

APEX HARMONY LODGE

Touching Lives Affected By Dementia

Creating Possibilities for Wellness Living
25 and beyond
YEARS

ANNUAL REPORT 2024

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 & United Overseas Bank

Auditor: Baker Tilly TFW LLP

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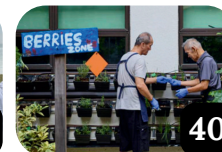
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MISSION

Empowering persons with dementia
to live well

VISION

To be the living model of a home
that empowers persons with 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

01

We provide unique and
personalised care for PWDs



02

We create a
nurturing environment and space



03

We bring the inside out
and outside in



04

We make sure
the Lodge runs well

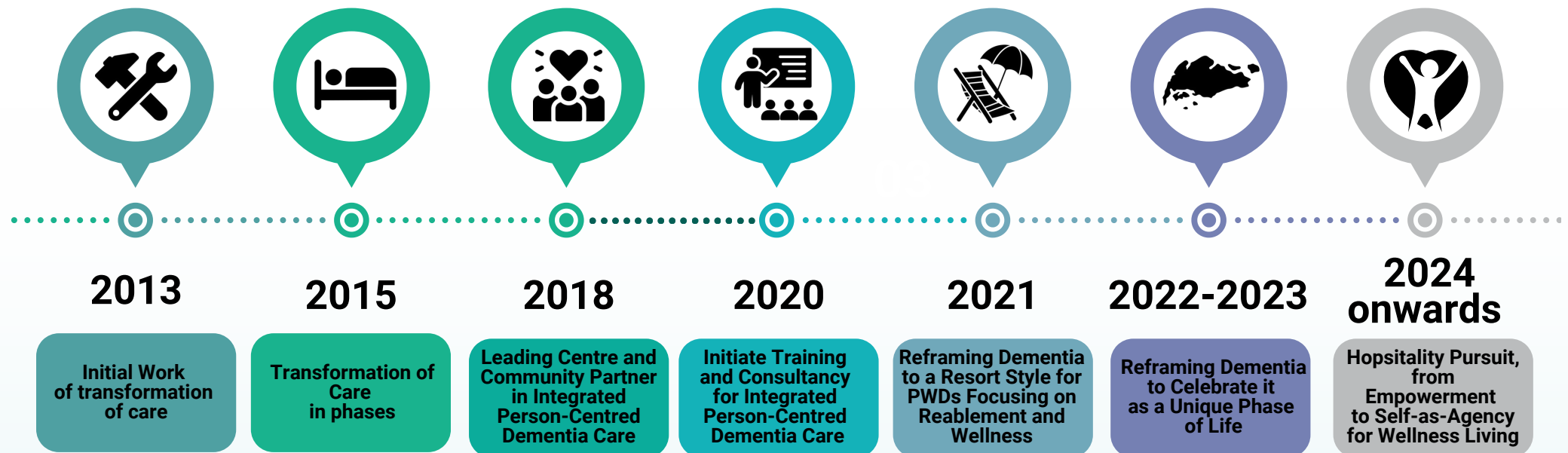


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We care for our Staff



JOURNEY THROUGH THE YEARS: REFLECTING ON OUR GROWTH AND IMPACT



All our transformation is essentially a translation of our deep belief in person-centred care and its approaches to respond to the changing landscapes to create a visionary ecosystem that empowers persons with dementia.

CHAIRMAN'S ADDRESS

2024 marked a significant milestone as Apex Harmony Lodge (AHL) celebrated 25 years of compassionate care for persons with dementia (PWDs). This journey reflects our unwavering commitment to provide the best physical, mental, emotional and social well-being for PWDs, empowering them to live fulfilling lives. Our 25th anniversary celebration, graced by Mr Sharael Taha, Member of Parliament for Pasir Ris-Punggol GRC, honoured our legacy of care and dedication.

Over the years, we have evolved from providing care to empowering individuals. By adopting an ability-centred care model with a strength-based approach, we have enabled our residents to discover new capabilities, interests and experiences. Immersive experiences in music, art and mindfulness now form the cornerstone of our wellness framework, enriching residents' quality of life. This year, we advanced our commitment with a new milestone: 'Self as Agency'. We see PWDs not just as recipients of care but as empowered individuals capable of actively participating in their own lives. This shift is crucial as we adapt to a changing demographic of younger, more educated and articulate residents. Supporting their ability to make informed decisions and champion their own destinies is central to our vision.

Our journey of transformation is also reflected in our evolving physical environment, designed to promote wellness living. In partnership with the Agency for Integrated Care (AIC) and Environmental Gerontologist Dr Joanna Sun, we introduced the Singapore Environmental Assessment Tool (SEAT) Guidebook, providing a framework for enhancing care environments for PWDs across aged care facilities. Guided by our iterative model of integrated care planning, ability-centred activities and a supportive social and physical environment, 70% of residents have successfully achieved their wellness goals outlined in their Living Well Plan (LWP). Looking ahead to 2025 and beyond, our focus is on creating possibilities and opportunities for wellness living for all.

Our unique programmes have continued to make a significant impact, earning international recognition this year. Our From Farm-to-Table (FFTT) initiative was featured at the International Dementia Conference and our Joy in Dining (JID) programme was showcased at the Alzheimer's Disease International Conference.

We were also honoured to receive the Charity Transparency Award at the 2024 Charity Transparency and Governance Awards. This recognition celebrates our 25-year dedication to providing compassionate care and innovative programmes for PWDs and their caregivers, while upholding the highest standards of integrity, accountability and transparency. It reflects the collective effort of our staff, partners and supporters who help us shape a community where PWDs can thrive and live meaningful lives.

Our work has been enriched by invaluable partnerships with institutions like Changi General Hospital, Nanyang Polytechnic and experts such as Dr Donald Yeo and Dr Philip Yap. These partnerships, along with the support of donors and community stakeholders, have empowered our residents to stay connected to the broader community through meaningful activities and opportunities.

As we look to the future, I extend my deepest gratitude to our donors, volunteers, partners, the Ministry of Health and AIC for their unwavering support. I would also like to thank my fellow members of the Management Committee and Sub-committees, who generously contribute their time and expertise and our dedicated team led by CEO Ms Soh Mee Choo.

After two and a half decades, we remain steadfast in our commitment to unlocking new opportunities and possibilities for PWDs. Together, we will continue to reframe dementia, creating an ecosystem where PWDs can thrive and lead meaningful lives.



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 2024, 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 in 2024
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	Honorary Secretary	30 Mar 2017	Accountant	2/6
4.	Mr Leow Tze Wen	Treasurer	30 Mar 2017	Director	3/6
5.	Mr Lim Wei Liang James	Assistant Treasurer	29 Mar 2019	Associate Director	6/6
6.	Mr Mathavan Devadas	Member	27 Mar 2013	Legal Consultant	2/6
7.	Ms Chen Hui Wen	Member	12 Jun 2020	Senior Project Manager	6/6
8.	Mr Tan Cheong Hoe Charles	Member	30 Mar 2017	Managing Director	2/6

No.	MC Member	Designation	Date of Appointment	Occupation	No. of Meetings Attended in 2024
9.	Mr Au Seng Lye	Member	24 Mar 2023	Engineer	4/6
10.	Mr Malcolm Loh	Member	24 Mar 2023	Accountant	5/6
11.	Ms Marilyn Lim	Member	24 Mar 2023	Legal Claim Officer	5/6
12.	Dr Christopher Lien	Member	7 Sep 2023	Senior Consultant Geriatrician	5/6

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	Senior Consultant Geriatrician, CGH
Members	Dr Tew Chee Wee	Consultant Geriatrician, KTPH
	Dr Ee Chye Hua	Consultant Geriatrician, WH
	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
Members	Mr Kang Hak Leng
	Ms Molly Teo (From 27 Aug 2024 onwards)

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 James Lim	Deputy Chief Executive Officer (Strategic Planning)	23 Sep 2024
4	Mr Tam June Sing	Head of Nursing & Care Services	01 Aug 2019
5	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 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 \$8.8 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 \$1.08 million, with the additional transfer during the year. The Building Fund now standing at \$15.1 million will remain in the nature of an unrestricted fund.

LODGE UPGRADE FUND

In 2024, AHL designated part of the General Fund to Lodge Upgrade Fund for the purpose of enhancing the Lodge's facilities and operations with \$3 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 2024, AHL was home to 207 long-term residents, with a 98.5% occupancy rate. About 69% of our residents are aged 75 and older while 18.4% are aged 90 and above. 10% of our residents are aged 65 and below with young onset dementia. 35.3% of residents have been residing on the Lodge for more than 5 years.

AHL also served 13 PWDs residing in the community, in addition to 8 caregiver clients.

Of the 207 residents, 92% were subsidised, of which 56% were fully subsidised residents and 14% paid between \$100 and \$500 per month. The Lodge remains committed to providing for the needy.

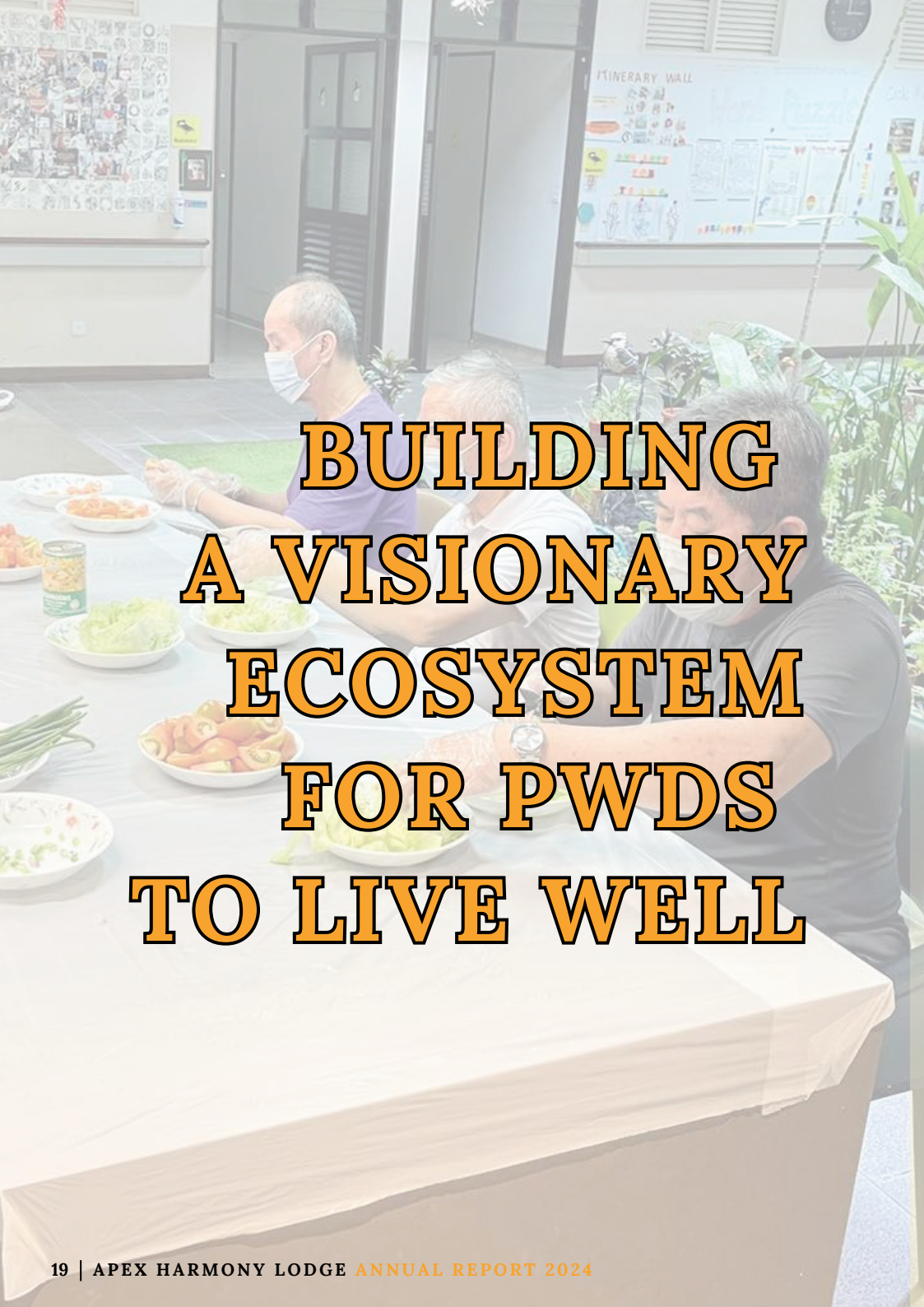
STAFF PROFILE

As of 31 December 2024, AHL had 155 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 also contract the services of experienced General Practitioners, Psycho-Geriatricians, 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, four 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.

A photograph of three people, two men and one woman, sitting at a long table covered with a white cloth in a community kitchen. They are preparing food, with various bowls of vegetables and other ingredients on the table. In the background, there is a bulletin board titled 'ITINERARY WALL' and a large window. The text 'BUILDING A VISIONARY ECOSYSTEM FOR PWDs TO LIVE WELL' is overlaid in large, bold, orange letters with a black outline.

BUILDING A VISIONARY ECOSYSTEM FOR PWDs TO LIVE WELL

Apex Harmony Lodge (AHL) celebrated its 25th anniversary in 2024 with a renewed dedication to creating possibilities and opportunities for wellness living for all. Building on our journey, we have advanced our commitment from Care to Empowerment with a new milestone: 'Self as Agency'.

This approach recognises PWDs as empowered individuals, supported to actively participating in their care journey. We seek to hear their 'voices' to foster informed decision-making and self-advocacy, to eventually champion their autonomy across the entire continuum of care.

Guided by our transformative care models and innovative programmes, we continue to learn and evolve, foster autonomy and reframe dementia as a meaningful and unique phase of life.

ASSISTED LIVING LONG-TERM RESIDENTIAL CARE

Embracing a resort-style lifestyle with 'Self as Agency' at the anchor, the **Assisted Living (AL)** team goes beyond empowerment – enabling residents to actively engage in meaningful activities and pursue their wellness goals.

In 2024, AL residents played a key role in shaping new initiatives and sharing them within the community. Notably, our Farm-to-Table (FFTT) initiative was featured at the International Dementia Conference, highlighting its impact. New initiatives such as Garden Artist, Garden BBQ, Resident Committee and Agility at Changi Beach, create more opportunities and possibilities for residents to shape their involvement. These initiatives not only foster reablement but also empower residents as valuable contributors.



Our Fun & Fit Programme blends rehabilitation with fun, offering residents ongoing opportunities for learning and active engagement.

Scaling up the Golden Harvest programme with 37 enthused residents enables them to cultivate vegetables for the From-Farm-To-Table (FFTT) initiative, which has since evolved, with residents stepping into the role of co-facilitators. Masak Masak club offers a diverse menu, from baked pastries to home-cooked meals, while integrating the FFTT concept by using produce from the garden. Beyond gardening, residents also co-create garden artwork, cultivating a strong sense of purpose and contribution.

Opportunities for 'Self as Agency' are further strengthened through participation in the resident committee, where residents actively share insights and feedback on their living environment, meals and activities. By shaping improvements firsthand, they become active decision-makers, cultivating a sense of ownership, empowerment and enhanced well-being in their daily lives. This inclusive involvement also fosters stronger community bonds.



Empowering residents as active contributors, they come together to harvest homegrown crops and enjoy the satisfaction of cooking and sharing meals made from their fresh produce.

As part of our ongoing environmental transformation, we introduced the "Gentlemen's Corner" at Lily Home. This dedicated space is designed for engagement, featuring a futsal table, a basketball hoop arcade and dart games. It provides residents with a fun and interactive environment for socialising, friendly competition and improved well-being.

At the same time, AL created opportunities and possibilities by re-abling residents' voices, empowering them to co-create goals for wellness living. Our residents are integral in the co-creation of our Living Art Gallery and Garden That Inspire. Life for our residents is actualised in a natural, vibrant social space that fosters mindful connections with nature, children, families and the broader community.

FEATURE: MR TAY CHENG KUAY

At first glance, sixty-year-old Mr Tay Cheng Kuay may seem like any other resident in a nursing home. But behind his calm demeanour lies a story of resilience, agency through on-going self-discovery. A former maintenance officer on ships, his physically demanding career was cut short by a stroke and dementia diagnosis, forcing him into early retirement. Arriving at Apex Harmony Lodge, he struggled with loss—until he began reclaiming his sense of self.



Mr Tay takes pride in planting and harvesting fresh crops from the garden.

At the Lodge, care is not about doing for, but doing with. Instead of structuring his days for him, the team empowered Mr Tay to shape his own routine. He naturally gravitated toward tasks that engaged his past skills—tending to the garden, maintaining shared spaces and taking on small responsibilities that rekindled his confidence.

His environment evolved with him. Recognising his love for structure and movement, the team introduced calligraphy, interactive games and tailored exercises—not just as activities, but as avenues for self-expression and independence. His spiritual well-being was also honoured, giving him space for mindfulness and reflection.

No longer a passive recipient of care, Mr Tay took charge of his daily experiences—from morning gardening to social interactions. He set personal goals: to stay active, build connections and keep learning. He communicates openly about his needs, seeks support when necessary and takes ownership of his well-being.



Mr Tay enjoys exploring creativity and mindfulness through Tangle Art.

Today, Mr Tay is a testament to 'Self as Agency' in dementia care. His story is not one of decline, but of rediscovery and quiet strength, proving that even with dementia, life remains rich with opportunities and possibilities.

SUPPORTED LIVING LONG-TERM RESIDENTIAL CARE

Supported Living (SL) Home envisions itself as a countryside resort of a connected, enabled and engaged community. By integrating music, technology, nature and art into daily routines, we create an environment that stimulates the senses, allowing residents to actively shape their experiences. Engaged in meaningful, resort-inspired activities, they are empowered to foster independence, growth and fulfilment. This approach cultivates a relaxing and stimulating atmosphere, supporting emotional and mental wellness, while offering a peaceful space for reflection and creative engagement.

In 2024, opportunities for connected experiences were further enhanced through various programmes. The All-Star League provided residents with a vibrant, fun and high-energy environment that stimulated cognitive function while fostering teamwork, friendly competition and physical activity. Scaling up to involve 20 residents, participants took turns playing different roles such as scorer, goalkeeper and cheerleader, actively contributing to the experience rather than just participating. Looking ahead, we are preparing residents for a competition outside the Lodge, further expanding their opportunities for meaningful participation and connection.



Through All Star League, residents stay engaged and active, enhancing both their physical and mental agility.

Building on our Signature Mural Walls, we have further enhanced the magnetic wall with various reminiscent activities, allowing residents to share recipes and recreate traditional dishes using available ingredients, as well as engage in cognitive puzzles and quizzes. These activities empower residents to exercise Self as Agency, enabling them to independently choose and participate in meaningful engagements that foster autonomy and personal expression.



By offering a variety of reminiscent activities, the enhanced magnetic wall empowers residents while promoting independent participation and self-expression.

Looking ahead, we aim to revamp the magnetic wall to further enhance its functionality by incorporating a wider range of engaging activities, including those that support physiotherapy exercises. This initiative will provide residents with more opportunities to stay active, stimulated and engaged, enriching their daily experiences in an interactive and purposeful way.

Additionally, the use of assistive devices and technology further empowers residents to take control of their own care. The forearm walker enhances stability and safety, helping residents move independently and confidently. It supports mobility, allowing them to navigate their environment with greater ease. Through pedal cycling, residents can explore the garden at their own pace, staying active while enjoying the outdoors. These tools not only enable residents to choose and engage in activities that reflect their preferences but also support their journey toward enhanced independence and well-being.



Exploring the garden at their own pace, residents stay active and embrace independence through pedal cycling.

Nurturing the HeART (NTH) offers residents opportunities for artistic expression and creativity, such as designing their own placemats, allowing staff to better understand and appreciate their talents and preferences. These personalised experiences, enhanced with Botanic Beats, promote sensory stimulation, emotional well-being and self-expression. This approach empowers residents to actively shape their environment and make choices that resonate with their personal sense of identity, fostering a deeper connection to their surroundings and their own sense of self.

Since its introduction in 2023, the Handbells programme has grown from 8 to 14 residents. The group now explores a variety of song genres, often inspired by festive seasons, adding creativity and joy to each session. Visual aids are incorporated to enhance cognitive stimulation, engaging residents' minds while promoting focus, teamwork and listening skills. Through collaboration, residents create harmonious sounds, fostering mental stimulation and emotional expression. Making music encourages achievement, social interaction and communication, all of which are essential for emotional well-being.

This year, we introduced the Groove with Rhythms (GwR) programme, blending music and movement to promote physical activity, emotional expression and coordination. Designed to be engaging and inclusive, GwR uses rhythmic exercises and curated music to make movement natural and enjoyable. Residents follow along with neon sticks featuring thicker handles and vibrant colours, enhancing grip, visibility and focus. This combination of music, movement and visual cues supports physical, emotional and cognitive well-being, creating a stimulating and accessible experience for all.

These initiatives foster empowerment, connection and greater independence in daily life. They spark joy, create a sense of community and offer opportunities for residents to reconnect with cherished memories while making new ones. By considering each resident's sensory profile and level of engagement, we ensure meaningful participation, purpose and growth, helping residents move towards greater independence, rediscovery of purpose and daily joy.



Through music and movement, residents foster well-being, express emotions and build connections.



Our handbell sessions offer cognitive stimulation while fostering a sense of community among residents.

FEATURE: MDM YAP YIN MOY

Mdm Yap Yin Moy celebrated her 103rd birthday this year, a remarkable milestone reflecting her resilience and transformation she has experienced within a connected, nurturing community. A single mother who worked tirelessly to provide for her daughters, Mdm Yap's life has been shaped by strength, selflessness and unwavering determination – qualities that continue to define her spirit as she embraces her later years.



Mdm Yap stays engaged and stimulated through enriching sensory activities.

Since joining the Supported Living (SL) family in 2008, Mdm Yap's journey has been one of self-empowerment. Initially, she faced challenges, such as hesitance with her shower routine, struggles with appetite and resistance to medication. At SL, we empower residents to be active agents in their own lives. Our Person-Centred Care (PCC) approach allowed us to understand Mdm Yap's individual preferences, habits and needs, fostering a relationship of trust and respect. This foundation has empowered her to take charge of her well-being and actively shape her daily experiences.



Mdm Yap gains independence and confidence in self-feeding with the Eat Well Set.

In SL's thoughtfully designed environment, which promotes purposeful engagements, Mdm Yap found the space to flourish. As she became an active participant in daily routines, she gained greater confidence and independence. Her adherence to medication improved and her dining experience was enhanced with the introduction of the Eat Well Set – utensils thoughtfully designed for comfort and independence. Simple, yet profound, changes like a lighter spoon with a thinner handle empowered Mdm Yap to eat with dignity, reclaiming control over a fundamental part of her life.

Her physical health has also been nurtured with the support of SL's dedicated Physical Therapy team. Exercises like pedal cycling and therapeutic walking with a Rollator Frame keep her mobile and engaged. These personalised adjustments have helped to maintain her independence and enhance her quality of life.

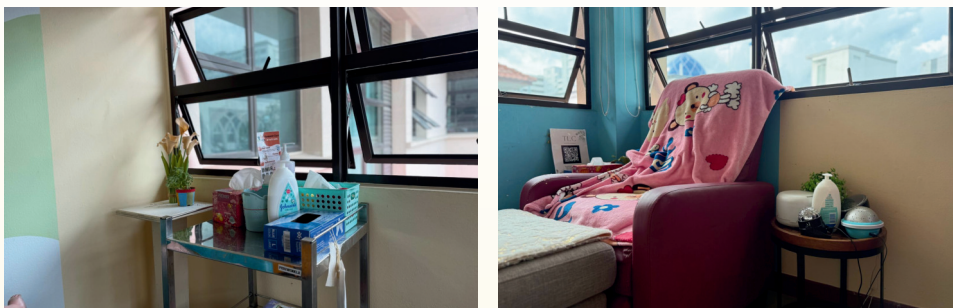
Mdm Yap's journey reminds us that age is not a limitation. With the right environment, care and community, challenges become opportunities for growth and joy. In the vibrant countryside resort of SL, Mdm Yap has found not only a place to thrive but a space to actively shape her life and continue living each day with purpose and dignity.

TENDER LOVING CARE

LONG-TERM RESIDENTIAL CARE

Tender Loving Care (TLC) is home to residents in the advanced stage of dementia, where life is equally vibrant with thoughtfully designed initiatives. Guided by its vision of being a Therapeutic Sanctuary with Loving Connections, TLC is underpinned by the philosophy of Namaste Care, Palliative Care and Humanity. Staff play a vital role in honouring the dignity, autonomy and humanity of every resident through compassionate and person-centred care. While residents may appear to be passive recipients of care, they are, in truth, empowered individuals whose needs, wishes and 'voices' shape their daily experiences. Every detail is attended to, with pains and discomfort gently and respectfully managed.

In 2024, TLC deepened its commitment to care by strengthening the integration of Namaste Care and Humanity, to form a continuum of care for our residents. Our signature activities—Loving Touch of Motion and the Melody of Touch Programme—integrate Namaste Care's gentle affirming gestures with Humanity's focus on gaze, touch and emotional connection. Combined with Activities of Daily Living (ADL) routines and Palliative Care, they foster engagement, meaningful connections and a deepened sense of presence. Beyond comfort, these experiences help residents reclaim their sense of self, with some even regaining functional abilities.



Bringing calm and connection, Namaste Care remains at the heart of our residents' daily experiences.

Given the advanced nature of our residents' conditions, TLC experiences the highest number of departures. In 2024, we reinforced the importance of strengthening our palliative care practices, ensuring all staff are trained to assist in palliative care rounds. TLC remains steadfast in its mission to provide holistic support—from comfort care to bereavement.

A key milestone was our synergistic collaboration with industry experts through Changi General Hospital's Enhancing Advance Care Planning, Geriatric Care and End-of-Life (EOL) Care in the Eastern Region (EAGLEcare) programme. By tapping into EAGLEcare's expertise in EOL care, we have further strengthened our ability to deliver personalised, high-quality support tailored to each resident's unique preferences—honouring their autonomy and enhancing their well-being.



Enhancing well-being with calming spaces that reflect personalised sensory needs and privacy.

We take pride that every day at TLC is an opportunity to affirm our commitment: every resident lives with wellness and departs with dignity. Every life is cherished, every moment embraced and every farewell is met with profound respect, love and compassion. Here, we empower residents to live fully, until their last moments.

FEATURE: MR LIM MEE NEE

When Mr Lim Mee Nee first arrived at Tender Loving Care (TLC), he was at his most vulnerable—bedridden and reliant on tube feeding after repeated hospitalisations. At TLC, care is not just about meeting physical needs—it is about restoring dignity, purpose and 'Self as Agency'. The care team saw beyond his limitations, focusing instead on the possibilities.



*With patience and tailored support,
Mr Lim reclaimed his independence.*

At the core of Mr Lim's care journey is TLC's vision of creating a therapeutic sanctuary built on loving connections. Programs like Melody of Touch (MOT) exemplify this approach, blending the gentle, affirming gestures of Namaste Care with Humanitude's emphasis on gaze, touch and emotional connection. For Mr Lim, MOT was not just about comfort—it was about reclaiming his sense of self. Immersed in an environment of soothing touch and familiar sounds—from nostalgic radio dramas to calming soundscapes—he felt safe, valued and motivated to rebuild his confidence.

Through thoughtful engagement tailored to his pace, Mr Lim gradually reclaimed his daily experiences. Within months, he was weaned off tube feeding, sitting up in the living room and reconnecting with the world around him. No longer confined to a passive role in his care, he became an active participant—choosing when to join conversations, savouring meals at his own rhythm and embracing life's moments.



*Mr Lim embraces autonomy, participating in
tabletop activities and choosing how
he engages in his care*

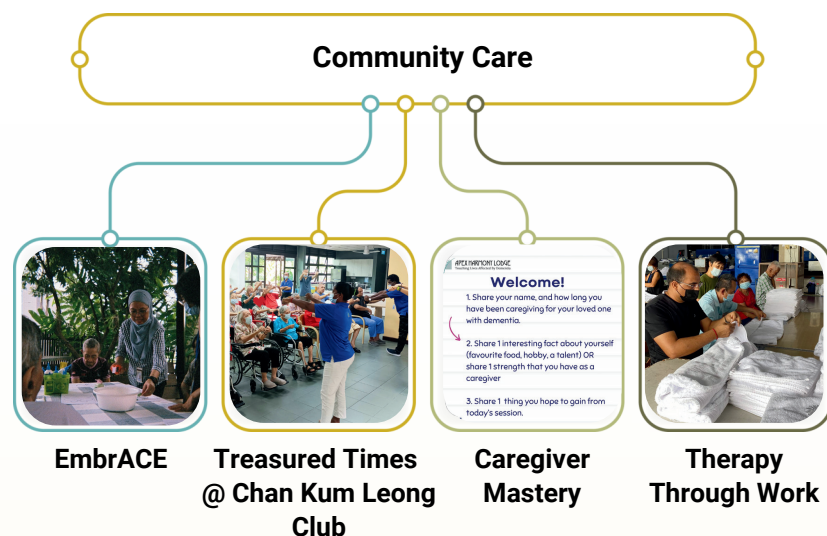
For Mr Lim, this meant participating in sessions filled with love, care, compassion and soothing touch while listening to radio drama and a variety of soundscapes. The calming environment during MOT sessions helped him feel safe, supported and empowered to regain his strength and confidence.

At TLC, care extends beyond meeting physical needs to restore each resident's sense of dignity and purpose. Every resident is seen as an individual with unique strengths, preferences and potential. In this therapeutic sanctuary, filled with meaningful engagement and loving connections, Mr Lim is not merely receiving care—he is shaping his own journey, finding joy, dignity and purpose in each new day.

COMMUNITY CARE

ENHANCED SOCIAL PRESCRIPTION MODEL

In 2024, Community Care (ComCare) expanded its offerings from three to four key service streams: Caregiver Mastery, Treasured Times @ Chan Kum Leong Club, EmbrACE and Therapy Through Work (TTW). This enhanced social prescription model is designed to empower Persons with Dementia (PWDs) and Persons with Mild Cognitive Impairment (PMCI), supporting their ability to thrive and live well within the community for as long as possible.



These strength-based services focus on meeting the aspirations of PWDs and PMCIs with choices and dignity. Through this approach, these initiatives foster independence, community engagement and resilience among caregivers and residents alike a dementia-friendly and respectful community with its unique narratives.

Treasured Times @ Chan Kum Leong Club & EmbrACE

In 2024, we proudly introduced Treasured Times @ CKL Club – a collaboration with Chan Kum Leong Club (CKL Club) designed to offer our Community Care Clients a unique opportunity to engage in enriching programmes within the vibrant setting of the Club. This initiative brings together the warmth of the community, a rich variety of activities and the chance for meaningful connections, empowering our clients and their caregivers to experience new moments of joy, growth and social engagement.



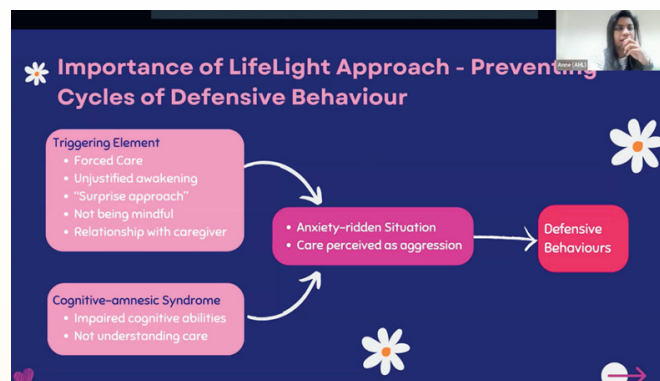
Treasured Times @ CKL Club brings Community Care Clients and caregivers together, creating meaningful connections through activities like making goreng pisang.

Looking ahead, through EmbrACE, we aim to expand our reach by live streaming Club programmes to Persons with Dementia (PWDs) and Persons with Mild Cognitive Impairment (PMCI), whom either prefer to be engaged in comfort of the homes or may have difficulty leaving homes.

Caregiver Mastery: Supporting Caregivers of Persons with Dementia

Caregiver Mastery provides an enriching platform to promote self-care for caregivers of PWDs to gain valuable insights and practical strategies while encouraging the formation of informal support networks. Through this service stream, caregivers are encouraged to prioritise self-care and well-being above all. Monthly sessions—offered both virtually and in-person—create a space for caregivers to share experiences, discover new talents and engage in meaningful activities. These include mindfulness, art, music and nature-inspired engagements, all aimed at fostering personal growth and emotional resilience.

In 2024, Caregiver Mastery, fondly known as LifeLight, anchored caregivers with a deep understanding of person-centred care and strengths-based approaches to supporting their loved ones with dementia. These sessions emphasised the importance of preserving autonomy, dignity and independence while empowering caregivers to address challenges with compassion and respect for individuality. Facilitators and AHL nurses shared practical tips and real-life case studies, empowering caregivers with strategies on clear communication, gentle touch, eye contact and fostering trust to build meaningful connections.



Nurturing autonomy and dignity, LifeLight empowers caregivers to build trust and meaningful connections with their loved ones.

Caregiver Mastery continues to be an essential resource, equipping caregivers with the knowledge, skills and emotional support needed to navigate their caregiving journey with resilience. With the vision of creating a strong caregiver network—eventually evolving into a peer-led community by caregivers, for caregivers—this fosters mutual learning, shared experiences and a sense of collective resilience. Ultimately, Caregiver Mastery encourages caregivers to embrace caregiving as a gift rather than a burden, transforming challenges into opportunities for connection, growth and well-being.

Therapy Through Work

Since its inception in 2014, Therapy Through Work (TTW), the Lodge's signature in-community programme, has empowered individuals to rediscover purpose, foster independence and enhance their sense of self-worth to live life with confidence and much to look forward to each day. Over the past decade, TTW has created numerous opportunities for participants to exercise 'Self as Agency', enabling them to take control of their lives through meaningful, purposeful choices—whether it is the freedom to choose lunch at the hawker centre or their favourite music for the journey. By embracing work as a natural form of therapy, TTW has consistently demonstrated its transformative potential in creating meaningful change for participants.

Two participants, who have been part of the programme for the full 10 years, exemplify its impact, showing no signs of decline and continuing to thrive. This underscores TTW's powerful role in nurturing autonomy and promoting long-term well-being.



Therapy Through Work has nurtured 'Self as Agency', allowing individuals to maintain their abled years and live with purpose.

In 2024, we launched the semi-independent model to align aspirations of the growing prevalence of Mild Cognitive Impairment (MCI) and mild dementia in Singapore. This model further fosters independence, confidence and continued engagement, re-enabling individuals to take an active role in society.

Unlike the supported model, the semi-independent model empowers individuals to take ownership of their roles. Job coaches provide initial guidance during the trial period, after which clients transition to direct reporting with their employers. They also travel independently between work and home, further enhancing their autonomy and problem-solving skills.

Looking ahead to 2025, the Lodge is committed to expanding our network of employment collaborators across different regions to offer more diverse vocational opportunities for PWDs and PMCIs. Through strategic partnerships and sponsorships across Singapore, we aim to create accessible pathways for employment, engagement and lifelong contribution.

FEATURE: MR SKY

SEMI-INDEPENDENT TTW MODEL IN CAFÉ BRERA

Mr Sky has been a valued community care client since 2020. In 2024, with the launch of the Semi-Independent TTW Model, Mr Sky found meaningful employment at Café Brera, one of our community partners providing a supportive work environment.



Through TTW, Mr Sky is empowered to explore his strengths as he learns cafe operations from his supportive colleagues in Cafe Brera.

At Café Brera, Mr Sky was empowered to explore his strengths with tailored support to accommodate his memory challenges. His colleagues and supervisors provided gentle reminders and a memory notebook to help with daily tasks. His independence was further nurtured by allowing him to travel to work independently, with assistance available if needed. The café also adapted his workspace to ensure his safety by positioning him near a colleague who could respond promptly in case of any emergencies.

Since transitioning to the Semi-Independent model, Mr Sky's life has transformed. He has developed a strong sense of ownership over his work. This sense of purpose has helped him overcome grief and rediscover his drive to live well despite his health condition. His regular work schedule has also reduced episodes of disassociation. For Mr Sky, TTW offers more than employment – it provides a renewed sense of purpose and autonomy. He now completes tasks independently, demonstrating his growth and resilience.

Inspired by his own journey, Mr Sky has found fulfilment in giving back. He now volunteers at the CKL Club, using his skills and experiences to support others in the community.

Mr Sky's story highlights the incredible potential of individuals with mild cognitive impairment when given the right opportunities and support. It stands as a testament to the transformative power of encouragement, adaptation and community in journeying with individuals experiencing challenges.

ENVIRONMENTAL TRANSFORMATION

Over the years, AHL has remained committed to building a nurturing and supportive community, staying true to our mission of transforming the Lodge into a resort for persons with dementia (PWDs) through enhancements of our Living Art Gallery and the Garden that Inspires.

In 2024, AHL achieved a significant milestone in its ongoing commitment to creating dementia-friendly environments that foster wellness living for residents. This aligns with national efforts to enhance dementia care, as the number of persons living with dementia (PWDs) in Singapore is projected to rise to 152,000 by 2030.

AHL has long been recognised for its pioneering work in dementia care, notably featured in the 2020 World Alzheimer Report for its innovative approach to environmental design. Building on this recognition, AHL partnered with the Agency for Integrated Care (AIC) and the esteemed Environmental Gerontologist Dr Joanna Sun, a leading expert in dementia-inclusive environments. Dr Sun, whose research focuses on aging-in-place strategies and dementia design principles, was inspired by AHL's vision and its commitment to creating social and physical environments that promote wellness for our residents. She played a pivotal role in guiding AHL's environmental transformation.

AHL's journey was marked by the launch of the Singapore Environmental Assessment Tool (SEAT), an evidence-based audit tool developed by AIC to evaluate and enhance care environments. Through a structured, collaborative effort involving residents, caregivers and staff, AHL made reference to the key dementia-friendly design principles—wayfinding, sensory stimulation and accessibility—resulting in improved spatial orientation, greater autonomy in daily activities and enhanced well-being for residents.

Beyond AHL, this initiative serves as a model for other care facilities striving to create dementia-friendly spaces. By continuously refining its social and physical environment, AHL remains dedicated to setting new benchmarks in person-centred dementia care. More on this collaboration is shared under Strategic Thrust 2: Synergistic and Sustainable Partnerships.



Purposefully designed, dementia-friendly environments support residents in towards 'Self as Agency', fostering independence and meaningful engagement.



Garden that Inspires has continued to thrive as a sanctuary, offering a peaceful environment that fosters a deep connection with nature. The on-going transformation of the garden provides residents to find solace and nurture their mind, body and spirit. Every element of the garden is carefully designed to encourage slowing down, appreciating the beauty of nature and being present in the moment. The garden's tranquil environment invites reflection and mindfulness, allowing all who visit to experience the restorative power of nature.



Inspiring mindfulness and naturalised therapy, our garden serves as a nurturing space for residents, families and children to connect with nature and each other.

Increasingly, family members, along with children from our Intergenerational Bonding Programme, frequently visit, creating an inclusive and shared environment that fosters connection across generations. The garden becomes a meeting point where younger and older generations can interact, engage in meaningful conversations and enjoy the simple pleasures of nature together. This collaborative experience enriches relationships, making the garden not just a peaceful haven, but a bridge that connects families and nurtures bonds for all.

Our Assisted Living (AL) residents have been pivotal in the development of our Living Art Gallery and Garden That Inspires. Through their involvement in co-creating artwork and crafting decorative pieces for the garden, residents experience a sense of pride and ownership, showcasing their talents to the broader community. This collaborative approach nurtures emotional and social connections, fostering a vibrant atmosphere that aligns with our goal of creating a resort style environment. This year, we introduced exciting new initiatives, including Garden Artist, Garden BBQ, Free & Breezy, Monthly Birthday Picnics and Garden Tea Appreciation, to further enrich the experience in the Garden that Inspires.



Monthly Birthday Picnics in the garden offer a serene setting for celebration and connection.



Residents immerse in Botanic Beats, enjoying the soothing blend of music and nature.

For SL residents, Groove with Rhythms (GwR) is a multisensory programme specially curated by Mrs Liza Ow, a seasoned arts and music instructor. Held at the scenic Level 2 Sky Terrace, the space is enhanced with organic edibles and flowers, creating a therapeutic, calming and healing environment. These natural elements provide optimal stimulation, ensuring the residents' senses are stimulated while offering a sense of tranquillity. By combining gentle movement with nostalgic tunes, GwR encourages residents to stay active while reliving cherished memories. This unique fusion of music, movement and nature nurtures both the body and the soul.

Residents with a talent for the arts have contributed to the Living Art Gallery with their own artistic creations. Batik paintings now adorn shared corridors and in-home spaces, adding warmth and a personal touch that enhances the homeliness of our community.



Purposeful and multi-intentional, residents' artwork embodies their creative spirit, transforming shared areas into vibrant, welcoming spaces.

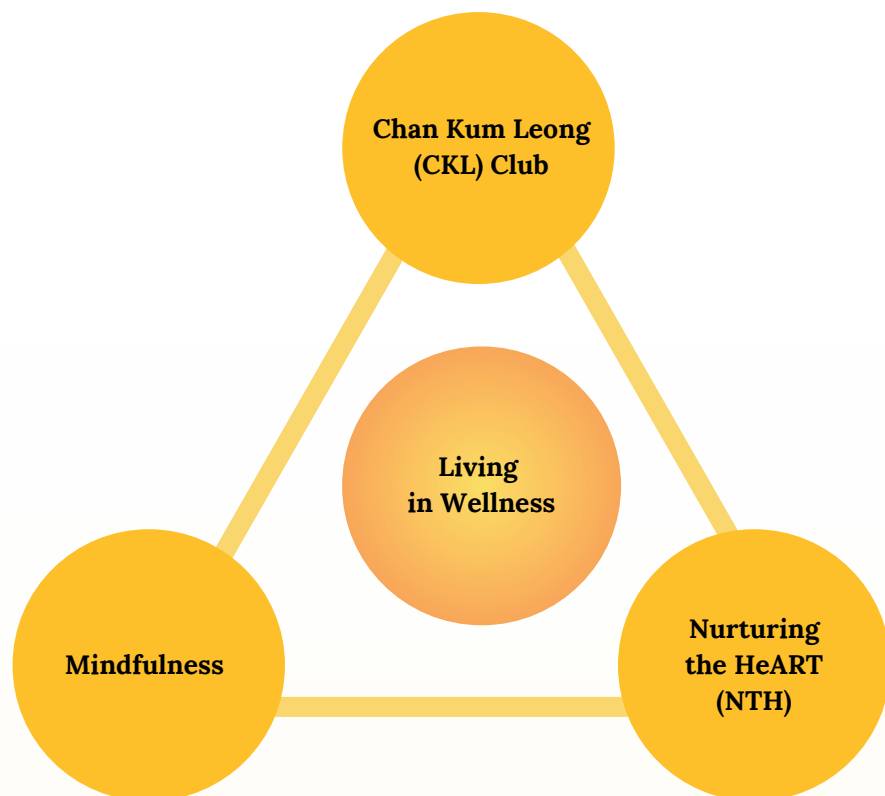
In line with our vision of creating a therapeutic sanctuary built on loving connections, Tender Loving Care (TLC) has further enhanced the Bed Bound Day Out programme to better engage and uplift the spirit of these residents. The addition of a herbal corner at Level 3 Sky Terrace, featuring herbs such as mint, oregano and thyme, provides TLC Residents an immersive sensory experience that engages all five senses, fostering a deeper connection with nature.



The Sky Terrace Garden provides residents a serene space for nature-inspired activities, offering opportunities to unwind through immersive experiences that promote well-being and foster emotional connections.

ABILITY-CENTRED ACTIVITIES

LIVING IN WELLNESS AT APEX HARMONY LODGE



As we step into the next transformative era of care – ‘Self as Agency’ – we are redefining the boundaries of wellness living for persons with dementia (PWDs). At the core of this approach are three key iterative pillars: the Chan Kum Leong Club, Mindfulness and Nurturing the HeART (NTH). Guided by our commitment to person-centered care and mindful living, we strive to create a nurturing environment where every individual can thrive. Our focus is on empowering PWDs through initiatives that support the five key ways of well-being: to give, move, take notice, connect and learn.

Chan Kum Leong Club

The Chan Kum Leong (CKL) Club 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 and community. As a dedicated space for wellness living at the Lodge, the CKL Club embodies the principles of mindful living, with Nurturing the HeART (NTH) initiative at its core, offering a resort-style wellness experience for all.

Since its transformation, the CKL Club has become the preferred venue for residents seeking a wide range of wellness activities. This year, responding to residents’ feedback, we introduced the Self-Engagement Corner. This space was thoughtfully designed to provide residents with opportunities to engage with the club’s offerings beyond structured programmes. Whether enjoying casual kopi chats, mindful colouring, or cognitive exercises, this corner enables residents to connect at their own pace, fostering a sense of empowerment and ‘Self as Agency’.

Through this initiative, residents are not only engaging in wellness practices, but they are also contributing as social resources within the Lodge while taking ownership of their well-being. With more than 120 residents accessing the club each week, the CKL Club continues to be truly a vibrant and nurturing space, where individuals are empowered to thrive, engage and live in wellness.



Residents take joy in making traditional kuehs, fostering cultural connections and shared happiness.



Modified tai chi helps residents enhance flexibility and dexterity, while adapting to their physical abilities.

Mindfulness

Building on our learnings from the previous year, we enhanced two of our signature mindfulness activities—Mindful Immersive Nature Therapy (MINT) and the Intergenerational Bonding Programme (IGBP), benefiting over 75 residents. By adapting kinaesthetic approaches, we integrated mindfulness as a naturalised therapy and a way of life for our residents, including exercise, grooming and mealtimes. This integration of mindfulness practices not only fostered well-being but also created meaningful connections between residents and their surroundings.

Through these practices, we are cultivating a holistic approach to well-being, where mindfulness is a cornerstone of our residents' daily experiences, enhancing their quality of life.



Residents embrace mindfulness through our Intergenerational Bonding Programme (IGBP) and wellness practices like tea appreciation, enriching their daily living and quality of life.



Nurturing the HeART

Arts and music have long been instrumental in fostering creative expression and emotional well-being among PWDs. This year, we expanded our exploration of diverse forms of emotional expression, beginning with the launch of a poetry club, which initially engaged four residents and has since grown to seven, with more participants currently being assessed for suitability. Residents are thoughtfully selected based on their cognitive profiles and personal interests, ensuring a meaningful and impactful experience. In addition, our residents have become ambassadors of the Lodge, showcasing their talents through external performances and collaborations. Our resident band co-wrote 'The Butterfly Song' for our 25th Anniversary and performed at the Dementia & Co Talent Show, while another group participated in the Sing Out Loud Esplanade showcase. Throughout the year, we continued to provide platforms for residents to express themselves through creative outlets, cultivating a deeper sense of connection and emotional fulfilment.



Enabling emotional connection and fulfilment, residents engage in creative outlets to express themselves and thrive.

Through the Chan Kum Leong (CKL) Club, mindfulness practices and Nurturing the HeART (NTH) have transformed wellness living into a journey of empowerment, self-expression and connection. Residents are not just participants but active contributors to their own well-being, taking charge of their aspirations and shaping meaningful experiences. Through opportunities to exercise 'Self as Agency', residents engage in opportunities that nurture their passions, unlock new potentials and foster personal growth.

As we move forward, our commitment remains steadfast in creating a supportive and inclusive community—one that champions the abilities of PWDs as valuable contributors. By reframing dementia as a unique phase of life, we celebrate every individual's strength, enabling them to maintain their abled years while pursuing new experiences through our ability centered activities.



SYNERGISTIC AND SUSTAINABLE PARTNERSHIPS

In 2024, our strategic partnerships with corporate partners, knowledge collaborators and co-creators have played a pivotal role in enhancing the lives of persons with dementia (PWDs). As we reflect on our continued journey, we are deeply grateful for the enduring partnerships we have cultivated, which have empowered us to reach new milestones in dementia care.

These relationships have strengthened our mission, allowing us to adopt a collaborative approach that ensures sustainable and impactful initiatives. Through these synergistic partnerships, we have been able to create a platform for meaningful collaboration that benefits both our residents and our partners.

With these sustained collaborations, we remain committed to empowering PWDs within the Lodge and beyond, fostering engagement and advancing dementia best practices. We extend our sincere thanks to our partners for their unwavering support and look forward to achieving even greater success together in the years ahead.

Gerontology Co-Teaching and Curriculum Integration

Temasek Polytechnic

In the 2024 academic year, AHL contributed to the co-teaching of second-year Diploma in Gerontology students. AHL staff served as tutors, sharing their expertise and experiences in person-centred dementia care. Together, we co-created a progressive work-based learning model that blends theoretical instruction with real-life experiential learning in a dementia care setting.

The work-based learning model enriched TP students with invaluable ground knowledge to learn from practitioners, enabling them to observe, interact and connect with persons living with dementia during their 24 hours of practicum at AHL. This immersive experience contextualised classroom teachings, allowing students to apply theoretical concepts with real-life applications in dementia care, empowering students to gain deeper insights on person-centred care.

The biggest synergy in this collaboration is the integration of AHL's expertise in dementia care with TP's pedagogical framework. AHL contributed real-world content grounded in practical experience, while TP provided structured pedagogy to enhance learning delivery.

This strategic partnership between AHL and TP demonstrates potential for AHL to be a knowledge centre in dementia care. By sharing lived experiences, AHL enriches students' understanding beyond theory, equipping them with the skills, empathy and confidence necessary to support an aging society. Looking ahead, AHL aims to deepen this synergistic partnership to conduct training and work-based learning to both Pre-Employment Training (PET) and Continuing Education and Training (CET) students.

Co-development of the Singapore Environmental Assessment Tool (SEAT) Guidebook

A Collaboration with the Agency of Integrated Care and Dr Joanna Sun

At AHL, our ongoing transformation focuses on cultivating a nurturing community and space through environmental enhancements. Rooted in dementia-friendly design principles and salutogenesis, these transformative changes reflect our commitment to creating an environment that fosters wellness living. The Lodge continues to transform into a resort for persons with dementia (PWDs), characterised by a Living Art Gallery and a Garden that Inspires.



We are proud to announce the official launch of the Singapore Environmental Assessment Tool (SEAT) Guidebook, a collaborative effort between the Agency for Integrated Care (AIC), AHL and Environmental Gerontologist Dr Joanna Sun. The SEAT provides a systematic framework for evaluating aged care environments and identifying improvements to better support persons living with dementia.

AHL is featured as a case study in the guidebook, showcasing how its built environment aligns with internationally recognised design principles tailored to local needs. The guidebook highlights the Lodge's practical application of SEAT and emphasises the importance of integrating environmental design with care plans and activities to maximise the positive impact of dementia-friendly environments.

Designed as a local, evidence-based resource, the SEAT guidebook offers valuable insights for educators, professionals, students, informal caregivers and anyone interested in dementia-friendly design. By sharing knowledge and practical expertise, this guidebook aims to inspire a proliferation of supportive care environments across Singapore, equipping the nation to navigate the growing prevalence of dementia and the challenges of an ageing population.



The SEAT guidebook is a collaborative effort between AIC, AHL and Dr Joanna Sun.

Sing Out Loud!

A Community Engagement Programme by Esplanade – Theatres on the Bay Singapore

In March 2024, AHL embarked on an enriching musical journey with Sing Out Loud! –an eight-week programme designed to provide persons living with dementia the opportunity to deepen their engagement with music. This programme used the power of memory and emotional recall to reminisce about beloved songs from the past, including classics like Tian Mi Mi, Rasa Sayang and Chan Mali Chan.

Led by Artist facilitator Angeline Choo (Angie), Sing Out Loud! brought together 15 residents from all three models of care at the Lodge. Each session was made even more meaningful with volunteers from Esplanade, who paired with residents to provide support and encouragement. The warm and inclusive atmosphere cultivated through music and connection allowed participants to find joy, confidence and a renewed sense of expression.

The grand finale was a heartfelt performance at the Esplanade Recital Studio, where residents showcased their talents before an audience of family and friends from AHL. For many, it was a first-time experience performing at such a prestigious venue—an unforgettable moment of pride and celebration. The impact of the showcase was deeply felt by both residents and their loved ones:

"Great show! I feel touched and impressed that my dad can sing so well." – Daughter of Mr Teo, who performed a solo during the showcase.

"I felt happy as I sang and hope that it was acceptable to others. I feel grateful and hope for more opportunities to sing in the near future." – Christine, participant of Sing Out Loud!

The joy, connection and empowerment sparked through this programme reflect the transformative power of music in dementia care. AHL is grateful for the partnership with Esplanade – Theatres on the Bay and we look forward to future collaborations that inspire creativity, connection and inclusivity through the arts.



During the Sing Out Loud! showcase at the Esplanade, residents performed a diverse range of songs from various genres and languages.

In addition to our synergistic partnerships, we are deeply grateful to the volunteers and friends of the Lodge for their invaluable contributions. Their involvement across various activities enriches our residents' lives. Through their warmth, hospitality and diverse skills, volunteers support care programs, offer companionship and create an environment where residents feel valued and dignified.

Volunteers also play a crucial role in empowering residents to actively engage in their own care by offering personalised support and facilitating activities that encourage decision-making and independence. Through a range of volunteer-initiated programs, residents are encouraged to take ownership of their routines, explore new interests and participate in meaningful interactions.

Their dedication helps build a vibrant, inclusive community, strengthening the connection between the Lodge and the broader community. We are deeply appreciative of the impact they have made and remain committed to expanding this network of support as we continue working together to enhance the lives of PWDs.



Residents receive personalised care and pampering through professional haircuts provided by our skilled volunteers.



Residents engage in therapeutic art sessions, including balloon painting, facilitated by our dedicated group volunteers.



Volunteers bring the outside world to our residents, fostering connection and socialisation through meaningful outdoor experiences.

Synergistic partnership with aligned visions 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

At AHL, we are committed to cultivating an enduring culture of innovative excellence that goes beyond delivering quality care. Guided by this vision, we strive to create an ecosystem that promotes person-centred care (PCC) everywhere for PWDs and PMCs, ensuring that both groups are empowered towards 'Self as Agency' for wellness living. Through robust planning, evidence-based practices and continuous learning and improvement, we have built a culture of enduring positivity and possibilities.

In our pursuit of excellence, we place a strong emphasis on professional development, equipping our team with the skills needed for high-quality dementia care. Today, we have eight certified trainers and a suite of authentic dementia modules. Our practitioner-trainers play a pivotal role, employing just-in-time (JIT) learning methods and authentic, real-time case studies. This agile methodology ensures our staff develops the essential competencies, enabling them to deliver care grounded in both practical experience and ongoing learning.

We continually strive to go beyond conventional norms. Anchored in our mission, vision and values, we are developing ground-up tested models that not only elevate the care we provide but also contribute to local literature that redefines long-term residential care as a hospitality pursuit. By expanding both our knowledge base and human capital, we aim to set new benchmarks in the field.

KNOWLEDGE CREATED AND SHARED

At AHL, the pursuit of knowledge is not just an internal endeavour—it is a commitment to shaping the future of dementia care. In 2024, we were deeply humbled to share our ground-up tested knowledge initiatives, findings and innovative approaches on global platforms, strengthening our position as thought leaders in dignified and sustainable high quality person-centred dementia care. Creating ground-up knowledge and sharing it to create meaningful impact has become a defining culture at the Lodge. This year, three of our Signature Activities were presented at esteemed global conferences, where we contributed to the evolving discourse on dementia care: -

Alzheimer's Disease Conference 2024

- *Evaluating the Impact of Mindful Immersive Nature Therapy (MINT) Pilot Amongst Persons with Dementia in Long-Term Care*



With a growing prevalence of young-onset dementia and evolving profiles of PWDs, conventional residential care may not provide the right level of engagement. MINT introduces nature-based activities that offer a dignified level of challenge, leading to meaningful self-expression, shared reflections and emotional connection within the group.

- *Improving Long-Term Care Dementia Residents' Dining Experience: Evaluating the Impact of 'Joy-in-Dining' Activity*



PWDs often face declining engagement with food leading to weight loss and malnutrition. Joy-in-Dining was piloted at AHL to enhance mealtime experiences through empowerment, social interaction and environmental modifications, ultimately improving residents' nutrition and well-being.

International Dementia Conference 2024

- *Evaluating the Impact of a Farm-to-Table Program on Persons with Dementia*



Engagement in nature-based activities significantly contributes to the physical and emotional wellness of PWDs, enriching their quality of life. AHL's Farm-to-Table programme empowers residents by providing opportunities to rediscover talents, engage in purposeful tasks and socialise. Designed to be inclusive, the programme caters to residents of varying mobility and cognitive abilities, ensuring meaningful participation for all.

Beyond validations and global presentations, our impact extended to media features and knowledge exchanges. Our Intergenerational Bonding Programme (IGBP) was featured in *The Straits Times*, highlighting its role in fostering meaningful connections between PWDs and younger generations.

More than just a unique platform for shared experiences, IGBP at the Lodge has evolved into Mindfulness IGBP, integrating mindfulness principles into weekly thematic sessions. With a multi-sensory approach, the programme nurtures both residents and preschoolers, with children stepping up as co-facilitators of mindful breathing practices. Through this programme, we continue to inspire intergenerational connections, building a bridge between generations and fostering a more inclusive, empowered community.



Spotlight on our impact: The Straits Times featured our Intergenerational Bonding Programme (IGBP), fostering meaningful connections between generations.

We also welcome distinguished visitors eager to learn how we implement our integrated person-centred care model in practice. They seek to understand how our care philosophy, environment and approach to engagement and empowerment come together to create a compassionate and supportive space for PWDs. Among the visitors was a group led by Denise Phua, Mayor of Central Singapore District, Member of Parliament for Jalan Besar GRC and President of the Autism Resource Centre (ARC). We also hosted professionals from Rainbow Centre and CPG Corporation, who are our believers and wish to gain valuable insights into how person-centred practices are seamlessly integrated into our approach to care.

Each of these engagements reaffirms our belief that the Lodge grows when knowledge is shared. As we continue on this journey, we remain committed to pushing the boundaries of dementia care, forging new partnerships and championing a future where every person with dementia is empowered to live with dignity and purpose.

RECOGNISING EXCELLENCE

AWARDS AND ACCREDITATIONS

At AHL, we are committed to continuous growth and excellence, ensuring the highest standards in care, governance and innovation. This year, we are proud to be recognised across multiple domains—training, cybersecurity, governance and clinical excellence—underscoring our dedication to high quality safe care with accountability ensuring that we remain at the forefront of best practices in the healthcare sector.

Certified On-the-Job Training Centre (COJTC) – Advocate

For years, AHL has been an ITE-certified training centre, equipping individuals with essential skills in eldercare. In March 2024, we were again awarded the ITE Certified On-the-Job Training Centre (COJTC), Advocate, a testament to our well-structured training framework, thorough documentation and dedicated On-the-Job Training (OJT) personnel.

Through adherence to best OJT practices, we continuously refine our system, develop training blueprints and build a team of skilled in-house trainers to foster ongoing professional growth and elevate quality care

Cyber Essentials Mark: Strengthening Cybersecurity

In today's digital age, safeguarding sensitive information is paramount. AHL has achieved the Cyber Essentials Mark, demonstrating our commitment to maintaining strong cyber hygiene and robust security measures. This recognition enhances trust and transparency in our partnerships, reinforcing our proactive approach to cybersecurity.



Charity Transparency Award 2024:

A Testament to Accountability

We are honoured to receive the Charity Transparency Award 2024, which recognises charities that uphold strong disclosure practices in line with the Charity Transparency Framework (CTF). The CTF, aligned with the 2017 Code of Governance for Charities and IPCs, highlights 9 key areas for transparency. This prestigious award reflects our steadfast commitment to integrity and accountability in all our operations.



Clinical Excellence at the Quality Improvement Festival

The Lodge's efforts to enhance clinical care were celebrated at the Quality Improvement Festival 2024, hosted by Changi General Hospital. Our teams were recognised with:

- Silver Award – Clinical quality improvement in reducing the use of restraints
- Bronze Award – Clinical quality improvement in pneumonia prevention



These achievements reflect our unwavering commitment to better care practices, fostering innovation, collaboration and improved well-being for our residents. As we celebrate these achievements, we remain focused and committed to our core to provide the best dementia care, setting new standards. At AHL, we are not simply adapting to the future—we are shaping it, with compassion, innovation and a steadfast commitment to empowering those who entrust us with their care.

HUMAN CAPITAL DEVELOPMENT

At AHL, we recognise that high quality dementia care begins with our people. Since our early days, recruiting the right staff was a challenge as dementia care was still an emerging field. However, we reframed these challenges into opportunities. We established a Human Capital Development team committed to nurturing a community of inspired, agile, versatile and competent dementia professionals.

Today, we have built a structured and robust training system that empowers staff across various departments with the expertise to deliver high-quality, person-centred care. Our team includes eight certified trainers, including two InterRAI trainers, 10 Dementia Care Mappers, eight SEAT assessors and 42 InterRAI assessors. To support continuous learning, we have also developed over 20 learning modules within our Learning Management System, fostering self-directed growth and professional development.

Investing in Competency and Well-being of Staff

- **Mindfulness Training:** 32 executive and non-executive staff have completed the 8-week "Finding Peace in a Frantic World" mindfulness training. This programme fosters self-care, emotional regulation, gratitude and empathy—empowering staff to live with mindfulness and carry through to integrate mindfulness into their interactions with residents and colleagues.
- **InterRAI Long Term Care Facilities (LTFC) Certification:** With the mandatory implementation of InterRAI LTFC assessment in 2026, we are well-positioned to uphold excellence in care through a competent team and robust systems. Our dedicated pool of 42 certified InterRAI assessors, supported by experienced trainers, ensures assessments are conducted with precision and consistency.
- **Humanitude™ Care Action Training:** 56 staff members have completed Level 1 Humanitude Training, a 4-day hands-on program focused on three core techniques—Gaze, Speech and Touch—that foster emotional connection and dignity in care. Four staff are being trained Level 2 Humanitude certification to train and sustain adoption of Humanitude principles.

APEX HARMONY LODGE'S 25TH ANNIVERSARY

Since its founding, AHL has been at the forefront of dementia care, championing a person-centred approach where every person with dementia is treated with dignity and respect. Over the years, our care philosophy has evolved into one deeply rooted in empowerment—transforming the way we approach dementia care and creating an environment that celebrates the strengths of each individual, regardless of the stage of their condition.

As we mark our 25th year, we take great pride in how far we have come. AHL has evolved from a 'doing for' approach to one of 'doing with,' where we continue to nurture autonomy through 'Self as Agency.' This transition reflects a profound understanding that empowering individuals to actively participate in their own care is essential to their overall well-being.

Looking ahead, we are dedicated to setting new benchmarks for dementia care. Our goal is to continue innovating, elevating standards and fostering a community where every voice is heard, every individual is empowered to thrive and dementia is celebrated as a unique and phase of life.

A special highlight of our anniversary celebrations was the presence of Mr Sharael Taha, Adviser to Pasir Ris East GROs, whose participation added a significant dimension to the occasion. Residents and staff came together to share their talents through handbell performances, poetry recitals and inspiring renditions from our Sing Out Loud! Programme. The performance of "The Butterfly Song," an original composition by our residents, was a powerful reminder of their creativity, resilience and growth—symbolising the care and support they receive at the Lodge. These performances not only highlighted their artistic abilities but also embodied the ongoing care and support that define the culture of Apex Harmony Lodge.



Our 25th anniversary celebration featured a cake cutting ceremony, with a special cake baked by our residents and performances from various resident groups.

We also unveiled a corporate video that traces our transformative journey in dementia care. This video showcases how we have built a holistic, integrated continuum of care and how we continue to redefine wellness living for everyone in our community—residents, staff, families, partners, donors and supporters.



Our corporate video spotlighted the shift from care to empowerment, and now to 'Self as Agency', reflecting the growth and transformation of our care approach.

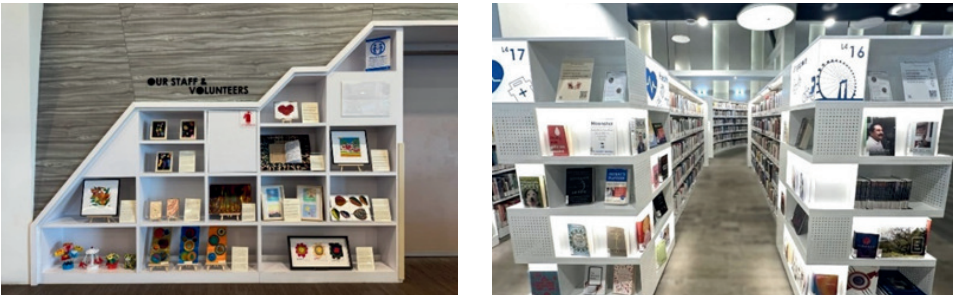
In celebration of our 25th Anniversary, we have taken time to reflect on the milestones that have shaped our journey. Our unwavering commitment to person-centred care has inspired us to explore new horizons, culminating in a year filled with events that celebrate the resilience, creativity and spirit of our residents.

Our public webinar on “Empowering Persons with Dementia to Live Well” sparked invaluable conversations, expanding our community and reinforcing our mission.



Through our public webinar on 'Empowering Persons with Dementia to Live Well,' we shared valuable insights on our person-centered care approach and more.

In further celebration of our residents’ creativity and talents, their poems and artworks were displayed at the Pasir Ris Public Library. This exhibition offered them a platform for self-expression, deepening their connection with the community and fostering mutual respect and understanding.



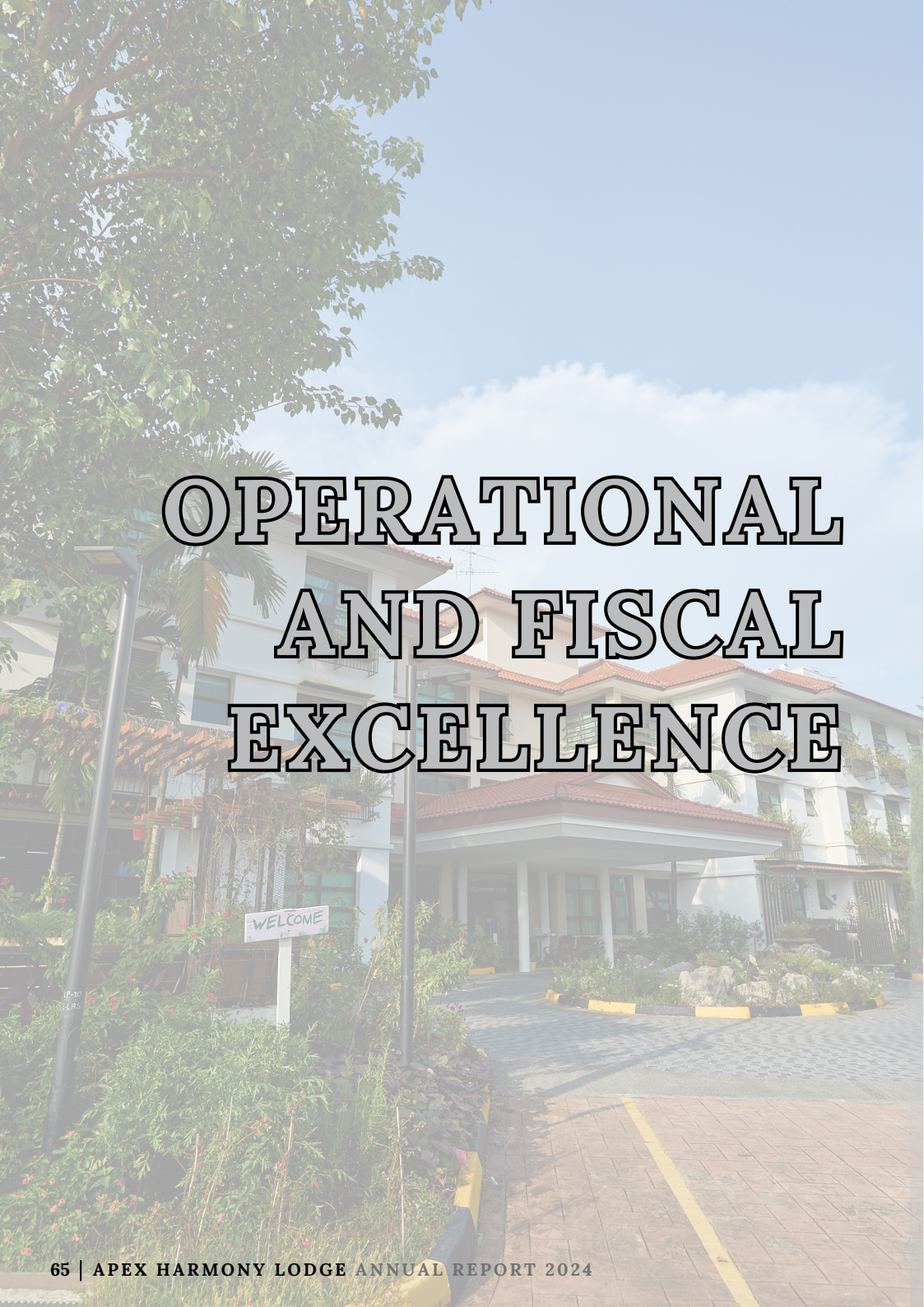
Residents' art pieces, including poetry, were showcased for the public at Pasir Ris Public Library.

Throughout the anniversary celebrations, we welcomed former staff members and honoured the achievements of our community. These moments highlighted the meaningful contributions our residents and staff make to the wider community.



A commemorative photo featuring some of our dedicated staff involved in the 25th Anniversary Celebration.

Reflecting on our journey with gratitude, we are inspired by the path that lies ahead. The unwavering support of our residents, staff, volunteers and community partners has been instrumental to our success. Looking to the future, we remain committed to empowering persons with dementia, creating meaningful experiences and nurturing and dignified community that is both supportive and dignified. As we embark on the next chapter of our journey, we reaffirm our mission to celebrate, empower and support every individual with dementia to live well.



OPERATIONAL AND FISCAL EXCELLENCE

At Apex Harmony Lodge, we are dedicated to providing the best care for persons with dementia (PWDs). We achieve this by applying operational and fiscal excellence, focusing on efficiency and sustainability. By embracing lean principles, we minimise waste, boost productivity and ensure lasting outcomes. Our commitment to excellence helps us stay aligned with the latest best practices in dementia care, enhancing the experience for our residents and the wider community.

Strategic Planning

This year, we took significant steps to refresh our vision and reaffirm our mission through a structured and strategic planning process. Senior management and executive teams participated in a four-day workshop led by Noel E K Tan, a certified facilitator and expert in systems thinking.

The workshop provided a platform for leadership teams to engage in meaningful discussions, align perspectives and collaboratively shape the Lodge's future direction. As we continue our three-year strategic plan, this exercise was instrumental in translating broad intentions into specific actions and measurable outcomes.

By refreshing our vision, we aim to strengthen staff development—both as individuals and as a collective leadership community—ensuring that our initiatives remain impactful and sustainable. This renewed clarity will guide us in advancing dementia care excellence and enhancing the well-being of those we serve.

Financial Report

The Lodge received 59% of its income from Government grants and subsidies in 2024. Fees collected from residents accounted for 7%, with the balance 34% from donations and other sources.

94% of our total expenses were incurred on providing services to residents while the remaining 6% covered indirect costs such as repairs, maintenance, and administrative expenses.

AKNOWLEDGEMENTS

AHL extends our heartfelt appreciation to all our supporters who have walked this journey with us, dedicating your time, effort, gifts, and donations to further our mission in supporting persons with dementia. Your companionship has made a significant difference, and we look forward to your continued support in the journey ahead.

Donations-in-Kind

Agnes Leong	Rotary Club of Marina City
Aidah Adnan	Rotary Club of Singapore
Amran Bin Noordin	Rotary Club of Singapore East
Autolink Holdings Pte Ltd	Rotary Club of Suntec City
Bethesda Community (Tampines)	SG Cares (Volunteer Centre @ Pasir Ris)
Bizlink F&B	Sim Guet Hong
Chia Boon Huat	Soul Kind Café
Chia Hui Dih	ST Engineering E-Services Pte Ltd
Chin Qin Min	Teng & Friends
Chin She Long and Family	The Buddhist Union
Cho Ah Lim	T-Prep Pte Ltd
Er San Quee	United World College Southeast Asia
Friends of Universal Compassion c/o Super	Wong Yew Chian Terence
Q International Pte Ltd	
Green Rebel Foods	
Henry Foong	
Ho Siew Foong and Family	
James Jordan Tay	
Jasmine Lai Hoon Lee	
Joey Ang	
Kai Ng Wei Yao	
Michael Kong	
Newcon Builders Pte Ltd	
Ng Sok Hia	
Ng Wei Yao	
North East Community Development Council	
Rotary Club of Jurong Town	
Rotary Club of Kampung Gelam	

Donations-in-Cash

\$100,000 and above

The Late Tan Kim Lwi Agnes

\$10,000 - \$99,999

Looi Yin Soon
Orchid Laundry
Republic of Singapore Air Force
Wong Tew Hong

\$1,000 - \$9,999

Chen Shu Ya
Dr Eu Oy Chu
Dr Hwang Teng Ben Winston
Dr Mythily Subramaniam
Foo Meng Jen Ian
Goh Kok Hwee Frankie
Guo Zhenxi
Kevyna Pang Boon Jue
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The Late Sim Suee Peng
Tian Hsiao Chuen Shirley
Toh Hong Choo
Vinita Arikala
Wong Hee Ong

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Carolans Shiow
Chan Hoi Shan
Chan Kween Suan
Chang Kian Seng
Chye Hua
Dr Letty Sng
Gan Eng Hui, Eddie
Lee Man Wei
Lek Soon Chor
Leng Hiang Catering
Leong Siew Loon
Lim Chhon Keow
Lim Kian Leng Malcolm
Lim Teck Chai, Danny
Nathridta
See Loong Choon
Shia Ping Ngoh
Sia Hui Yan Jilyn
Tan Chiew Yan
Tan Gim Hwa Adele
Tan Hui Hui
Tan Wei Ming
Tan Weng Mooi
Wong Sheng Zhe Alcide
Wong Shi Qi Aurora
Wong Zixi Evabelle

Volunteers

Groups

Air Combat Command, Republic of
Singapore Air Force
Bethesda Pasir Ris Mission Church
DBS Bank Ltd
EN Community Services Society
Esplanade
Faith Community Baptist Church
Firefly Mission
Givjoy
Klive Asia Pte Ltd
Lions Club Of Singapore (Nassim)
Local Support Group
Pasir Ris Secondary School
Project Dignity
Rosa Hairity
Rotary Club of Jurong Town
Sing Our Story
Singapore Armed Forces
ST Engineering E-Services Pte Ltd
Temasek Junior College
The Coolest SG Shibes
United World College of South East Asia
Wong Yew Chian Terence and Family

Individuals

Ahmed Mudassar
Alwin S Espiritu
Carolans Shiow
Cheng Soh Hoon
Chin Le Xuan Caylee
Cindy Tan
Cynthia Wong Yuit Choi
Das Saumyadip
Debbie Chng
Dion Ke Yen Sin
Dimacali Winona Bernadine Perez
Elsie Tan
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Sarkar Maumita
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Stanley Foo
Tan Gek Kim
Tan Sok Oon
Valerie Lim
Vicky Tan Jua Yun
Yvonne Tan

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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