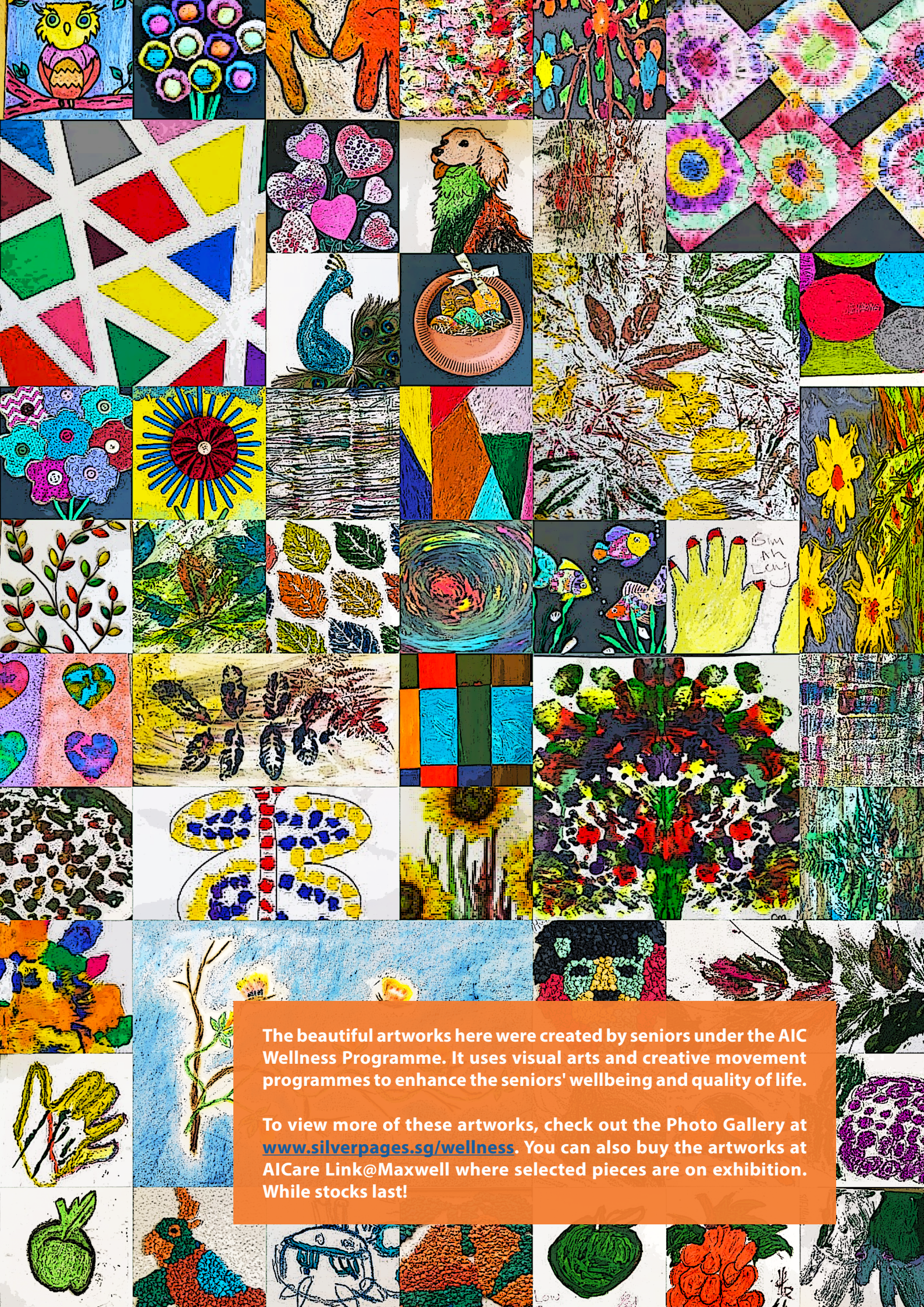


COLOURS OF community care





The beautiful artworks here were created by seniors under the AIC Wellness Programme. It uses visual arts and creative movement programmes to enhance the seniors' wellbeing and quality of life.

To view more of these artworks, check out the Photo Gallery at www.silverpages.sg/wellness. You can also buy the artworks at AICare Link@Maxwell where selected pieces are on exhibition. While stocks last!

A Vibrant Renewal at Life

"Sometimes, a volunteer takes me to the senior activity centre where I can talk to people, read newspapers and exercise. I'm very happy now."

- Mdm Chen Yoke Lan, 91

After her husband passed away in 2009, Mdm Chen lived alone and had no caregiver support. Wheelchair-bound due to her weak legs, she used to rely on a friend who would visit her regularly and also help clean her commode. She is in contact with one of her stepsons only.

It was challenging for her to shower as it was difficult navigating in a small toilet with her wheelchair. She kept herself clean by simply sponging herself with water and soap. "Not bathing was uncomfortable, but I had no choice for many years."

Mdm Chen's quality of life changed for the better when she was referred to Touch Home Care (THC). THC helped her tap on the HDB upgrading process to modify her toilet to be senior-friendly. They also visited her twice a week to attend to her personal care which included washing her clothes.

Still, for a period of time, she preferred to sponge herself to keep clean. THC respected

her decision and continued to support her in other ways. One day, Mdm Chen finally felt comfortable around the care staff and allowed them to give her a shower.

Much to her delight, a water heater was recently installed to enable her to enjoy a warm shower.

Mdm Chen is now supported by a holistic range of services including weekly house cleaning, daily meal deliveries and transport escort services, when needed. These services support seniors, like Mdm Chen, who lives alone with little to no caregiver support to age-in-place.

Mdm Chen shares, "Sometimes, a volunteer takes me to the senior activity centre where I can talk to people, read newspapers and exercise. I'm very happy now."

Enabling seniors like Mdm Chen to age well at home and in the community is the reason why AIC does what it does.



Photo courtesy of TOUCH Community Services

Vision

A vibrant care community enabling people to live well and age gracefully.

Mission

To enable our clients to achieve their best care outcomes, we:

- Improve access to appropriate care and support clients and their caregivers.
- Grow and develop Primary and Community Care sectors.
- Transform the Care Community to support ageing-in-place.

Contents

06	MESSAGE FROM CHAIRMAN AND CEO	50	AIC FAMILY
08	A GLIMPSE INTO 2016	58	OUR CONTRIBUTORS
10	HOME FIRST	66	OUR ORGANISATION
32	ENHANCING PRODUCTIVITY AND QUALITY OF CARE	68	BOARD OF DIRECTORS
42	SUNRISE SECTOR	70	SENIOR MANAGEMENT

Chairman and CEO Message



DR JENNIFER LEE,
Chairman



DR JASON CHEAH,
CEO

Most seniors want to live with their loved ones at home, near their friends and neighbours. Developing a Care Community that can best support seniors to live and age well is something AIC and our partners continue to work on.

An example is Mr Lim Yan Ho. He was paralysed from the neck down after a cycling accident. He went through three years of rehabilitation at a Senior Care Centre. Last year, he reached an important goal he set for himself – to walk to a nearby kopitiam

for coffee. What would normally be no more than a minute's walk took Mr Lim an hour and a half. But it was in many ways a tremendous victory. He is now working towards his next goal with his physiotherapist – to stand smartly for the family photo at his son's upcoming wedding in May.

Mr Lim's story of determination spurs AIC and our partners to support even more seniors to age-in-place through creating more care options and capacity in the community.

In 2016, we saw the opening of 10 more Senior Care Centres (SCCs). SCCs provide comprehensive day care support for seniors while their caregivers are at work. Caregivers and seniors can also now get to day care centres via taxis with the Taxi Transport service, which supplements the day care centres' own specialised vehicles. The Care Close to Home programme, which brought together health and social home care services, has expanded to 11 sites island-wide today. We also started offering more integrated



services for clients with multiple care needs, such as the Integrated Home and Day Care (IHDC) Packages, available at seven centres across Singapore.

Apart from increasing capacity, we extended more support to caregivers. Should they need short-term reprieve to make caregiver arrangements after the hospitalisation of a loved one, they can apply for the Interim Caregiver Service (ICS) at all public and community hospitals. In 2016, more than 1,500 people benefitted from the ICS. More families found it easier to hire trained helpers to support with caregiving through the ElderCarer Foreign Domestic Worker (FDW) Scheme. At the public hospitals, the ACTION team Care Coordinators and AICare Link Care Consultants are on hand to recommend community solutions to support the needs of caregivers and their loved ones.

Through it all, the Community Care workforce is the backbone behind these initiatives. We are encouraged that more have chosen to join what we fondly call the “Sunrise Sector”. We saw fresh graduates, mid-

career switchers and former healthcare professionals join the Community Care family through initiatives like job fairs, the Return-To-Nursing Scheme, the Senior Management Associate Scheme, Community Care Traineeship and training grants. You can read about their experiences in the Yearbook.

Apart from the formal Community Care workforce, we are most delighted that even more from the community have stepped up to create the environment to help our seniors live well. Grassroots leaders, Pioneer Generation Ambassadors and volunteers reach out to seniors to explain community services and schemes in the neighbourhood and refer them to the Community Networks for Seniors. Employees in restaurants, shops, banks and government offices attended training and signed up to be “advocates” for persons with dementia in the various Dementia-Friendly Communities. In Whampoa, Ang Mo Kio and Yishun, older adults are partnering our community care partners to create senior-empowered towns and precincts. This “community spirit” of

looking out for and helping one another is a key step towards successful ageing in Singapore.

All these would not have been possible without the strong support of our community partners. We are grateful that government agencies, care service partners, grassroots volunteers, hospitals, and general practitioners are all part of this effort.

We would like to take this opportunity to thank our Board, management and staff at AIC for their important role in shaping AIC’s work and making an impact to the lives of our seniors. We also take this opportunity to bid farewell and thank outgoing Board Member Professor Alfred Chan for his contributions, and warmly welcome Mr William Liu to the Board.

The theme for the AIC 2016 Yearbook is Colours of the Community. Mr Lim’s story has taught us that we all play a part to add colour to the lives of others and to the Community. At AIC, we will continue to do our best to work with our partners to develop a vibrant and colourful community care sector.

A Glimpse into 2016

Jan

- Pilot for the Integrated Home and Day Care Packages (IHDC) started, providing a bundle of home and centre-based care to seniors.
- First Dementia-Friendly Community (DFC) launched at Chong Pang constituency bringing together networks to support seniors with dementia.

Mar



- Annual CHAS Family Carnival held in Chua Chu Kang Community Club attracted close to **2,000** residents.
- Launch of second DFC at Hong Kah North.

Apr

- AIC took over the administration of the Interim Disability Assistance Programme for the Elderly (IDAPE).
- Enhanced Nursing Home Standards (ENHS) enforced.

May



- Third DFC launched at MacPherson constituency. It was the first to incorporate mindfulness training for over **100** Dementia Friends and Champions to build a more mentally-resilient community.

Jun



- Malay-Speaking Community outreach launched at Tampines Group Representation Constituency (GRC). Reached out to more than **5,000** residents.

Aug

- Quality Framework and Community Care Retreat on Quality was attended by leaders from **60** community care partners who came together to brainstorm more ways to further Quality Improvement (QI).

- AIC turned 7!



- Intermediate and Long-Term Care (ILTC) Manpower Awards held to support care professionals in enhancing their skills and knowledge. The event was attended by more than **200** awardees and guests, and **88** awardees received the awards.





Sep

- ILTC Night, held at Raffles City Convention Centre, was attended by about **1,400** Community Care professionals who bonded over performances and activities.
- ILTC Excellence Awards held at Suntec Convention and Exhibition Centre, recognises the efforts of Community Care professionals and organisations for their work done in delivering quality care and excellent service to their clients. A total of **209** awards were given out.



Oct

- Walk with Us: Stamp out Stigma held to commemorate World Mental Health Day. Over **1,000** participants took part.
- National Seminar on Productivity in Healthcare held to promote a culture of productivity, and to spur its growth in the Healthcare and Community Care sector. About **1,200** international and local healthcare professionals attended the event.
- Pilot Care Close to Home (C2H), which supports seniors with little or no caregiver support to age-in-place, was expanded to a total of **11** sites.



Nov

- "Eat Well. Age Well. Live Well." held at Biopolis. Around **110** guests attended the event and 31 bootcamp participants received awards.



Home First

We work with our Community Care partners to enable seniors and their caregivers to age well at **home** by considering Community Care **first**.

There are services and support available that enable seniors to live independently at home for as long as possible.



Home First

Services and support available include:

HOME CARE

- Eldersitter
- Home Intervention Programme
- Home Medical, Nursing and Therapy
- Home Personal Care
- Interim Caregiver Service



- Integrated Home and Day Care Packages



CENTRE-BASED CARE

- CarerSupport @ Centres
- Day Care
- Day Rehabilitation
- Dementia Day Care
- Singapore Programme for Integrated Care of the Elderly



PRIMARY CARE



- Community Health Centres
- Dental Clinics
- General Practitioners

FINANCIAL ASSISTIVE SCHEMES



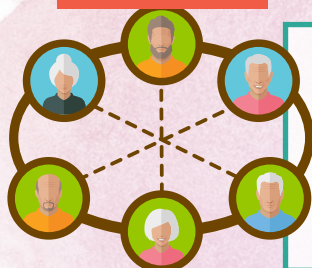
- Caregivers Training Grant
- Community Health Assist Scheme
- Foreign Domestic Worker Grant
- Interim Disability Assistance Programme for the Elderly
- Pioneer Generation Disability Assistance Scheme
- Seniors' Mobility and Enabling Fund

TRANSPORTATION SERVICES

- Centre-based Transport for Eldercare Centres
- Taxi Transport Service



NETWORKS



- Community Networks for Seniors
- Dementia-Friendly Community
- Local Community Support Network
- Primary Care Network

Connecting to Community Care Services

AlCare Links and the Aged Care Transition teams support seniors and their caregivers in getting the care resources they need to age-in-place after a hospital stay.

Doing What You Love

"My mother loves going for grocery shopping and cooking. We will bring her to the supermarket to get the ingredients, and she will whip up our favourite dishes with our helper's support."

- Mdm Juriah Yatim, 50

Mdm Hajah Ramlah Bte Raes, 84, used to manage a canteen stall, selling popular Malay dishes such as nasi lemak and lontong. That came to a stop when she fell and injured her spine. She was treated at Changi General Hospital (CGH) and had a metal plate inserted to support her back. Mdm Hajah became wheelchair-bound and had to be cared for by her daughter, Mdm Juriah at home.

As a working professional and full-time caregiver, Mdm

Juriah often had to take leave when accompanying her mother to medical appointments. Though her siblings helped with their mother's care, it was still a challenge for Mdm Juriah to juggle both work and caregiving responsibilities.

Things improved when Mdm Juriah sought assistance at AlCare Link@CGH during one of her mother's medical appointments. With help and advice from the care consultant, they were able to apply for financial assistance that supported their needs.

Today, Mdm Hajah has a domestic helper trained in senior care attending to her daily needs. A wheelchair and pressure relief cushion helps her stay mobile so that she can continue to do her two favourite

pastimes - grocery shopping and cooking.

Mdm Juriah shares with a smile, "I get to enjoy peace of mind at work and return home to a delicious meal prepared with love by my mother."



AGED CARE TRANSITION

ACTION or the AGED CARE TRANSITION teams help seniors return home with ease after a hospital stay. This is done through assessing their care needs, connecting them to relevant care services, and providing post-discharge follow-ups amongst other services.

In 2016, ACTION supported over 16,700 seniors.

Mr Chan, an ACTION client made a strong recovery after his stroke in 2015. He is able to manage most of his daily activities using the right side of his body.

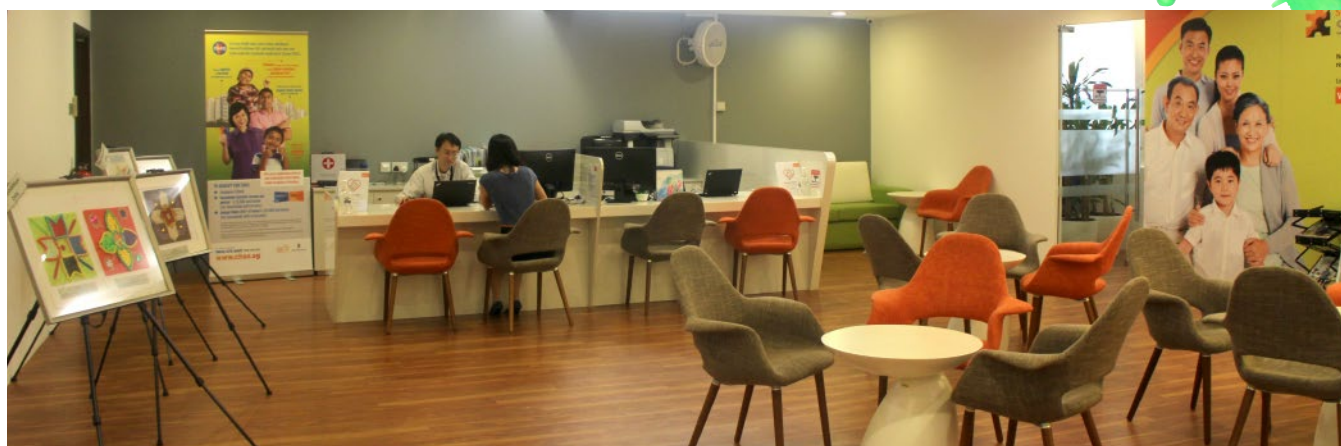


To ensure patients are able to manage their daily activities such as cooking and showering after a hospital discharge, the ACTION team will assess patients' needs before they return home.

AICARE LINKS

AICare Links enable seniors and their caregivers, who need to talk to someone face-to-face, to get advice from care consultants on various financial schemes, senior care and caregiver resources.

Located at five public and community hospitals, AICare Links have served over 45,700 people in 2016.



Service With Enthusiasm And Passion

"It is a privilege to enter the lives of people, and have them share their life experiences, vulnerability and outlook in life with me."

- Ms Jocelyn Toh, Case Manager, Community Case Management Service (CCMS)

One of Ms Jocelyn Toh's proudest moments arose when she increased the medication compliance rate of a client from zero to 100 percent. Due to her failing eyesight, the client had difficulty taking her medications. Jocelyn came up with an innovative labelling system using paper clips and rubber bands to differentiate the medications, and this made a huge difference to the client.

As a Case Manager with CCMS, Jocelyn spends her day mostly making home visits as well as conducting follow-ups and attending to case work. Her previous nursing training allows her to better support the clients on

CCMS who, generally, tend to have high health and social care needs.

To help seniors age well at home, case managers help them maintain their best living standards as much as possible. While there will always be challenges, Jocelyn works closely with community care partners to resolve them so that her clients can be well supported.

For certain, her passion to serve still blazes strongly, pushing her to do her best to help seniors age well in their later years.

MANAGING LONG-TERM CARE

Seniors who need long-term care due to multiple health and social care needs can be supported by CCMS. Case managers like Jocelyn work with seniors to understand their needs, devise and execute a care plan, and help to apply for suitable financial schemes amongst other services.

In 2016, CCMS has enabled close to 240 seniors to age well at home and in the community.

MANAGING SHORT-TERM CARE

The Community Care Assessment and Care Coordination's (ComCAT) mobile team of care assessors provide short-term care. They advise suitable care options to seniors with complex care needs, provide short-term monitoring when necessary, and support them at home.

In 2016, ComCAT has supported more than 660 seniors in ageing-in-place.



Financial Support for Seniors and Caregivers

Supporting seniors and their caregivers in ageing well at home are various financial assistance schemes.

Golden Years Together

"Thanks to the support I received, I was more confident in caring for my mother at home. Every moment with her was precious."

- Mr Low Siak Hiong, 66

Financial assistance schemes has made a difference to the lives of Mr Low and his late mother, Mdm Tan Soy Lek, 93. With the financial support, Mr Low changed his mind about sending his mother to a Nursing Home and could spend more time with her at home.

This was not the case when he first took over his mother's care from his sister.

Mdm Tan had dementia and he quickly realised just how much support was needed to care for her. Her condition would at times cause repetitive actions, and in fear that this might cause disturbances or injury to herself, Mr Low rarely left her side."

The sleep deprivation and worry about providing good care unwillingly made Mr Low consider a nursing home. "I

was at my wit's end and felt I wasn't capable of caring for my mother at home."

Upon recalling a helpline from a newspaper clipping, he called the Singapore Silver Line (SSL) and successfully applied for financial assistance schemes.

The Foreign Domestic Worker (FDW) Grant enabled him to hire a helper, Wati, to care for his mother. With her help, Mr Low had more time for himself and for catching up with friends.

"Wati was a great help. We brought my mother out for meals often and even brought her to see the Christmas decorations. It made her so happy! Thanks to the support I received, I was more confident in caring for my mother at home. Every moment with her was precious."





The schemes that supported Mr Low and Mdm Tan to live and age well at home are:

SENIORS' MOBILITY AND ENABLING FUND

The Seniors' Mobility and Enabling Fund (SMF) helps needy seniors with disabilities live independently at home and in the community by providing subsidies for assistive devices, home healthcare items and transportation.

In Mdm Tan's case, she received items like a subsidised wheelchair, air pressure relief mattress and commode.

PIONEER GENERATION DISABILITY ASSISTANCE SCHEME

Pioneers who need permanent assistance with at least three of their activity of daily living (ADL) such as toileting, showering and eating is supported by a monthly grant of \$100 to offset their cost of care.

Mdm Tan was supported by the Pioneer Generation Disability Assistance Scheme, making it even more affordable for her to age-in-place.

FOREIGN DOMESTIC WORKER LEVY CONCESSION FOR PERSONS WITH DISABILITIES

This scheme provides a lower monthly grant of \$60 to provide more support to caregivers who hire a FDW to care for their loved ones who require permanent assistance with at least one ADL.

In 2016, more than 700 applications to MOM have been supported.

FOREIGN DOMESTIC WORKER GRANT

This monthly grant of \$120 helps to offset the cost needed to hire a FDW to care for a loved one who needs permanent support with three or more ADLs.

OTHER FINANCIAL SCHEMES

Should Mr Low and Mdm Tan need further financial support, they can apply for the following schemes too.

CAREGIVER TRAINING GRANT

The Caregiver Training Grant (CTG) provides training subsidies of up to \$200 such that caregivers and their FDWs are better equipped to look after their loved ones.

INTERIM DISABILITY ASSISTANCE PROGRAMME FOR THE ELDERLY

The Interim Disability Assistance Programme for the Elderly (IDAPE) supports needy seniors who were not eligible for EldersShield when it was launched in 2002 due to age or existing disability. It supports them with a monthly cash payout of either \$150 or \$250 that can be used to support living expenses.

An overview of the financial assistance schemes, amount disbursed and beneficiaries supported.

Types of Financial Assistance Schemes	Amount Disbursed in 2016 	Beneficiaries Supported to date 
Caregiver Training Grant (CTG)	Close to \$1.1m	Over 42,200
Foreign Domestic Worker (FDW) Grant	Close to \$10m	Over 13,000
Interim Disability Assistance Programme For The Elderly (IDAPE)	Close to \$11m	About 6,000
Pioneer Generation Disability Assistance Scheme (PioneerDAS)	More than \$29m	Over 36,000
Seniors' Mobility And Enabling Fund (SMF)	More than \$26m	About 18,000

COMMUNITY HEALTH ASSIST SCHEME

The Community Health Assist Scheme (CHAS) supports families in ageing-in-place.

To date 1.28 million Singaporeans from the lower-to-middle income households have benefitted from the subsidies for their medical and dental care at participating CHAS clinics. Pioneers can also get support for their healthcare needs under CHAS.

For patients with chronic conditions, CHAS complements the Chronic Disease Management Programme (CDMP) which allows their Medisave to be used for outpatient treatment (for the same set of chronic conditions) covered under CHAS.

112 GP and dental clinics signed up in 2016, bringing the total number of

CHAS GPs
and dental
clinics



over
1,650

Over **685,000** beneficiaries were supported by CHAS in 2016.



Home Care Services

Frail seniors with high care needs can be cared for at home by a number of home care services.

ENHANCED INTERIM CAREGIVER SERVICE

Families who need more time to establish permanent care arrangements for their seniors who have just been discharged from the hospital can tap on the Interim Caregiver Service (ICS).

Under ICS, a care aide will visit the senior's home for two weeks to help him/her with activities of daily living like toileting and provide basic nursing care like wound dressing. This gives families peace of mind to arrange for long-term care.

Since November 2016, Home Palliative care services were

enhanced by home personal care services delivered through ICS. This aims to support clients who wish to spend their final days in the comfort of their own homes.

In 2016, more than 1,500 seniors have benefitted from ICS.

Glowing Home Once Again

"The care staff takes good care of me. They remind me to take my medicines and buy me food. When I'm at the centre, they'll teach me to play music too. The hand drum is my favourite instrument."

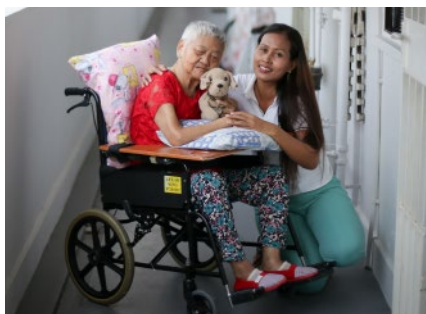
- Mdm Theresa Anthony, 55

Seniors who have little or no caregiver support can still age-in-place with the support of the Care Close to Home (C2H) initiative. Mdm Theresa is one good example.

Having always been a fighter, she single-handedly raised her three children after her husband passed away. Despite having multiple medical conditions such as arthritis, heart issues and lupus, she still wants to live life independently.



ELDERCARER FOREIGN DOMESTIC WORKER SCHEME



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Families who require a foreign domestic worker (FDW) who is pre-trained in senior care can easily access them under the ElderCarer FDW Scheme.

The Scheme enables new FDWs to undergo the Basic Eldercare Course even before they are placed with families. This ensures the FDW is equipped with essential caregiving skills to care for the seniors' day-to-day needs.

Close to 30 FDWs have been trained since the programme was rolled out in November 2016.

Living with Mdm Theresa as her sole caregiver is daughter, Patricia, 28. She used to work at a fast food restaurant but her work shifts made it difficult to bring Mdm Theresa to some of her medical appointments. To better look after her mother, Patricia quit her job while keeping a look out for work with flexible hours.

During this time, Mdm Theresa was recovering from a stroke at home. Hoping to help ease Patricia's worries, Mdm Theresa approached AWWA for assistance where she was enrolled into Temasek Foundation Cares – Care Close to Home (C2H) programme.

Since then, a healthcare aide visits Mdm Theresa weekly to deliver meals, remind her to take her medications and bring her for medical appointments.

When Patricia needs to go out she would also drop Mdm Theresa at the AWWA Senior Activity Centre where care staff can keep an eye on her.

Besides attending to her food and medication needs, they even taught her to play music.

Her favourite instrument is the hand drum.

"I feel less worried leaving my mother on her own as there are people to look after her. With their support, I can go back to work," said Patricia, who is now gainfully employed again.

CARE CLOSE TO HOME

The Care Close to Home (C2H) team that supported Mdm Theresa and Patricia consists of a case manager and social and healthcare aides. They are stationed near or under rental HDB blocks ready to provide care coordination and personal care services to the seniors at home.

C2H has expanded from the original three sites launched in 2014 to a total of 11 sites as of end 2016. The teams are located in Ang Mo Kio, Bedok Crescent, Bukit Merah, Geylang Bahru, Kreta Ayer, MacPherson, Marine Terrace, Marsiling and Telok Blangah.

More than 1,700 seniors have benefitted from the C2H programme in 2016.

Need An Eldersitter?

The Eldersitter programme supports seniors with dementia, and their caregivers at home. Mr Vincent Loh and his parents, Mdm Foong, 84 and Senior Loh, 88, is one such family who has benefitted.

Before their father was diagnosed with dementia in 2014, Vincent and his siblings knew the signs and symptoms as their mother, Mdm Foong, was diagnosed with dementia earlier. Having had two strokes, she was also bed-bound.

Prior to diagnosis, Senior Loh cared for his wife. Over time, the Loh siblings started noticing their father confusing day and night and repeating the same questions. That was when they knew their father was also developing dementia.

With both seniors requiring fulltime care now, Vincent became their primary caregiver.

He admits it is not easy caring for seniors with dementia, "My dad sometimes forgets about my mum's condition. He has tried to pull her out of her bed and she's fallen down several times. Fortunately, she wasn't injured."

Realising he needed help, Vincent researched online and contacted the Alzheimer's Disease Association (ADA). After understanding the needs of his parents, ADA recommended the Eldersitter programme. The eldersitter would visit and engage his parents in activities.

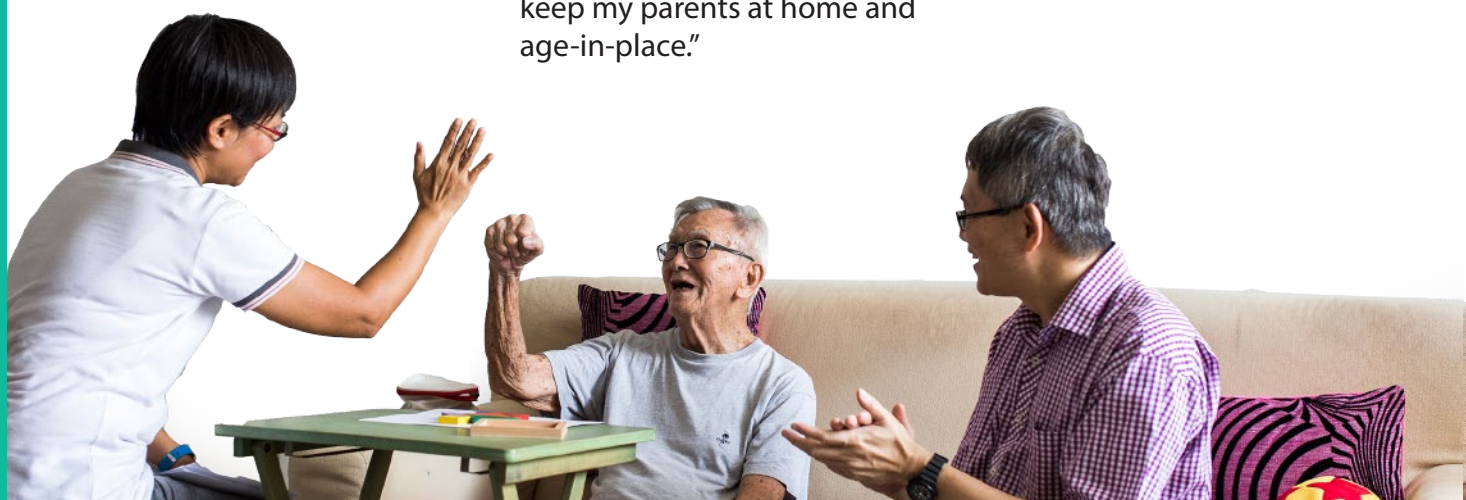
For example, as Senior Loh was athletic in this youth the eldersitter would play badminton or ball games with him while Mdm Foong's senses are engaged through spices and scents.

Vincent feels well supported in caring for his parents at home, "We will use all resources to keep my parents at home and age-in-place."

ELDERSITTER PROGRAMME

Eldersitters are trained in basic dementia caregiving skills. They engage seniors in stimulating activities that maintain their mental functions. The seniors' mental well-being are also improved through social engagement. While the session is being conducted at the clients' home, caregivers can use this time to take a break, run errands and engage in activities they enjoy.

In 2016, the Eldersitter programme has supported more than 280 seniors with dementia in ageing well at home.



Day Care Services

Seniors who are more mobile and/or whose families need to work in the day can tap on various day care services at Senior Care Centres.

SENIOR CARE CENTRES

Senior Care Centres (SCCs) provide day care, dementia day care, day rehabilitation and basic nursing services. At the centre, seniors receive personalised care where their progress is tracked to ensure better ageing-in-place. Besides giving seniors opportunities to socialise, caregivers are also supported through services like counselling and caregiver training.

In 2016, **7** new centres were developed and **3** centres were converted/expanded. In total, there are now

88 eldercare centres providing close to **4,000** day care places island-wide



OTHER SERVICES AVAILABLE AT SENIOR CARE CENTRES

The Singapore Programme for Integrated Care of the Elderly

The Singapore Programme for Integrated Care of the Elderly (SPICE) is an alternative care option to nursing homes. SPICE supports frail seniors with high care needs at the centre, who will return home to their families in the evening.

Two key benefits enjoyed by these seniors:

Delay in being admitted into a nursing home:

Close to 90% of SPICE clients are able to continue living at home and in the community with their families.

Reduction in hospital admissions:

SPICE clients have a 25% decrease in hospital admissions.

CarerSupport @ Centres

SCCs also provide caregiver support. This is part of efforts to holistically meet the needs of caregivers and their seniors in the community.

One such service is the CarerSupport @ Centres. Funded by Temasek Foundation Cares, it provides caregiver training, home visits and screening amongst other services.

In 2016, five day care centres have joined the initiative and more than 400 caregivers have been supported.



Lianhe Zaobao @ Singapore Press Holdings Limited. Reproduced with permission.

Integrating Home and Day Care Services

Frail seniors who need long-term care but prefer a mix of centre-based and home care services can tap on the Integrated Home and Day Care Packages (IHDC) to age-in-place.

Sound Support, Colourful Transformation

"I'm so grateful to the centre and its caring staff. My house is clean, my sense of balance is better, and most of all, I worry less about how I'm going to manage on my own."

- Mdm Lim Miau Chew, 67

Getting the right mix of centre-based and home care services for seniors takes an in-depth understanding of their needs. Mdm

Lim is one such senior who is holistically cared for under IHDC.

Mdm Lim has multiple medical conditions, including Parkinson's disease, hypertension and torticollis (abnormal head or neck position). She found it increasingly challenging to keep track of her multiple medications and care needs, while tending to the household chores and caring for her daughter who has special needs. After a hospital admission in 2015, she was referred to Peacehaven Bedok Multi-Service Centre and is supported by IHDC.

Under IHDC, Mdm Lim receives both centre and home-based care services that are tailored to her needs. On weekdays, she receives nursing care and rehabilitation at the centre. On weekends, her meals are delivered to her home by volunteers from Meals-on-Wheels, and care professionals will visit her to help with the medications. Personal care services are also provided where care staff will help with personal hygiene and light housekeeping.

With these services, Mdm Lim is more confident that she can age-in-place with her daughter at home. "I'm so grateful to the centre and its caring staff. My house is clean, my sense of balance is better, and most of all, I worry less about how I'm going to manage on my own."



INTEGRATED HOME AND DAY CARE PACKAGES

Seniors supported by IHDC like Mdm Lim is supported by just one service provider that will cater for and coordinate the range of health and social care services tailored to their individual needs.

Services such as case management, rehabilitation, medical, nursing, personal care, and social activities - are provided regardless of the care setting (i.e. either at home or at a centre).



This means that seniors and their families can enjoy greater convenience and peace of mind.

In 2016, IHDC has supported more than 200 seniors and their families.



MEALS-ON-WHEELS

As part of IHDC, Mdm Lim receives Meals-on-Wheels (MOW). MOW is a daily meal delivery service that supports seniors who are unable to get food themselves, or have no one to rely on to buy their meals. As many as 4,400 meals are delivered daily.

Transport Services

Seniors who need assistance to get to a Senior Care Centre are supported by the Taxi Transport Service and Centre-based Transport for Eldercare Centres.

Brilliant Smiles And Cheerful Rides

"The Taxi Transport service has given me more time to rest. I feel more energised at work and have gone back to sewing again."

- Mdm Beh Bon Kheaw, 58

Mr Goh Kiah Tian, 60 and his wife, Mdm Beh have been living life as independently as possible through the Taxi Transport service.

Until five years ago when Mr Goh had a stroke, he was the family's sole breadwinner. While the condition left him wheelchair bound, and needing regular rehabilitation sessions, he remains cheerful and loves cracking jokes to make his wife laugh.

Having to be both the breadwinner and caregiver was tough for Mdm Beh. She had to hold down a part-time job, take care of the household chores and tend to her children's needs. She also spent two hours each day, thrice weekly, ferrying

Mr Goh to and from St Hilda's Community Services Centre for his rehabilitation.

This took a toll on Mdm Beh. Deprived of sleep and feeling exhausted, the former seamstress no longer had time for her favourite activity, sewing.

When the centre joined the Taxi Transport service, the couple was recommended to give it a try. While Mr Goh was initially sceptical, he came to enjoy the service. "I like that I can go to the centre on my own and make new friends.

My cabby, Mr Sonny Tan, is also very friendly and helpful. He would help me get into and out of the cab safely which makes it easier for my wife."

Mdm Beh shares, "I feel assured knowing my husband is being ferried by Sonny as he is very careful. Also, the Taxi Transport service has given me more time to rest, I feel more energised at work and have gone back to sewing again."



TRANSPORT SERVICES

Rolled out in 2016 after a successful trial, the Taxi Transport service complements the existing specialised transport vans – vehicles that have been retrofitted with hydraulic lifts – that ferries seniors to and from SCCs.

It provides seniors and their caregivers with greater flexibility in scheduling timings and a shorter travel time.

In 2016, the service recruited 33 taxi drivers who are serving more than 200 seniors.



Photo courtesy of St Hilda's Community Services



Another service is the Centre-based Transport for Eldercare Centres. After a successful trial in 2014, the regional centralised transport service has been expanded island-wide. In 2016, seven vans were added to bring the fleet size to 17.

Community Services and Outreach

Besides home and centre-based services, there are a variety of community-based initiatives that supports seniors and caregivers in ageing well and gracefully.

AIC BOOTHS AT POLYCLINICS

AIC Booths serve to share information on healthcare and government assistance schemes within the community. Located at polyclinics, they enable members of public to conveniently sign up for the schemes.

The Booths are located at the Marine Parade, Yishun and Choa Chu Kang Polyclinics. In total, the three booths served over 5,300 visitors in 2016.



Mdm Lee, who lives alone and has never heard of the CHAS scheme, is glad that she can now enjoy higher subsidies at the polyclinic upon approval of her CHAS application. She was assisted by a Client Relations Associate manning the booth.

OUTREACH TO MALAY-SPEAKING COMMUNITY

The initiative creates greater awareness among the Malay-speaking community on how they can be supported in ageing-in-place via community care services and financial assistive schemes.



More than **5,000** in the Malay-speaking community have been reached out via community events and awareness talks at places like the mosques. There is also a



65% increase

in the number of applications for financial assistance schemes from the Malay speaking community.

COMMUNITY NETWORKS FOR SENIORS



First announced at Budget 2016, the Community Networks for Seniors (CNS) is a multi-agency effort that builds "communities of care" that promote active ageing, encourage social inclusiveness and support seniors with multiple needs.

Within six months, CNS collaborated with the Pioneer

Generation Office to reach out to more than 15,000 seniors in the Group Representation Constituencies (GRC) of Tampines, Chua Chu Kang and Marine Parade. With its partners, CNS has supported seniors with multiple needs through, community case management, education on preventive health, and befriending services through volunteers.

DEMENTIA-FRIENDLY COMMUNITY

The Dementia-Friendly Community (DFC) brings together trained residents, grassroots leaders and volunteers to form a network to support seniors with dementia and their caregivers in the community and help to spread awareness of dementia.

In 2016, three DFCs have been launched at Yishun, Hong Kah North and MacPherson.



Mr Michael Ng shares his motivation for becoming a DFC volunteer: "My late father had dementia and at that time, not many people were aware of the condition." Mr Ng is now part of a grassroots volunteer group that has been promoting greater awareness of dementia in the MacPherson neighbourhood.

WALK WITH US: STAMP OUT STIGMA

Held in October 2016, this is the first mental health event co-organised with 14 other agencies and community partners in commemoration of World Mental Health Day.

It aims to create greater understanding and awareness of mental health conditions and the resources available that support mental wellness.

The walk took place along Orchard Road, with over 1,000 participants joining the walk.



COMMUNITY HEALTH CENTRES

Community Health Centres (CHCs), set up in 2010, support private General Practitioners to manage patients with chronic conditions such as diabetes and hypertension. The first centre was set up in 2010 and services include diabetic eye and foot screening, and nurse counselling on topics like diet and medication. Other services include physiotherapy and podiatry (treatment of foot and ankle).

- Two new CHCs were set up in 2016, bringing the total number of CHCs to eight.
- In 2016, about 8,400 clients have benefitted from the initiative.



Photo courtesy of Tiong Bahru Community Centre

Care Resources a *CLICK, CALL OR VISIT* Away

To find out more information on other Community Care resources, seniors and caregivers can visit the following touchpoints.

USE our mobile apps!

Search "**AICare Link**" and "**MEL**" to download them for **FREE** on Apple App Store and Google Play Store.

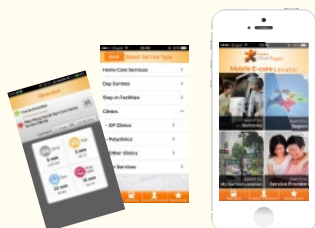
MOBILE E-CARE LOCATOR (MEL)



Enables you to search and locate health and social care services near you, with directional maps and instructions.

You can search by:

- Service Type
- Location
- Region
- Service Provider



AICARE LINK MOBILE APP



Enables you to know which financial subsidies and grants you may qualify for, by answering six simple questions.



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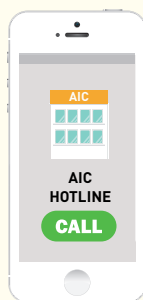


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Enhancing Productivity & Quality of Care

The Community Care sector constantly evolves to deliver person-centric care. This is achieved through initiatives that build capabilities, and create innovations and productivity through IT.



Boosting Productivity

Special grants and schemes support Community Care organisations in making specialised improvements to their IT and productivity capabilities.

A Recipe for Productivity

Bright Vision Hospital (BVH) tapped on the Community Health Improvement & Productivity Scheme (CHIPS) under the Healthcare Productivity Fund – Intermediate and Long-Term Care (HPF - ILTC) to remodel its kitchen for greater productivity.

In the past, its kitchen space was not fully optimised. There were inadequate work areas for staff to prepare food. Storage of dry and chilled goods were not well organised, and the cooking was done manually. To meet the increasing number of meals it has to prepare, BVH decided to renovate its kitchen and look for IT solutions to boost efficiency and productivity.

In the process, BVH had to tackle some challenges. This includes adapting their work processes and schedules to suit

the renovation work. When the kitchen had to close for a month, BVH worked to ensure that the outsourced meals were still well prepared and delivered daily.

The effort was worth the wait. When the new kitchen was finally operational, it brought cheer to the kitchen employees. One of the key upgrades was the purchase of two Automated Intelligent Cookers (Cookers). It could cook food in bulk quickly, and can be controlled electronically.

A key benefit was time saved. Before, it took about 20 mins to cook a dish; now it takes half the time. It also took a load off the cooks who had to cook over 200 servings per meal manually. The kitchen layout was also remodelled to be more efficient and storage capabilities' maximised.

"We can prepare 280 servings per meal, a close-to-20% increase. Also, with the time saved, we spent more time developing new dishes which increased the variety offered by 25%. Our patients are very happy about it."

*- Ms Queeny Chai Sie Nee,
Acting Head, Food Services*

CHIPS is one of the productivity schemes provided under HPF-ILTC.

CHIPS supports Community Care partners in piloting new ideas to use manpower and resources more effectively. It funds up to 80% for projects new to the sector, and two-thirds the cost for other eligible projects.



GRANTS SECTOR CAN TAP ON

Here is an overview of the grants that Community Care organisations like BVH can further tap on:

Type of Grants	How it supports Community Care partners	Disbursed in 2016	Outcomes to date
Healthcare Productivity Fund – Intermediate and Long-Term Care (HPF-ILTC)	Support efforts to improve workforce productivity via schemes such as process and job redesign, shared services, manpower development, automation, IT, and technology.	Over \$18m	Since its launch in 2012, it has supported projects initiated by over 240 Community Care partners.
Community Silver Trust (CST)	Supports efforts to enhance the services of Voluntary Welfare Organisations (VWOs) in the Community Care sector.	Around \$350m	Since its launch in 2011, it has supported projects initiated by over 70 VWOs.
Tote Board Community Healthcare Fund (TBCHF)	Supports efforts to improve preventive care, and build Community Care capabilities in healthcare services.	Over \$140m	Since its launch in 2009, it has supported over 240 programmes that benefitted about 18,000 patients.

IT's A Blessing In Disguise

"NHELP... has improved access to critical data and drastically reduced response time, benefitting... staff and clients in the long run."

- Kyaw Moe Lwin, Nurse Educator,
Society for the Aged Sick

Since 1968, the Society for the Aged Sick (SAS) has been providing quality care to the aged sick and destitute. In the past, most of its client data were manually kept, which posed a challenge during retrieval.

So that staff can focus more on caring for seniors rather than on administrative work, SAS adopted the National ILTC IT Enablement Programme (NHELP).

With NHELP, data storage is centralised and retrieval is instant via an IT platform. The platform also alerts staff when care reviews and follow-ups are due.

This enables care staff to save time, communicate with each other more effectively, and follow up with clients in a more timely manner.

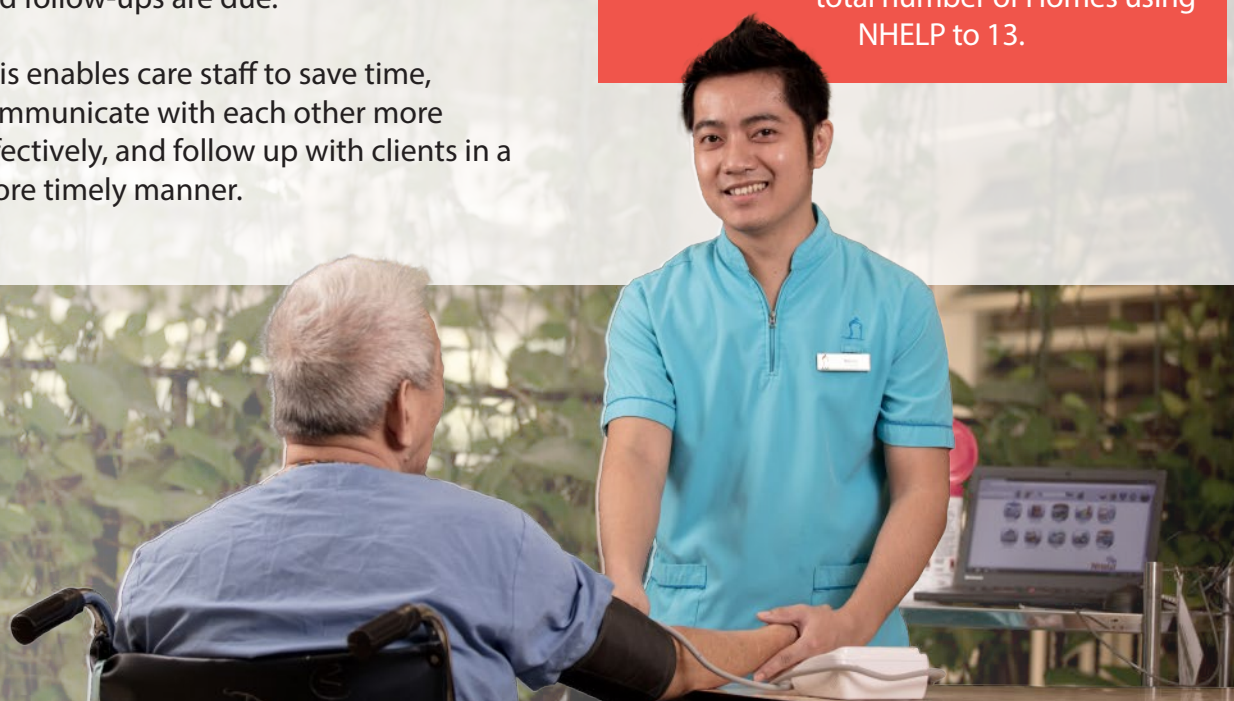
NHELP is certainly a boost to the SAS's productivity and supports its overall mission - to add years of quality life to the senior.

NATIONAL ILTC IT ENABLEMENT PROGRAMME

NHELP is an IT platform that supports Home care, Centre-based care and Nursing Home partners in improving their operational efficiency, as in the case of the SAS.

It includes modules such as Clinical Documentation, Human Resource and Finance, and is linked to systems such as Referral Management System and the National Electronic Health Record.

Service partners are able to easily access and share client information in a timely manner, allowing care staff more time to provide client-centric care. In 2016, seven Nursing Homes came on board bringing the total number of Homes using NHELP to 13.



NURSING HOMES REFERRAL PROCESS IMPROVEMENT

The initiative supports caregivers who are unable to provide long-term care for their frail seniors at home and thus need the support of a Nursing Home. Five Regional Health Systems and 10 Homes worked together to improve referral processes and reduce the Nursing Home admission time for eligible seniors.

Implementation was completed in August 2016. Participating Nursing Homes saw a 66% reduction in total admission time.

NATIONAL SEMINAR ON PRODUCTIVITY IN HEALTHCARE



The National Seminar on Productivity in Healthcare (NSPH) aims to promote a culture of productivity, and to spur its growth in the Healthcare and Community Care sector.

The event was held from 20 to 21 October and explored the following topics:

- Care Redesign;
- Automation, IT and Robotics Innovation;
- Workforce Transformation.

Over 1,200 international and local healthcare professionals attended the event.

An exhibition at the seminar also showcased over 40 healthcare innovation and productivity projects contributed by over 30 public and private organisations.

National Healthcare Innovation & Productivity Medals

Held as part of the seminar, the very first National Healthcare Innovation & Productivity (HIP) Medals recognised outstanding projects in three categories, "Automation, IT and Robotics Innovation", "Workforce Transformation" and "Care Redesign".

The event received 56 submissions from over 20 healthcare organisations. Six projects were awarded the inaugural National HIP Medals.

Enhancing Quality Of Care

Besides helping organisations boost their IT and productivity capabilities, AIC also works with the sector to enhance their quality of care.

Restoring Dignity and Independence

“ENHS has helped to propel our care philosophy forward, to strive to provide increasingly person-centric care.”

- Mr Then Kim Yuan, Administrator,
Lee Ah Mooi Old Age Home

With the introduction of the Enhanced Nursing Home Standards (ENHS) in 2015, nursing homes have ramped up their efforts in enhancing the capabilities of their staff in the aspects of clinical care, social care and organisational excellence. Among them is Lee Ah Mooi Old Age Home.

Diapers are used in the care for seniors who are bed-bound, cannot control their bladder or have impaired mobility of vision. This is for their safety as they may fall

while walking to the toilet. However, Lee Ah Mooi Old Age Home noticed that their residents were becoming over-reliant on this aid. Committed to promoting a sense of independence and dignity among their residents, the nursing home embarked on a Continence Management programme in 2015. Then, about seven in 10 of their residents were using diapers.

The Home partnered a public hospital in 2015 for ENHS training via a link up by AIC. The care staff learnt different ways to help seniors manage their toileting needs independently. One strategy was to use technology, i.e. a bladder scanner which uses non-invasive ultrasound, to detect if seniors are able to empty their bladder fully. This enables the Home to provide timely interventions to reduce complications like urinary retention and infections.



The programme has proven to be successful. In about a year, close to 20% of their residents had stopped using this continence aid. The Home also noted a significant reduction in skin problems resulting from diaper use. Their residents are happier and proud that they do not have to depend on others for their toileting needs. As for the unused diapers, the Home donates them to those who are more needy.

Mr Then shared, "Continuous quality improvement has always been part of the nursing home industry's culture. We are always looking at making life for our residents better and the work of our staff more efficient and productive."

ENHANCED NURSING HOME STANDARDS

The ENHS was developed and finalised in January 2014 after several rounds of consultations with nursing home providers. It was then introduced as part of licensing requirements and enforced from April 2016 after a one-year grace period. The ENHS sets out clear standards for consistent quality care. It covers three aspects – clinical care, social care, and governance and organisational excellence.

In 2016, AIC and MOH continued supporting nursing homes to meet the ENHS. Support included:

- Conducted baseline assessments to help Homes identify areas for improvements.
- Rolled out training by the AIC Learning Institute, Regional Healthcare Systems (RHS) and external trainers for Homes to work on identified areas for improvement and build capabilities.

- Partnered Pharmaceutical Society of Singapore (PSS) to provide pharmacist services to enhance their medication safety.
- Built up Homes' capabilities in conducting Advance Care Planning (ACP)* discussions with residents with the help of the ACP National Office.

As of end December 2016, majority of the nursing homes have participated in training for various domains, all of the Homes have engaged pharmacists, and are working towards systematising ACP discussions with residents. All nursing homes also received a copy of "Guide to ENHS" from AIC.

**ACP is a series of discussions on a person's future healthcare needs facilitated by a certified ACP facilitator.*

AIC WELLNESS PROGRAMME

"Sensory Art" Toolkit was one of the new activities rolled out under the AIC Wellness Programme in 2016. It uses the process of art making to stimulate the seniors' senses, e.g. touch and sight.

AWWA was among the Community Care organisations that sent its staff for training. They felt that clients who experience sensory loss, e.g. clients who had stroke, would benefit from the programme.

Janet, one of the AWWA staff who attended the training said, "I gained new experiences and knowledge about sensory art." With the new skills, she has conducted activities like finger painting, spray creations and texture mandala with student volunteers.

"The seniors are happy using different colours and materials to make art. Their sense of self-esteem gets a boost when they see what they are capable of making. Equally important is that they get to improve their control of their hands too."

– Seetharaman Prabakaran, Senior Occupational Therapist, AWWA



Photo courtesy of AWWA



Photo courtesy of National Arts Council

Other AIC Wellness Programme activities are:

- "2D Arts Expression" Toolkit
- Everyday Waltzes for Active Ageing
- Tai Chi for Health

"My legs feel less tense and there isn't any pain when I stand up."

– Mdm Lam, in her 80s, a participant of the Tai Chi for Health under the AIC Wellness Programme

ILTC NUTRITION MOVEMENT

Serving up good nutrition is a vital component of quality care.

The ILTC Nutrition Movement supports Community Care organisations in dishing out a greater range of nutritious meals for seniors through a range of hands-on culinary training.

More than 80 Community Care cooks have attended four training workshops in 2016 to improve their cooking skills and gain new inspiration for their menus.



A chef who has benefitted from the training is Mr Richard Loh. As head chef at the Society for the Aged Sick nursing home, his

kitchen offers some 20 kinds of dishes catering to the taste buds and dietary needs of around 400 clients and 270 staff.

“My philosophy is that if I serve a dish, they should more or less finish it. When they finish their meals, I know then that they appreciate it.”

– Richard Loh, Head Chef, Society for the Aged Sick, who attended the cooking courses



ALWAYS BE PREPARED

The Sector-Wide Emergency Preparedness Programme equips Community Care partners with the skills and knowledge to deal with three key threat - Fire, Haze and Pandemic Outbreaks.

As of end December 2016, 65% of Community Care organisations have been trained in Emergency Preparedness workshops. 78% of Community Care organisations have participated in the Mask-Fitting Course (Train-The-Trainer).



Staff taking temperature of visitor at temperature monitoring station

QUALITY FRAMEWORK AND COMMUNITY CARE RETREAT ON QUALITY

Close to 100 leaders from 60 Community Care partners attended the Quality Framework and Community Care Retreat on Quality in August to brainstorm ideas on how to deliver the desired outcomes of quality care – Accessible, Effective, Person-Centred, Safe and Sustainable.

Insights were shed on how the sector could further their Quality Improvement (QI) journeys in the areas of customer service, planning, safety and quality, and continuous improvement.



ILTC EXCELLENCE AWARDS

The ILTC Excellence Awards was held in September 2016. It recognises the efforts of Community Care professionals and organisations for their work done in delivering quality care and excellent service to their clients.

Awards were also handed out to outstanding quality improvement projects in the areas of clinical care, service quality, and productivity improvement and innovation. A total of 209 awards were given out.



Sunrise Sector

The Community Care sector offers meaningful careers for those with the “heart” to help our seniors age-in-place.



Growing the Community Care Family

The sector is growing rapidly. Just this year alone, more than 1,000 new jobs were created in rewarding positions such as Nursing, Healthcare Assistants and Therapy Aides.

Giving Back To Society

"Previously, I was taking care of numbers, now I am taking care of people... You have to put your heart into what you do. Nothing is difficult if you put your mind to it."

- Mr Lim Shew Chew, 55,
Therapy Aide,
Singapore Christian Home

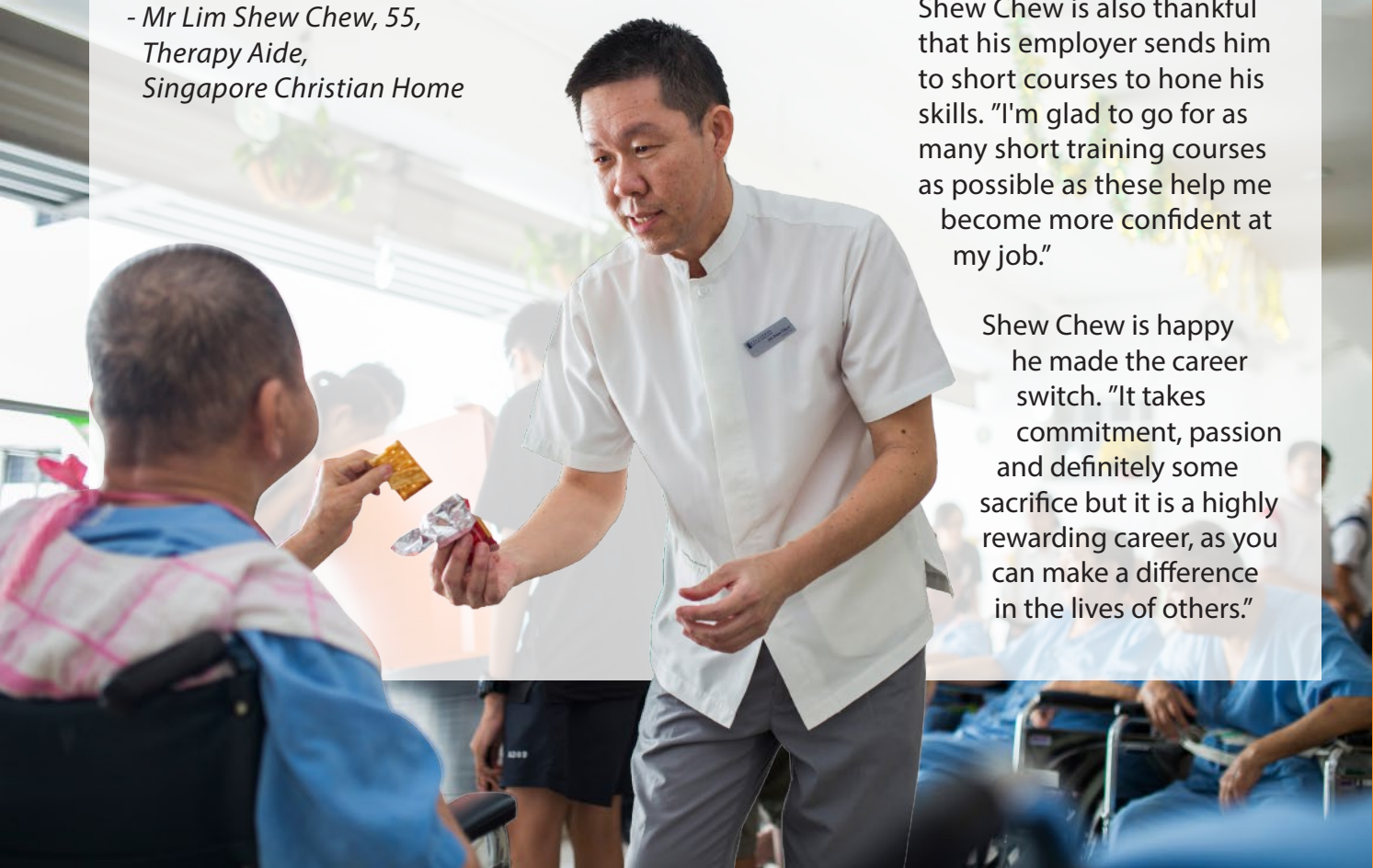
When he left his accounting job, Shew Chew wondered if he could find a career that would allow him to give back to society. An opportunity arose when he chanced upon a therapy aide opening at a Recruitment Fair.

He was accepted for the position and started on-the-job training under an Occupational

Therapist. At the Singapore Christian Home, his daily responsibilities include helping and encouraging the seniors to exercise. Exercise is key to strengthening their physical health and preventing deterioration.

Along the way, he tries to build a rapport with them too. "To put the seniors at ease during therapy, I would chat and joke with them." Shew Chew is also thankful that his employer sends him to short courses to hone his skills. "I'm glad to go for as many short training courses as possible as these help me become more confident at my job."

Shew Chew is happy he made the career switch. "It takes commitment, passion and definitely some sacrifice but it is a highly rewarding career, as you can make a difference in the lives of others."



MANPOWER RECRUITMENT & TRAINING INITIATIVES

The Recruitment Fair that Shew Chew attended is part of the Manpower Recruitment & Training Initiatives (MRTI). It supports Community Care partners in attracting, training and retaining local talent in the sector.

The MRTI was further enhanced in August 2016 and employers can now leverage platforms such as job fairs, Community Care Traineeship Programmes (CCTP), and sector publicity and branding efforts.

In 2016, more than 400 locals have been recruited to join the sector.



From Engineering To Healthcare

"SMAS is a very practical and useful initiative. It's a good foundation for people who want to go into Community Care services."

- Mr Lester Ting, 54,
Assistant Centre Director,
All Saints Home

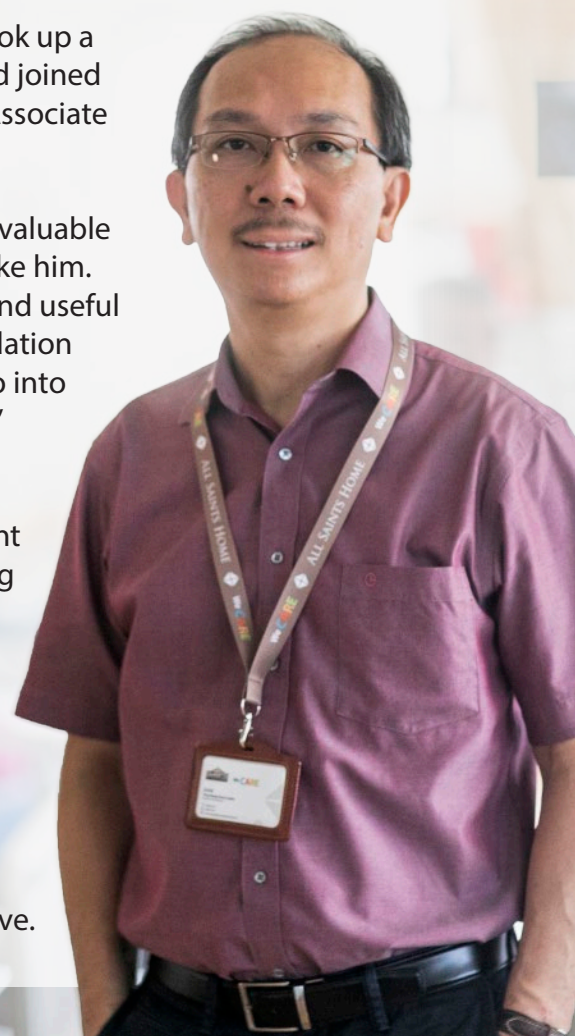
After 15 years as a polyclinic engineering lecturer, Lester decided it was time to move on and contribute to society in another way. His decision was influenced by his personal experience caring for his father. His father had a bone infection, and Lester found it a challenge to get help at home.

Inspired to do more, he took up a Master of Gerontology and joined the Senior Management Associate Scheme (SMAS).

Lester says that SMAS is invaluable for mid-career switchers like him. "SMAS is a very practical and useful initiative. It's a good foundation for people who want to go into Community Care services."

He is now working at All Saints Home as an Assistant Centre Director, overseeing the centre's day-to-day operations. He also chats with the seniors and caregivers to find out how he can make their lives better.

He feels blessed to have pursued his passion to serve.



ENHANCED RETURN-TO-NURSING SCHEME

"My mother... always taught me to give back... I find it's very meaningful to care for a person in the last moments of their life."

Sandra Foo, 46, returned to St Joseph's Home as a palliative care nurse, inspired by how nurses cared for her late mother who had cancer.

Nurses who left the sector but have relevant work experience like Sandra can still contribute to the growth of the industry. To attract them, the Return-to-Nursing Scheme was enhanced.

Enhancements include increased training course fees, training allowances/salary support,

retention bonus and preceptorship funding in 2016. A customised two-day workshop was also launched to support returning nurses in making a successful transition back into the sector.

The pioneer class of 15 returning nurses completed their training and are gainfully employed in the sector.

SENIOR MANAGEMENT ASSOCIATE SCHEME

As the Community Care sector grows, more talents are needed to support its growth.

To meet this demand, the SMAS was introduced to:

- Attract mid-career PMETs* to join the sector.
- Help Community Care partners recruit managerial and leadership talents to support their growth and development.

The benefits:

Participating Community Care partners

Will receive salary support.

PMETs

Mid-career switchers hired by a participating Community Care organisation will attend a six-week training programme to better understand the sector.

In 2016, seven Senior Management Associates are employed by five Community Care organisations in diverse roles like Centre Director, Corporate Development Manager and IT Manager.

** Professionals, Managers, Executives and Technicians*



Continuous Learning

Care professionals can develop themselves through platforms such as forums, networking events, awards and scholarships.

Building Up Knowledge For The Future

"The degree allowed me to refine my learning and working styles to... provide better patient care."

- Ms Zoe Ang, Physiotherapist,
St. Andrew's Community
Hospital

St. Andrew's Community Hospital (SACH) believes in life-long learning and taps on training grants to up-skill the knowledge and expertise of its employees. This is part of its efforts to continuously provide quality care and support the career growth of its workforce.

Since 2011, SACH has sent about 50 of its employees (including doctors, nurses, allied health professionals and administrative staff)

for upgrading. One of them is Ms Zoe Ang, who is a physiotherapist at SACH. She was recommended to take up the Intermediate and Long-Term Care - Upgrading Programme (ILTC-UP) for her degree conversion which covered up to 90% of her tuition fee.

Through the ILTC-UP, Zoe obtained her Bachelor in Science (Physiotherapy) with the Singapore Institute of Technology (SIT). She also had the opportunity to attend an overseas clinical attachment in Dublin, Ireland, which allowed her to gain insider knowledge about their healthcare system and how to rehabilitate clients with neurodegenerative conditions.



When she was asked to take on the role of a physiotherapist at SACH's palliative care ward, she was well prepared. She contributed her knowledge and skills to the team and helped to develop the model of care for palliative care rehabilitation.

One of her proudest moments was sharing her experience in managing breathlessness amongst palliative care patients at the Multidisciplinary Palliative Care Forum 2016.

With ILTC-UP, Zoe was able to further unleash her potential in becoming an effective and more well-rounded physiotherapist.

"Our staff are our most precious resource. They are our caring hands and feet, driven by heart and guided by head."

- Dr Loh Yik Hin, Chief Executive Officer,
St. Andrew's Community Hospital



INTERMEDIATE AND LONG TERM CARE - UPGRADING PROGRAMME

ILTC-UP supports Community Care professionals like Zoe to pursue a Nursing or Allied Health Degree after obtaining a Diploma.

It is part of a set of training grants awarded under the ILTC Manpower Development Awards.



THE INTERMEDIATE AND LONG-TERM CARE MANPOWER DEVELOPMENT AWARDS

The Intermediate and Long-Term Care (ILTC) Manpower Development Awards support care professionals in enhancing their skills and knowledge. The event was held in August and was attended by more than 200 awardees and guests. In 2016, \$1.45m in training grants were disbursed to 88 awardees across the sector.

Besides ILTC-UP, the other grants given out are:



BALAJI SADASIVAN STUDY AWARD

The Balaji Sadasivan Study Award supports NITEC and Diploma students aspiring to careers such as Nurses and Allied Health Professionals in the Community Care sector.

A beneficiary of this award is Mr Ganesan Chupar Maniam, 35. "I was working at a bank

before I had a heart surgery. The care I received inspired me to join the sector."

After recovering, he resigned and used the study grant he received in 2016 to pursue a Diploma in Nursing at Nanyang Polytechnic.



SOCIAL & HEALTH MANPOWER DEVELOPMENT PROGRAMME – INTERMEDIATE AND LONG-TERM CARE

The Social & Health Manpower Development Programme - Intermediate and Long-Term Care award comprises two schemes:

Fellowship Scheme supports Community Care staff to pursue higher degrees (Masters, Advanced Diplomas) and specialised training or skills attachment at local or overseas health and social care organisations.

Visiting Expert Scheme enables Community Care providers to engage local and overseas experts in relevant areas to share their knowledge and insights with the local staff through lecturers, seminars, and workshops.



COMMUNITY CARE – GENERAL PRACTITIONER PARTNERSHIP TRAINING AWARD

The Community Care - General Practitioner Partnership Training Award supports GPs who are keen to deepen their expertise and pursue Diplomas in palliative, geriatric, and family medicine.

DISTINGUISHED SPEAKER SERIES

The Distinguished Speaker Series is a platform for experts and care professionals to share their experiences and gain new insights.

Two noteworthy events were held in 2016. The first featured Nobel Laureates Sir Tim Hunt and Professor Harald zur Hausen. In their lecture titled, "Science and Research: Conversations with Nobel Laureates", they inspired audiences to change the way diseases are managed.



The second keynote lecture, "Being Mortal: Medicine and What Matters in the End" featured Dr Atul Gawande, an award-winning surgeon, writer and public health researcher. In his lecture, he explored how

healthcare should not just be about extending life, but also about the journey of a good quality of life to the end.

In 2016, a total of six series have been organised.

AIC LEARNING INSTITUTE

The AIC Learning Institute (LI) supports life-long learning and skills upgrading. As a training gateway, it connects Community Care professionals to a range of programmes such as care planning, psychosocial and mental health, leadership and service excellence courses.

Community Care organisations can tap on training subsidies and also the Healthcare Productivity Fund (HPF) – Conference Fee Subsidies for support in sending their employees for training and related conferences respectively.

In 2016, close to 5,700 training places were fulfilled. About \$250,000 of HPF Conference Fee subsidies were disbursed.

INTEGRATED CARE COURSES

The Integrated Care Courses support care professionals in the middle and senior management positions in learning more about care coordination and how to develop initiatives that enhance the delivery of seamless care to seniors and their caregivers.

In 2016, three runs of the Integrated Care Courses have been held.



AIC Family

At AIC, we support each other's growth, learn and play together, and also celebrate achievements as a team.



A Learning Culture

To keep up with the evolving sector, it is important to cultivate a learning mindset. AIC provides various platforms to support the growth of its staff.

Learning More, Working Better

"I would like to thank AIC for the study award. It has empowered me to enhance my work contributions and personal growth. For staff who are keen to further their studies, I would recommend them to take up the sponsorship with AIC."

Today's environment calls for the workforce to be proactive in upgrading one's skills and knowledge.

Chong Jian Bing is one such motivated individual. To sharpen his knowledge and bring fresh ideas to his job as a Manager with the Principal Consultant Office, he decided to pursue a Master in Business Administration.

While the course is fast-paced, he found it an enriching learning experience. For instance, using what he learnt in the Strategic Management module, he would look at tasks through different

lenses and execute them more efficiently and effectively.

Jian Bing also refined how AIC reaches out to its target audiences. Applying what he learnt in marketing, he fine-tuned AICare Link's service design and product offerings to better support clients and caregivers seeking assistance.

Lastly, he gained a more global perspective learning from classmates of diverse backgrounds and nationalities.

With the new skills acquired, he continues to contribute to the sector's development.

FORMAL EDUCATION SPONSORSHIP AND SKILLS ATTACHMENT

Education sponsorship is part of AIC's commitment towards its employees. It covers both full-time and part-time courses that boost academic or professional qualifications and enable employees to further their career growth. Seven scholarships were awarded in 2016, comprising two AIC Scholarships and five AIC Study Awards.

A visit to an e-commerce company in Shanghai



LEARNING PLATFORMS

Lunchtime Journal Club

At this new bi-monthly internal discussion forum, employees will critique a research paper and engage in meaningful discussions. Topics discussed include "Ageing to Primary Care". Two sessions were organised in 2016 and were attended by 41 staff.

Learning Forum

Through this event, employees stay updated with the latest developments in health and social care programmes, and in other services and policies.



12 sessions were organised in 2016 and were attended by over 1,000 staff.

Personal Productivity Talk

Held over lunch, the talks cater to staff who are short on time, but big on learning. As



an efficient way to enhance their soft and hard skills, topics shared include Emotional Intelligence and Microsoft Excel. 14 talks were organised in 2016 and were attended by over 300 staff.

WORK PLAN SEMINAR



Team AIC came together for the annual Workplan Seminar on April 2016.

Employees got to learn more about AIC's focus areas in the new financial year, the divisions' workplan priorities and how they will be contributing to the sector.

Key topics talked about covered plans to further enable seniors



to age-in-place. This included providing more seamless care, creating greater awareness and connectivity to Community Care resources, and enhancing sector networks to better support seniors and their caregivers.

Also shared, were the eight Home First priorities covering areas like providing more caregiver support, and enhancing primary care.

Engaging Our People

To bring out the best in our staff, we strive to create an engaging and supportive environment for them.

AIC DINNER AND DANCE



Transforming into colourful characters from movies and folklores, Team AIC came together to embark on The Great Adventure – AIC's annual dinner and dance held in January 2016.

Employees played exciting games and put up electrifying performances via AIC's own Got Talent contestants such as 2 Dudes, AIClub 7, SPIZE GIRLS and THE GOOD VIBES. In total, 640 colleagues got together

to share stories, laughter and many bonding moments.



CLUB Z

Formed by zesty AIC staff members, Club Z provides Team AIC with plenty of reasons to smile. Movie previews, weekly food treats and festive gatherings – With all these, Club Z strives to make AIC a great place to work in!

A key highlight is the annual staff event. Planning started in July 2016 and the AIC “RetroActive!” Family Day Carnival was rolled in January 2017.

More than 1,000 employees and family members had fun at the carnival.



AIC Family Day



Chinese New Year Celebrations



Christmas Celebrations

SMM BONDING SESSIONS

The sessions allow employees and the senior management team to get to know each other better outside of work. Employees got to choose a preferred activity, which saw a diverse range of activities organised in the year. These included laser tag, a terrarium-making workshop and even a tour around a museum! In total, 31 bonding sessions were held in 2016.



ZEST FIESTA



Part of the Personal Induction Experience for new joiners, Zest Fiesta supports staff in easing into AIC's work environment. It is a fun-filled event where new joiners learn about AIC's Vision, Mission, and Core Values in greater depth through teambuilding activities. Since its introduction in 2010, 26 Zest Fiestas have been held.

Our Award Winners

In 2016, Team AIC received a number of awards. Let us recognise and celebrate their achievements as a family.

Doing Her Best

"I'm honoured to receive this award... This is a great source of motivation and encouragement for me. Credit also goes to my team who diligently works to help clients receive the best care they need."

What are the key qualities of a good case manager? Apparently, they are, "Being mindful (of the client's and caregiver's needs), patient, compassionate, empathetic, positive and a good listener."

These six qualities were shared by Ms Harbans Kaur, a case manager with the Care Referral Team based at Changi General Hospital (CGH). She received a PS21 Star Service Award for her outstanding efforts in helping her clients age-in-place.

A case in point was when she and a nurse friend helped a caregiver to change her

mother's stoma bag after office hours.

"As a case manager...my job requires me to connect vulnerable clients with Community Care services that suit their needs and enable them to live with dignity."

On what continues to drive her to serve her clients to the best of her abilities, she shares, "passion for my job and the sense of satisfaction I get when I see my clients are well supported."



EXCELLENCE IN PUBLIC SERVICE AWARDS – MS HARBANS KAUR, CARE TRANSITION DIVISION

Harbans was awarded the PS21 Star Service Award at the annual Excellence in Public Service Awards (ExPSA) in May 2016. This

award recognises public officers and agencies for service and organisational excellence.

Together with over 140 officers, she was recognised for providing consistently high standards of service excellence.

PUBLIC SERVICE (HEALTH) AWARD: HOME FIRST GROUP

The Home First Group was presented with the Public Service (Health) Award (Commendation award under the Team category). This award is given by MOH to projects that made a significant impact at the national level.



NATIONAL HEALTH IT EXCELLENCE AWARD: THE SINGAPORE INTEGRATED DIABETIC RETINOPATHY PROGRAMME

The Singapore Integrated Diabetic Retinopathy Programme (SIDRP) is a national screening programme that improves the access and quality of diabetic retinopathy eye screening at the primary care level. The SIDRP IT system was successfully implemented at all 18 polyclinics in March 2016.

The close collaboration between AIC, SingHealth Polyclinics, National Healthcare Group Polyclinics, SNEC*, NHGEI* and IHIS* saw to its successful implementation.

Other awards that SIDRP received include, the Silver



Award for PS21 ExCEL Awards 2016 (Most Innovative Project/ Policy Award), and the National Healthcare Group Team Recognition Award 2016 (Silver).

*SNEC: Singapore National Eye Centre, NHGEI: National Healthcare Group Eye Institute, IHIS: Integrated Healthcare Information Systems

NATIONAL DAY AWARDS 2016

The Public Administration Medal (Bronze):
Dr Tan Weng Mooi,
Chief, Community Mental Health Division



Weng Mooi fervently believes that individuals with mental health conditions should be enabled to age-in-place too. Her notable contributions include:

- Integrating mental health services and resources in the community to enable “Integrated community living, Ageing-in-place.”
- Building mental health awareness by partnering social service and government agencies, and corporates and faith-based groups to reduce stigma and enhance support for clients and caregivers.

With more than 20 years of contributions in the healthcare sector, Weng Mooi continues to further the development of holistic mental health care services in the community.

The Commendation Medal:
Ms Chong Lit Sam,
Senior Manager,
Care Transition Division



Trained as an oncology nurse in the late 80s, Lit Sam was one of the pioneering nurses who joined the home care sector. After her stint in home care, she worked as a research nurse before returning to a nursing home. She also helped run a day rehabilitation centre.

At AIC, she undertook a variety of duties and roles that supported the sector. For instance, she takes a case management approach to referrals and helps hospitals and Voluntary Welfare Organisation (VWOs) in caring for their clients.

She now mentors junior colleagues, sharing her wealth of knowledge with the next generation of Community Care professionals.

The Efficiency Medal:
Ms Charlene Tay,
Care Transition Division



Charlene started off her career as a Medical Social Worker in Tan Tock Seng Hospital (TTSH). When the Integrated Care Services was located in TTSH, she helped set up the day rehabilitation and day care referrals, notably that of the Integrated Referral Management System (IRMS). IRMS enabled the sector to share client information in a secure, accurate and timely manner.

She is also involved in the review of the residential services referral processes, taking on the lead role as a Resource Specialist. The review seeks to re-imagine the way residential-based referrals are managed to achieve greater efficiency and quality of care.

Our Contributors

A big thank you to our stakeholders and partners!

Our achievements have only been possible with your advice, guidance, expertise and contributions. It has been our privilege to have worked alongside you in building a vibrant care community where our seniors can live well and age gracefully.

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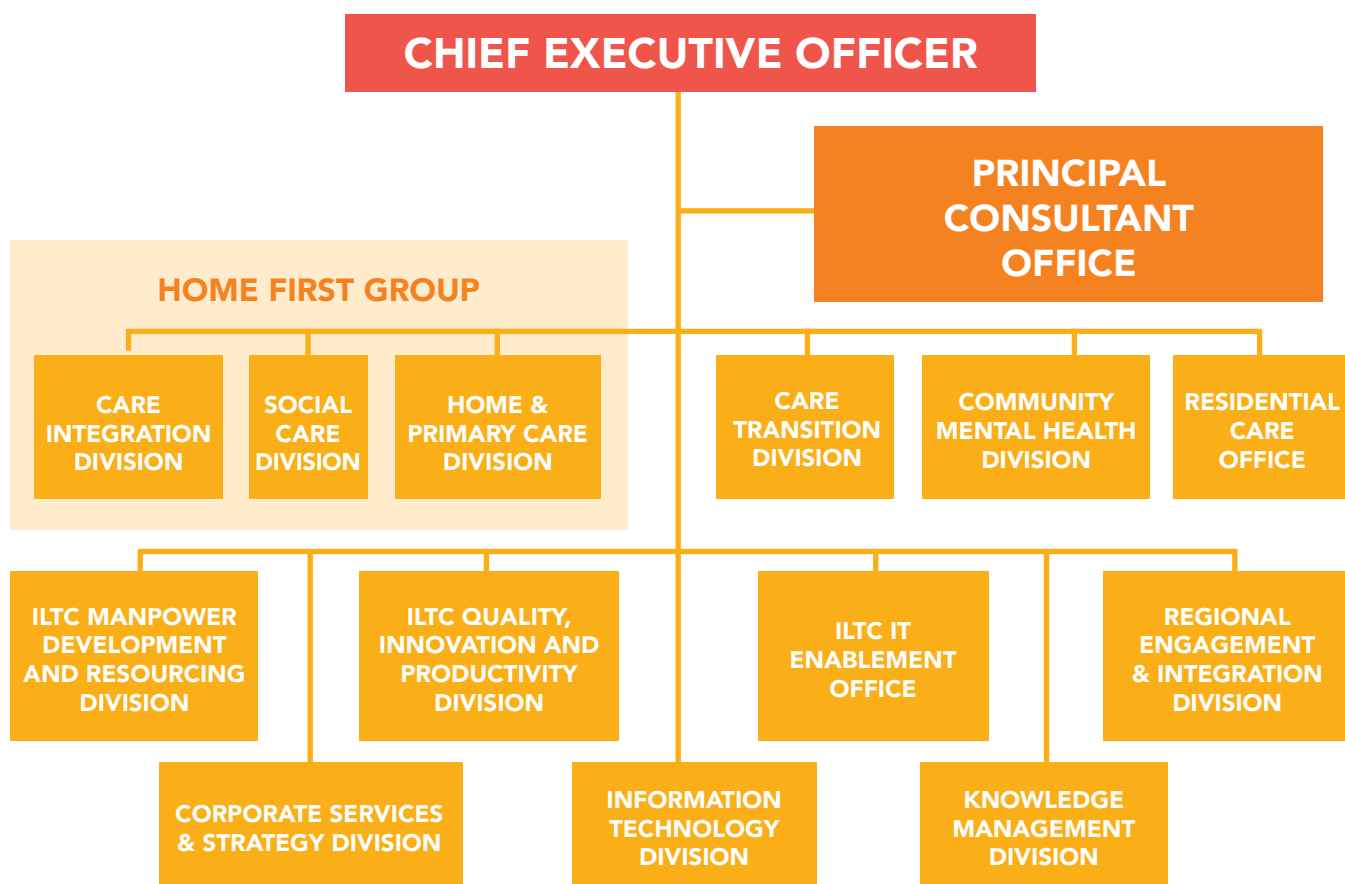
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Our Organisation



HOME FIRST GROUP

The Home First Group comprises the Care Integration Division, Home and Primary Care Division, and Social Care Division. It synergises efforts in ensuring a comprehensive range of Community Care options, advocates planned life-changing decisions, and provides ways to support clients and caregivers within their community.

CARE INTEGRATION DIVISION

The Division manages new models of care, services and programmes in the sector. It also oversees the development of care services and programmes.

HOME AND PRIMARY CARE DIVISION

The Home and Primary Care Division works with partners to create a seamless and integrated healthcare system through facilitating integration projects involving the primary, acute, community and home care sector partners, and the development of home and primary care sectors.

SOCIAL CARE DIVISION

The Division oversees the planning and development of services and resources to support caregivers, enabling them to care for their loved ones at home. It also administers financial assistance schemes to assist families financially with the cost of caregiving.

CARE TRANSITION DIVISION

The Care Transition Division manages client referrals to the appropriate eldercare services and ensures a seamless transition of care for clients. It also administers funding schemes supporting care transitions.

COMMUNITY MENTAL HEALTH DIVISION

The Division works with partners to build up the range of community mental health support mechanisms and services to enable person-centred integrated care to be delivered in the community and provide support for clients and their family members.

CORPORATE SERVICES AND STRATEGY DIVISION

Comprising Corporate and Marketing Communications, Corporate Development, Finance, Human Resource and Office Administration Department, the Division supports AIC in achieving their desired outcomes, objectives and goals.

GRANTS MANAGEMENT OFFICE

The Grants Management Office administers the Tote Board Community Healthcare Fund and Community Silver Trust. It also oversees and implements AIC's policies and processes for grant management and disbursements.

INFORMATION TECHNOLOGY DIVISION

The Information Technology Division enables AIC and its partners to use the efficiency and analytical capabilities of Information Technology in achieving their strategic goals and to operate effectively.

ILTC IT ENABLEMENT OFFICE

The ILTC IT Enablement Office manages the development and implementation of IT systems in the Community Care sector. It allows our service partners to enhance their operational effectiveness, contributing to better care for clients.

ILTC MANPOWER DEVELOPMENT AND RESOURCING DIVISION

The ILTC Manpower Development & Resourcing Division aims to develop a pipeline of workforce and build a stronger local core to support the growth of the Community Care sector. It aims to raise the competency level of the workforce with career development opportunities and training pathways through scholarships, awards, professional and traineeship programmes.

ILTC QUALITY, INNOVATION AND PRODUCTIVITY DIVISION

The AIC ILTC Quality, Innovation and Productivity Division drives efforts to improve and uphold the quality of care and to promote a culture of continuous quality and productivity improvement in the Community Care sector. The Division builds sectoral capability in Quality Improvement and advances the quality of Community Care through partnering care providers in various initiatives e.g. process improvement and re-design for productivity, service quality, psychosocial wellness, meeting enhanced quality standards, and benchmarking for improvement. It also support the sector in emergency preparedness, shared procurement and the administration of the Healthcare Productivity Fund.

KNOWLEDGE MANAGEMENT DIVISION

The Knowledge Management Division builds up information and knowledge resources for AIC and the Community Care sector to guide policy, planning and action. The Division also works with industry partners to embrace innovation and productivity and drive growth in the Community Care sector.

PRINCIPAL CONSULTANT OFFICE

The Principal Consultant Office supports initiatives to provide coordinated systems of care and develop new care models. These initiatives involve multi-faceted collaborations within the organisation, across government ministries and agencies, hospitals, Voluntary Welfare Organisations, Grassroots Organisations and community partners.

REGIONAL ENGAGEMENT AND INTEGRATION DIVISION

The Regional Engagement and Integration Division plays a critical role in AIC's outreach and engagement efforts with providers. It provides holistic support to the development of the six Regional Health Systems, connecting care services for better integration.

RESIDENTIAL CARE OFFICE

The Division works with Community Care partners to ensure operational readiness of new residential facilities. It also drives AIC's efforts in exploring new models of residential care in the Community Care sector.



Board of Directors

Taken at AICare Link @ Maxwell.

AICare Links are walk-in service points where seniors and their caregivers can get advice from care consultants on various financial schemes, senior care and caregiver resources.

 Singapore
SilverPages

Need reliable information and resources on community-based care?

Log on to

www.silverpages.sg

 **E-CARE LOCATOR**

Search for service providers near you

SELF-ASSESSMENT TOOLS

Find out what financial help you are eligible for and what care options are most suitable for you.

 **ONLINE HELPDESK**

Chat online with our customer care officers (Monday to Friday, 10 AM to 6 PM)

aic
Agency for Integrated Care



FROM LEFT TO RIGHT

1. Mr Chua Chin Kiat
Board Member

2. Ms Theresa Goh
Managing Partner,
ThreeSixty Partnership

3. Mr William Liu
Chairman & Managing Partner,
Stream Global Pte Ltd

4. Mr Daniel Soh
Board Member

5. Ms Maznah Masop
Senior Assistant Director,
Development Office,
Nanyang Technological University

6. Mr Gregory Vijayendran
Partner, Rajah & Tann LLP

7. Mdm Chua Foo Yong
Board Member

8. Dr Jennifer Lee
Chairman

9. Ms Teoh Zsin Woon
Deputy Secretary (Development),
Ministry of Health

10. Associate Professor Chin Jing Jih
Deputy Chairman,
Medical Board/Divisional Chairman,
Integrative and Community Care,
Tan Tock Seng Hospital

11. Dr Ang Seng Bin
Head of Menopause Unit,
Head of Family Medicine Service,
Consultant Family Physician,
KK Women's & Children's Hospital

12. Ms Tan Hwee Bin
Executive Director,
Wing Tai Holdings Limited



Senior Management

1. MR DAVID WONG

Deputy Director, Information Technology Division

2. MS YEO LI LI

Deputy Director, Grant Management Office

3. MR KEVIN TSANG

Chief Information Officer

4. DR JASON CHEAH

Chief Executive Officer

5. DR WONG KIRK CHUAN

Deputy Chief Executive Officer
Covering Chief, Home & Primary Care Division

6. MS CAROL CHOI

Director, Finance

7. MR CHERN SIANG JYE

Chief Corporate Officer
Chief, Grant Management Office
Chief, Regional Engagement & Integration Division

8. MS CAROLINA PNG

Deputy Director, Care Integration Division



9. MR NG KOK CHING

Head, Corporate Development

10. MS REBECCA CHONG

Deputy Director, Community Mental Health Division

11. MS ANGELINE THIA

Deputy Director, ILTC Manpower Development & Resourcing Division

12. MR LOUIS CHUI

Deputy Director, ILTC Manpower Development & Resourcing Division



13. MS CINDY TAN

Deputy Chief Human
Resource Officer

14. MR KELVIN LIM

Chief, Social Care Division

15. MR LIM SOON HUA

Deputy Director, Corporate &
Marketing Communications

16. MS HEIDI RAFMAN

Deputy Chief, ILTC Quality,
Innovation & Productivity Division

17. DR LIM WEI-YEN

Deputy Director, Knowledge
Management Division





18. MS EUNICE WONG
Deputy Director, Community
Mental Health Division

20. MR ANDY SEET
Director, Corporate & Marketing
Communications

19. MS LOK YOKE HAR
Deputy Director, ILTC IT
Enablement Office

21. MS WINIFRED LAU
Director, Home & Primary Care Division

22. MS SEE YEN THENG
Director, Regional Engagement &
Integration Division

23. MS CHUA MUI LEE
Deputy Director, Human Resource

26. MS CAROL LEOW
Deputy Director, ILTC Manpower Development & Resourcing Division

24. MR EDDIE CHUA
Deputy Director, Community Mental Health Division

27. MR SEAN TAN
Deputy Director, Regional Engagement & Integration Division

25. DR TAN WENG MOOI
Chief, Community Mental Health Division



28. MR DARREN YEONG
Deputy Director, Social Care
Division

30. MS LYNDY SOONG
Chief, ILTC IT Enablement Office
Chief, Residential Care Office

29. MS TEO SIO HOON
Chief, ILTC Manpower Development
& Resourcing Division

31. MS VIOLET NG
Deputy Director, Residential Care Office



32. DR LEE MENG HAR
Deputy Chief, Knowledge Management Division

33. DR WONG LOONG MUN
Principal Consultant
Chief, Care Transition Division

34. MS IVY LOK
Deputy Director, Care Transition Office



Ageing well at **HOME** Consider Community Care **FIRST**



“ At my mother’s age, every moment with her is precious. She is able to spend her golden years at home, where I can care for her as long as I can. She is happy and so am I. ”

Mr Low Siak Hiong, Caregiver to his mum who has dementia

Mr Low and his mother have benefitted from Community Care services and subsidies. For more information:



www.silverpages.sg



1800-650-6060



AICare Link



Home Care Services

Support for seniors at home by a care personnel

- Nursing care and therapy sessions for bed bound or frail seniors
- Help with personal hygiene
- Assistance with feeding, showering and toileting
- Accompany seniors to medical appointments
- Temporary caregivers to look after seniors
- Meals delivery



Day Care Services

Care for seniors in the centre during the day

- Engaging seniors whose families are at work during the day with social activities
- Rehabilitation, dementia and nursing care for seniors
- Weekend respite care services



Financial Support

Subsidies for:

- Caregiving courses (online, classroom and at home)
- Hiring domestic helpers to look after seniors
- Walking frames, wheelchairs and shower chairs etc.
- Eldercare services

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AGENCY FOR INTEGRATED CARE

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1800-650-6060

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Website
www.aic.sg

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www.facebook.com/AICsingapore

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