



Expanding Our Social Impact



NTUC Eldercare Co-operative Limited

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Vision

Helping seniors lead happy, meaningful and dignified lives.

Mission

Providing a range of quality and affordable eldercare services.

Core Values

Caring; We care for you.

Passionate; We believe in what we do.

Respectful; We treat everyone with respect.



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Foreword

Building Capacities and Capabilities in Social Sector

NTUC Eldercare aims to provide affordable quality eldercare services to the widest spectrum of Singapore's elderly. This commitment remains clearly enshrined within our vision and mission statements. Our services are tailored to reach out to seniors looking for meaningful engagement as well as those seniors requiring constant support and close supervision. The strategy we pursued thus far was simple: the more programmes we could roll out, the better we would be received.

On this front, we are taking big strides over the years towards expanding the width and depth of our outreach. We have opened more social day care centres and planning for several senior activity centres across the island, reviewed and enhanced both the day care and home care programmes, conducted training for seniors and caregivers alike, and managed a sheltered home for the Henderson community. This has brought NTUC Eldercare to the forefront of the eldercare industry as a major service provider.

We added a new day care centre at Dakota as well as introduced Active Rehabilitation programme and Dementia Care programme, thus providing seniors with more specialised care. New collaboration with Rotary Club of Singapore and Soka Association brought new social activities and volunteering opportunities to seniors in Silver Circle in Marsiling and Dakota. Care@home has also sharpened its core competency in case management, to provide holistic care management plans for seniors with multiple care needs. Henderson Senior Citizens' Home has reached out to over 200 needy seniors through its befriending and volunteering programme. The Wellness Programme in Punggol South and Jurong Central has also grown in the width and depth of their outreach and engagement with the seniors. Together, these two centres have over 5,000 members, with many members participating in various interest groups.



However, this programme-centric approach of ceaseless design and expansion may no longer be the best strategy for the eldercare industry going forward. The bigger challenge ahead now lies with value-adding upon the successful programmes that have been developed. On reflection we cannot assume that quality will be sustained in the haste to saturate the market with ever wider offerings. Programmes should be designed, piloted, evaluated, and replicated, after careful analysis of the ground feedback, and pertinent core competencies developed. Otherwise we will only be disappointed when such programmes do not yield the desired level of impact, despite the investment. Mere replication is not the end of the matter.

It is thus becoming increasingly evident that understanding organisational competencies and building organisational capabilities is of vital importance in developing programmes, and sustaining them thereafter. A successful eldercare service provider must therefore structure its organisation to facilitate this process of harnessing information and evaluating them. The right people and the right processes are thus necessary. We must not forget the importance of organisational performance and invest sufficiently in its development. We should not be locked in a desperate battle to retain staff, but instead should be constantly attracting and developing talent.

So NTUC Eldercare is making a special effort in building our organisational capabilities, nurturing a more effective 'thinking' organisation, not merely a more efficient programme-oriented outfit. We are re-structuring our processes and investing in talent. We are shifting from thinking that such investments in organisation as deadweight costs! Rather, it is only through reviewing our organisational processes and bringing in the right people that we can quickly adapt to changing environment and expectations. It also allows us to harness the most out of the programmes that we have painstakingly designed and implemented. In so doing, we will be better able to fulfill our vision and mission commitments, for the benefit of the community.

Mr Lim Boon Heng
Chairman of NTUC Eldercare Co-operative



Silver Circle Day Care Centres



North

Marsiling
Block 172 Woodlands Street 13
#01-303
Singapore 730172

Punggol South
Block 571 Hougang Street 51
#01-119
Singapore 530571

South

Henderson Senior Citizens' Home
Block 117 Bukit Merah View
#01-205
Singapore 151117

East

Pasir Ris
Block 112 Pasir Ris Street 11
#01-657
Singapore 510112

Dakota Crescent
Block 62 Dakota Crescent
#01-135
Singapore 390062

Fengshan
Block 91 Bedok North Street 4
#01-1527
Singapore 460091

West

Jurong Central
Block 402 Jurong West Street 42
#01-525
Singapore 640402

Taman Jurong
Block 349 Corporation Drive
#01-502
Singapore 610349

Registered Address

NTUC Eldercare Co-operative Limited

Head Office

9 Bishan Place
#10-02 Junction 8 Office Tower
Singapore 579837

ROS Registration Number

220

Charity Registration Number

1448

Banker

DBS Bank Ltd

Auditor

Deloitte & Touche

NTUC Social Enterprises 2015

In April 2011, the 12 NTUC Social Enterprises articulated a collective commitment to expand our social impact in the next five years through three key ways:

- Expanding our role to stabilise the prices of essential products and services
- Being innovative in meeting new and emergent needs; and
- Expanding services to support 3-generational families in Singapore.

NTUC Eldercare participated actively in charting the SE 2015 Vision; re-affirming our unique DNA of delivering social impact sustainably through viable enterprises. In particular, we will be looking at providing affordable and quality eldercare services by enhancing our centre-based and home-based programmes, as well as by expanding our care infrastructure and volunteer engagement, so that more lives will be enriched.

Board Of Directors



Mr Lim Boon Heng
Chairman



Mr Ryan Cheong
Kwok Leong
Member



Mr Kevin Kwok
Khien
Member



Mr Terry Lee
Kok Hua
Member



Dr Christopher Lien
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Member



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Kah Wei
Member



Mr Robin Foo
Member



Ms Jennifer Tan
Hwee Kheng
Trust Secretary

Chapter 1: Greater Social Impact through Capability Enhancement

Building Up Clinical Capability in Silver Circle Day Care Centres

Since the set up of our first Silver Circle Day Care Centre at Marsiling in 1999, the needs of our day care clients have gone beyond just basic care and social activities.

There is a growing need for nursing and other clinical care services. To meet these emerging needs, NTUC Eldercare piloted a clinical care component at one of our Silver Circle Day Care Centres in 2009. For this pilot project, two Registered Nurses were engaged to provide nursing care to the centres' seniors as well as to work closely with the neighbourhood GPs (General Practitioners) to facilitate the referral and consultation process. This co-operation and coordination among the doctors, nurses and centre staff has helped to enable us to develop a more holistic approach to care for seniors. This is also especially useful in times of emergency when timely medical help is crucial. This pilot project was a success and the service has since been extended to all our centres in FY2010/11, serving a total of 375 seniors.

To further broaden and strengthen our clinical care capabilities, a series of on-the-job training sessions was conducted for the Therapy Aides in the Silver Circle Day Care Centres. These training sessions included:

- Proper medicine management;
- Recognizing and managing important signs and symptoms; and
- Maintaining proper documentation of care notes.

In terms of hardware, there are proper nursing station stations setup in new clinical equipment has been established in all our centres. In every centre, there is a designated room or area that is specially equipped for clinical care. The seniors' medical and care records were computerized for ease of access and reference.





Building Up Capability to Provide Active Rehabilitation Programme

In addition to growing our clinical care capabilities; NTUC Eldercare has also started the Active Rehabilitation Programme in Silver Circle (Dakota). Unlike maintenance rehabilitation, which is incorporated in the design of the regular exercise programme in all our Day Care Centres, the Active Rehabilitation Programme is more focused and structured. It aims to help seniors who are affected by conditions such as stroke, Parkinson's disease, fractures, post-amputations as well as de-conditioning due to other medical conditions, to improve their functional abilities through a process of functional assessment, goals setting, physiotherapy sessions and evaluation of outcomes.

Our in-house physiotherapy team has worked with the Society for the Physically Disabled (SPD) to acquire new rehabilitation equipment and processes as part of this initiative.

Since then, our Silver Circle (Dakota) was accredited by the Ministry of Health to provide community rehabilitation services for a period of two years from 1st Oct 2011 to 30th Sept 2013. With this accreditation, seniors who are Singaporeans/PRs will be able to enjoy government subsidies at our Silver Circle (Dakota) when they are enrolled on our Active Rehabilitation Programme.

Building Up Capability to Care for Seniors with Multiple Care Needs

NTUC Eldercare was enlisted by the Centre for Enabled Living (CEL) as one of the three service providers for its two-year pilot project - Assessment and Co-ordination for Enabling Programme (ACE), since 1 April 2010.

The objective of ACE is to assess, match, and coordinate multiple social care and support services to meet the needs of seniors. The programme assists families in managing the care they provide to their ageing loved ones by providing community-based support. This will allow the seniors to live with their family members and within



the community for as long as possible, and delay their premature admission into institutions such as nursing homes.

For FY2010/11, our Case Managers have looked after 118 seniors under the ACE programme through referrals from CEL. Most of these seniors stay in either one- or two-room HDB rental units and have complex health and social issues.

A Story to Share...

One of the seniors who have benefited from the ACE programme is Mr Tan Kok Hua, aged 57. Mr Tan was referred to us by a Medical Social Worker from Changi General Hospital through CEL. Mr Tan is a bachelor who is staying in a two-room rental unit. As he is wheelchair bound, his daily living activities were limited by his physical environment. Mr Tan shared that he has no a caregiver at home. Together with a staff from the CGH, we conducted a home assessment to assess Mr Tan's ability to cope and manage at home on his own. After a comprehensive assessment, a care plan was developed to put in place the following:

- A modified home environment that provides independence and dignity e.g. installation of grab bars, ramps, longer shower hose and non-slip mats, changing the sofa to a firm and stable bed with cot side, and purchasing of new home equipment and decluttering;
- Support from home-help services;
- Financial assistance from the Community Development Council; and
- Continuous education on safety awareness and personal hygiene.

Despite this being a relatively new programme, we see the value and benefits of person-centric assessment, care planning and service coordination – especially for seniors enrolled in our eldercare services and programmes. It also promotes collaboration and communication with other service providers, thus bringing the community a step closer to care integration.

To ensure that our staff are kept up to date with the latest practises, they were sent for related training in Case Management, which

included selected WSQ Level 3 modules in Advanced Certificate in Community & Social Services (Senior Services) and “Building Capacity in Community Geriatric Care – Role of Community Geriatric Nurse” conducted by Tsao Foundation as well as Case Management in Practice Workshops run by Social Service Training institute (SSTI).

Building Up Capability to Care for Seniors with Dementia

To better engage seniors showing early signs of dementia, staff at Silver Circle (Taman Jurong) and Silver Circle (Jurong Central) attended the Training for Dementia, programme conducted by the Institute of Mental Health, under a pilot project with the Ministry of Community Development, Youth and Sports (MCYS). The staff were trained in areas such as identifying the early signs of dementia, communicating with seniors diagnosed with dementia and using creative activities and conversation to help these seniors.

Staff who attended this training found new confidence and empowerment in their work. It also gave them a great sense of meaning and purpose as they witnessed the positive changes they were able to bring to the seniors under their care.

“The staff are now more knowledgeable and better equipped in working with clients with early dementia after the training. They are able to conduct activities which are more appropriate to the needs of



the seniors. It is encouraging to see staff gaining more confidence in working with these seniors,” added Ms Anne Chong, Centre Manager.

New staff in our Day Care Centres, including Therapy Aides, are also scheduled to attend the Maintenance Exercise Therapy Training (METT) training to ensure all round consistency in the quality of our daycare programme.

As of 31 March 2011, the staff strength of NTUC Eldercare was 74.

Building Up Capability in Providing Caregivers’ Training and Support

Recognising the pivotal role played by informal caregivers, including domestic helpers, NTUC Eldercare started the “Together We Care” Caregivers Training and Support Group. In FY2010/11, we added the option of providing home-based training, in addition to classroom training, so as to better meet the needs of the caregivers. During the home-based training, the trainers were also able to provide practical advice about the seniors’ home environment too.

Regular workshops were organised during the year as a means of providing continuous support to the caregivers.

In the FY2010/11, 51 caregivers participated in this programme.



Chapter 2: Greater Social Impact through Capacity Expansion

Serving More Seniors Who Need Day Care and Home Care Services

In line with our objective of serving more seniors, the new Silver Circle (Dakota) centre was officially opened by Member of the Parliament, Mr Lim Biow Chuan, on 1 November 2010. This centre has a capacity of 60 seniors and is equipped with gym, internet and karaoke facilities which are made available for seniors in the wider community as well.

In the FY2010/11, our Silver Circle centres have served a total of 375 seniors – a 60% increase compared to last year.

Our Care@home, with a team of 47 iCare Officers, has provided a total of 11,642 hours of home care services to 187 seniors in FY2010/11. This is more than 50% increase from the total number of seniors served in FY2009/10.

Leveraging on IT System to Enhance Efficiency

To enable greater efficiency and productivity, NTUC Eldercare launched a new centralised IT system to automate selected processes such as the 'Fees & Subsidy' system, the 'Volunteer Management' system, the 'Equipment Inventory' system, the 'Attendance' system, etc. Important information on the seniors are centrally stored in the system, so as to prevent duplication of information and for ease of tracking of the transfer of seniors from one service to another. With the new IT system, frontline staff are able to save time on administration work, enabling them to spend more time interacting directly with the seniors. The Care@home scheduling is also automated, thus reducing much manpower needed in planning the schedules of iCare Officers for home visits. The IT system enables the ease of tracking and ensuring that home services are provided on a timely basis. It also reduces the processing time for the remuneration of the iCare Officers.

With the new IT system, we are better equipped to serve more seniors more efficiently and more effectively.



Helping More Seniors in Henderson Senior Citizens' Home

NTUC Eldercare officially took over the management of the Henderson Senior Citizens' Home from the Chinese Women's Association on 2 January 2010. Located at Blk 117 Bukit Merah View, the Home provides residential care for seniors who need a place to stay. It also provides day care programmes and serves as a Senior Activity Centre, engaging seniors in the community.

In FY2010/11, the Henderson Senior Citizens' Home has served more than 200 seniors – 29 seniors staying in the Home, 48 seniors attending the Day Care programmes, and 160 seniors who are registered as members with the Senior Activity Centre.

Engaging More Seniors through the Wellness Programme

After 2 years of our active outreach efforts, the Wellness Programme at Silver Circle (Punggol South) and Silver Circle (Jurong Central) has engaged a total of more than 5,000 seniors in the community, an increase of about 2,000 members in FY2010/11.

Encouraging More Seniors to Take Charge of Their Health

To encourage more seniors to take charge of their health, regular health screening and follow-up calls were organised by the Wellness Programme in Jurong Central and Punggol South. These health checks include the monitoring of the seniors' Body Mass Index (BMI) levels, blood sugar levels, cholesterol and blood pressure levels, as well as assessing their functional abilities and fitness ability. Seniors also attended health talks and workshops to understand and learn how they can better take charge of their health.

While the health checks help seniors to find out their current health conditions, the regular exercises and physical wellness activities help them to themselves fit and healthy. At Jurong Central, seniors participated in quarterly walks and mass workouts to improve their fitness level. Friendships were formed during these sessions as the seniors motivate one another to maintain a healthy lifestyle.



Nurturing and Developing Interest Groups

Various interest groups were formed as seniors actively engaged in new activities. These groups include travelling club, bowling club, cup stacking club, Seniors' English Conversation Practice, recreational drumming, fruit sculpting, stage decoration & photography club. Members get together regularly to nurture these interests and to share them with others.

Some interest groups have been taken to a higher level. For example, seniors in the handicraft group, who had become 'experts' in making flowers using recycled plastic bags, have conducted classes for secondary school students to impart their skills to them. Such interaction between the young and the seniors creates greater cohesiveness in our community. Given the success of this initiative, we plan to organise more intergenerational bonding programmes in future.



Reaching Out to More People through Our Online Presence

In July 2010, we launched our new website (www.ntuceldercare.org.sg), with help from the NTUC IT Department. With the new website, our staff can upload new content with greater ease, and at lower cost. Having a more user-friendly IT system in place, users can now expect more regular updates and a faster response to online enquiries.

Along with the new website, the NTUC Eldercare (Friends) Facebook page was set up as an interaction platform among the volunteers, caregivers and children of the seniors. Besides updating fans about NTUC Eldercare's activities, such as the opening of new centres and new programmes, the page is also a space where fans can share tips on caring for seniors.



Chapter 3: Greater Social Impact through Community Partnerships

NTUC Eldercare actively engages our community partners to help communicate key messages and raise awareness of our services, initiatives and developments.



NTUC Eldercare and Foundation of Rotary Clubs (Singapore) announced its new collaboration on 26 January 2011 to provide quality and affordable Day Care services at the re-named NTUC Rotary Silver Circle (Marsiling). With this new collaboration, members of the Rotary Clubs volunteered their time and services at the centre. The Foundation of Rotary Clubs (Singapore) has also committed to donate up to \$120,000 per annum to Eldercare Trust, in support of the good work at NTUC Rotary Silver Circle (Marsiling).



The Chinese Women's Association helped to organise a charity golf & dinner to raise funds for the Henderson Senior Citizens' Home.



Members of the SOKA Association of Singapore conducted a 12-week handicraft programme for seniors of Silver Circle (Dakota). Every Friday, about 10 volunteers will visit the centre to teach handicraft. Valuable friendships were established in these three months and beyond.



Volunteers from Young NTUC visited Henderson Senior Citizens' Home to accompany the seniors in activities and interaction.



Students from NUS, the Alchemist, brought music and joy to the seniors at NTUC Rotary Silver Circle (Marsiling).



Members of U Live performed some lively songs, as they bring cheer to the seniors of NTUC Eldercare.



Tapping on the Senior's Mobility Fund, NTUC Eldercare helps seniors from the lower income families to get the correct mobility aids, thus enabling them with more independence. Seniors who apply for this fund will be assessed by a physiotherapist, who will recommend the most suitable mobility aid after an in-depth assessment.




Youth volunteers from nEbO organised a meaningful lunch outing for our seniors as they accompanied the seniors to watch the movie, The Great World, in Ehub!

Chapter 4: Conclusion

With more exciting initiatives in the coming years, we remain committed to delivering affordable and quality eldercare services to the seniors in the community. We would also like to take this opportunity to thank the strong support from our generous corporate and individual sponsors and donors to Eldercare Trust, whom has made an immeasurable impact on the lives of the seniors we serve. With the community's confidence in us, we will continue to faithfully serve our seniors to the very best of our abilities.



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