

Community of Care

2018 YEARBOOK



Ageing Well with a Community of Care



Our home and our community is where seniors feel most comfortable spending their silver years with their loved ones. Some may be active and healthy while others may have care needs.

With this in mind, we provide various forms of support for our seniors and their caregivers so that they can continue to live well in the community. Working with our partners, we aim to grow a Community of Care for seniors to age well in.

In this Yearbook, discover how the seniors and clients whom we assisted have been better supported through our Community of Care.

Vision

A Vibrant Care Community
Enabling our People to Live Well
and Age Gracefully

Mission

Empowering Seniors and Clients
Transforming the Care Community

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Chairman's Message



Since we were set up a decade ago, AIC has played a vital role in supporting seniors, our clients and their caregivers to age and live well in the community.

Moving ahead, our purpose remains clear and our work is increasingly important as Singapore's population ages. We are here to create "A Vibrant Care Community Enabling Our People to Live Well and Age Gracefully". We also support Ministry of Health (MOH)'s strategic shifts mainly in the areas of "Beyond Hospital to Community" so that Singaporeans can receive appropriate care support in the community, and "Beyond Healthcare to Health" in supporting Singaporeans to live healthier.

Our vision guides AIC's work, which is to make Singapore an age-friendly country where seniors and clients are able to age with dignity at home and in the community. To do this, we need to build a community that can provide the necessary resources, care services and support to them and their caregivers. We will achieve this through our twin missions of empowering seniors and clients, and transforming the care community.

To empower seniors and clients, we will first seek to understand their shifting needs and aspirations, and stay flexible to address them. We will also make services and information more easily available to seniors, clients and caregivers so they can make informed care decisions and arrangements. With the merger of Silver Generation

“ We are here to create "A Vibrant Care Community Enabling Our People to Live Well and Age Gracefully". We also support Ministry of Health (MOH)'s strategic shifts mainly in the areas of "Beyond Hospital to Community" so that Singaporeans can receive appropriate care support in the community, and "Beyond Healthcare to Health" in supporting Singaporeans to live healthier. ”

Office under AIC last April, we now have the outreach capability to engage seniors. With greater knowledge of seniors' needs, we can work with MOH and partners to put in place a range of different care and support services across various life stages.

Continuing to connect seniors and clients to programmes and services, well and effectively, remains as our key focus. We will continue working with the sector to build a strong community support system that delivers services seamlessly to help seniors age in place. To this end, we will continue to support sector partners to do better and more.

Looking back on what AIC has achieved over the past ten years, we would not have achieved what we did without the guidance of former Chairman Dr Jennifer Lee and former Chief Executive Officer Dr Jason Cheah. I would like to thank both of them for their contributions, as well as the hard work and contributions of our AIC family over the years. I am also grateful for the support and guidance of our AIC Board Members, past and present. In particular, I would like to thank the Board Members who retired in 2018 – Ms Tan Hwee Bin, Mr Chua Chin Kiat

and Ms Maznah Masop – for their contributions. I also warmly welcome Mr Fong Heng Boo, Mr Kong Eng Hua, Mdm Zuraidah Abdullah, Dr Benjamin Koh and Dr Lee Tung Jean to the Board.

Lastly, I would also like to recognise the partnership and support of MOH and our partners during this journey. Your support has been instrumental to us in building our Community Care sector. I am not only thankful for that, but am also looking forward to working with and partnering you more closely.

We have much work to do for Singapore and Singaporeans. We can achieve our vision, as long as we have a clear purpose, share a common vision and goals, and work together with each other through partnerships and collaborations within our Community Care sector. I look forward to working with all of you in the journey ahead.

Dr Gerard Ee
Chairman

CEO's Message



At the heart of AIC is our purpose of empowering our seniors and clients to live well and age gracefully within the community. This has driven our work over the past 10 years, not just within the AIC family but also the Ministry of Health (MOH) and our Community Care partners across Singapore.

This Yearbook captures the key highlights of AIC's journey from January 2018 to March 2019. It showcases the efforts that we are putting in our focus, strength and ability to connect care for our seniors and clients, as we transform the Community Care sector.

In April 2018, Silver Generation Office (SGO) merged with AIC. We now can actively reach out to seniors in their homes, understand the care and services they may need and connect them to receive the necessary support. Where there are gaps, we are working closely with our partners to close them. This approach enables us to address seniors' health and social care needs as a whole in the community.

Apart from SGO's outreach, we have also increased the number of public touchpoints islandwide in 2018 where people can walk in for assistance. On top of SGO's 16 offices, our eighth AICare Link at Sengkang Community Hospital opened in December last year. We also strengthened our efforts in community mental health and launched the Dementia Friends mobile app as part

of these efforts. This app not only contains resources for caregivers of those with dementia and also rallies the public to look out for loved ones who have gone missing.

We also continued supporting Community Care service partners in growing their programmes and strengthening their resources and capabilities. As an example, the Quality and Productivity Festival 2018 last September was a platform where we came together as a sector to promote a culture of safety and quality improvement as well as share best practices. Over 400 award recipients were also acknowledged for demonstrating excellent service and commitment in delivering quality care through the Community Care Excellence Awards at the Festival.

To strengthen the sector's manpower capabilities, we appointed six Learning Institutes last year to develop, review and deliver training courses for staff working in the sector. Other efforts include working with partners to organise recruitment fairs to attract more to join us, and providing scholarships so care staff can develop and grow their careers.

This year, we celebrate our 10th anniversary. It has been a meaningful and important journey over the past decade, being involved in working to improve lives and enable people to age gracefully and with dignity. We would not have been able to achieve this without the leadership and guidance of our former Chairman, Dr Jennifer Lee, and our former Chief Executive Officer, Dr Jason Cheah. I would like to take this opportunity to thank them for their contributions and leadership.

What we have achieved is also a strong reflection of the partnership with our partners within the Community Care sector. It has been our continued privilege to be working with all our partners – Community Care organisations, grassroots, volunteers, hospitals, general practitioners and other government agencies.

Moving ahead, AIC's role in helping Singaporeans live well and age gracefully will become increasingly important and urgent. To do so, we will need to be more proactive in understanding fully our seniors' and clients' needs, concerns and wishes. We will need to do better, and more effectively through greater collaboration with Singaporeans and our Community Care partners. We will also need to better prepare for tomorrow's challenges on top of dealing with the present.

We can achieve this, if we continue to remain anchored in a common purpose, and strengthen collaborations with diverse partners from various sectors by building on the trust formed over the years. Together, and with your continued support, I am confident that we can create the best care community for our seniors and clients in Singapore.

Mr Tan Kwang Cheak
Chief Executive Officer

Our Journey From January 2018 to March 2019



APRIL

AIC became the designated central implementation agency for eldercare services, including social care services. **The Silver Generation Office (SGO)**, formerly known as Pioneer Generation Office, was merged under AIC.



JANUARY

The Primary Care Networks (PCN) Scheme was established, comprising **10 PCNs** with more than **300 General Practitioner (GP) clinics**.



FEBRUARY

More than **1,600 social and healthcare professionals** from 23 countries attended the Global Conference on Integrated Care (GCIC). Held from 1 to 3 February 2018, it emphasised the pressing need to transform health and social care systems.

MARCH

The SPARKS! Art for Wellness Exhibition (9 to 18 March 2018) showcased art created by nursing home residents and practising artists. Nearly **10,000 attendees, 10 artists and 100 seniors from nine nursing homes** participated in this artistic journey.



SEPTEMBER

109 Community Care professionals received awards at the annual Community Care Manpower Development Award event for upgrading their skills to provide better care. The Quality and Productivity Festival had **407 winners** recognised for their efforts in quality and productivity improvement. There were over **600 submissions** on quality improvement projects at the Community Care Excellence Awards.



OCTOBER

The Dementia Friends app was launched. It has been downloaded more than **4,100 times** as of March 2019, demonstrating the community's support for caregivers to persons with dementia.



NOVEMBER

About **1,400 attendees** from the Community Care sector enjoyed its fifth ILTC Night on 30 November 2018.



DECEMBER

Another public touchpoint — AIC's **8th AICare Link** — opened at Sengkang Community Hospital.



FEBRUARY 2019

The Caregiver Support Action Plan was introduced to provide better financial assistance, more respite options, and increase caregivers' access to information, referral services, support networks and training.

The Merdeka Generation Package (MGP) details were also revealed. About **500,000 Merdeka Generation seniors** will benefit from it in their silver years.



MARCH 2019

Enhancements to the Community Health Assist Scheme (CHAS) were announced. Blue and Orange cardholders will benefit from increased or new subsidies. A new Green tier will provide all other Singaporeans with subsidies for chronic illnesses. About **630,000 patients** benefitted from CHAS in 2018.



COMMUNITY
HEALTH
ASSIST
SCHEME



REACHING OUT

ENGAGING THE COMMUNITY TO SERVE SENIORS



OUR CARE
CONSULTANTS



OUTREACH

Reaching Out and Connecting Seniors to Care



Through SG Ambassadors Mdm Kala and Mrs Uma's link up, Mr Shunmugam is now close friends with Mdm Kalimah and Mr Chellappan.

Clockwise from left: Mdm Kalimah, Mr Chellappan, Mr Shunmugam, Mdm Kala and Mrs Uma.



Living Well with Support from the Community

A knock on the door sparked a new friendship between Silver Generation (SG) Ambassadors Mrs Mahalingam Umamaheswari (Uma) and Mdm K Chandrakala (Kala), and 79-year-old Mr Rajoo Shunmugam.

Mr Shunmugam enjoys living alone on his own despite missing a leg. He met Mrs Uma and Mdm Kala in 2015 when they visited him at home as part of their SG Ambassador volunteer outreach. SG Ambassadors share with seniors information on government initiatives and schemes, and connect them to the required health and social support. In early 2018, Mr Shunmugam had a hip injury which prevented him from walking or standing for

“ He's not someone who likes to stay in the house, so this has been a big support for him. ”

long periods. “I couldn't cook or go out to buy food so I started getting meals from a delivery service. But I am used to eating Indian food and they didn't serve it,” he said.

He shared with Mrs Uma and Mdm Kala that he missed his Indian meals. They then asked their friends in the neighbourhood if they could help. Mdm Kalimah, who lives nearby, readily agreed. As she cooks daily for her family, it was no trouble preparing an extra portion for Mr Shunmugam and delivering it to him. “It may seem like a small thing, but it is very meaningful that I get to enjoy the food that I am used to,” he added.

Mdm Kala and Mrs Uma also connected Mr Shunmugam to care and support services under the [Community Networks for Seniors](#). With their help, he received a subsidised motorised wheelchair through the [Seniors' Mobility and Enabling Fund](#).

“I'm glad I am able to get around more easily on my own now. With the motorised wheelchair, I can continue to attend community events, go to the market and meet my friends,” said Mr Shunmugam. “He's not someone who likes to stay in the house,” added Mdm Kala, “so this has been a big support for him.”

Joy of being an SG Ambassador

Mdm Kala Chandrakala, 51

“ Getting to know about the life experiences and journeys of seniors has given me a wider, better perspective of the silver years. As an Ambassador, you get happiness and satisfaction from serving the seniors in the community. And to top it off, you get to meet like-minded friends. ”

Mrs Umamaheswari, 43

“ Seniors approaching me and believing that I can do something for them is my reward. I think I have made a small impact in the day-to-day lives of seniors by lending a listening ear to them during my visits. ”



Silver Generation Office (SGO)

Starting out as the Pioneer Generation Office in 2014, the now renamed SGO works with care partners and government agencies to engage in personalised outreach to seniors. Its team of Silver Generation (SG) Ambassadors reach out to seniors and connect them to assistance needed. In April 2018, SGO was merged under AIC to bring better integration and delivery of health and social care services to seniors. It also supports the nationwide scale-up of the Community Networks for Seniors.

Role of SG Ambassadors

| | | |
|---|---|---|
|  |  |  |
| COMMUNICATE Explain policies and schemes for seniors | CONNECT Link seniors to community programmes | NAVIGATE Help seniors apply for relevant government schemes |

SGO trains the SG Ambassadors to better engage seniors. In May 2018, Minister of Health Mr Gan Kim Yong officially opened the new training facility at SGO's headquarters. This provides a centralised location for training.

There are about
3,000*
SG Ambassadors.

More than a million engagements have been done and about
450,000*
seniors have been engaged by SG Ambassadors.

* Figure is as of March 2019.



SGO offices that are co-located with Social Service Offices:

- SSO@Taman Jurong (started in 2018)
- SSO@Geylang Serai (since July 2018)

Merdeka Generation Package (MGP) Outreach



SG Ambassadors are reaching out to the **nearly 500,000 Merdeka Generation seniors** to share with them about the MGP benefits.



\$100 PAssion Silver Card top-up



\$200 MediSave top-up for five years



Additional outpatient care subsidies and Community Health Assist Scheme subsidies



\$4,000 incentive to join CareShield Life



5% more MediShield Life premium subsidies

Co-locating with Social Service Offices

To better reach out to and assist seniors with health and social care needs, the SGO office at MacPherson was relocated with the Social Service Office (SSO) at Geylang Serai in July 2018. SGO and SSO officers can better work together to assess, plan and deliver assistance to clients in need.

Community Networks for Seniors (CNS)



SGO has been AIC's outreach arm for CNS since April 2018. CNS aims to build a strong support network for seniors to live and age well at home and in the community. It brings together various government agencies and community-based partners to support seniors in three areas:



Active ageing

Encourage seniors to stay active, healthy and socially connected by participating in active ageing activities and health screenings such as functional screening



Befriending

Connect lonely seniors with befrienders or volunteers in their neighbourhood



Care and support

Ensure that frail seniors and those with care needs receive the necessary health and social support services



Around
280,000*
seniors have been helped through CNS.

* Figure is as of March 2019.



More than
20,000*
seniors have attended active ageing programmes.

About
45,000*
seniors have attended functional screening sessions to have their eyesight, oral health and hearing checked.

Over **600*** seniors have received assistance on their health and social care needs.

AIC Touchpoints

It is important for seniors and their caregivers to easily connect with us. The many touchpoints — from resource centres across the island to our online presence — ensure that AIC is close by to provide information and assistance.



AICare Links are located at:

1. Maxwell (MND Building, Annex B)
2. Changi General Hospital
3. Khoo Teck Puat Hospital
4. Ng Teng Fong General Hospital
5. National University Hospital
6. Sengkang Community Hospital
7. Singapore General Hospital
8. Tan Tock Seng Hospital

As of 2018, AICare Links have served over **110,000** beneficiaries.

4

Four new AICare Links will be set up in community areas, adding to the eight current AICare Links. This was one initiative announced as part of the Caregiver Support Action Plan.

Walk in for Assistance at an AICare Link*

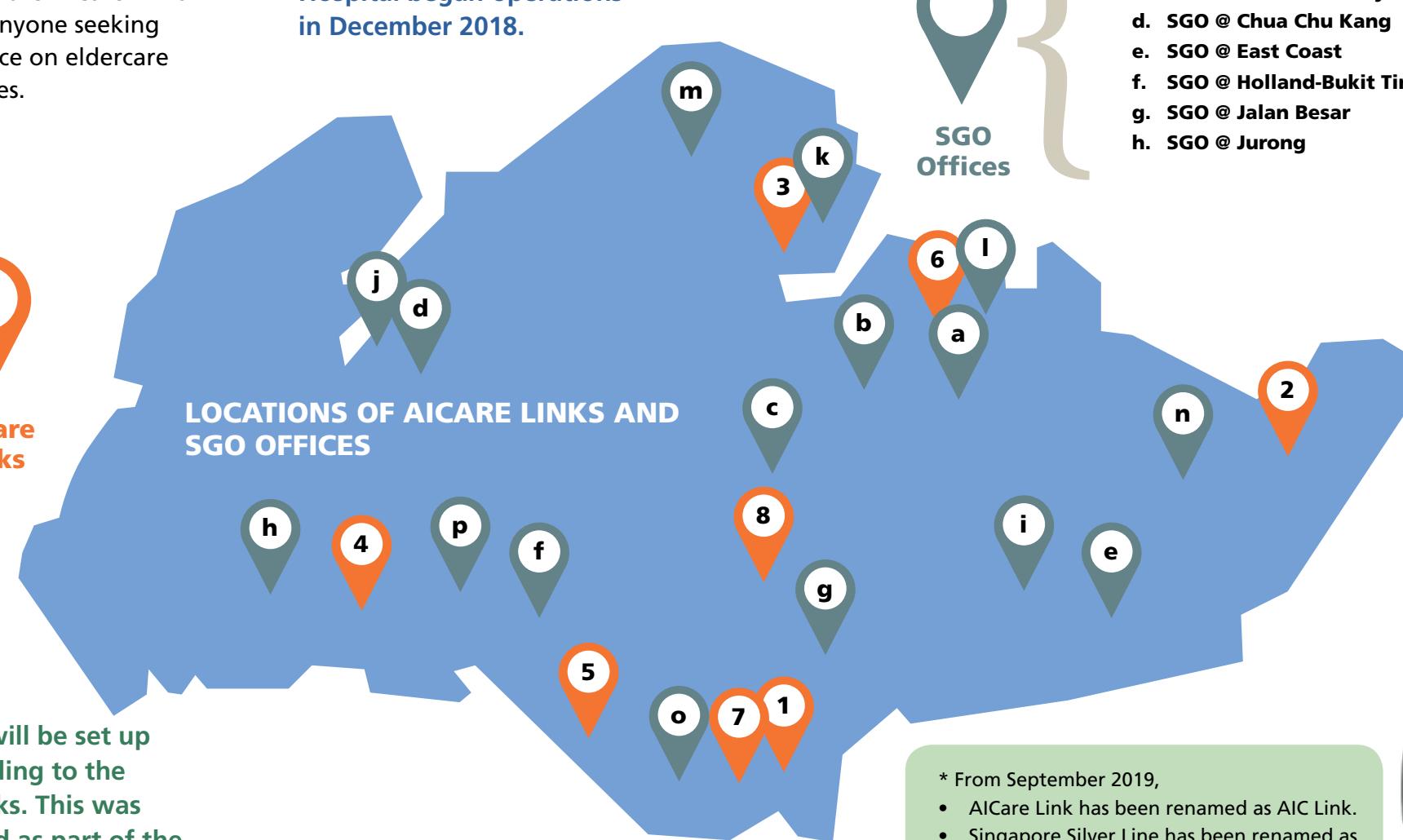
Care consultants at the AICare Links are ready to help anyone seeking advice and assistance on eldercare services and schemes.



The eighth and newest AICare Link at Sengkang Hospital began operations in December 2018.



LOCATIONS OF AICARE LINKS AND SGO OFFICES



- * From September 2019,
 - AICare Link has been renamed as AIC Link.
 - Singapore Silver Line has been renamed as AIC hotline.
 - Singapore Silver Pages has been merged into www.aic.sg.



Silver Generation Office (SGO) Offices

16 offices across the island enable SGO to maintain a strong community presence. They are:

| | |
|------------------------------|----------------------------|
| a. SGO @ Aljunied | i. SGO @ Marine Parade |
| b. SGO @ Ang Mo Kio | j. SGO @ Marsiling-Yew Tee |
| c. SGO @ Bishan-Toa Payoh | k. SGO @ Nee Soon |
| d. SGO @ Chua Chu Kang | l. SGO @ Pasir Ris-Punggol |
| e. SGO @ East Coast | m. SGO @ Sembawang |
| f. SGO @ Holland-Bukit Timah | n. SGO @ Tampines |
| g. SGO @ Jalan Besar | o. SGO @ Tanjong Pagar |
| h. SGO @ Jurong | p. SGO @ West Coast |



Singapore Silver Line*

AIC is also a call away. As of March 2019, more than **210,000** calls were made to 1800-650-6060, to:

- find information on non-clinical eldercare options and programmes
- assess one's care needs
- apply for eldercare services and schemes
- find out more about functional screening, active ageing programmes and volunteering as a Silver Generation Ambassador



Singapore Silver Pages*

This one-stop resource portal on Community Care information helps people make informed decisions on care and caregiving.

From 2018 to March 2019, there were more than

430,000 visitors to AIC's webpage - www.silverpages.sg.

Other Outreach Efforts

Events and initiatives by AIC and community mental health partners expand our outreach to clients and caregivers across various fronts.



World Mental Health Day

The Mental Health Awareness Singapore Learning Series 2018 took place in October to commemorate World Mental Health Day. This year's theme was "Be Understanding • Be Supportive".

The series of events aimed to promote better understanding of common mental health issues and how we can support one another to build a caring and inclusive community.

Five regional community events were organised in the heartlands and the Dementia Friends mobile app was launched at one of the events.

The five events reached out to over

14,500

people.



33

partners from mental health and social sectors, community organisations and corporations were involved in organising the events.



90%

More than 90% of the surveyed attendees said that they gained a better understanding of persons with mental health conditions and the available community mental health services, and are more willing to show their support through the events.

First Touchpoint

Often, persons with mental health conditions and their families require family, social or financial support. As the First Touchpoint, we provide one-stop coordinated care and support across the health and social care aspects. Those who need help can reach us at careinmind@aic.sg.

As of December 2018, First Touchpoint has supported over **2,700** cases.



Our team of community care coordinators can provide information, coordinate and connect them to healthcare and social services that can support them in their recovery journey.

Advance Care Planning (ACP)

AIC works with partners to raise awareness of doing an ACP, even while one is well. ACP is a guided process involving conversations with your family and doctors to express your wish of how you want to be cared for, if you are unable to make decisions for yourself. Our outreach efforts also take us outside of hospitals and into the community.



As of March 2019, more than **60** service partners are conducting ACPS.
In 2018, about **4,500** ACPS have been conducted.



Caregiver Symposium 2018

AIC and the National Council of Social Service jointly organised the Caregiver Symposium at the Lifelong Learning Institute on 3 February 2018. Taking on the theme "Psychosocial Wellness in Caregiving", the event emphasised the importance of mental wellness for caregivers, as well as the importance of self-care. The programmes aimed to prepare caregivers for their roles and raised awareness of the available support and respite services.

Almost **800** caregivers and care professionals attended.



Local charity "Both Sides, Now" @ Telok Blangah using art installations at public spaces to create awareness and spark conversations about end-of-life care in the heartlands.



ACP Advocacy Training to Healthcare Professionals on 14 January 2019.

DEMENTIA FRIENDS MOBILE APP



CARING
PROVIDING CARE FOR SENIORS AND THEIR CAREGIVERS
SO THEY CAN LIVE WELL IN THE COMMUNITY

CARE SERVICES



PRIMARY CARE



Home is Where the Heart is

A range of home and centre-based services supports seniors with health and social care needs so they can stay at home with their loved ones as they grow old.

The Integrated Home and Day Care (IHDC) package helped fulfil Mr Jamil Bin Muhammed Said's wish of living with his wife.

Happily At Home, Together

After a stroke left him wheelchair-bound in 2011, 66-year-old Mr Jamil Bin Muhammed Said had to depend on his wife, Madam Mariam Bte Abdul Rasak, to help with daily activities like showering and moving around. After a while, he began to see how the caregiving was taking a toll on her. Though he did not like the idea of living separately from his 64-year-old wife, Mr Jamil decided to apply for a place in a nursing home. He was afraid that the demands of caring for him would affect Mdm Mariam's health.

When the Community Networks for Seniors team received Mr Jamil's request, it paid the elderly couple a visit to learn more about their situation. They found that instead of enrolling in a nursing home, Mr Jamil



could benefit from the IHDC package. It comprises a mix of home and centre-based services meant for seniors who need high levels of care but prefer to live at home. This was a perfect solution and the couple were thrilled that they can continue living together.

From Mondays to Saturdays, Mr Jamil spends the day at SWAMI Home as part of its IHDC programme. There, the team of dedicated healthcare professionals and support staff helps him with personal tasks like showering and works with him on rehabilitation exercises to maintain his mobility. While he is at the centre, Mdm Mariam can concentrate on the housework and get some rest. The couple spends quality time together at home after Mr Jamil returns in the evenings.

As of March 2019, more than **700**

seniors are using the IHDC package offered by 15 centres islandwide.

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Home and Centre-based Care Services

Here are other Community Care services to support seniors and their caregivers.

Home Care Services



Home nursing, home personal care, home therapy and home medical services are available for homebound seniors or those who prefer to stay at home.

6,700*

seniors have benefitted from subsidised home care services.

Meals-On-Wheels



In June 2018, this home delivery meal service for frail and homebound seniors expanded with the addition of two commercial caterers in central and south regions of Singapore. Seniors now have more food options to choose from.

Eight service partners are serving over

5,000*
meals island-wide.

Senior Care Centres

These centres provide day care services, exercise, therapy and activities to maintain the well-being of frail seniors or those with dementia. Their caregivers can go to work with peace of mind.



10,000*

More than seniors are going to these centres.

Active Ageing Hubs

These hubs cater to seniors who are well, providing them with active ageing and social activities to keep them engaged. Care services for frail seniors are also available.



6* active ageing hubs at Admiralty, Toa Payoh, Kallang, Ghim Moh, Telok Blangah and Jurong have been set up.

* Figure is as of March 2019.

AIC Facilitated Centre-based Transport

AIC supports eldercare centres expand the transport options offered to their seniors. In 2018, we grew the number of specialised transport vendors on our panel from four to seven.

We also worked with GRAB to offer their GrabAssist service to eldercare centres. Clients can now tap on either ComfortDelGro's scheduled taxi services, or GrabAssist.

About **1,000*** clients are supported by these transport options.

Community Case Management Service



Over **600*** seniors have been supported by six service partners.

* Figure is as of March 2019.



Senior Activity Centres (SACs)

SACs provide social support and active ageing activities to residents in rental flats and studio apartments. In April 2018, SACs joined the healthcare family under Ministry of Health so as to improve these residents' access to health care services.



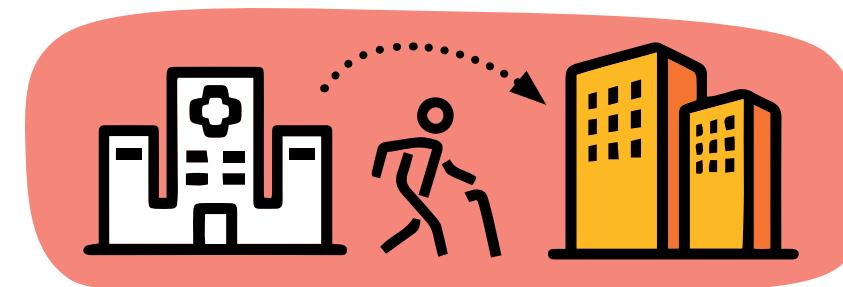
Care Close to Home

Working with SACs, care teams check on rental block residents who have little or no caregiver support. Besides monitoring their health conditions, these teams provide basic nursing as well as coordinate health and social care services.

More than **5,000*** seniors have benefitted from this programme, offered at 15 locations islandwide.

Beyond Hospital to Community

Through the different programmes developed with hospital and healthcare partners, frail seniors have a smoother journey in getting better at home after discharge.



Hospital-to-Home (H2H) Programme

Under this programme, hospital care teams provide support to patients during their transition from the hospital back home. Care teams support and monitor patients through home visits and phone calls, with other Community Care partners. H2H care teams also ensure a coordinated and smooth transfer of care to the Community Care providers after the transitional care phase.

As of March 2019, close to **35,000** seniors have benefitted from earlier discharges through this initiative.

Outpatient to Community

Through this programme, patients who have been going to Specialist Outpatient Clinics (SOCs) for their chronic health conditions can now follow up at General Practitioners (GPs) or polyclinics when their conditions stabilise. Patients can receive care nearer their homes, have a shorter wait time at their follow-up appointments and the SOCs can focus on new cases that need specialists' follow-up.

More than **7,000** patients have been referred to GPs or polyclinics as of March 2019 for the management of their chronic health conditions.



Caring for the Caregivers

In March 2019, the Ministry of Health announced a slew of initiatives under the Caregiver Support Action Plan. Caregivers can look forward to more assistance through the following that AIC is working on:



Care Navigation

- More physical touchpoints for information and referral:**

There are currently eight AlCare Links sited in public and community hospitals and Agency for Integrated Care's (AIC) office @ Maxwell.

Four more AlCare Links in the community will be set up by second half of 2019.

- One-stop information and resources:**

AIC's hotline 1800-650-6060 and its website provides the public with eldercare information. The website will also be revamped to improve users' browsing experience.

- Health Marketplace:**

E-platform to facilitate caregivers' access to care services and products best suited to their needs by 2020.



Caregiver Respite Options

- Respite option at eldercare centres for a few hours to a day**

Caregivers can tap on short-term respite care of a few hours so that they have time to attend to personal matters.

- Respite option at nursing home for overnight stays from seven to 30 days**

Provides respite for caregivers who require a longer break.

- New Go Respite pre-enrolment pilot**

- + Pre-enrolment pilot with a number of senior care centres and nursing homes to shorten the time needed to access respite care by first quarter of 2019.
- + Caregivers can register and complete some of the administrative processes early, so that less time is required when they need to tap on respite care.

- New Home-based respite for caregivers of end-of-life patients**

Caregivers of cancer patients can tap on this respite option to receive support in day-to-day care (e.g. showering, dressing, feeding of patient) for their loved ones by mid-2019.



Financial Support

- New Home Caregiving Grant (HCG) to support caregiving in the community**

Offers \$200 per month to defray caregiving expenses, such as the costs of home and community-based services, transportation to medical appointments and hiring a Foreign Domestic Worker (FDW). The grant will be rolled out by end-2019, replacing the existing FDW Grant.



Caregiver Empowerment and Training

- New Evolve community outreach teams to support caregivers' socio-emotional needs**

AIC will evolve some community outreach teams to undertake a more focused approach to outreach and provide support for caregivers by end-2019.

These teams will support caregivers in self-care through health and wellness activities, stress management and future planning as well as linking them up with support groups and counselling services where needed.



- New Building caregiver support networks in the community**

AIC will work with community partners to grow caregiver support networks across Dementia-Friendly Communities by end-2019.

Networks like Queenstown Caregivers Connect bring together caregivers to support one another or lend a listening ear. Meeting up with their peers gives them a break from caregiving while allowing them to share tips and their experiences.

- New Enhancing eldercare training for caregivers**

AIC has developed caregiver training curricula that is customised and suitable for seniors who are mobile, bed-bound or wheelchair-bound. Appointed training providers will offer courses based on these criteria by the second half of 2019.

AIC will continue partnering training providers to train FDWs early in their employment.

Managing Chronic Conditions in the Community

From Foodie to Fit, with Help from My Family Doctor

Like many Singaporeans, Mr Adrian Chia is a foodie. He ate whatever he liked — particularly fried food — and drank a 1.5-litre bottle of Coke daily. Four years ago, during a routine medical exam for Singapore Police Force volunteers, he discovered that his blood sugar level was high. He arranged for a check-up with his regular General Practitioner (GP), Dr Goh Tze Chien, who found that Mr Chia was diabetic.

The diagnosis was a wake-up call that led Mr Chia to make small but important lifestyle changes, beginning with daily exercise. The first steps were difficult — he could barely complete a 1km run. But he persevered and is now an Ironman athlete who participates in about four races each year. He also changed his eating habits by choosing healthier foods such as oatmeal for breakfast and fruit for dinner. Since his diagnosis, Mr Chia has shed 16kg.



In 2018, about **630,000** Singaporeans benefitted from CHAS.



In 2018, 10 PCNs were launched. As of March 2019, more than 450 GP clinics have participated in the PCN scheme, caring for over

70,000 patients with chronic health conditions.

He continues to see Dr Goh every six months. As part of the Primary Care Network (PCN), Dr Goh is supported by a nurse counsellor and care coordinator who help him manage patients' chronic health conditions such as Mr Chia's diabetes. Among other things, they ensure that Mr Chia follows up on his appointments and medications regularly. In 2018, he received a clean bill of health. His results for his foot and eye screening conducted by PCN clinics were also normal.

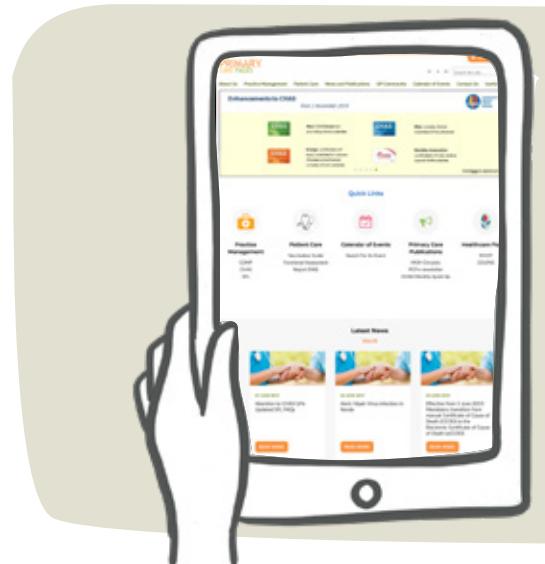
Mr Chia is glad that Community Health Assist Scheme (CHAS) subsidies are available to Singaporeans with chronic conditions as the cost of managing them is high in the long term. Being able to manage his condition at his regular GP has also played a large part in his successful path to good health.

CHAS Outreach

A series of roadshows were held at community spaces such as hawker centres and community centres in different regions to raise awareness about CHAS and encourage sign-ups for the scheme.



From 2018 to March 2019, almost **7,000** people were engaged at these roadshows.



Keeping PCN GPs in the Know

The new Primary Care Pages (PCP) portal was launched in May 2018. This one-stop resource hub for GPs keeps them updated on new schemes and primary care initiatives. It is easier to use and has new functions to strengthen its brand as the page for GPs to visit about Primary and Community Care information.

There are over **1,500** registered users as of March 2019.



Financial Help

These financial assistance schemes support families caring for their loved ones.



Caregivers Training Grant

Over **200*** courses are available which are conducted by more than **60*** training providers.

More than **42,000*** caregivers have tapped on this yearly \$200 grant to attend caregiving courses to provide better care for their loved ones.

Foreign Domestic Worker Grant



More than **24,000***

families have tapped on this monthly grant of \$120, to help offset the costs of hiring a foreign domestic worker to care for their loved ones with permanent moderate disability.

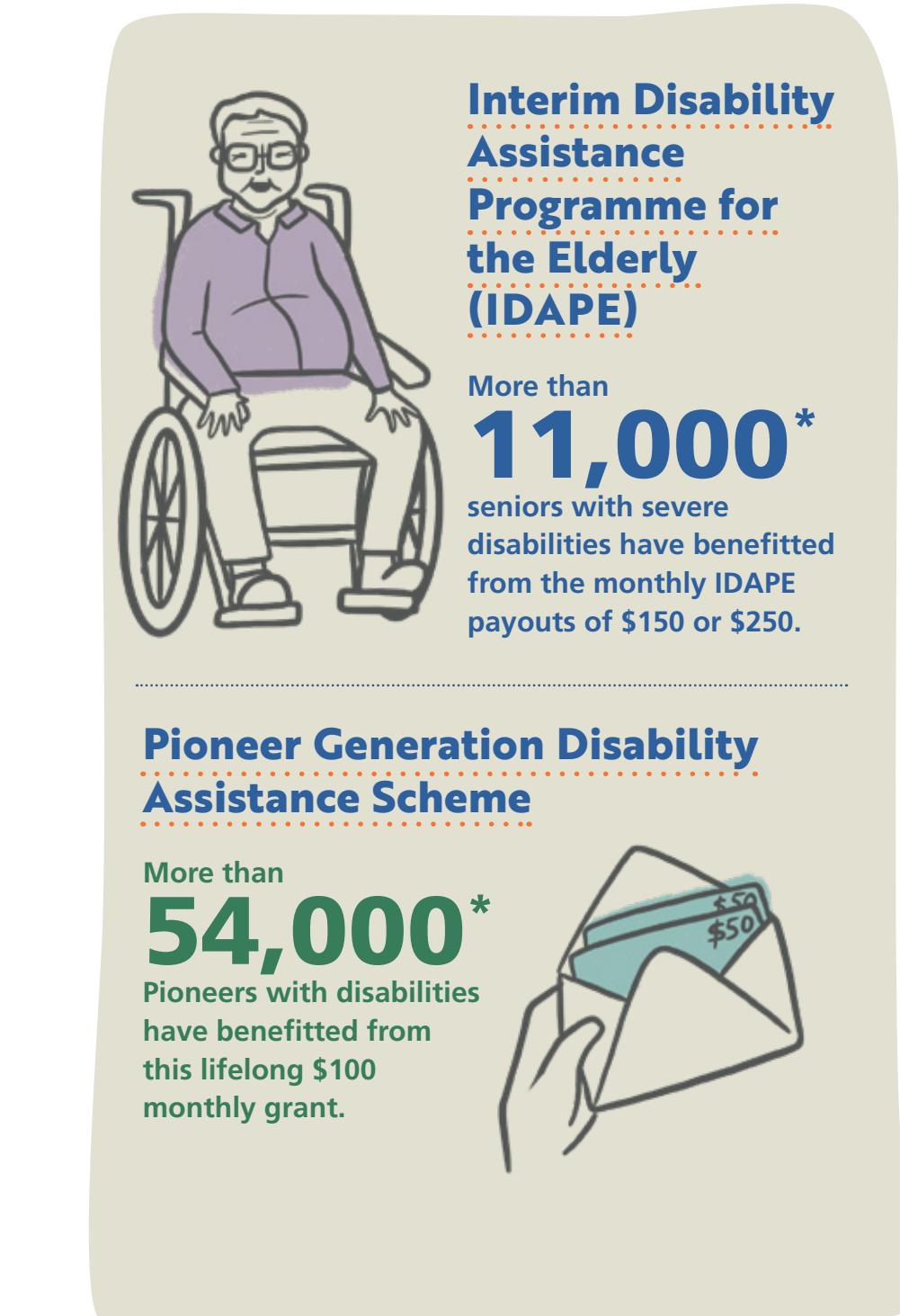
Caregivers can look forward to the new \$200 Home Caregiving Grant, announced as part of the Caregiver Support Action Plan. It will replace this grant.

Foreign Domestic Worker Levy Concession for Persons With Disabilities

More than **6,600***

caregivers have applied to receive this lower \$60 concessionary levy for hiring a foreign domestic helper to care for their disabled loved ones.

* Figure is as of March 2019.



Seniors' Mobility and Enabling Fund (SMF)

As of 2018, the fund has provided subsidies to over

60,000

low-income seniors who need assistive devices such as wheelchairs and spectacles, and home healthcare items such as diapers and milk supplements.

Thanks to a \$110 million top-up to SMF by the Ministry of Health in April 2018, new benefits include:

- Extension of subsidies for home healthcare items to include seniors receiving home palliative services.
- Subsidies for seniors who need spectacles and hearing aids after attending the functional screening programme. This is on top of the Project Silver Screen voucher they received.

* Figure is as of March 2019.

Doing More for Mental Health

Through the use of technology, outreach, education and improving the availability of care services, we are building a more supportive community for people with mental health conditions and their caregivers.

Technology Support For Persons with Dementia and Their Caregivers

Mr Anthony Lim is an Eldersitter at Filos Community Services. As part of his work, he engages clients with mild to moderate dementia and helps keep their minds alert through activities conducted in their homes. His work has the added benefit of giving his clients' caregivers some time to rest while he interacts with them.

Being a Dementia Friend, Mr Lim knows the signs and symptoms of dementia and how to help those with the condition. These came in handy when he spotted an elderly woman wandering around his void deck in December 2018. "At first, I thought she was waiting for someone, but I realised that something was not right when I saw her again that evening," he explained. He approached her and learnt that she had been waiting for her son because she could not remember his address.

He took her to each floor in the block, hoping that it would jog her memory, but with no success. "Later I got a notification about a missing elderly woman from the Dementia Friends app on my phone," he added. It was the lady he was helping. "I replied and was connected with the woman's granddaughter who provided me the address to take her home."

"I find that the Dementia Friends app is useful in bringing members of the public together to support caregivers whose loved one has dementia. It provides access to the



network of Dementia Friends in the community who help look out for those with dementia when they get lost. The app is helpful because it also provides useful information and resources about dementia for anyone interested," he said.

Dementia Friends Mobile App

Launched in October 2018, the app supports caregivers by using technology and social media platforms to:



Provide accessible information and resources on dementia and caregiving



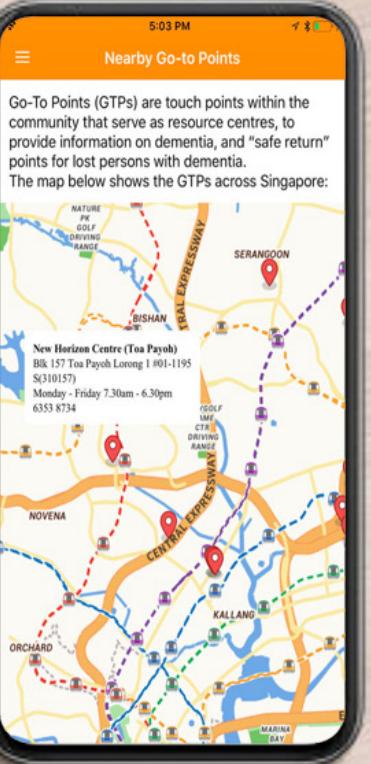
Make it easier to find community support for those with dementia



Connect with a network of Dementia Friends to be part of the community lookout when a person with dementia is reported lost

As of March 2019, more than **4,100** mobile users signed up to be a Dementia Friend.

More than **50** seniors were reunited with their families.



Community Outreach Teams

These teams raise awareness on dementia and mental health conditions, conduct preventive care activities, identify those at risk early, link them to the relevant health and social care services, and provide their caregivers with basic emotional support.

As of December 2018, **39** teams have reached out to more than **210,000** people.



Dementia-Friendly Community (DFC)

Throughout the eight DFCs, residents, businesses and the community are doing their part to better support persons with dementia and their families, so that they can continue to live well at home.

More than **62,000** people are now aware of the signs and symptoms of this condition, and how to communicate with people with dementia as of end 2018.

Mental Health in Primary Care

Integrating physical and mental health, over 190 General Practitioners (GPs) and 12 polyclinics provide accessible mental health services in the community. Clients can receive holistic care and treatment for both chronic illness and mental health needs close to home.

More than **13,000** clients were assisted as of end 2018.



Youth Hope

Intergenerational bonding among youth and seniors encourages character building through experiential learning and activities. Youth learn about dementia and appreciate seniors better through engagement activities, befriending and projects. Some also advocate for innovative and creative self-driven projects to support and assist seniors.

Community Intervention Teams

20 allied health-led community intervention teams provide assessment, counselling and psychoeducation for clients and their caregivers. These teams will partner the GPs when needed.

More than **19,000** clients have been assisted as of end 2018.



Happy Ageing Promotion Programme for You (HAPPY)

HAPPY targets frail and pre-frail seniors aged 60 and above. Developed by National University Hospital, this physical exercise programme delays the decline of physical and mental capabilities while keeping seniors socially connected. The exercise improves memory and muscle strength through dual-task exercises that require users to do two things at the same time.



MANPOWER DEVELOPMENT

IMPROVING QUALITY OF CARE



SUPPORTING THE SECTOR

WORKING WITH COMMUNITY CARE PARTNERS IN THEIR EFFORTS TO IMPROVE CARE

BRINGING THE ARTS TO CLIENTS



Thought Leadership

As the sector developer, we create opportunities to bring partners together to exchange knowledge and ideas to provide better care for current and future generations of seniors.

Seeing a need to address the aspects of care integration in the health systems in the coming years, we organised the Global Conference on Integrated Care 2018 that showcased local and international examples in this area.



Attended by more than **1,600** social and healthcare practitioners from 23 countries. Conference delegates hailed from North America, Europe, Australia, Middle East and Asia.

Between 1 and 3 February 2018, the conference covered three key themes:

1

Care Integration in Practice which examined innovative integrated care models in community-based care, chronic disease management, primary care, and end-of-life care. A special thematic track focused on the "War on Diabetes", where overseas and local experts shared their work and outcomes in combating this chronic disease.

2

Enabling Integrated Care looked at how we can strengthen key enablers for care, such as technology and financing.

3

Transcending Boundaries in integrated care discussed how we can break barriers between health and social care, mental health, and how we could potentially tap on traditional non-health players as a resource.

Efforts to Increase Productivity and Enhance Quality of Care



Quality And Productivity Festival 2018

Leaders and practitioners from the Community Care sector came together to promote a culture of safety and quality improvement through the sharing of their best practices. Held on 19 September, the festival takes place every two years. This year's theme was 'Delivering Value for Clients... One Improvement at a Time'.

There was also a showcase of the latest equipment, technologies and robotic solutions related to rehabilitation, fall prevention, logistics and tracking. To celebrate the sector's continuous efforts in improving care, recipients of the Community Care Excellence Awards were recognised at this event. The awards affirmed their exemplary service and commitment in delivering quality care to their clients.

Over **700** delegates attended the festival.

The number of award submissions from the Community Care sector more than doubled. There were more than

400 award winners.

Process Improvement Collaboratives

We work closely with Community Care partners to improve resource-intensive care processes. Organisations come together to brainstorm and develop standard practices, learning from one another in the process. This has led to significant time savings and better workflow for their organisations.

All Saints Home (ASH) Yishun participated in the 'Showering Process' improvement collaborative with 10 other nursing homes. They met, shared their experience and discussed ways to improve the showering process for residents. The workshop resulted in a standard streamlined showering practice. The improvements for ASH include:



Installation of shower racks in bathrooms

New shower racks allow staff to prepare and place toiletries in the shower room. This eliminated the need for staff to gather the items onto a trolley before taking them into the bathroom. This new process also made the shower area more spacious, giving residents a more comfortable experience.



Re-scheduling shower time

Showers are now split between mornings and afternoons, instead of only in the mornings. Staff no longer need to rush to shower everyone in the mornings, freeing them to participate in other activities with residents. Residents are also happier as they get to choose their preferred timeslot.

Over **20** providers have participated in four improvement collaboratives focusing on showering, naso-gastric tube feeding, oral feeding and medication management processes as of March 2019.

ASH (Yishun) has saved up to **45** minutes per day and implemented the streamlined showering process in three other ASH centres.



Pharmaceutical Care Services (PCS)

Together with the National Pharmacy Programme Management Office, we piloted PCS to help seniors manage multiple medications at home.

PCS pharmacists work with home and centre-based teams to review and manage seniors' medication-related concerns. With PCS, over 200 medication-related issues were resolved.

30

As of March 2019, more than **30** Community Care staff have been trained on medication management. This includes medication administration, storage, packing, escalation procedures and creating up-to-date medication lists for seniors.



Healthcare Productivity Fund (HPF)

HPF supports quality and productivity improvement efforts by the Community Care sector. Organisations can tap on it to fund projects that achieve productivity outcomes. The second tranche of HPF was launched in August 2018. Funding covers initiatives such as technology adoption as well as bulk procurement and shared services.

Community Care organisations now enjoy enhanced funding of up to **85%**

from the HPF for their efforts in improving productivity and care quality.



Nursing Home Basic Safety Quality Indicators Interest Group

We formed this Interest Group with nursing homes to develop measurements in areas such as falls, pressure injuries, medication incidents and infection control.

The Interest Group meets regularly to review the group median rates and learn to improve through sharing of good practices.

The data also helps us to identify common areas to implement improvement initiatives, for example fall prevention and management.

As of March 2019, over **30** nursing home sites have tracked 24 months of data in nine basic safety indicators.



Nursing Home IT Enablement Programme (NHELP)

This IT system helps nursing homes automate and integrate their processes. It reduces paperwork in many clinical and administrative areas, and its linkage with the National Electronic Health Record allows staff quick access to residents' information to provide better care.

More than 30 nursing homes have rolled out NHELP as of March 2019. AIC also provided funding support to over 30 home care providers and senior care centres to employ IT solutions.

Manpower Development

We are growing our sector's pool of skilled manpower through training opportunities, job upgrading and recruitment efforts.

AIC-appointed Learning Institutes (LIs)

To meet the sector's training needs, we appointed six Learning Institutes (LIs) in 2018 with the expertise to develop, review and deliver training in several key training categories. Sector partners can now benefit from course offerings from the following LIs:

- The Palliative Care Centre for Excellence in Research and Education
- HMI Institute of Health Sciences
- Kwong Wai Shiu Hospital
- St Luke's Eldercare Ltd
- St Luke's Hospital
- Tsao Foundation

More than 5,000 training places have been made available by the LIs as of March 2019.



Skills Standards Framework

This initiative puts in place a set of skills standards required for support care staff taking on enhanced job roles. It allows them to perform routine clinical tasks that are currently delivered by healthcare professionals. This also provides a skills-based career progression path to attract and retain Singaporeans in the Community Care sector.

We developed the sectoral Skills Map for the Community Care Support Care Roles with key stakeholders and sector partners.

From 2018 to March 2019, over **400** partners across all care settings participated in **50** focus group discussions to review the drafted skills standards to ensure they are current and relevant.

The Skills Map provided **121** skill standards, cutting across seven domains and four levels of skills proficiency.

Leadership Programmes

These programmes cater to different levels of experience to develop leadership skills and build a community for networking, sharing and knowledge exchange.

For senior-level management:

INSIGHT Leadership Programme



20

From 2018 to March 2019, more than **20** leaders have attended INSIGHT. They networked with peers from the Community Care sector and engaged senior policymakers from the ministries.

INSPIRE Leadership Programme

In 2018, **16** C-Suite leaders attended the first run of INSPIRE. They interacted with the Chairmen of various non-profit organisations, as well as Best Practice Leaders in private and public sectors.

For middle-level management:

IGNITE Programme



70

More than **70** new or current managers attended IGNITE from 2018 to March 2019. It provided them with a networking platform and a better understanding of the Community Care sector.

IMPACT Leadership

From 2018 to March 2019, more than **80** middle-level management staff have attended IMPACT. The interactive five-day programme gave them insights to develop their leadership potential and improve their leadership skills.

Online Feedback Management Workshop

A series of training sessions was organised between August and October 2018 to help sector partners manage feedback on their social media platforms.

The training sessions shared how they should respond to feedback, and the need to respond quickly with compassion.



About **300** people attended the sessions.

Study Awards

We administer the Community Care Manpower Development Award (CCMDA) that has supported new entrants – including students and mid-career switchers – and current staff to develop their careers.



Upgrading Skills for a New Career in the Community Care Sector

Former seamstress and stay-at-home mum Chu Yee Hoon had difficulty finding a job when trying to return to the workforce. She turned to the Northeast Community Development Council for help and they suggested she apply for a position in the growing Community Care sector. Lacking experience in the area, she was hesitant at first but decided to give it a shot as she needed to help supplement her family's income.

In 2006, Mdm Chu joined Metta Welfare Association as a general worker at Metta Day Rehabilitation for the Elderly. For the next four years, she kept the

rehabilitation centre clean, prepared food and drinks for the seniors, and took them for exercises. As part of her duties, she learned to read their blood pressure and glucose levels. Wanting to do more for seniors, she took the WSQ Higher Certificate in Healthcare Support (Therapy Services) at HMI Institute and is now a Therapy Assistant.

In her new role, Mdm Chu helps seniors with their exercises and she enjoys the interaction with them. The knowledge gained on the job also helped her care for the seniors in her family.

This career progression motivated Mdm Chu to apply for the CCMDA in 2018 to upgrade her skills. Now, she is pursuing a Work-Learn Technical Diploma in Rehabilitation Care at the Institute of Technical Education.

Although she is more comfortable communicating in Mandarin, Mdm Chu is putting in extra effort to use English as she adapts to life as a full-time student. "The knowledge and skills I am learning is definitely useful in my work," shared Mdm Chu.

109 recipients received the award in 2018 which is double that of 2017.

Building the Local Workforce Pipeline

We partner Community Care providers to create career pathways and opportunities for the local workforce.



Return to Nursing Programme

From 2018 to March 2019, we welcomed **20** nurses back into the Community Care family. The programme equips these returning nurses, who left nursing for more than a year, with the skills to build their career in the sector.



Senior Management Associate Scheme

From 2018 to March 2019, **40** PMETs have switched careers and joined the Community Care organisations by tapping on this scheme. It enhances our pool of managerial and leadership talents, as well as provides career pathways in a growing sector.

Making the Arts More Accessible Through the AIC Wellness Programme

Inaugural Arts Residency in Nursing Homes

This joint initiative by AIC and the National Arts Council (NAC) saw seniors from nursing homes and practising artists come together to create art pieces. Launched in October 2017, it ran for three months.

Their artworks were showcased at:

- SPARKS! Art for Wellness Exhibition held at Raffles City Atrium from 9 to 18 March 2018
- NAC's Silver Arts Festival at Kampung Admiralty from 6 to 12 September 2018

100 residents from nine nursing homes were paired with **10** practising artists to come up with their masterpieces.



New Creative Movement Activity

Many nursing home residents enjoy participating in arts-based activities. To keep their minds and bodies active, a new creative movement activity involving **15 residents and 5 nursing home staff** was piloted as part of a collaboration between AIC and NAC. Helmed by the professional dance company The ARTS FISSION Company and led by Cultural Medallion recipient Angela Liong, the successful pilot will be developed as a new training workshop for Community Care staff.

Launch of the Wellness Support Package (WSP)

Conceptualised by AIC's Quality & Productivity Division, this three-year funding initiative is supported by the Toteboard Community Healthcare Fund. It supports nursing homes in building up their capabilities and resources to offer more meaningful interest and evidence-based activities for residents.

The WSP will be introduced to over **20** nursing homes.



The Art of Meaningful Wellness Activities

The Society for the Aged Sick (SAS) is one of the Community Care partners that uses the SPARKS! Art for Wellness Toolkit. Since December 2018, the nursing home has been using it to hold art activities to help residents improve their motor and mental skills.

"In the past, the person-in-charge had to conduct research to compile art-related activities," said Jonathan Tan, Head of Rehabilitation at SAS. "Now that we have the Toolkit, the time saved is used to improve the process to make the group session more fun and enjoyable. It used to be that the activities were meant to help seniors pass time, but now, they are purposeful and well thought-out, which helps them to improve their well-being," added Mr Tan.

Additionally, volunteers do not need any special training to use the Toolkit. Art sessions can be easily conducted by following the step-by-step guide provided.

New SPARKS! Art for Wellness Toolkit
We developed this Toolkit comprising a selection of 20 art activities from the Arts Residency programme. Launched in November 2018, as a joint initiative with National Arts Council (NAC), Community Care partners can download this free toolkit easily from www.aic.sg and use it to organise art wellness sessions with Community Care clients.



Intergenerational Initiatives

Youth Corps Singapore (YCS)

In 2018, YOLDEN (Arts), in partnership with NAC and YCS, was expanded to a new site — Thye Hua Kwan Nursing Home — involving **12 residents, 5 staff and 31 YCS volunteers**.



Photo Courtesy of Youth Corps Singapore.

As of March 2019, there are 2 sites offering YOLDEN (Arts) where nursing home residents and youth volunteers bond over art activities.

PAP Community Foundation (PCF)

Intergenerational activities benefit both young and old. With that in mind, we embarked on a year-long pilot in partnership with PCF. It paired two nursing homes with 13 PCF Sparkletot Centres for regular visits to the nursing homes.

As of March 2019, more than 100 residents and over 120 children have enjoyed participating in the activities together.

Cycling Without Age (CWA)

Through CWA and the Temasek Foundation - Moving Generations programme, youth volunteers bring nursing home residents out for trishaw rides. These leisure outings provide opportunities for seniors to get to know each other better and build social bonds between the generations.

As of March 2019, we have linked three nursing homes with CWA. More than 500 trishaw rides have been completed.



Photo Courtesy of Cycling Without Age Singapore.



Nutrition Movement

Through our initiatives under the Nutrition Movement, we support Community Care service providers in preparing and providing nutritious tasty meals for seniors. Our partners also learn more about the importance of good nutrition and food service through events such as hands-on cooking courses guided by accomplished chefs.

Chef Partnership

We introduced this programme in 2018 with four nursing homes participating in the pilot. Each nursing home works with a chef in the following areas:

- Reviewing the home's menu and introducing variety to their dishes.
- Recommending improvements to the existing kitchen workflow.
- Training kitchen staff on cooking methods that tap on kitchen technology for better efficiency.

In March 2019, this programme was added to the "green lane" list of proven productivity improvement initiatives under the Healthcare Productivity Fund to encourage greater adoption.



Results from the pilot nursing homes show an average of

49%

improvement in client satisfaction.



The nursing homes also recorded an average of

22%

improvement in meal preparation time.



Kitchen Technology

With the right equipment, partners can be more efficient in meal preparations and improve their processes. In 2018, combi ovens and industrial food processors were added to the "green lane" list.



Culinary Training

The Culinary Training initiative started in 2012 as part of our efforts to improve the culinary capabilities of the sector. Main activities include boot camps on preparing normal and soft meals as well as learning from professional chefs on how to prepare meals for various dietary requirements.

As of March 2019, more than **200** participants from over 70 organisations have participated in culinary training.



Share & Cook

We launched the Share & Cook initiative to encourage Community Care cooks to share their favourite recipes and learn from one another. As part of the initiative, professional chefs provide training emphasising proper recipe documentation to ensure consistency in the quality of meals.

As of March 2019, more than **50** cooks from close to 30 organisations have participated in these sessions, which include cooking competitions.

Sector Grants

We administer grants that support our Community Care partners' efforts to improve quality of care.

Community Silver Trust

This is a dollar-for-dollar government matching grant for donations raised by eligible organisations from the health and social services sectors.

As of March 2019, over

\$580 million
was awarded to more than **80** organisations.

TOUCH Community Services tapped on this grant to build TOUCHpoint@AMK 433, an activity node to enable residents to support ageing in the community. The facility is part of TOUCH's community enablement efforts to activate communities by improving wellness, building relations and care networks—turning residents into resources to help vulnerable seniors.



Photo courtesy of TOUCH Community Services.

As of March 2019, over
\$170 million
was awarded to **280** programmes.

Bright Vision Hospital (BVH)'s Integrated Primary Care for At-Risk Elderly (iPCARE) programme is one of them. Through iPCARE, BVH supports General Practitioners with resources and manpower, including a multi-disciplinary Community Care team which coordinates follow-up care for patients. This helps to prevent unnecessary visits to public hospitals.

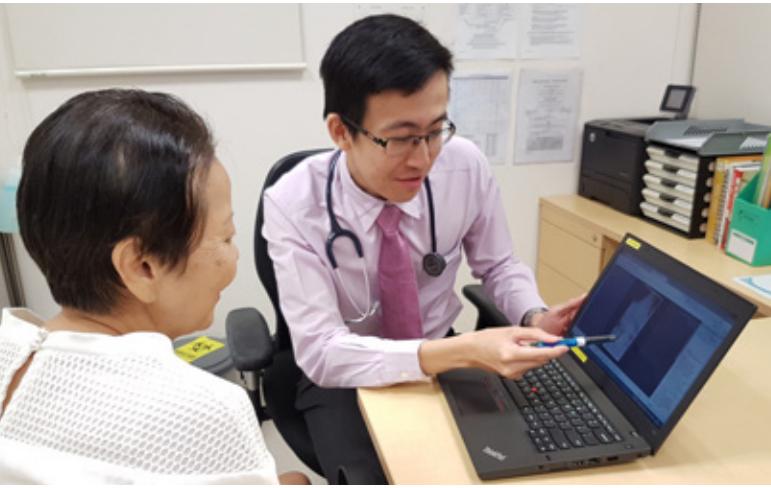


Photo courtesy of Bright Vision Hospital.

Our Contributors

To our partners, thank you!

Our achievements were possible because of your advice, guidance and contributions. It is a privilege to work with you to build a vibrant care community for seniors to live and age well.

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Member
Director of Nursing,
St Andrew's Community
Hospital

A/Prof Swapna Verma
Member
Chief, Departments of
Psychosis and East Region,
Institute of Mental Health

Ms Long Chey May
Member
Deputy Director, Allied Health,
Ng Teng Fong General
Hospital

Ms Lavinia Low
Member
Director, Manpower Planning
& Strategy,
Ministry of Health

Ms Ng Gaik Nai
Member
Deputy Group Chief Nurse of
SingHealth,
KK Women's and Children's
Hospital

Dr Ng Li-Ling
Member
Senior Consultant,
Department of Psychological
Medicine,
Changi General Hospital

Dr R. Akhileswaran
Member
Medical Consultant,
Khoo Teck Puat Hospital

Ms Alison Sim
Member
Director of Nursing,
St Andrew's Community
Hospital

Healthcare Productivity Fund – Community Health Improvement and Productivity Scheme (HPF-CHIPS) Approval Panel (Till 31 March 2018)

Mr Tan Kwang Cheak Chairperson

Chief Executive Officer,
Agency for Integrated Care

Mr Chern Siang Jye Member

Group Chief, Finance Division,
Grant Management Office,
Regional Engagement &
Integration Division and
Research & Development
Office,
Agency for Integrated Care

Mr Kevin Tsang Member

Chief Information Officer,
Agency for Integrated Care

Ms Heidi Rafman Member

Chief, Quality & Productivity
Division,
Agency for Integrated Care

Mr Mark Ho Member

Deputy Director (Subvention),
Healthcare Finance Division,
Ministry of Health

A/Prof Kenny Tan Member

Chief Executive Officer,
St Luke's Eldercare Ltd

Sister Geraldine Tan Member

Executive Director,
St Joseph's Home

Mr Leon Luai Member

(Former) Head, Clinical Services
and Wellness,
(Former) Head, Residential and
Home Care,
NTUC Health Co-operative Ltd

Ms Florence Chng Member

Assistant Director, Clinical
Services, Quality & Risk
Management Department,
Yishun Community Hospital

Healthcare Productivity Fund – Community Care Approval Panel

Mr Tan Kwang Cheak Chairperson

Chief Executive Officer,
Agency for Integrated Care

Mr Kevin Tsang Member

Chief Information Officer,
Agency for Integrated Care

Ms Heidi Rafman Member

Chief, Quality & Productivity
Division,
Agency for Integrated Care

Mr Lee Deqi Member

Deputy Director, Manpower
Planning and Strategy Division,
Ministry of Health

Mr Mark Ho Member

Deputy Director (Subvention),
Healthcare Finance Division,
Ministry of Health

A/Prof Kenny Tan Member

Chief Executive Officer,
St Luke's Eldercare Ltd

Ms Florence Chng Member

Deputy Director, Clinical
Services/Quality & Risk
Management Department,
Yishun Community Hospital

Ms Yong Limin Member

Senior Principal Physiotherapist,
NTUC Health Co-operative Ltd

Mr Sairam Azad Member

Deputy Director, Health &
Senior Care,
AWWA Ltd

Ms Mina Lim Member

Deputy Director,
St Andrew's Senior Care

Ms Ong Hui Ming Member

Executive Director,
ECON Healthcare Group

Mr Then Kim Yuan Member

Administrator,
Lee Ah Mooi Old Age Home

Mr Albert Hong Member

Chief Operating Officer,
Ren Ci Hospital

Mr Michael Lim Member

Chief Operating Officer,
Ling Kwang Home for Senior
Citizens

Workgroup for Standardising Care Assessment

A/Prof Kenneth Mak Chair

Deputy Director of Medical
Services (Health Services
Group),
Ministry of Health

Dr Kok Mun Foong Co-Chair

Group Chief, Home First
Group,
Agency for Integrated Care

Ms Melissa Khoo Member

(Till February 2019)
Group Director,
Ageing Planning Office,
Ministry of Health

Dr Wong Loong Mun Member

Principal Consultant and Chief,
Care Transition Division,
Agency for Integrated Care

Dr Tan Weng Mooi Member

Chief, Community Mental
Health Division,
Agency for Integrated Care

Mr Ong Yunn Shing Member

Chief, Corporate Services
Division, IT Enablement Office,
Residential Care Office,
Agency for Integrated Care

Ms Susan Niam Member

Chief Allied Health Officer,
Office of the Director of
Medical Services,
Ministry of Health

Mr Bernard Lee Member

Deputy Director, Health Services
Integration and Development/
Primary and Community Care
Division,
Ministry of Health

Dr Ian Leong Member

Deputy Divisional Chairman,
Integrative & Community Care,
Tan Tock Seng Hospital

Dr Edwin Lim Member

Medical Consultant,
Tzu Chi Free Health Screening
and Medical Clinic

A/Prof Aaron Ang Member

Senior Consultant, Department
of Psychological Medicine,
Tan Tock Seng Hospital

Mdm Low Mui Lang Member

Executive Director,
The Salvation Army Peacehaven
Nursing Home

Ms Joanna Ng Member

Director of Nursing,
St. Andrew's Nursing Home
Henderson

Ms Chan Mei Mei Member

Director of Nursing,
Home Nursing Foundation

Ms Bridget Monica Das Member

Head of Social Work and
Counselling Department,
Ren Ci Hospital

Ms Kelly Hee Member

Senior Physiotherapist,
St Luke's ElderCare

Dr Jacqueline Yam Member

Medical Director,
AcuMed Medical Group

National General Practitioners Advisory Panel

Prof Chee Yam Cheng Chairman

President, NHG College,
National Healthcare Group

Dr Tham Tat Yean Co-Chairman

Chief Executive Officer,
Frontier Healthcare Group

Dr Adrian Ee Member

Chief Executive Officer,
Singhealth Polyclinics

Dr Cheong Siew Meng James

Member
Family Physician,
C3 Family Clinic @ Aljunied
Crescent

Dr Loke Kam Weng Member

Family Physician,
Keat Hong Family Medicine
Clinic

Dr Lye Tong Fong Member

Director,
Central 24-HR Clinic Group

Ms Winifred Lau Member

Deputy Chief,
Home and Community Care
Division,
Agency for Integrated Care

Dr Jimmy Chew Kwong Yik

Member
Medical Director,
OneCare Medical

Dr Kwek Thiam Soo Member

Family Physician,
Bukit Batok Medical Clinic

Dr Lee Yik Voon Member

President,
Singapore Medical Association

Dr Leong Choon Kit Member

Family Physician,
Mission Medical Clinic

Dr Lew Yii Jen Member

Chief Executive Officer,
National University Polyclinics

Dr Loke Kam Weng Member

Family Physician,
Keat Hong Family Medicine
Clinic

Dr Lye Tong Fong Member

Director,
Central 24-HR Clinic Group

Ms Winifred Lau Member

Deputy Chief,
Home and Community Care
Division,
Agency for Integrated Care

Dr Tan Teck Jack
Member
Medical Director,
Northeast Medical Group

Dr Tan Tze Lee
Member
President, College of Family
Physicians Singapore

Dr Wong Tien Hua
Member
Family Physician,
Mutual Healthcare

**Dr Zuraimi Bin
Mohamed Dahlan**
Member
Family Physician,
Banyan Clinic @ JW

Primary Care Network Council

Dr Tham Tat Yean
Chairperson
Chief Executive Officer,
Frontier Healthcare Group

Dr Kok Mun Foong
Co-Chairperson
Group Chief, Home First Group,
Agency for Integrated Care

Dr Jacqueline Yam
Member
Clinical Lead, Assurance PCN

Dr Koh Eng Hoe
Member
Admin Lead, Assurance PCN

Dr Eng Soo Kiang
Member
Clinical Lead, Central-North
PCN

Dr Doraisamy Gowri
Member
Admin Lead, Central-North PCN

Dr Leong Choon Kit
Member
Clinical Lead, Class PCN

Dr Paul Ang
Member
Admin Lead, Class PCN

Dr Chong Chin Kwang
Member
Clinical Lead, Frontier PCN

Dr Anne Yeo
Member
Admin Lead, Frontier PCN

Dr Lim Chien Chuan
Member
Clinical Lead, I-CARE PCN

Dr Chi Wei Ming
Member
Admin Lead, I-CARE PCN

Dr Kwong Kum Hoong
Member
Clinical Lead, NUHS PCN

Dr Ho Han Kwee
Member
Admin Lead, NUHS PCN

Dr Jason Yap
Member
Clinical Lead, Parkway Shenton
PCN

Mr Ang Chee Chiang
Member
Admin Lead, Parkway Shenton
PCN

Dr Chng Shih Kiat
Member
Clinical Lead, Raffles Medical
PCN

Mr Yong Yih Ming
Member
Admin Lead, Raffles Medical
PCN

Dr Lily Aw
Member
Clinical Lead, SingHealth
Partners PCN (SingHealth DOT
PCN)

Dr Emily Ho
Member
Admin Lead, SingHealth
Partners PCN (SingHealth DOT
PCN)

Dr Rick Chan
Member
Clinical Lead, SingHealth
Partners PCN (SingHealth
Regional PCN)

Ms Lely Gunawan
Member
Admin Lead, SingHealth
Partners PCN (SingHealth
Regional PCN)

Dr Chee Boon Ping
Member
Clinical Lead, United PCN

Dr Tan Teck Jack
Member
Admin Lead, United PCN

Research and Innovation Committee

A/Prof Tan Boon Yeow
Co-Chairperson
Chief Executive Officer,
St Luke's Hospital

Dr Wong Loong Mun
Co-Chairperson
Principal Consultant and Chief,
Care Transition Division,
Agency for Integrated Care

Ms Chan Mei Mei
Member
Director of Nursing,
Home Nursing Foundation

Mr Chern Siang Jye
Member
Group Chief,
Grant Management Office,
Regional Engagement &
Integration Division and
Research & Development
Office,
Agency for Integrated Care

Dr Chong Poh Heng
Member
Medical Director,
HCA Hospice Care

Ms Chong Wai Fung
Member
Executive Director,
Ren Ci @ Ang Mo Kio

**A/Prof Amanda
Margaret Connell**
Member
Co-Chair, Centre of Health
Sciences Research and
Innovation (CHeSRI)
Associate Professor (Health
and Social Sciences),
Singapore Institute of
Technology

Dr Karen Chua
Member
Senior Consultant,
Rehabilitation Medicine,
Tan Tock Seng Hospital
Co-Director, Rehabilitation
Research Institute of
Singapore,
Nanyang Technological
University

A/Prof Corinne Ghoh
Member
Senior Consultant, Ageing
Planning Office,
Ministry of Health
Co-Director, Next Age
Institute,
Associate Director, Social
Service Research Centre,
National University of
Singapore

Dr Wong Chek Hooi
Member
Deputy Executive Director,
Geriatric Education & Research
Institute
Senior Consultant (Geriatrics),
Khoo Teck Puat Hospital

A/Prof Joanne Yoong
Member
Senior Economist & Director,
Center for Economic and Social
Research

Principal, University of
Southern California Behavioral
Economics Studio,
University of Southern
California

Prof Doris Young
Member
Head, Department of Family
Medicine,
National University Health
System
Professor, Yong Loo Lin School
of Medicine,
National University of
Singapore

AIC Institutional Review Board (IRB)

Dr Lee Liang Tee
Chairperson
(ILTC Domain)
Medical Director,
Ren Ci Hospital

Mr Kelvin Lim
Member
Chief, Senior Support & Carer
Services Development Division,
Agency for Integrated Care

Mr Vimallan Manokara
Chairperson
(SS Domain)

Acting Director,
MINDS Institute of Intellectual
and Developmental Disabilities
(MIIDD)
Acting Head of Psychology,
Movement for the
Intellectually Disabled of
Singapore (MINDS)

A/Prof Kenny Tan
Deputy Chairperson
(ILTC Domain)
Chief Executive Officer,
St Luke's Eldercare Ltd

Dr Terence Yow
Deputy Chairperson
(SS Domain)
Divisional Director,
AMKFSC Community Services
Ltd

Mr Mark Alexander
Member

Manager, Office of the Deputy
President (Academic) & Provost,
Singapore Institute of
Technology

**E/Prof Ponnampalam
Gopalakrishnakone**
Member

Chairperson,
Singapore Institute of
Technology (SIT) IRB

Mr Kelvin Lim
Member
Chief, Senior Support & Carer
Services Development Division,
Agency for Integrated Care

Mr Lim Wei Loong
Member
Researcher,
Fei Yue Community Services

Dr Muhammad Rahizan
Member
Assistant Professor, Health and
Social Sciences Cluster,
Singapore Institute of
Technology

Dr Ong Wah Ying
Member
Medical Director,
Dover Park Hospice

Dr Jason Yap
Member
Associate Professor, Saw Swee
Hock School of Public Health,
National University of
Singapore

Mr Roland Yeow
Member
Deputy Executive Director,
Boys' Town

Ms Yip Moh Han
Member
Executive Director,
Singapore Christian Home

Scientific Committee of the Global Conference on Integrated Care

A/Prof Chin Jing Jih
Co-chair
Chairman, Medical Board,
Tan Tock Seng Hospital and
Central Health

Dr Wong Loong Mun
Co-chair
Principal Consultant and Chief,
Care Transition Division,
Agency for Integrated Care

Dr Christopher Lien
Member
Senior Consultant Geriatrician & Director, Community Geriatrics, Changi General Hospital

A/Prof Josip Car
Member
Director of Centre for Population Health Sciences, Lee Kong Chian School of Medicine, Nanyang Technological University

A/Prof Lee Kheng Hock
Member
Director, Office of Integrated Care, Singapore General Hospital

Dr Lim Wei-Yen
Member
Acting Director, Research & Development Office, Agency for Integrated Care

Dr Samir Sinha
Member
Director of Geriatrics, Sinai Health System and University Health Network, Toronto, Canada

Dr Wong Sweet Fun
Member
Clinical Director for Population Health, Innovation and Analytics, Yishun Health

Prof Teo Yik Ying
Member
Dean, Saw Swee Hock School of Public Health
National University of Singapore

Shared Procurement Programme Committee

Ms Heidi Rafman
Chairperson
Chief, Quality & Productivity Division, Agency for Integrated Care

Mr Tan Kok Hwa
Deputy Chairperson
Assistant Director, Information Management and Support Services, Kwong Wai Shiu Hospital

Mr Chan Wah Tiong
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Chief Executive Officer (Nursing Home Cluster), St Andrew's Nursing Home

Mr John Chan
(Former) Deputy Chairperson
(Former) Senior Manager, Sree Narayana Mission (Singapore)

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

Ms Susan Gui
Member
Director of Nursing, Villa Francis Home for the Aged

Ms Pauline Ang
Member
Nurse Educator, Ren Ci Hospital

Ms Wong Yoke Yin
Member
Nurse Manager, All Saints Home

Mr Mak Mun Fai
Member
Operation Manager, The Salvation Army, Peacehaven Nursing Home

Ms Ong Seok Peng
Member
Senior Pharmacist/ Senior Manager, Central supplies, St. Andrew's Community Hospital

Mr Jeremy Lim
Member
Director of the Operation Admin + Material Management, National Cancer Centre Singapore

Mr Kim Yap
(Former) Deputy Chairperson
(Former) Senior Manager, Sree Narayana Mission (Singapore)

Mr Andy Chay
Member
Assistant Director of Nursing, NTUC Health Nursing Home

Ms Susan Gui
Member

Shared Procurement Programme Evaluation Panel

Ms Susan Gui
Co-Chairperson
Director of Nursing, Villa Francis Home for the Aged

Mr Tan Kok Hwa
Co-Chairperson
Assistant Director, Information Management and Support Services, Kwong Wai Shiu Hospital

Ms Alison Sim Lei Choo
Member
Director of Nursing, St. Andrew's Community Hospital

Sister Gillian Beins
Member
Assistant Director of Nursing, St Joseph's Home

Ms Jenny Sim Teck Meh
Member
Chief Nurse, Ren Ci Hospital

Ms Joan Lee Kway
Member

Assistant Director of Nursing, St. Andrew's Nursing Home (Queenstown)

Ms Joselito S. Iporac
Member
Assistant Director of Nursing, Lions Home for the Elders

Ms Long Jane
Member
Director of Nursing, Singapore Christian Home

Mr Ranjit Singh
Member
Director of Nursing, Grace Lodge

Mr Satyaprakash Tiwari
Member
Executive Director/ Consultant, Jamiyah Nursing Home (Darul Syifaa)

Ms Winnie Koh
Member
Chief Executive Officer, Moral Home for Aged Sick

Ms Emily Tan
Member
Assistant Manager (Operations), MWS Nursing Home Yew Tee

Mr Criss Ang
Assistant Head (Operations), THK Nursing Home @ Hougang

Mr Edwin Yeo
Executive Director, Xiser Careserve

Mr Raymond Lim
Centre Director, NTUC Health Nursing Home (Chai Chee)

Ms Cheong Choy Fong
Member

Director, Quality and Risk Management, Khoo Teck Puat Hospital

Strategic Advisory Committee for Quality Improvement (SAC-QI) in The ILTC Sector

A/Prof Tan Boon Yeow
Chairperson
Chief Executive Officer, Senior Consultant, St Luke's Hospital

A/Prof Lee Kheng Hock
Deputy Chairperson
Medical Director, Bright Vision Hospital

Mr Sairam Azad
Member
Deputy Director, Health & Senior Care, AWWA Ltd

Ms Chin Soh Mun
Member
Director of Nursing, Dover Park Hospice

Dr Angie Ng
Member
Director of Nursing, ECON Healthcare

Ms Heidi Rafman
Member
Chief, Quality & Productivity Division, Agency for Integrated Care

Dr James Low
Member
Senior Consultant, Department of Geriatric Medicine, Khoo Teck Puat Hospital

Ms Ng Sow Chun
Member
Deputy Director, Nursing Quality and Process Improvement and Operations, National University Hospital

Ms Jenny Sim Teck Meh
Member
Chief Nurse, Ren Ci Hospital

Dr Chow Mun Hong
Member
Director, Quality Management Senior Consultant, SingHealth Polyclinics

Dr Ng Wai Chong
Member
Chief, Clinical Affairs, Hua Mei Centre for Successful Ageing, Tsao Foundation

Ms Florence Chng
Member
Deputy Director, Quality, Risk and Service Management, Yishun Community Hospital

Mr Anjan Ghosh
Member
Director, Service Planning & Development Group, National Council of Social Service

Community Silver Trust Evaluation Panel

Mr. R. Sinnakaruppan
Co-Chairman
Chairman & Chief Executive Officer, Singapore Education Academy Pte Ltd

Ms Teoh Zsin Woon
Co-Chairman
(Till 31 March 2018)
(Former) Deputy Secretary (Development), Ministry of Health

Dr Benjamin Koh
Co-Chairman
(From 1 April 2018)
Deputy Secretary (Development), Ministry of Health

A/Prof Angelique Chan
Member
Associate Professor, Duke-NUS Medical School Executive Director, Centre for Ageing Research & Education

Mr Anjan Ghosh
Member
Director, Service Planning & Development Group, National Council of Social Service

Ms Carol Chua
Member
(From 1 April 2018)
Director,
Service Management and
Resource Division,
Ministry of Social and Family
Development

Mr Chan Kum Leong
Member
(Till 31 March 2018)
Chairman,
Apex Harmony Lodge

Ms Fatimah Mustafa
Member
(Till 31 March 2018)
Director (Disability Division),
Ministry of Social and Family
Development

A/Prof Gerald Koh
Member
Director of Medical
Undergraduate Education,
Saw Swee Hock School of
Public Health
Joint Associate Professor at
Dean's Office, Yong Loo Lin
School of Medicine,
National University of
Singapore

Dr Jason Cheah
Member
(Till 31 March 2018)
(Former) Chief Executive
Officer,
Agency for Integrated Care

Mr Kevin Kwok
Member
(Till 31 March 2018)
Independent Director,
SGX

Mr Latiff Ibrahim
Member
(Till 31 March 2018)
Managing Director,
INCA Law LLC

Mr Tan Kwang Cheak
Member
(From 1 April 2018)
Chief Executive Officer,
Agency for Integrated Care

A/Prof Tan Thai Lian
Member
Divisional Chairman (Medicine),
Senior Consultant,
Tan Tock Seng Hospital

Mr Toh Swee Chien
Member
(From 1 April 2018)
Director, Healthcare, Social and
Business Services Division,
Workforce Singapore

Ms Woon Saet Nyoong
Member
(From 1 April 2018)
Chief Executive,
Temasek Foundation Cares

Dr Ang Peng Chye
Member
Director, Ang & Kong
Psychiatric and Behavioural
Medicine Clinic Pte Ltd

Dr Ang Yan Hoon
Member
(Till 31 March 2018)
Senior Consultant,
Khoo Teck Puat Hospital

Dr Zuraimi Bin
Mohamed Dahlan
Member
(From 1 April 2018)
President, Muslim Healthcare
Professionals Association
(MHPA)

Vice President, Club HEAL
Chairman, Medifund
Committee of Jamiyah Nursing
Home
Member, External Placement
Board Review (Prisons) and
Board of Visitors (Prisons-DRC)

Tote Board Community Healthcare Fund Evaluation Panel

Mr Ng How Yue
Chairman
Second Permanent Secretary,
Ministry Of Health

Ms Ann Choo
Member
(Till 31 March 2018)
Experienced Volunteer,
Community Care

Dr Ang Peng Chye
Member
Director, Ang & Kong
Psychiatric and Behavioural
Medicine Clinic Pte Ltd

Dr Ang Yan Hoon
Member
(Till 31 March 2018)
Senior Consultant,
Khoo Teck Puat Hospital

Dr Gerard Ee
Member
(From 1 September 2018)
Chairman,
Agency for Integrated Care

Mr Gilbert Tan Chye Hee
Member
(From 1 April 2018)
Chief Executive Officer,
Employment and Employability
Institute,
NTUC

Dr Ian Leong
Member
(From 1 April 2018)
Deputy Divisional Chairman,
Integrative & Community Care,
Tan Tock Seng Hospital

Dr Jennifer Lee
Member
(Till 31 August 2018)
(Former) Chairman,
Agency for Integrated Care

Mr Lim Teck Yin
Member
Chief Executive Officer,
Sport Singapore

Dr Mary Ann Tsao
Member
(Till 31 March 2018)
Chairman,
Tsao Foundation

Ms Melissa Khoo
Member
(From 1 April 2018)
Group Director, Ageing
Planning Office,
Ministry of Health

Mr Ong Yunn Shing
Member
(Till 31 March 2018)
Chief, Corporate Services
Division, IT Enablement Office,
Residential Care Office,
Agency for Integrated Care

Mr Sim Gim Guan
Member
Chief Executive Officer,
National Council for Social
Service

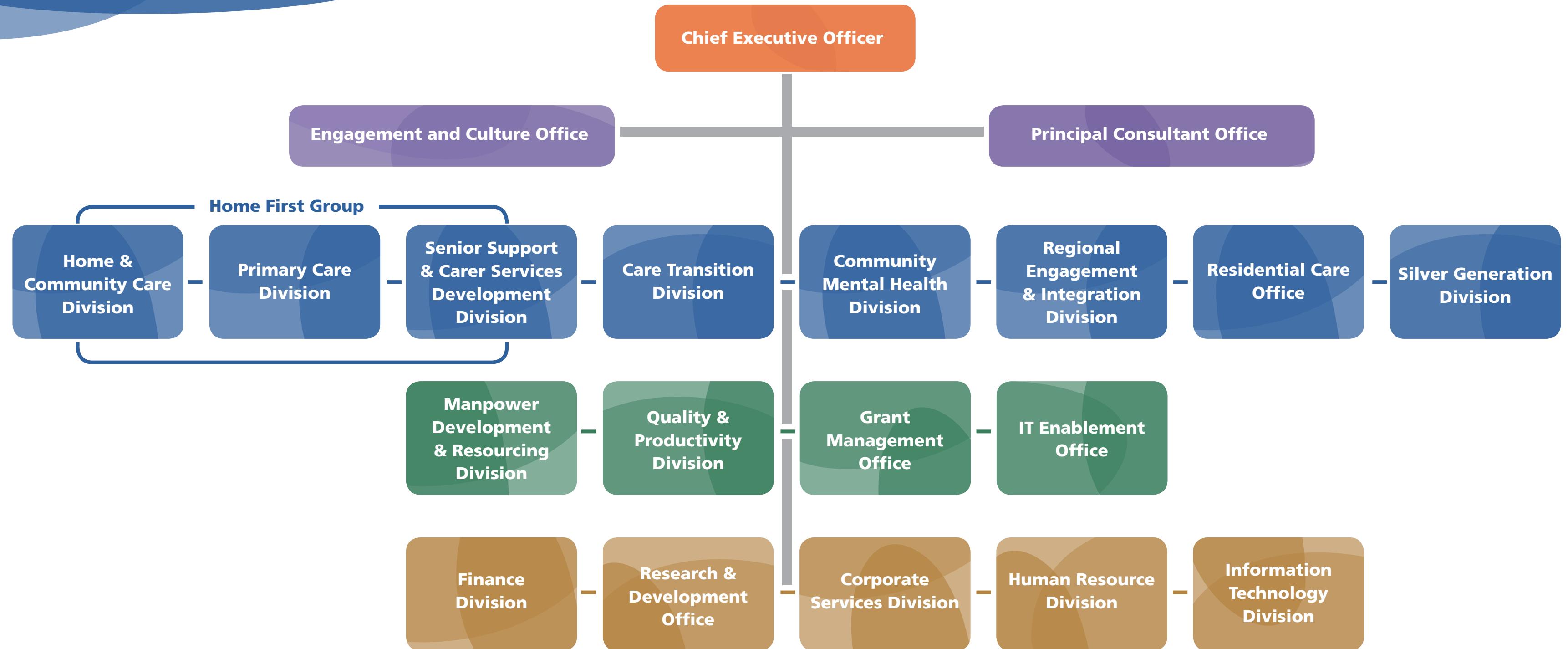
Ms Soh Swee Ping
Member
(From 1 April 2018)
Chief Executive Officer,
Council for Third Age

Dr Sue-Anne Toh Ee
Shiow
Member
(From 1 April 2018)
Centre Director, Singapore
Population HEalth
imProvement Centre (SPHERIC)
Clinical Director, Regional
Health System,
National University Health
System

Mr Thali Koattiath
Udairam
Member
Chief Operating Officer,
Sheares Healthcare
Management Pte Ltd
Board Member,
Tote Board

Mrs Wee Wan Joo
Member
(Till 31 March 2018)
Board Director,
St Luke's ElderCare and St
Luke's Hospital
Chairperson, Star Shelter,
Singapore Council of Women's
Organisations
Board Member,
Asian Network of Women
Shelter (ANWS)
Member, Women's Initiative on
Ageing Successfully (WINGS)
Chairperson, Project Pari

Our Organisation



Our Organisation

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 ministries and agencies within the Government, hospitals, Voluntary Welfare Organisations, Grassroots Organisations and community partners.

Engagement and Culture Office

The Engagement and Culture Office engages our employees to build a caring, collaborative and cohesive culture as One AIC Family. It also manages change efforts to achieve the AIC Vision and Mission, anchored on our values. This division drives organisational excellence through identifying opportunities for organisation-wide improvement and capability-building.

Home First Group

The Home First Group comprises the Home & Community Care Division, Primary Care Division and the Senior Support & Carer Services Development Division. This Group synergises efforts in ensuring the availability of Community Care options, advocating planned life-changing decisions, and supporting clients and caregivers to age well at home and in the community.

Home & Community Care Division

Home and Community Care Division synergises developments in community-based and home care services, including spearheading new models of care and services. It also develops palliative care services in the Community to support our clients to live well till the end.

Primary Care Division

The Division plans and implements primary healthcare initiatives in the Community Care sector. It engages the private General Practitioners to participate in various national initiatives to provide holistic care for seniors in the community, near their homes.

Senior Support & Carer Services Development Division

The Division oversees the planning and development of support services for seniors and their caregivers, that enable seniors to age in the community. It also administers financial assistance schemes to help families defray the cost of caring for their frail seniors at home.

Care Transition Division

Care Transition Division manages all client referrals to the appropriate eldercare services and works with partners to ensure a smooth and seamless transition of care for clients. The division also administers funding schemes supporting care transitions.

Community Mental Health Division

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

Regional Engagement & Integration Division

The Division plays a critical role in AIC's outreach and engagement efforts with partners. It provides holistic support to the development of the three Regional Health Systems, connecting care services within the different regions of Singapore to better integrate care for clients.

Residential Care Office

The Residential Care Office 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.

Silver Generation Division

The division actively reaches out to all Singaporean seniors to share with them government schemes (e.g. Pioneer Generation Package, Merdeka Generation Package, MediShield Life and eldercare schemes), active ageing activities and healthcare services under the Community Networks for Seniors. It was formerly known as the Pioneer Generation Office and merged under AIC in April 2018.

Manpower Development & Resourcing Division

The 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. The division aims to raise the competency level of the workforce with career development opportunities and training pathways through scholarships, awards, professional and traineeship programmes.

Quality & Productivity Division

The Quality & 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 supports the sector in emergency preparedness, shared procurement and the administration of the Healthcare Productivity Fund.

Grant Management Office

The Grant Management Office administers the Tote Board Community Healthcare Fund and Community Silver Trust which support the Community Care sector. It oversees and implements AIC's policies and processes for grant management and disbursements.

IT Enablement Office

The IT Enablement Office manages the development and implementation of IT systems in the Community Care sector. It enables nursing homes, home and centre-based service partners to adopt IT to enhance their operational effectiveness, contributing to better care for clients.

Finance Division

The Finance Division aims to add value across AIC. The division works with AIC and divisions to ensure financial prudence and governance in AIC, equip divisions with the capability to adhere to AIC procurement principles, and enable divisions to access financial information to make informed decisions.

Research & Development Office

The Research & Development Office supports AIC and the Community Care sector in the areas of health services and applied research, and capability building in programme evaluation.

Corporate Services Division

The Corporate Services Division supports AIC and divisions to achieve their desired outcomes, objectives and goals. The division comprises Corporate and Marketing Communications, Corporate Development and Office Administration.

Human Resource Division

Human Resource Division seeks to position AIC as an employer of choice with progressive People Excellence practices and programmes. The Division supports AIC in its rewards and recognition policies, plays the role of business partner for Divisions, and partners AIC employees in talent and career development so that AIC can build up a future-ready workforce.

Information Technology Division

The Information Technology Division enables AIC and its primary care and Community Care partners to use the efficiency and analytical capabilities of Information Technology to achieve their strategic goals and to operate as effectively as possible.

Board of Directors



1. **Dr Gerard Ee**
Chairman

2. **Dr Ang Seng Bin**
Head & Senior Consultant
Menopause Unit
Senior Consultant,
Dermatology Service,
KK Women's and Children's
Hospital

3. **Dr Lee Tung Jean**
Deputy Secretary,
Ministry of Social and Family
Development

4. **Ms Teoh Zsin Woon**
Deputy Secretary (Transformation),
Public Service Division

5. **Mr Kong Eng Huat**
Board Member

6. **Mr Jeyaraj Indra Raj**
Partner,
Harold Seet & Indra Raj

7. **Ms Theresa Goh**
Managing Partner,
ThreeSixty Partnership

8. **Assoc Prof Chin Jing Jih**
Chairman, Medical Board
Tan Tock Seng Hospital & Central
Health

9. **Dr Benjamin Koh**
Deputy Secretary (Development),
Ministry of Health

10. **Mr Daniel Soh**
Board Member

11. **Mr Fong Heng Boo**
Board Member

12. **Mdm Zuraidah Binte Abdullah**
Domain Commander,
Integrated Checkpoints
Command (Air),
Immigration & Checkpoints Authority

13. **Mr William Liu**
Chairman and Managing Partner,
Stream Global Pte Ltd



Senior Management



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14

1. Ms Lai Phui Ching
Deputy Director,
Home & Community Care Division

3. Ms See Yen Theng
Director,
Community Mental Health Division

6. Ms Teo Sio Hoon
Chief,
Manpower Development &
Resourcing Division

8. Ms Linda Chew
Deputy Director,
Finance Division

10. Dr Kok Mun Foong
Group Chief, Home First Group
Chief, Home & Community Care Division
Chief, Primary Care Division

12. Mr Chew Chun-Liang
Director, Operations
Silver Generation Division

2. Mr Lum Hon Yuen
Chief Training Officer,
Silver Generation Division
Head, Office Administration
Corporate Services Division

4. Mr Tan Kwang Cheak
Chief Executive Officer

7. Mr Henry Quek
Head, Data
Silver Generation Division
Head,
Research & Development Office

9. Mr Lee Keng Leong
Deputy Director,
Senior Support & Carer Services
Development Division

11. Ms Carol Leow
Deputy Director,
Manpower Development & Resourcing
Division

13. Ms Rebecca Chong
Deputy Director,
Community Mental Health Division

5. Mr Benny Yip
Deputy Director,
Senior Support & Carer Services
Development Division

14. Mr Kevin Tsang
Chief Information Officer



Senior Management



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15. Ms Winifred Lau

Deputy Chief,
Home & Community Care Division

17. Dr Wong Loong Mun

Principal Consultant,
Chief, Care Transition Division

16. Mr Louis Chui

Deputy Director,
Manpower Development &
Resourcing Division

18. Mr Ong Yunn Shing

Chief, Corporate Services Division
Chief, IT Enablement Office
Chief, Residential Care Office

19. Ms Lok Yoke Har

Deputy Director,
IT Enablement Office

20. Mr David Wong

Deputy Director,
Information Technology Division



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21. Mr Eric Too

Head,
Engagement and Culture Office

23. Mr Kelvin Lim

Chief,
Senior Support & Carer Services
Development Division

25. Ms Ivy Lok

Director,
Care Transition Division

22. Ms Leonie Tan

Deputy Director,
Community Mental Health Division

24. Mr Daren Lau

Deputy Director,
Human Resource Division

26. Mr Andy Seet

Director,
Regional Engagement & Integration
Division

Senior Management



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27. Ms Carol Choi
Deputy Chief,
Finance Division

28. Mr Choo Jui Sheng
Deputy Director,
Primary Care Division

29. Mr Hagen Ong
Deputy Chief,
Human Resource Division

30. Mr Yip Hon Weng
Group Chief,
Silver Generation Division

31. Ms Angeline Thia
Deputy Director,
Regional Engagement &
Integration Division

32. Ms Heidi Rafman
Chief,
Quality & Productivity Division

33. Mr Sean Tan
Deputy Director,
Regional Engagement &
Integration Division

34. Mr Lim Soon Hua
Head, Media & Marketing
Corporate Services Division

35. Ms Violet Ng
Deputy Director
Residential Care Office

36. Dr Tan Weng Mooi
Chief,
Community Mental Health Division

37. Mr Chern Siang Jye
Group Chief,
Finance Division, Grant Management
Office, Regional Engagement &
Integration Division, Research &
Development Office

38. Ms Koh Puay Ling
Deputy Director,
Senior Support & Carer Services
Development Division

39. Ms Yeo Li Li
Deputy Director,
Grant Management Office



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Learn more about what we do:

-  **Click www.aic.sg**
-  **Call 1800 650 6060**
-  **Visit AIC Link**

The Agency for Integrated Care (AIC) aims to create a vibrant Care Community for people to live well and age gracefully. AIC coordinates and supports efforts in integrating care to achieve the best care outcomes for our clients. We reach out to caregivers and seniors with information on staying active and ageing well, and connect people to services they need.

We support stakeholders in their efforts to raise the quality of care, and also work with health and social care partners to increase services for the ageing population. Our work in the community brings care services and information closer to those in need.