As we reflect on the past year, my heartfelt gratitude goes to the hardworking staff, led by CEO Ms. Soh Mee Choo, for their dedication. They have gone beyond their duties, ensuring our residents thrive through personalised care and special initiatives.

In closing, I would like to thank our volunteers, donors, benefactors, partners, Ministry of Health and AIC for their strong continuous support, I would also like to thank my fellow members in the Management Committee and our Sub-committee members for their dedication, contributions and efforts in developing our Lodge. As we look to the future, let us persist in our collective efforts to show empathy, and more importantly, empower and enrich the lives of persons affected by dementia.



Mr Gan Boon Jin
Chairman
Management Committee

LODGE GOVERNANCE

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

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 operations to the executive team headed by the Chief Executive Officer (CEO). The MC approves new programmes, changes in current programmes and significant transactions. The MC also approves the annual budget prepared by the executive team. All MC members are not remunerated by the Lodge and are mandated to declare actual and potential conflicts of interest, and are 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 cognisance 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 executive team are invited to attend the meetings from time to time and to make presentations to the MC. As at 31 December 2023, 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 to MC	Occupation	No. of Meetings Attended in 2023
1.	Mr Gan Boon Jin	Chairman	30 Mar 2017	Group Chief Sustainability Officer	6/6
2.	Mr Kang Hak Leng	Vice-Chairman	19 May 1995	Director	6/6
3.	Mr Soo Hon Weng, Wayne	Treasurer (Until 24 Mar 2023) Honorary Secretary (From 24 Mar 2023)	30 Mar 2017	Accountant	6/6
4.	Mr Leow Tze Wen	Member (Until 24 Mar 2023) Treasurer (From 24 Mar 2023)	30 Mar 2017	Director	2/6
5.	Mr Lim Wei Liang James	Member (Until 24 Mar 2023) Assistant Treasurer (From 24 Mar 2023)	29 Mar 2019	Associate Director	6/6
6.	Mr Mathavan Devadas	Member	27 Mar 2013	Legal Consultant	2/6

No.	MC Member	Designation	Date of Appointment to MC	Occupation	No. of Meetings Attended in 2023
7.	Ms Chen Hui Wen	Member Assistant Treasurer (Until 24 Mar 2023)	12 Jun 2020	Senior Project Manager	5/6
8.	Mr Tan Cheong Hoe Charles	Member	30 Mar 2017	Managing Director	2/6
9.	Mr Au Seng Lye	Member	24 Mar 2023	Engineer	2/4
10.	Mr Malcolm Loh	Member	24 Mar 2023	Accountant	4/4
11.	Ms Marilyn Lim	Member	24 Mar 2023	Legal & Claims Officer	4/4
12.	Dr Christopher Lien	Member	7 Sep 2023	Senior Consultant Geriatrician	1/2
13.	Dr Ee Chye Hua	Member	6 Mar 2012 to 24 Mar 2023	Consultant Geriatrician	2/2
14.	Mr Teo Beng Fwee	Member	26 Mar 2021 to 24 Mar 2023	Accountant	1/2
15.	Ms Lai Chiew Hiang, Irene	Member	27 Mar 2015 to 24 Mar 2023	Marketing Manager	2/2
16.	Dr Tew Chee Wee	Member	1 Jul 2021 to 7 Sep 2023	Consultant Geriatrician	2/5

Except for Mr Kang Hak Leng and Mr Mathavan Devadas, none of Members had served the Committee for more than ten years. Their continued representation in the MC beyond ten years is necessary and vital in providing continuity and support for the smooth running of the Lodge.

Medical Advisory Sub-Committee

The Medical Advisory Sub-Committee (MAC) comprises the following members:

Chairman	Dr Christopher Lien (From 7 Sep 2023 onwards)	Senior Consultant Geriatrician, CGH
Members	Dr Tew Chee Wee (Chairman from 24 Mar 2023 to 7 Sep 2023)	Consultant Geriatrician, KTPH
	Dr Ee Chye Hua (Chairman until 24 Mar 2023)	Consultant Geriatrician, WH
	Dr Gan Suay Hong	Principal Resident Physician, TBCU
	Ms Lim Bee Khim Brenda	Head of Nursing, NSC
	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 & Care Services, AHL

The MAC assists the CEO and the MC in ensuring that AHL provides its residents the most appropriate medical care that adheres to the best possible professional, ethical and moral standards.

The MAC's responsibilities include the following:

- 1.To advise the CEO / MC on:
 - a.medical and professional matters; and
 - b.policies pertaining to clinical practices and research.
- 2.To assist in identifying healthcare needs of the community and advising the MC of appropriate services which may be required to meet these needs.
- 3.To assist in the review of care protocols and programmes, particularly their impact on clinical practices and standards, and outcome measures that may be monitored, whether or not they are part of the requirements from MOH.
- 4.To recommend to the MC the ethical suitability of any research project, regardless of whether it is initiated by, and/or done in conjunction with, AHL or on external party. The final approval of any such project lies with the MC.

Human Resource Sub-Committee

The Human Resource Sub-Committee (HRSC) comprises the following members:

Chairman	Mr Gan Boon Jin
Member	Mr Kang Hak Leng

The HRSC supports the MC in the planning and review of human resource policies to attract, motivate and retain competent staff, ensuring that human resource policies are aligned with AHL's objectives.

The HRSC's responsibilities include the following:

- 1.To guide development, review and authorisation of HR policies and procedures in areas that cover:
 - a.Recruitment of competent staff ensuring sustainability through diversification;
 - b.Remuneration policy, including establishing a salary structure and the process for setting remuneration of staff;
 - c.Benefits that are competitive and sustainable;
 - d.Training & Development policy and processes to ensure that staff are competent to perform their roles effectively and for staff professional development;
 - e.Performance Management policy and process ensuring a fair and transparent performance reviews and appraisals;
 - f.Disciplinary Actions that are fair and effective; and
 - g.Cessation of Employment.
- 2.To review human resource policies for MC approval.
- 3.To review and approve organisation structure and job roles and responsibilities of positions up to 2 levels below CEO.
- 4.To act as a grievances channel for employee complaints.

Audit Sub-Committee

The Audit Sub-Committee (ASC) comprises the following members:

Chairman	Mr Tan Cheong Hoe, Charles
Member	Ms Chen Hui Wen

The ASC facilitates the external and internal audit of the organisation for the MC to obtain independent information about the organisation's activities.

The ASC's responsibilities include the following:

- 1.To oversee the financial reporting and disclosure process and monitor the choice of accounting policies and principles.
- 2.To review the audit plans and reports of the external and internal auditors and consider the effectiveness of actions taken by management on auditors' recommendations.
- 3.To conduct periodic internal checks on key processes to ensure compliance with the established procedures and report to the MC on the findings and recommendations for improvement.
- 4.To analyse and address the risks that are associated with the key processes.
- 5.To ensure regulatory compliance and administer whistle blower guidelines (where applicable).
- 6.To report to the MC of any financial irregularities, concerns and opportunities.
- 7.To liaise with auditors on any significant matters arising.

MEDIFUND COMMITTEE

The Medifund Committee (MFC) 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
	Mr Woo Sui Kee

The MFC considers and approves Medifund and Medifund Silver applications from eligible residents and administers payment out of the Facility Medifund Account.

FINANCIAL ASSISTANCE SCHEME COMMITTEE

The Financial Assistance Scheme Committee (FASC) 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
	Mr Woo Sui Kee

The FASC considers and approves FAS applications from eligible residents and administers payment out of the FAS Account.

SENIOR MEMBERS OF THE EXECUTIVE 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 & Care Services	01 Aug 2019
4	Mr Lim Khee Chuan	Head of Finance & Compliance and Operations	5 May 2022

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 are also available 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 \$3.2 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 \$1.07 million, with the additional transfer during the year. The Building Fund now standing at \$14.07 million will remain in the nature of an unrestricted fund.

ASSET REPLACEMENT FUND

On 7 September 2023, AHL designated part of the General Fund to Asset Replacement Fund for the purpose of building and equipment repairs & maintenance with an initial \$4 million. The Fund will remain in the nature of an unrestricted fund.

RESTRICTED FUND

To ensure transparency and greater accountability, funding by Lien Foundation towards Remodel Dementia Care and Namaste Care, Sayang Sayang Fund and the corresponding Community Silver Trust (CST) matching grant were delineated under Restricted Fund. The Restricted Fund also includes Financial Assistance Scheme (FAS), Medifund and Asset Capitalisation Reserve.

YEAR IN REVIEW

RESIDENTS' AND COMMUNITY CARE CLIENTS' PROFILES

As of 31 December 2023, AHL was home to 210 long-term residents, with a 100% occupancy rate. More than 67% of our residents are aged 75 and older while 13.3% are aged 90 and above. 10% of our residents are aged 65 and below with young onset dementia. More than 25.7% of residents have been residing in the Lodge for more than 5 years.

AHL also served 30 PWDs and PMCI residents in the community, in addition to 28 caregiver clients.

Of the 210 residents, 91% were subsidised, of which 44% were fully subsidised residents and 20% paid between \$100 and \$500 per month. The Lodge remains committed to providing for the needy.

STAFF PROFILE

As of 31 December 2023, AHL had 137 staff. About 87% were care staff comprising the nursing and non-nursing team including Exercise Therapists, Therapeutic Programme Executives, Psychologists, Associate Psychologists, and Social Workers. To strengthen the care team, we also contract the services of experienced General Practitioners, Psycho-Geriatricians, Dietician, Pharmacist, Speech Therapist, Occupational Therapists, and Physiotherapists. This care team ensured that we can extend robust integrated care to our residents and empower them to live in wellness. 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, three staff received between \$100,000 and \$200,000 in annual remuneration while one staff received between \$200,000 and \$300,000. Remunerations of staff were benchmarked against the healthcare sector pay scale and approved by the HR Sub-Committee. None of the paid staff were related to 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 vision to be a home dedicated to enhancing the lives affected by dementia, the Lodge continues to strive to build a visionary ecosystem that empowers persons with dementia (PWDs) and their caregivers to live well. Through the integration of the Lodge's social and physical environment, the implementation of ability-centered activities, and a comprehensive Living Well Plan (LWP) for residents, we aspire to reframe dementia as a unique phase of life worth celebrating. In addition to providing holistic care within the Lodge, our commitment extends to PWDs and caregivers in the wider community as we embark on pioneering services and programmes to address their diverse aspirations.

Weekly Signature Activities Across the Models of Care:

Assisted
Living (AL)

24

Supported
Living (SL)

18

Tender Loving
Care (TLC)

12

73% Of residents achieved their wellness goals in their Living Well Plan

ASSISTED LIVING

LONG-TERM RESIDENTIAL CARE

Assisted Living (AL) envisions itself as an assisted vacation lifestyle for our residents. We seek to empower new-old and young-onset PWDs to discover their talents with authentic self-engagement in rich tasks both inside and outside of the Lodge. We aim to provide ability-centred wellness experience as part of a vacationing resort lifestyle where there is fun and excitement as well as relaxing possibilities with residents as co-creators.

In 2023, AL residents played a key role in collaboratively shaping activities to create a more resort-like atmosphere. We initiated a few new activities such as silent disco, café operation, plants for sale. We continued to develop existing favourite activities such as Lily Band and Circle of Life, and mindfulness initiatives. In the café operation, residents were trained as baristas and bakers. Residents were empowered to run the café at the club, crafting a variety of pastries for new experiences and local delicacies. This not only allowed them to refresh their skills but also to brew cups of fine coffee for sale to in-house staff and guests.



'Silent disco' provides residents with fun, excitement, and free expression in an activity our residents enjoyed during their youth



Operating a café empowers our residents by providing continuous learning and work opportunities as resource

On an on-going basis, AL staff co-create with the residents on setting goals and reabling them to choose what they love to do. Life at the Lodge is enriched through a naturalised and normalised living art gallery and learning centre. This fosters vibrant interactions and daily learning about nature, children, and creates community to empower residents to live well.

FEATURE: MR LEE HENG HIEW

Meet Mr. Lee Heng Hew, a 75-year-old retiree with a rich life history. After dedicating 30 years of his life as a prison warden at Changi Prison Complex, he retired in 2004 to care for his wife.

In June 2023, we warmly welcomed Mr. Lee into the Lodge for a vacationing lifestyle. His occupation allowed him to converse well in languages like English, Malay, Hokkien, and more. This helped him to connect with a diverse group of fellow residents. Despite his challenges with short-term memory, he has inspired many; staff and fellow residents as he remains a high-spirited individual who engages in AHL's diverse activities.

Mr. Lee has seamlessly integrated into Lily Home, forming connections with fellow residents through shared stories and ideas. He stands out as an exemplary resident in which he embraces continuous learning and contributes in many different ways. Notably, his entrepreneurial spirit was revealed when he propagated herbs with fellow residents and expressed interest in selling them.



Mr Lee's enthusiasm extends to music-related pastimes too. As a key member of AHL's Lily Band, he has learned to play the djembe and sing a mixture of classic and modern pop songs. He encourages fellow residents to deeply engage with the music, emphasising the importance of understanding before picking up their instruments. Through his guidance and uplifting spirit, he empowers others to excel alongside him.

Grateful for the Lodge's nurturing environment, Mr. Lee revels in the opportunities to showcase his capabilities. He believes that his time at AHL is not just meaningful but a source of joy. With an optimistic outlook towards the future, he eagerly anticipates more fulfilling moments in the Lodge while living a vacationing lifestyle.

SUPPORTED LIVING LONG-TERM RESIDENTIAL CARE

Supported Living (SL) envisions itself as a countryside resort of connected, enabled, and engaged community. This is achieved through an environment that facilitates sensory stimulation, such as the pervasive use of music and technology, and engaging residents in purposeful resort-styled activities.

In SL, we strive for residents to experience a connected community in a countryside resort that promotes a closely knitted family through the integration of resort-style activities. Through a multi-intentional and stimulating environment, we take pride in introducing Joy in Dining, with Intergenerational Bonding Programme (IGBP) where residents can enjoy having meals together with children, which brings them warmth and comfort, and boosts their appetite.



Joy in dining with IGBP goes beyond the pleasure of shared meals; it contributes significantly to the overall well-being of our residents

The vibrant countryside resort community in SL offers an environment that encourages deeper social interactions and connections among residents. The idea for Toast Hut stemmed from the residents' engagement with the coffeeshop Mural Wall, leading to the creation of a space where residents are fully immersed in a coffee shop environment. This initiative was carefully designed with consideration for residents' Pool Activity Levels (PAL) and their desire for social interaction.



The coffee wall mural aids in the Toast Hut initiative, sparking reminiscence for our residents



The inclusion of assistive devices such as EasyStand and SilverFit ensures that residents with mobility challenges can actively participate in activities like Toast Hut, All-Star League, and morning group sessions. Currently, at least 15 SL residents benefit from a range of activities facilitated by assistive devices.



Our Carnival Games integrate an Easy Stand assistive device for inclusive play

Through the incorporation of mural walls and assistive devices, we aim to empower our residents, enabling them to regain independence and engage in social interactions through reminiscence.

FEATURE: MDM NG LENG GEOK

Before the onset of Alzheimer's, Mdm Ng Leng Geok faced challenges of sundowning syndrome. This condition necessitated a full-time caregiver and constant supervision due to a heightened fall risk.

However, upon calling the Lodge home in 2021, she embraced her new environment with a resilient spirit and a yearning for meaningful engagement. Expressing her desire for opportunities to satisfy her occupational needs, Mdm Ng found purpose in contributing to those in Daisy Home. From assisting with Silverable Me activities and event decorations, she showcased both her helpful nature and compassion towards fellow residents, fostering connections and a sense of belonging.

The care approach in SL that focuses on the use of assistive devices resonated deeply with Mdm Ng's quest for independence. Despite a decline in her physical condition, Mdm Ng meticulously maintained her self-care routines, dressing and grooming herself after bathing. Daily walks alongside fellow residents, using a walking frame and supported by care staff, became a vital part of her routine to maintain her mobility.



Mdm Ng's enthusiasm for engagement extended to a variety of activities within the Lodge. Engaging in activities like Silverable Me and Joy in Dining added depth to her daily experiences, providing fulfilment and joy.



Mdm Ng's unwavering commitment to independence and active participation in daily activities is a testament to her resilience and positive outlook. Within the connected, enabled, and engaged community of SL, Mdm Ng cherishes her independence and the meaningful relationships she has cultivated. Our commitment remains steadfast in nurturing these aspirations, honoring the lives of our residents with unwavering respect and dignity.

TENDER LOVING CARE

LONG-TERM RESIDENTIAL CARE

Tender Loving Care (TLC) is home to our residents who are at the advanced stage of dementia. However, life at TLC is also vibrant and well-suited for residents of this profile. Hence, TLC envisions itself as a Therapeutic Sanctuary with Loving Connections, undergirded by the philosophy in Namaste Care and Palliative Care.

The Melody of Touch programme, one of TLC's signature activities designed for residents with advanced dementia, features the CRDL device. This innovative device generates soundscapes through skin contact, distinguishing between different touches like holding or tapping to create varied sounds. It helps facilitate non-verbal communication and social interaction, leveraging the preserved senses of touch and hearing in dementia patients which allows TLC residents to engage socially regardless of cognitive abilities. With 15 pre-loaded and 3 personalised soundscapes, CRDL was upgraded in 2023 to include a "radio drama" feature, using storytelling with integrated sound effects from the device to engage passive residents.



The addition of a "radio drama" experience introduces residents to a new world of storytelling

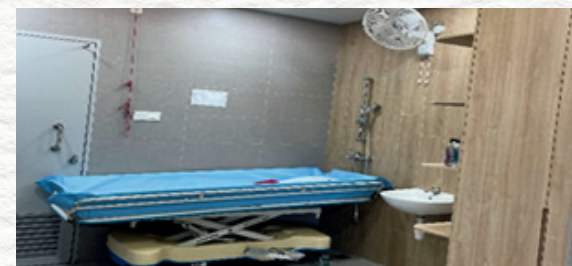
In 2023, TLC furthered its commitment to enhancing Namaste Care by improving its environmental aspects. This focus aims to create an unhurried and loving facilitation of care within a calm environment, ensuring that every interaction with residents becomes a gentle sensory delight.

The Level 3 Sky Terrace, a shared area between TLC homes, was upgraded with a water feature and pavilion. It is designed to offer residents, mostly bed-bound and wheel-chair bound, easy access to the multi-sensory nature-inspired therapeutic ambience, with soundscape from the water feature provides, scent from water Jasmine plants, greenery from the palms, and gentle sunlight. This enhanced pavilion now provides a private space for families to engage in Namaste Care sessions with their loved ones during visits, fostering stronger bonds.



The Sky Terrace offers a versatile space for diverse activities and meaningful engagements

Additionally, we revamped the assisted bathrooms in both TLC homes to create a gentle sensory delight for our TLC residents. The new design includes cove lighting, nature-themed wallpaper on the ceiling, and the continued practice of playing soothing music during showers. These enhancements aim to increase sensory engagement and improve residents' wellness by making the daily showering process more comfortable and a refreshing experience. The efforts to boost sensory engagement were undertaken to improve our residents' well-being by minimising the intrusive nature of the showering routine.



The revitalised assisted bathrooms in TLC creates a more comfortable and dignified experience for our residents

These environmental enhancements are in line with Namaste Care principles to create a calming environment to facilitate unhurried care.

FEATURE: MDM LAM CHYE GEOK



Mdm Lam Chye Geok's life story is a testament to the transformative power of personalised care and thoughtful interventions. Mdm Lam has always been an expressive individual with a love for music. Since young, she would frequently perform during school activities and call her favourite radio station to sing on air. However, as her health declined, she grew more withdrawn, leading to her transfer to Periwinkle Home for specialised care. Noticing this change, the dedicated staff at Periwinkle Home set out to reignite the joy that once illuminated Mdm Lam's life.

Knowing her love for music, the care staff introduced Mdm Lam to Namaste Care sessions that combines her love for old Chinese songs with the soothing benefits of massage. Integrating these sessions into her daily routine, allowed for the use of scented products and created a nurturing environment, fostering her independence and comfort. These personalised approaches made Mdm Lam gradually shed her emotional barriers and became more receptive to the caring staff.

Moreover, prior to the renovation of the assisted bathroom, Mdm Lam often resisted the showering process. Yet, with the completion of the newly designed bathroom, she now appears more at ease during shower time. Occasionally, she gestures toward the newly installed ceiling mural, indicating her appreciation for the thoughtful additions.



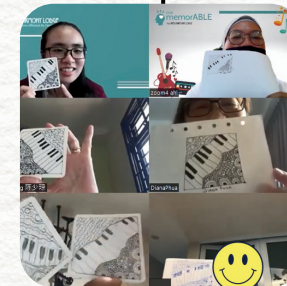
Despite the challenges of declining cognitive abilities, Mdm Lam finds solace in the loving care of the staff and the meaningful engagements tailored to stimulate her. In this therapeutic sanctuary, filled with loving connections and thoughtful activities, Mdm Lam is assured that her days are purposeful and enriching.

COMMUNITY CARE CLUB MEMORABLE GLOW

With 2023 came the evolution of Club MemorABLE to Club MemorABLE Glow ('CM Glow'). While its previous iteration referred to the online engagement programme alone, CM Glow now encompasses the assortment of community services provided by the Lodge.



Therapy Through Work (TTW)



EmbrACE



Caregiver Mastery

Designed to empower persons with dementia (PWDs) and persons with mild cognitive impairment (PMCI) to live well in the community for as long as possible, this social prescription model comprises three main service streams: EmbrACE, Therapy Through Work (TTW), and Caregiver Mastery.

These services provide opportunities for the psychosocial needs and aspirations of PWDs and PMCI to be met by unleashing their potential and building on their strengths and abilities. In this way, CM Glow enthuses PWDs and PMCI, their caregivers, and members of the community towards celebrating dementia as a unique phase of life while building a dementia-respectful community.

Therapy Through Work (TTW)

Since its inception in 2014, the Lodge's signature community programme, Therapy Through Work (TTW) has gained popularity by using work as a form of naturalised therapy. This recultivates purposeful lives, promotes independence and contributes to normalised living.



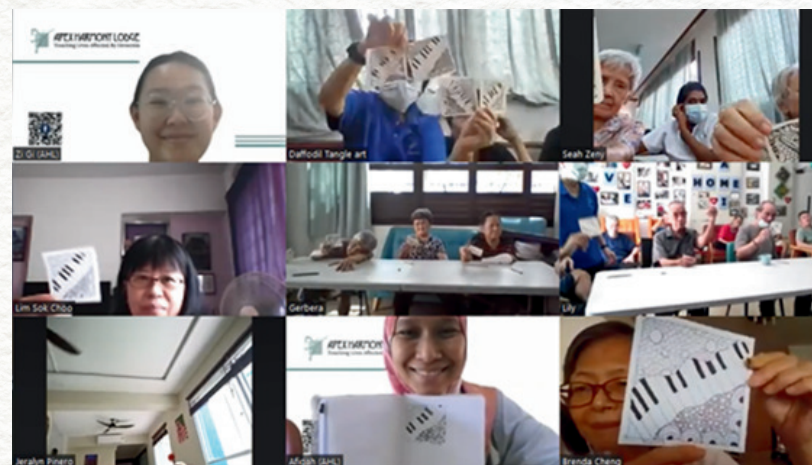
PWDs and PMCI find comfort and purpose in familiar work-like activities

In 2023, we piloted the Semi-Independent TTW Model providing the right challenge respectfully to the very abled PWDs and PMCI. Most importantly, guided by our vision, mission and value, we took the initiative to serve to a significant prevalence of mild cognitive impairment in Singapore, which stands at 12.5% as published in a study in 2022. We support employers with the necessary resources, processes and framework for MCI-inclusive employment, to eventually co-create an inclusive and accessible employment model.

Moving into the new year, the Lodge hopes to tap on the learning from the pilot and further enhance the Semi-Independent TTW model to include a wider range of vocations to better cater to wider interests. Hence, we are expanding our outreach to synergise with more like-minded employers and to co-create a normalised supportive ecosystem.

EmbrACE

EmbrACE continues to grow and engage PWDs and PMCI in the community with virtual online engagements. By supporting caregivers and their family members in engaging their loved ones at home with new and innovative activities, EmbrACE encourages PWDs and PMCI to ace this phase of life. The safe space of each session allows for self-expression through therapeutic activities in arts, music and other areas like gardening and culinary arts. With many opportunities to discover hidden talents and meet their needs and aspirations, EmbrACE is sure to delight and inspire.

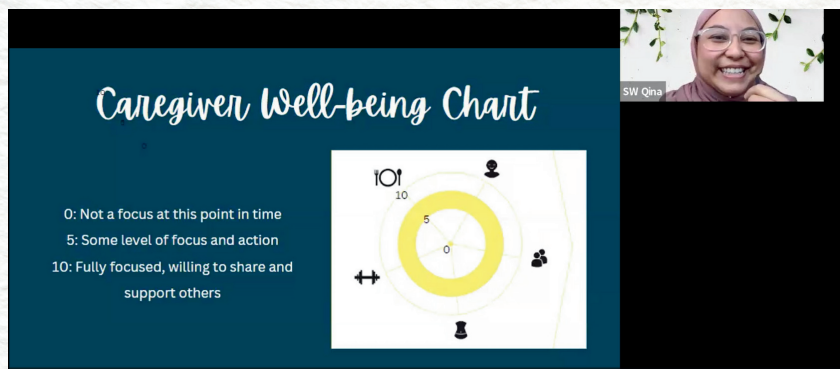


Tangle Art is a therapeutic and accessible art form that enables even novice artists to produce unique works of art through the repetition of simple patterns that encourage mindfulness

This lifestyle service also gives PWDs and PMCI opportunities to engage in meaningful activities that provide cognitive stimulation, promote an active lifestyle and encourage mindfulness to enable them to live in wellness in the community for as long as possible.

Caregiver Mastery

Caregiver Mastery aims to support caregivers of PWDs through knowledge-sharing, dyadic engagement and self-care. In our monthly sessions, caregivers come together to share, grow and bond with self and others through a variety of practices such as mindfulness, creative initiatives; art and music and nature-inspired engagement.



Caregivers are empowered through shared knowledge, dyadic engagement and self-care activities

We hope to support caregivers in journeying with their loved ones and embracing caregiving not as a burden, but as a gift. As they progress from empowerment to mastery, it is our aim for caregivers to take on co-facilitator or mentor roles, eventually building a space for caregivers by caregivers.

FEATURE: MDM HJH ROHANI

In 2019, Mdm Hjh Rohani faced a profound challenge when her husband, Mr Haji Said was diagnosed with vascular dementia. Drawing from a decade of caring for her late mother, her unwavering strength was evident in the captivating smile that remained a constant, even in the face of her husband's behavioural changes and persistent questions about his employment status.



Determined to enhance her caregiving skills, Mdm Hjh Rohani embarked on a journey of self-education. Through Apex Harmony Lodge's Caregiver Mastery programme, she gained invaluable insights into dementia care. In this safe space, she shared her experiences and found solace among fellow caregivers.

Moreover, engaging in EmbrACE online sessions strengthened the bond between Mdm Hjh Rohani and Mr Haji Said. These activities, designed for deeper understanding and connection, provided her with emotional respite and a break from the burdens of caregiving. Together, they navigated this new phase of life, finding joy in collaborative activities that allowed them to rediscover each other.

Mdm Hjh Rohani saw TTW as an opportunity for Mr Haji Said to find purpose and fulfillment, and enrolled him in the programme. Despite logistical hurdles, she stood by his side, offering unwavering encouragement. However, recognising the importance of independence, she gracefully stepped back when he was offered a role at another worksite.

Inspired by her experiences, Mdm Hjh Rohani became an advocate for dementia awareness and inclusivity. Through initiatives like Club MemorABLE Glow, she and her husband find support and companionship on their journey. We are happy that we could journey with Mdm Hjh Rohani as she continues to illuminate the path for caregivers, proving that amidst the challenges of dementia, there are moments of love, light, and unyielding hope.



ENVIRONMENTAL TRANSFORMATION

Our transformational journey in cultivating a nurturing community and space through environmental transformation continues, with our commitment growing deeper each year to transform the Lodge into a resort for PWDs characterised by a Living Art Gallery and a Garden that Inspires. Rooted in dementia-friendly design principles and salutogenesis, these transformative spaces embody our commitment to creating an environment that fosters wellness living.

The Chan Kum Leong Club is the most recent transformation curated to facilitate a diverse array of resort-style activities at the Lodge. The Club now stands as a hive of refreshing, relaxing multi-intentional activities such as Chair Yoga, Pastry Talks, Silent Disco, Zumba, and the All-Star League with opportunities provided for Residents from all the 3 Models of Care.



Transformation of daycare to CKL Club, offering a range of resort-style activities to cater to diverse interests



Guided by the vision of our Living Art Gallery and the respective models of care, the home environment modifications for our residents. In the Assisted Living (AL) homes, a dedicated Beauty Corner has been added to the female homes, aiming to enhance residents' overall psychological well-being from the start of each day. This designated area provides a comfortable space for daily grooming activities, allowing residents to enjoy beautifying sessions within the home.

Equipped with amenities such as pedicure/manicure, hair styling, and basic cosmetic makeup, the Beauty Corner promotes resident autonomy in self-presentation. This initiative enables residents to engage in familiar daily routines, fostering a naturalised and normalised therapeutic routine.



Residents embrace self-care at the Beauty Corner

In the male homes, a magnetic wall has been installed to serve multiple purposes: displaying activity schedules, offering cognitive stimulation, and providing a platform for art expression. This versatile space allows for customisation based on residents' preferences, aligning with the Living Art Gallery vision where art is integrated into their preferred environment.

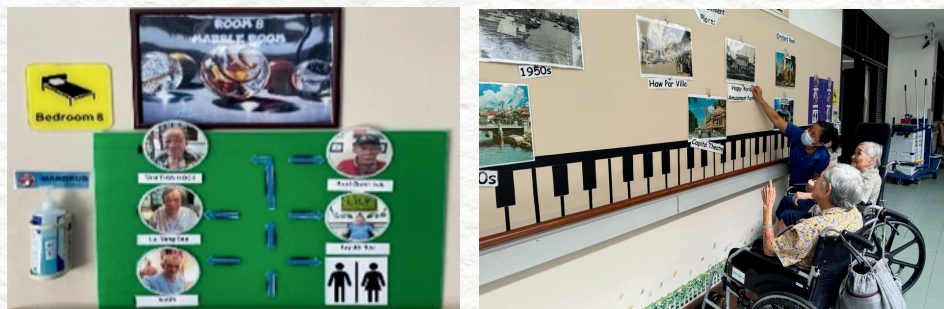


Exploring the possibilities of the new magnetic wall installation, residents engage in interactive art and activities

In Supported Living (SL), thoughtful enhancements have been made to the corridors, introducing room and bed identifiers designed to provide beneficial stimulation for residents. The addition of decorative pictures featuring scenes of olden-day Singapore aims to create a sense of familiarity and, promote reminiscence among residents. Moreover, the display of residents' past activities through pictures fosters a sense of belonging and encourages continued engagement in Lodge activities.

These improvements are in line with the thematic inspirations of "The Growing Up Days in Singapore" for the male homes and "Singapore's Transformation Through the Years" for the female home. These themes add a unique and nostalgic touch to the living spaces, creating an atmosphere of shared memories and cultural heritage. Furthermore, the Sky Terrace, a prominent feature of the SL Countryside Village Resort, has been transformed with an abundance of flowering and edible plants. This picturesque setting enhances the resort's signature activities, providing residents with a serene and vibrant outdoor space to enjoy.

By engaging residents in a sensory-stimulating environment and offering purposeful resort-style activities, it fosters a sense of liveliness and connection among residents.



SL countryside village resort enhancements

In line with the vision of creating a therapeutic sanctuary of loving connections, Tender Loving Care (TLC) focused on providing a calm and therapeutic environment for its residents. In 2023, extensive renovations were carried out in both TLC homes to enhance the space for Namaste Care and reinforce Singapore Environmental Assessment Tool (SEAT) principles in a collaborative project with architecture/interior design firm, Archideas, on a pro-bono basis.

Corridors were improved with cushioned wallpapers resembling wood, aligning with the vision of a therapeutic sanctuary. Full-length wallpapers in living areas helped residents differentiate between living and activity spaces, aiding spatial orientation. Assisted bathrooms underwent major changes with new wall, floor tiles, pelmet wallpapers and lights were added to enhance the to reflect the sanctuary theme. Thoughtfully placed wall fans also improved air circulation and comfort.



Upgraded corridors and distinct living spaces aid in residents' orientation



Residents immerse in nature's embrace at the Sky Terrace

The shared Sky Terrace received additions of a water feature and decked pavilion, providing a private space for residents and their families. This area also offers a setting for staff engagement activities. The pond and waterfall enhances nature sounds for residents, particularly beneficial for those with dementia. The fishes in the pond which are fed daily by residents, bring nature closer and offer entertainment for more passive residents.

In line with our vision for environmental transformation, we are committed to co-create the Lodge into a resort for PWDs, fostering their well-being in a nurturing and safe environment.

ABILITY-CENTRED ACTIVITIES

LIVING IN WELLNESS AT CHAN KUM LEONG CLUB

The Chan Kum Leong Club (CKLC), in memory of late Chairman, Mr Chan Kum Leong for his legacy of wanting the best for each PWD, is a refreshing hive of relaxing, multi-intentional activities, offering opportunities for continuous learning, talent discovery, cultivating hobbies and naturalised therapy in a safe and nurturing space. It is a vibrant place brimming with resort-style wellness activities where PWDs can have fun, relax, and connect meaningfully with others.



Residents enjoy the spirited atmosphere of the vibrant club space

A Club for Them, by Them

The CKLC is a translation of the Lodge's vision to reframe dementia. It further strengthens the position of the Lodge as a resort. The Club aims to create possibilities with opportunities for persons with dementia (PWDs) and persons with mild cognitive impairment (PMCI), to contribute as resource to manage the Club eventually. Deep gratitude to a group of residents who enthusiastically undertake housekeeping duties, baking, coffee-making in our café and setting up wellness programmes with pride. Through a series of trials and conversation with the residents, we have today six unique categories, comprising of 24 activities, thoughtfully designed to cater to the aspirations and interests of many PWDs. The main programme categories are shown below:



- The Masak Masak Club features our Café, serving freshly-baked artisanal and traditional snacks by PWDs
- PWDs are engaged in a range of rich tasks, with different tasks assigned to provide the right challenge for each stage of dementia. The Café is also our commitment to pursuing hospitality pursuits in long-term residential care.



The Mindful Masterstroke

- For the artists at heart, we tap on the potential and power of the arts and music to lift hearts, bring joy, meaning and cultivate connections for PWDs and PMCIs.
- Art activities such as Tangle Art, Pastel Nagomi Art and Art Open Studio, are curated to suit the different profiles with various cognitive and sensory needs to embrace mindfulness.



The Golden Symphony Club

- Music activities taps on the intact creative brains of PWDs and PMCIs through singing, learning instruments and listening to personalised playlists and soundscapes.
- These are naturalised opportunities for them to practice mindfulness, learn new skills, express creativity, reminisce and provide meaningful dyadic engagement for caregivers and their loved ones.



Fun and Fit

- Our Fun and Fit activities are designed to provide fresh experiences while naturalising rehabilitation.
- All Stars League, Zumba, Taichi and Silent Disco are some of the activities offered to PWDs and PMCIs in the Club to experience wellness, fun, and build long-lasting friendships in a safe and nurturing space. Activities are available for all to participate in. They are inclusive and accessible for the ambulatory and those on wheelchair.



Golden Harvest

- For those with green fingers, Golden Harvest will provide opportunities for meaningful contributions.
- PWDs are involved in taking care of and propagating organic herbs grown in our edible garden. Once the herbs are planted in individually painted pots, they are put up for sale, providing PWDs a sense of accomplishment and pride in their work.



Glistening Green

- Glistening Green features nature-inspired engagements, such as our signature programme, Mindful Immersive Nature Therapy (MINT).
- MINT has proven to improve mood and engagement among PWDs and enhance social relationships between PWDs and their caregivers.



SYNERGISTIC AND SUSTAINABLE PARTNERSHIPS

Strategic collaborations with corporate partners, knowledge partners, and co-creators have empowered us to deliver enhanced value to persons living with dementia. As we entered 2023, we continue to be blessed with a small but honourable group of visionary partners to continue the transformational journey with high impacts. Together we have grown and we have since been able to reach new heights in 2023. We are thankful for the alliances forged with every partner over the years, and would like to highlight some developments in 2023.

Gerontology Curriculum Co-Development

Temasek Polytechnic

On 9 February 2023, the Lodge formalised a Memorandum of Understanding (MOU) with Temasek Polytechnic (TP). This marked a significant milestone for enhanced collaboration in areas of knowledge-sharing and student-learning opportunities. The highlight of the partnership with TP during the year was the joint effort with the School of Humanities and Social Sciences to co-develop a new dementia module for the Diploma in Social Sciences in Gerontology – ‘Mental Health and Dementia Management’. This module will be introduced to TP students enrolled in the course starting March 2024. We are happy that ground-up practitioner-focused competencies in dementia care developed in the Lodge over the past many years could impact on many more in the wider community in Singapore.

The experience has been enriching for both TP and AHL as we share our best competencies in dementia care from AHL and pedagogy from TP. Together we are piloting a work-based learning for TP students to ready them for the world of work. Once proven successful, AHL could contribute towards job readiness for many more students from institute of higher learning.

Harnessing AI Technology for Enhanced Living Well Plan

Nanyang Polytechnic

The Living Well Plan (LWP) is a translation of Person-Centred Care (PCC) into practice at the Lodge. It values each resident as a unique individual with potential waiting to be unleashed. The LWP contains rich data about the resident from various sources, synthesised for goal setting.

Nanyang Polytechnic (NYP) was inspired and enthused by the depth of PCC which the Lodge undertakes and partnered to embark on this meaningful journey with the Lodge. Through funding from the SkillsFuture Mentorship Project, the Lodge embarked on a transformative journey with NYP's School of Engineering to automate the retrieval of information from various document sources and software applications to seamlessly fill each resident's LWP with strength-based strategies that are best for each resident.

During this collaboration journey with NYP, several workshops such as basic AI literacy and Robotic Process Automation (RPA) fundamentals were conducted for key staff. These workshops enhance staff's understanding of the underlying technology of this project to effectively implement and manage the automated processes. Phase 1 of the project has concluded and will serve as a foundation for Phase 2, focusing on utilising AI in sensing making and goal setting. We look forward to learn and tap on the AI momentum intelligently to enhance what we do at the Lodge, and build competencies for on-going transformation.

More information of this project is shared in Strategic Trust 4 on operational and fiscal excellence.

Enhancing the Intergenerational Bonding Programme

Little Shepherds' Schoolhouse @ Church of Holy Trinity

Little Shepherds' Schoolhouse at the Church of Holy Trinity (LSS@COHT) has all along played a crucial role in the Lodge's Intergenerational Bonding Programme (IGBP) since 2016. In 2023, this partnership has evolved significantly with the introduction of a new phase – transitioning to a full school day experience for children at the Lodge. This entails dedicating an entire school day each week for students to immerse themselves within the Lodge compound. Furthermore, the collaboration has expanded to encompass not only training students in mindfulness practices but also letting them lead mindful breathing sessions with residents each time they come. These young leaders gain valuable life experience through real time learning in empathy and communication.



Building bonds beyond generations: Meaningful engagements in action

Volunteer Management Resources

SG Cares Volunteer Centre @ Pasir Ris

CARE Singapore was appointed to run the SG Cares Volunteer Centre @ Pasir Ris in 2022. The SG Cares Volunteer Centres (VCs) are operated by community-based organisations that are responsible for building capacity and capability for volunteer management, while also fostering community partnerships.

Shortly after the newfound partnership with Pasir Ris VC, their proactive support has been diverse and impactful, especially by providing volunteers to support our outings, events and programmes. Other forms of support include sourcing for donations, connecting the Lodge with corporate partners, and organising networking sessions to foster community bonds. In addition, they also offer to run the Lodge's volunteer appreciation as part of a consolidated effort with other Social Service Agencies in the neighbourhood. This includes providing the Lodge with essential resources, including venues, manpower and funding for gifts to the volunteers.

Partnerships like these are useful in allowing us to build capacity and leveraging on them to support many of our visionary programmes and initiatives that may require more resources.



SG Cares Volunteer Centre @ Pasir Ris hosts insightful networking session, exploring effective volunteer management and community engagements

Pioneering Semi-Independent Therapy Through Work

Café Brera

At AHL, our steadfast belief in Person-Centered Care (PCC) drives us to continuously seek innovative approaches. We recognise the remarkable abilities of persons with dementia (PWDs) and mild cognitive impairments (PMCI), many of whom are capable of more independent and advanced tasks. Embracing this potential, we actively seek opportunities to offer them challenges that align with their skills and aspirations, always with utmost respect. With the support and collaboration of employers, we are proud to introduce our pioneering semi-independent therapy model.

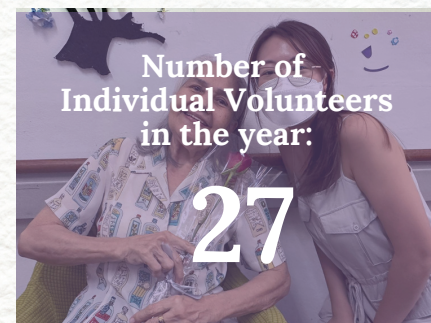
In the year, a new partnership with Café Brera was forged as part of the Lodge's Therapy Through Work (TTW) programme. Café Brera is located in Reunion, the first purpose-built dedicated social space for seniors in the National Museum of Singapore (NMS). Onboarding Café Brera for TTW allowed our community clients with MCI to gain access to engaging work opportunities set within a contemporary and dynamic environment. This partnership not only broadened the scope of engagement for our community clients but also provided them with a platform to cultivate new skills and forge meaningful connections.

Through such innovative partnerships, TTW remains dedicated to redefining possibilities for seniors with cognitive impairments. These collaborations not only foster inclusive workspaces but also champion independence, recognising and valuing the unique contributions of each individual.



Creating an inclusive society through collaborative partnerships, uniting expertise and capabilities

Apart for the above partners, we are also grateful to our many volunteers and friends of the Lodge:



Number of Individual Volunteers in the year:

27



Number of Group / Corporate Volunteers in the year:

19

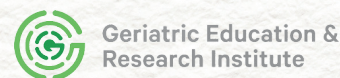


Number of outings in the year:

13

Beyond these numbers, it is the warmth of a shared smile, the comfort of a listening ear, and the genuine companionship that our volunteers and friends have offered that truly warms our hearts. Each interaction, whether big or small, has made a profound impact on the lives of our residents, filling their days with love, laughter, and a sense of belonging.

Synergistic partnerships with aligned visions empower 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

At AHL, we are dedicated to pushing the boundaries of innovation to elevate our services and deliver quality care. Our approach involves meticulous planning, adherence to evidence-based practices, and pursuit of continuous improvement. This ethos has cultivated a culture of unwavering positivity and endless possibilities, empowering persons with dementia (PWDs) to thrive in wellness. Through collaborative efforts with our visionary partners, we are excited to unveil the transformative initiatives that mark our unwavering commitment to excellence.

KNOWLEDGE CREATED AND SHARED

During the year, we felt a deep sense of gratitude as we share our findings beyond our four walls. Creating ground-up knowledge to share and impact the sector has become a culture at the Lodge. Through a collective effort, a diverse team with various roles and skill sets diligently administered the Mindfulness Immersive Nature Therapy (MINT) programme and gathered data over an extended period. The results indicated that residents engaged in MINT do exhibit higher mood, engagement and positive behaviour.

In 2023, the Lodge was proud to have our MINT published in the Asian Journal of Behavioural Sciences (AJBS). This served as a timely encouragement and will motivate potential impactful contributions, setting new benchmarks in knowledge.



Alongside this feature, the commendable efforts of the MINT team and our beloved residents allowed the Lodge to clinch a silver award in the Agency for Integrated Care (AIC) Community Excellence Award 2023 to recognise outstanding quality improvement initiatives by community care organisations.



HUMAN CAPITAL DEVELOPMENT

Workplace Learning Framework

The Lodge has developed a comprehensive strategy to remain vision-led and mission-directed in the evolving eldercare landscape. This strategy entails recognising the future needs and aspirations of PWDs and their families to live well. Needs are assessed at organisational, staff, and residential levels.

At an organisational level, internal and external scanning pinpoint staff capabilities and competencies, with strategies for human capital development. Meanwhile, at a leadership level, The Lodge nurtures self-driven leaders at three tiers—practitioners, practitioner-trainers, and practitioner-leaders; fostering continuous learning through naturalised platforms like learning circles and expert collaborations for enhanced training.

The Lodge also conducts learning needs analyses, employing competency-based methods such as E-modules and On-The-Job Training (OJT) Blueprints. This strategic framework enhances structure, standardisation, and staff comprehension of essential competencies and work areas.

Enabley Learning Management System

The human capital team embarked on a project to explore an alternative learning platform, Enabley, that caters to the diverse learning needs of our staff. In the process, the team learned all about micro-learning and acquired strategies to effectively impart knowledge.

Staff engaged in micro-learning on both laptops and mobile phones, enhancing efficiency in administering and tracking modules without sacrificing quality. Staff enjoyed the learning content and were able to learn at their own preferred pace and at their convenience.

Such approaches allowed staff to learn at a standardise, accelerated rate and reduces the disruption to both trainers and learners' work schedules, promoting productivity and efficiency.

ALZHEIMER'S ACTION DAY 2023

In conjunction with World Alzheimer's Month which takes place in September, the Lodge held its signature Alzheimer's Action Day (AAD) 2023 in our newly transformed Chan Kum Leong Club premise as a hybrid event.

At the Lodge, we strive to reframe dementia as a unique phase of life worth celebrating. We believe persons with dementia (PWDs) should have equal access to lifestyle activities and continuous learning. With this in mind, this year's AAD theme, 'Music, Movement and Mindfulness' focuses on three aspects which are strength-based approaches aimed to further unleash the capabilities of PWDs. The theme underscores the focus of 2023 on Club exercises, Mindfulness, and therapeutic art and music activities as key drivers in our wellness programmes.

During the event, our residents shone brightly, displaying their remarkable capabilities. Countless hours of dedicated practice led up to this momentous occasion. For the first time this year, the Lodge had a resident, Mrs Janet Cheok, to inaugurate the ceremony and deliver an inspiring speech. This emphasised our commitment to empowering PWDs and championing their abilities.

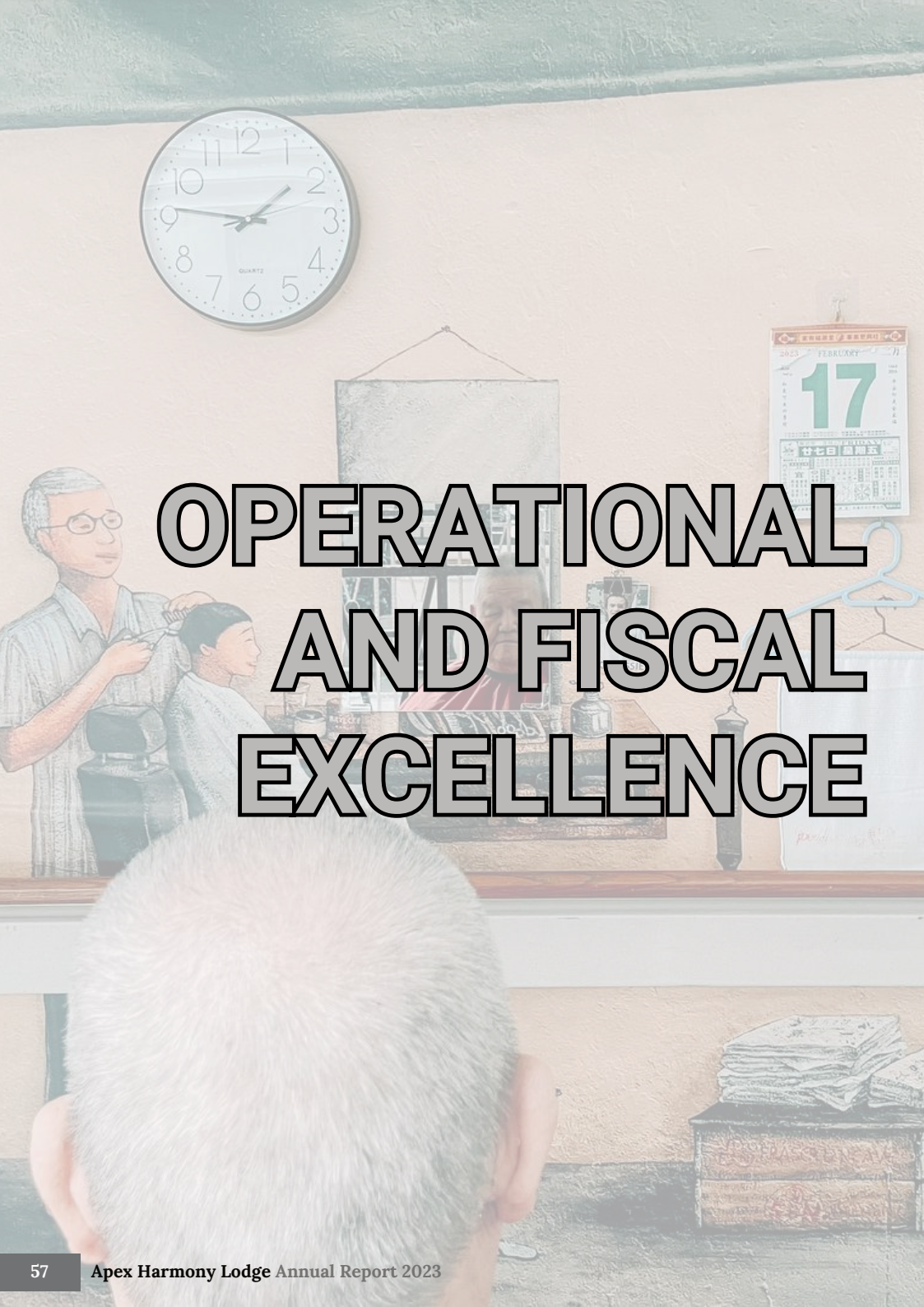


The combination of music, movement, and mindfulness in AAD 2023's celebration fostered a memorable shared experience, promoting social interaction, evoking cherished memories, and enhancing overall well-being; ultimately livening the Lodge as a resort as well as a living art gallery. Distinguished guests and family members were treated to captivating performances, including the ever-popular 'Lily Band.'

Additional highlights comprised collaborations like 'Circles of Life' and 'Handbells' with the neighbouring Al-Istighfar Mosque kindergarten, as part of our Intergenerational Bonding Programme (IBGP). Guests even joined the residents for a round of dancing in 'Silent Disco' and 'Dancercise', together with Ms Alison Lim, founder of Dementia & Co, and PWDs living in the community. Guests also savoured the café-styled snacks prepared by residents in the Club. This includes mouthwatering cakes, tarts, muffins and sandwiches, with recipes imparted to the residents over the past months.



All in all, AAD 2023 was a multifaceted celebration that not only showcased the capabilities of PWDs as they engaged guests in heartwarming moments, it certainly reinforced our dedication to reframing dementia as a unique phase of life.



OPERATIONAL AND FISCAL EXCELLENCE

Through a meticulous examination of our systems and processes, the Lodge has enhanced its processes to create more efficiency, optimise resource utilisation, and reduce waste. In 2023, Apex Harmony Lodge embarked on numerous transformative initiatives. Among these initiatives, The Lodge explored the potential for future technology adoption and enhancing service delivery through digital frameworks and solutions. This effort aimed to develop strategic plans that would improve and align the Lodge's care delivery with evolving best practices.

Digital Strategy Plan

With funding from the National Council of Social Service (NCSS), the Lodge embarked on a project to form a Digital Strategic Plan (DSP). This would serve as an IT Blueprint for the next five years. As part of the project, we worked closely with two consultants, Capelle Consulting and ThunderQuote, to identify business drivers and areas for innovation and process improvements, and then went on to explore potential technology roadmaps and potential digital solutions.

The end goal was to create a comprehensive roadmap that aligned with organisational objectives, ensuring a phased and effective implementation process. The deliverables included a 5-year plan outlining steps to kickstart and navigate the digital transformation journey.



Harnessing AI Technology for Enhanced Living Well Plan

The project centred around the automation of information retrieval from diverse document sources and software to populate the Living Well Plan (LWP). This LWP of each resident serves as vital information, providing comprehensive details to guide the care and nursing staff in understanding the residents' backgrounds, physical and mental conditions, interests, and aspirations. This facilitates holistic planning for their lives within the Lodge. As part of the automation process in this project, built-in check mechanisms for data validity were also incorporated.

This brought about much more efficiency and streamlined many processes through a “single data entry, multiple uses” approach. Surveys were conducted on AHL staff before and after the implementation of the project. Implementation of the software and dashboard has resulted in an 80% reduction in the time required to prepare the LWP, leading to enhanced efficiency and streamlined processes. 92% of surveyed staff also concurred that they no longer had to constantly consult multiple sources for information, resulting in time savings.

Sectorial Employee Engagement and Development

The Lodge embarked on Sectorial Employee Engagement and Development (SEED) Project in collaboration with Agency for Integrated Care (AIC) and Mercer to uplift and strengthen our existing employee engagement. It is part of AIC initiative to transform the sector's ability to attract, nurture and retain a workforce to deliver quality care and services in line with the mission of the organisation.

The SEED project encompasses 2 groups of professional consultants using different diagnostic tools to analyse the dataset to diagnose, formulate priorities areas to strengthen, review effectiveness and measure its' impact. The 2 main tools in gathering the dataset are HCDT (Human Capital Diagnostic Tool) and ESS (Employee Engagement Survey). The project timeline is 2 years.

Through the comprehensive analysis, management gained valuable insights into the perspectives and experiences of our staff across all departments. The Lodge is committed to invest in our human resource capabilities and will be working towards impactful and strengthening staff engagement for the year ahead.

Financial Report

The Lodge received 77% of its income from Government grants and subsidies in 2023. Fees collected from residents accounted for 14%, with the balance 9% from donations and other sources.

95% of our total expenses were incurred on providing services to residents while the remaining 5% covered indirect costs such as repairs, maintenance, and administrative expenses.

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.

Donations-in-Kind

Aaron	Dewei	Kennedy Tan	Tan Goh Hock
Absolute You SG Pte Ltd	DHL Express (Singapore) Pte Ltd	Lawrence Chiang	Teo Chee Leng
Act Of Kindness Ltd	Dr Mythily Subramaniam	Lions Club Singapore Nee Soon	T-Pride Pte Ltd
Afraah	Dr Wong Ka Loon	Melison	Wang Fei Hong
Andrea Foo En Ning	DuPREX (S) Pte Ltd	Michelle	William
Angeline	Er San Quee	Ming Zhong	Wong Yew Chian Terence
Anne Choo	Eric Lim	Mui Sow Hah	Yeo Sock Yi
Annie	Esther	My First Skool at Blk 637 Pasir Ris Drive 1	
Apex Club of Bukit Timah	GentleFoods	Ng Wei Yao	
Augustine	Goh Soon Yen Josephine	Ng Yu Shao	
Chen Miao	Green Sproutz Singapore	Noelle	
Chia Boon Huat	Henry Foong	Palelai Buddhist Temple	
Chin She Long	Islamic Religious Council of Singapore	Pasir Ris Neighbourhood Police Centre	
Chin Yu Ying	(MUIS)	Patricia Wong	
Cho Ah Lim	Ivan	Rebecca	
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