

Stronger & Better Together

AIC Yearbook FY19-20



Table of Contents

A Conversation with our Chairman and CEO	3
Sustaining care through adversity	
Support for our sector	5
Support for seniors and the public	12
Building a stronger care community	
Support for seniors, clients and caregivers	17
Together as #OneAICFamily	
Human Resources	36
AIC Cares	37
Staying Connected	38
Caring for All of Us	39
Fostering a Culture of Innovation	40
Reinforcing Systems and Governance	41
Looking ahead	42
About us	
Organisation	43
Leadership	44
Key Committees	51

A Conversation with our Chairman and CEO

In the conversation between AIC Chairman Dr Gerard Ee and Chief Executive Officer Mr Tan Kwang Cheak, they touched on the challenges that arose during the COVID-19 period, and shared how AIC staff and our Community Care partners overcame the odds.

Dr Ee commended AIC staff for their resilience at adapting to working from home while continuing to do their best to serve seniors from their heart. Mr Tan stressed that what remained unchanged was that our staff continued to focus on our mission of empowering seniors to live well and be safe in the community.



Mr Tan lauded our Community Care partners who remained steadfast and dedicated in caring for their clients and seniors during this period, especially during the Circuit Breaker where physical interaction was limited. He shared how some organisations pivoted to leveraging on technology, using video conferencing and virtual activities to check in on seniors and to engage them.

On enhancements to the Community Care sector, Mr Tan spoke about the upcoming salary adjustments to ensure competitiveness. He highlighted the redesigning of support care roles to uplift the value and impact of the scope.

Dr Ee also pointed out how caregiving and mental health are important areas, especially in today's society where people are likely to care for their aged parents. Mr Tan acknowledged the importance of caregivers, and added that AIC will provide support in a number of ways. These included enhancing support

networks and respite programmes, and empowering caregivers to feel confident and assured that they can better look after their loved ones.

On mental health, Mr Tan shared that AIC will provide more support to seniors living with dementia and their caregivers. AIC is working with our Community Care partners to roll out services, support networks and to have intervention programmes to support those at home and in the community.

Looking ahead, as the COVID-19 pandemic moves to endemic status, Mr Tan said that AIC will continue with efforts to reach out to more seniors, to empower them to live well and age gracefully. To achieve this, he highlighted the relevance of AIC's efforts in rolling out Active Ageing Centres (AACs). He said that AACs will be key community nodes operated by our Community Care partners, which will be a key part of the ecosystem and local community.



**Sustaining care
through adversity**

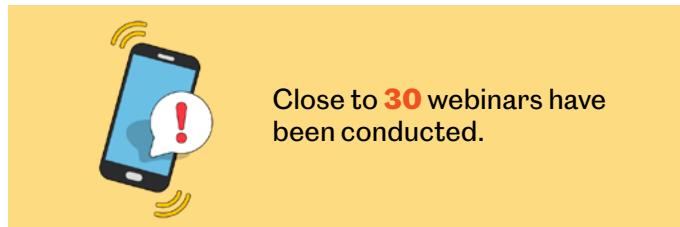
SUPPORT FOR OUR SECTOR

COVID-19 brought about unprecedented challenges. For seniors, our focus was on ensuring the continuity of care services for them and reaching out to and caring for seniors in the community. For our Community Care partners, we worked closely with them to put in place measures and safeguards to keep COVID-19 out as far as possible, limit its spread when cases occurred, and to recover quickly afterwards. Organisationally, we kept our functions going and staff engaged to continue fighting COVID-19 with our partners.

Supporting Business Continuity Sector Communications

AIC served as the central communication node of the Community Care Sector as we stepped up COVID-19 precautions. We issued advisories together with Ministry of Health (MOH), addressed information gaps and even misinformation in the early phases, and tapped on various communication channels to facilitate the timely flow of information.

By working with MOH, public health and infectious diseases experts, AIC provided guidelines for COVID-19 precautions and tailored them to providers' feedback and constraints. We also conducted webinars to equip partners with information and resources to roll out precautionary measures, while supporting their clients physically, emotionally and clinically in the process.



Close to **30** webinars have been conducted.



Over **70** advisories and updates to the sector have been issued since January 2020.

Infection Prevention and Control

To prevent the spread of COVID-19, we reviewed and refreshed infection prevention and control (IPC) practices, competencies and training in the use of appropriate personal protective equipment (PPE). We also conducted workshops, as well as developed guides and resources on IPC measures.

As a precautionary measure, Community Care staff were required to wear appropriate PPE when providing care. These include surgical and N95 masks, gloves, gowns and face shields. As our partners kept only small PPE stocks for emergencies, AIC liaised

with MOH to tap into the national stockpile to keep them supplied. We coordinated the fortnightly PPE distribution to the sector, and organised additional mask-fitter workshops and sessions.



Since February 2020, AIC has distributed close to **29 million** PPE kits to over **140** Community Care organisations.

Donations and Sponsorships

Besides PPE, Community Care partners needed cash and in-kind support in their fight against COVID-19. We received over \$9 million in cash from donors. To facilitate access to the outpouring of support from individuals and corporations, we stepped in to manage the donations and sponsorships, setting up three funding initiatives that benefitted over 110 Community Care organisations.



Contactless thermometers were among the in-kind items donated by corporate partners

#StrongerThanBefore: Supported partners affected by cases of COVID-19 infection within their facility so that they could return to normal operations as quickly as possible. It offset additional operational costs incurred by activities such as increased cleaning and disinfection of the premises and purchase of additional PPE.

#StrongerTogether: Supported partners in showing appreciation to staff for their vigilance and contributions in keeping seniors safe. Funds could be used to cater meals and purchase care packs, food and gift vouchers for staff.

#ReadyTogether: Supported partners' efforts to enhance service continuity by adjusting the way they work, including digital initiatives and the use of robotics.



Going Digital

With movement restrictions in effect, our partners turned to the digital medium to complement their services. In March 2020, MOH approved the use of video consultations for pre-approved cases and services. AIC supported our partners in liaising with the authorities as they put up the necessary applications to MOH.

In May 2020, we started a fund for partners to buy laptops, tablets, smartphones and data plans for staff and clients. We also distributed repurposed tablets to nursing homes for residents to remain connected with friends and family through video calls.

With this support, Community Care partners could continue to check in on seniors and support their care needs. Video calls also allowed care staff, volunteers and befrienders to engage seniors and keep them meaningfully occupied through virtual exercise sessions, cooking demonstrations, arts and crafts, and sing-alongs.



Service providers turned to video consultations to ensure continuity of care for their clients amidst pandemic restrictions



Nursing Home Staff Accommodation

Movement restrictions such as split zones had a major impact on staff at nursing homes. In May 2020, MOH announced that over 7,500 resident-facing staff would need to move into designated accommodation facilities at nursing homes or to hotels as a temporary measure to reduce their exposure to the community. MOH further established new guidelines for nursing home staff accommodation later that month.

To support partners in implementing these guidelines, AIC worked with MOH to provide support in terms of funding, housing and transportation.



Credit: Sree Narayana Mission (Singapore)

In May 2020, nursing homes had to convert available spaces into staff accommodation or house staff in hotels

Manpower Support



Credit: All Saints Home (ASH)

Singapore Airlines staff deployed to All Saints Home as Care Ambassadors

AIC also supported the stretched sector with other manpower initiatives. We worked with Community Care partners such as Peacehaven Nursing Home, St. Andrew's Nursing Home and Kwong Wai Shiu Hospital to build a step-in contingency workforce for deployment to nursing homes in the event of staff quarantine due to COVID-19 infection. A step-in team of 24 staff was deployed to Lee Ah Mooi Old Age Home from 1 to 9 September 2020 when a staff member tested positive for COVID-19.

We scaled up recruitment outreach with SGUnited Jobs and leveraged SG Healthcare Corps to bring in individuals as Community Care Ambassadors

or healthcare assistants. There were more than 7000 sign-ups from SG Healthcare Corps. We worked with Peacehaven Nursing Home and HMI Institute of Health Sciences to conduct a five-day training programme for these new joiners before deployment to nursing homes or care centres.

AIC also worked with Singapore Airlines and Jetstar Asia to redeploy nearly 200 aviation staff to Community Care organisations under the Care Ambassador Programme. This initiative has helped partners cope with their manpower needs while providing temporary employment during COVID-19.

COVID-19 Readiness Assessment

As Community Care organisations resumed their services after the Circuit Breaker, they were required to follow MOH safe management guidelines to protect staff and clients. To promote and facilitate partners' self-assessment, AIC developed COVID-19 Readiness Assessments (CRA) on the implementation of safe management measures. Together with MOH, we also conducted onsite assessments to engage partners and share good practices.



Onsite assessments were conducted at over **130** Community Care facilities.



A staff member at All Saints Silver Lifestyle Club @ Yishun Fern Grove sanitising vehicles used to ferry clients, in line with CRA requirements

COVID-19 Incident Response Team

When COVID-19 cases occurred at a Community Care facility, AIC set up a COVID-19 Incident Response Team (CIRT) to coordinate with the service provider, public health and infectious disease experts, and hospital and laboratory services. We were supported by partners from the public sector and healthcare institutions who stepped forward readily to contribute their expertise.



CIRT supported **16** COVID-19 incidents in the Community Care sector.



CIRT supporting a nursing home during its COVID-19 incident

Facilitating Testing and Vaccination

AIC worked closely with MOH, the National Public Health Laboratory (NPHL) and Community Care partners to conduct mass surveillance testing for care staff, clients and residents. With NPHL's support, AIC facilitated the roll-out of pooled testing to increase efficiency and facilitate faster test results. We also tried out alternative methods to nasopharyngeal swabbing to reduce discomfort and operational impact on partners.

Starting in December 2020, AIC worked with MOH and the Health Promotion Board to coordinate the vaccination of Community Care staff, clients and residents. Over 90% of Community Care staff have been vaccinated. Partners could select from in-situ vaccinations, deployment of mobile vaccination teams to their premises, or sending staff to vaccination sites.



Credit: Ren Ci Hospital

A resident at Ren Ci @ Bukit Batok St. 52 receiving the first dose of a COVID-19 vaccination from a trained nurse

Bolstering Primary Care

Public Health Preparedness Clinics

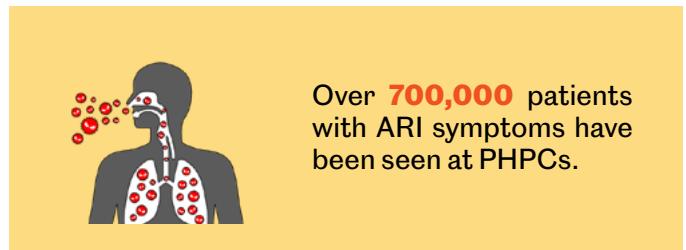
AIC manages the Public Health Preparedness Clinics (PHPC) scheme, which mobilises primary care clinics to support and manage public health emergencies.

PHPCs were activated since February 2020 for the Flu Subsidy Scheme (FSS) to provide subsidised treatment for patients with acute respiratory infection symptoms.

AIC supported the operationalisation of the PHPCs. We engaged the clinics, conducted briefing sessions and issued advisories with MOH and refined guidelines as the situation evolved. A Patient Risk Profile Portal was also set up to support General Practitioners (GPs) in triaging patients.



One of the many GP clinics that was activated as a PHPC during the pandemic



Resources for PHPCs

AIC collaborated with multiple stakeholders including MOH and ST Logistics to coordinate the distribution of PPE to the PHPCs. An online platform was set up to support the biweekly ordering process of PPE supplies.

AIC also organised mask-fitting for GPs and their clinic staff to ensure their safety when attending to patients. Collaterals such as the SASH Information Kit and patient education posters were also produced for the clinics. These resources raised awareness about the swabbing process to their patients.



Supporting Community Testing and Vaccination

Over 600 PHPCs were activated for the Swab And Send Home (SASH) and Antigen Rapid Testing (ART) programmes to strengthen active case detection in the community. PHPCs also conducted swab tests for persons under quarantine and pre-departure passengers to facilitate the opening of our borders. We supported the SASH PHPCs with training, operational resources and in data reporting using the Patient Risk Profile Portal.

In May 2020, GP clinics from the Primary Care Networks (PCN) partnered MOH and the Ministry of Manpower to set up Regional Medical Centres to provide medical care for migrant workers and dormitories.

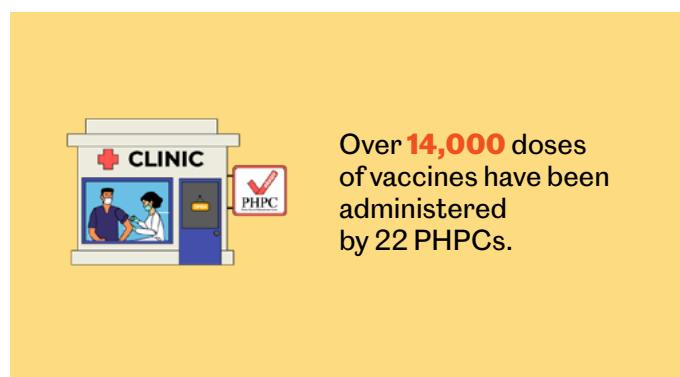
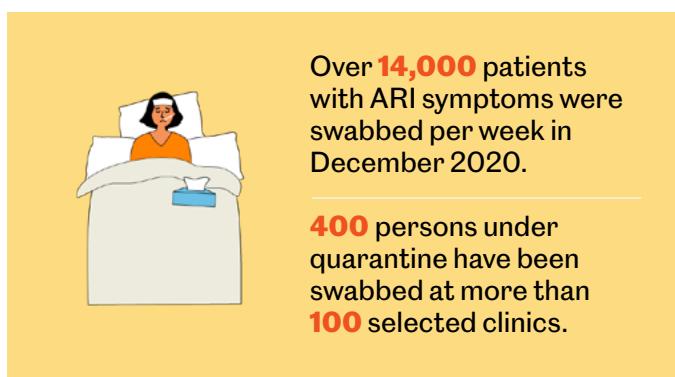
When Singapore launched the nationwide COVID-19 vaccination drive in January 2021, PHPCs from 10 PCNs supported this initiative. AIC and PCN headquarters supported the clinics' operations,

equipping them with emergency resuscitation equipment and the GPConnect system, as well as provisioning them with the vaccines.



Credit: Caroline Chia

Dr Teo Boon See, a GP at Camry Medical Centre, using a locally developed booth that provides a barrier between healthcare workers and patients during swab tests



Communications and Engagement

As with the Community Care sector, AIC served as a communications node between MOH and primary care partners, facilitating regular engagement sessions between GPs and MOH. AIC also facilitated several COVID-19 focus group discussions and situation update sessions for the GPs.

In February 2020, MOH, the Government Technology Agency of Singapore and AIC launched flu.gov.sg. The website enables the public to find nearby PHPCs and SASH clinics islandwide. We also enhanced our [Primary Care Pages](#) website in April 2020 with a dedicated COVID-19 operations page to provide GPs access to timely updates on policy and operations, as well as resources and reference materials.



Dr Koh Poh Koon, Senior Minister of State for Health, at a webinar AIC conducted to engage with GPs

SUPPORT FOR SENIORS AND THE PUBLIC

The Circuit Breaker posed greater challenges for seniors, especially those who live alone, have poor family support or mobility issues. They were not able to tap on usual social support structures such as visits by befrienders or volunteers. Seniors who were active in the community could not meet friends at their usual hangouts. COVID-19 precautionary measures also caused disruptions to caregivers and their loved ones receiving some Community Care services. In response, AIC rolled out initiatives to help people stay active, safe and well during this challenging period.

Silver Generation Office Outreach

To support the wellbeing of vulnerable seniors during the COVID-19 outbreak, the Silver Generation Office (SGO) reached out to them in late February 2020 to remind them to stay home, educate them on precautionary measures, and connect those with urgent needs to the relevant support.

When the Circuit Breaker commenced in early April 2020, SGO partnered JTC Corporation to distribute food packs to vulnerable seniors so that they could stay home and avoid exposure to COVID-19. SGO replaced home visits with weekly or fortnightly tele-engagements to continue monitoring the wellbeing of vulnerable seniors. They also helped seniors cope with Circuit Breaker measures by assisting them with simple errands such as the purchase of groceries and collection of medication, so that they need not leave their homes.

Beyond the Circuit Breaker, SGO continues to provide the support seniors require in the new normal. We continue to tele-engage vulnerable seniors and have expanded the audience to include elderly caregivers, seniors with frailty or poor

mobility, and those who need caregiving support. SGO is also working with the Infocomm Media Development Authority and the SG Digital Office on the Seniors Go Digital initiative to help seniors pick up digital skills, e.g. using WhatsApp, YouTube and TraceTogether.



SGO volunteers running errands for a senior who was unable to leave home



SGO reached out to around **27,000** seniors in late February 2020, and distributed food packs to over **30,000** seniors in April.



SGO's tele-engagement initiative started with about **21,000** seniors, and has grown to around **100,000** seniors.

Circuit Breaker Meals-On-Wheels

During Circuit Breaker, seniors were encouraged to stay at home and avoid community exposure. Circuit Breaker Meals-On-Wheels was activated, and AIC worked with the Ministry of Health (MOH), the Ministry of Social and Family Development, the Ministry of Culture, Community & Youth, the National Council of Social Service and community care partners to identify at-risk seniors to receive meal support.

We set up a team in April 2020 to manage the overall operations of this initiative, and were supported by SGO, whose teams on the ground could identify those who needed the service. We also trained the appointed food caterer to identify 'red flags' and alert us if clients had not collected the previous two meals. We would then activate partners to check on them.



This temporary service supported seniors who had limited or no access to food during the Circuit Breaker



Circuit Breaker Meals-On-Wheels delivered an average of **2,600** daily meals. As Circuit Breaker drew to a close, over **400** clients were identified to require long-term meal service.

Keeping Seniors Engaged

At the start of the pandemic, both caregivers and seniors had to adjust to a change of routine. Caregivers had to balance work, family and caregiving commitments, while seniors needed alternative activities to keep themselves engaged at home.

AIC produced three activity booklets that seniors could complete in the safety and comfort of their homes. Titled 'Makan Time', 'My Home, My Kampong' and 'Rolling Good Times', each booklet contained 16 fun arts-based activities and puzzles, as well as important COVID-19 information. The booklets, together with mental wellness and dementia resources, were available [online](#) for seniors and caregivers to download and use.



Over **60,000** copies of the booklets have been distributed at events and partners' facilities.



Credit: Ministry of Health

Booklet activities included origami, colouring, drawing, and puzzles

Learn Together with Me

We secured funding to collaborate with Mediacorp Channel 8 on Season 1 of their television programme 'Learn Together with Me' (乐学每疫刻).

This public education programme conveyed key social messages in an entertaining manner. It reminded seniors on the importance of proper handwashing and social distancing. It also encouraged them to improve their physical and mental wellbeing through art activities, sing-alongs with celebrities, and indoor exercise such as dancing or simple workouts.



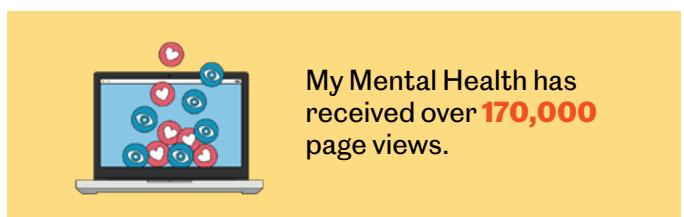
The 10 episodes AIC worked on with Mediacorp aired between 15 and 28 April 2020

Support for Mental Wellness

In May 2020, AIC worked with Temasek Foundation to launch the microsite [My Mental Health](#), which provided tips and resources to support one's mental wellbeing during COVID-19. It was part of the Stay Prepared website, an initiative by Temasek Foundation to build community resilience in times of crisis.

In addition to this microsite, we developed and uploaded other mental wellness and dementia resources to support caregivers and individuals. We extended phone triage support through CareInMind (careinmind@aic.sg) during the Circuit Breaker for

those who needed help. CareInMind care coordinators also worked with MOH and community mental health service partners to provide assessment, counselling and referrals to relevant community services for persons under quarantine.



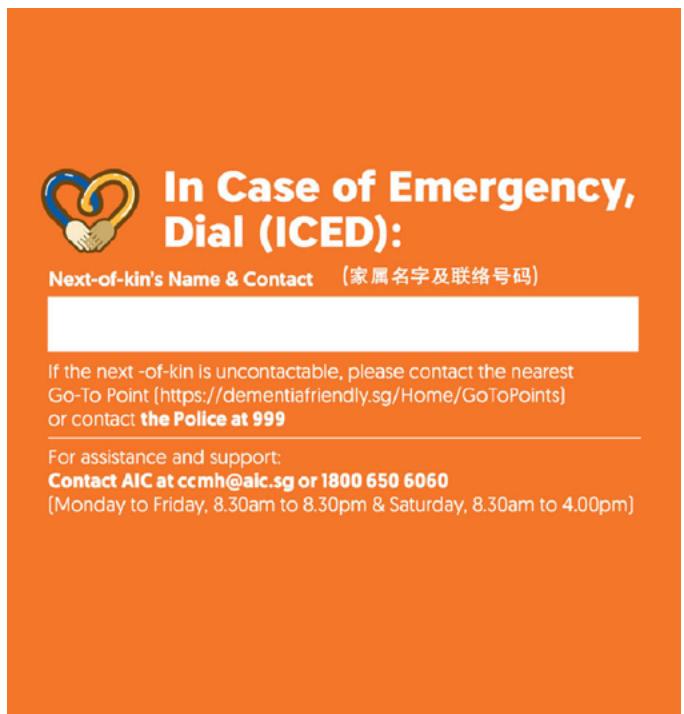
Support for Persons Living with Dementia

From May 2020 to April 2021, we collaborated with the Alzheimer's Disease Association on Support for Persons Living with Dementia Over the COVID-19 Period (SPOC-19).

This initiative helped caregivers and families who were concerned that their loved ones living with dementia might unintentionally flout precautionary measures. Persons living with dementia may lack the cognitive ability to fully understand the COVID-19 situation and not comply with measures like safe distancing or wearing a mask.

SPOC-19 introduced three 'identifiers' that persons living with dementia and their caregivers could register for. Members of the public or ground enforcement authorities could then recognise this vulnerable group easily through these identifiers and offer appropriate assistance.

We also publicised the AIC hotline (1800-650-6060) during the pandemic so that seniors and caregivers who needed information or assistance could receive support. We also extended the hotline's operation hours during the Circuit Breaker.

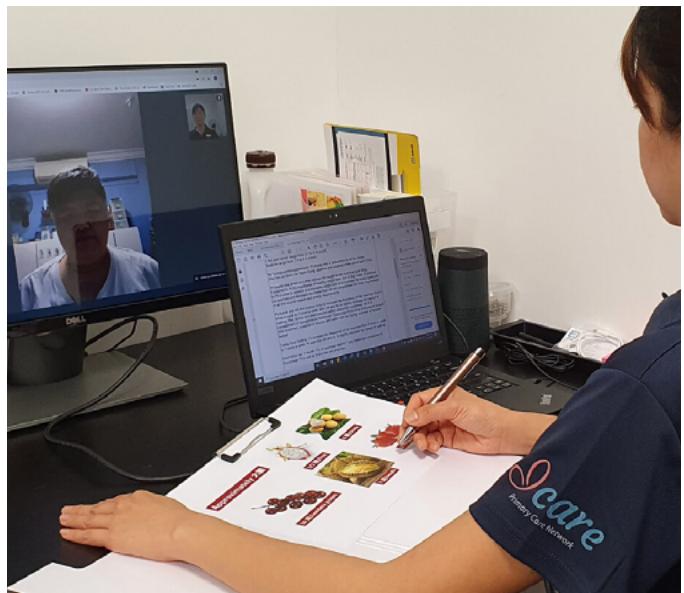
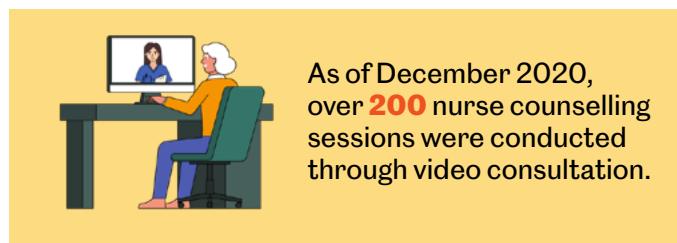


The ICED sticker by AIC was one of three identifiers recognised under this initiative

Support for People with Chronic Illness

In support of safe distancing measures, AIC extended Community Health Assist Scheme (CHAS) subsidies and MediSave in 2020 to those following up on their chronic illness via video consultations. CHAS patients with stable conditions did not need to visit clinics at the height of COVID-19, and they could get others to collect medication on their behalf.

Video consultations were also extended to Primary Care Network (PCN) nurse counsellors to help patients manage their chronic conditions.



A PCN nurse counselling a patient virtually



Building a stronger care community

SUPPORT FOR SENIORS, CLIENTS AND CAREGIVERS

It takes a community to support seniors and clients, as well as their caregivers, to fulfil their desire to age with dignity. AIC is building strong networks of support across the island to engage with seniors and support them in staying active, link caregivers up with information and support, and bring care services and financial assistance to those who need it.

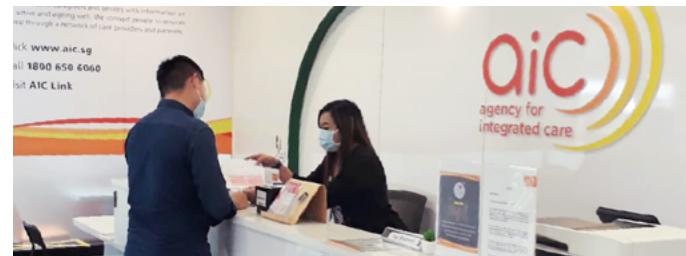
Connecting through Touchpoints

Our many touchpoints – from physical walk-in centres to our online presence – ensure we remain close to seniors and caregivers who need help finding the relevant information to help them make care decisions.

AIC Links

Our care consultants at 12 AIC Links assist walk-in clients with information on health and social care services, referrals for Community Care services, and applications for financial assistance schemes managed by AIC.

The 12 AIC Links are located in public and community hospitals, in the community and at AIC's headquarters in Maxwell Road. We have served more than 120,000 people at AIC Links.



A care consultant attending to a client at AIC Link @ Singapore General Hospital

AIC Hotline

Our hotline (1800-650-6060) provides assistance to seniors and caregivers by assessing and identifying their care needs. We share information on AIC financial schemes, eldercare and caregiving support options, and encourage them to participate in active ageing programmes. Our hotline, which has received over 360,000 calls, also connects callers to other relevant agencies for help.

AIC Online

With more people searching for information online, we have expanded our digital presence beyond our [website](#), a one-stop resource portal for seniors and caregivers, and [Facebook](#). In 2020, we launched [Instagram](#) and [LinkedIn](#) accounts to reach out to a younger audience in their 20s and 30s, as well as working adults. Between April 2020 and March 2021, there were more than 580,000 visitors to our website.

We have over 40,000 followers on Facebook, more than 12,000 followers on LinkedIn and over 1,600 followers on Instagram.

Through our digital platforms, we share information and resources on ageing, care support, as well as career and scholarship opportunities with AIC and the Community Care sector.

Silver Generation Office

The Silver Generation Office (SGO) connects with seniors through house visits and phone calls by Silver Generation (SG) Ambassadors. We currently have about 3,000 SG Ambassadors. They are trained volunteers who share updates on government schemes, preventive health tips, basic digital tools and skills, and link seniors to Community Care services. Since 2014, our SG Ambassadors have carried out over 1.5 million engagements.

Community Networks for Seniors (CNS)

SGO supports seniors in their ageing aspirations and needs by working with other community partners through this initiative. CNS has four areas of focus: active ageing, befriending, care and support and digital adoption.

Active Ageing

SGO works with the People's Association (PA), the Health Promotion Board (HPB), SportSG as well as other partners to bring social and physical activities, health education, and preventive health services (eyes, hearing and oral health screenings) closer to seniors so that they can stay active, healthy and engaged. There are 650 Active Ageing nodes nationwide. As of December 2020, over 77,000 seniors have benefitted from functional health screenings.



We encourage seniors to stay active through activities such as exercise sessions organised by partners

Befriending

SGO works with community befriending providers to regularly check on seniors who are lonely or at risk of social isolation. We have also worked with Changi General Hospital to make CareLine, their round-the-clock tele-befriending service, available to this group. There are over 5,000 seniors on the befriending programme. In addition, SGO partnered CareLine and Temasek Foundation in June 2020 to distribute over 230 smartphones to vulnerable seniors who did not own a phone.



An SG Ambassador visiting a senior at her home to check in on her

Digital Adoption

Beyond conventional care and support, SGO is also stepping up efforts to help seniors pick up digital skills so they become more digitally savvy. We are also working to connect seniors to partners and programmes with digital resources.

Care and Support

SGO works with Regional Health Systems, social service agencies, government agencies, grassroots organisations and faith-based institutions to provide care coordination and assistance for frail seniors to age with dignity in the community and with their families.



SG Ambassadors go the extra mile to connect seniors to the care they need

SGO Turns 5

SGO's 5th anniversary appreciation lunch on 1 September 2019 was graced by Prime Minister Lee Hsien Loong and attended by some 2,800 guests. The event saw the launch of the inaugural SG Ambassador Awards, which recognises the important role of SG Ambassadors in supporting seniors to live and age well.

The SG Ambassador Service Award recognises dedicated active volunteers, while the Exemplary SG Ambassador Award recognises outstanding individuals who have gone the extra mile in supporting seniors. Over 1,000 SG Ambassadors were recognised across the two awards categories.



Award recipients joining PM Lee and distinguished guests to sing SGO a birthday song

Merdeka Generation Package Outreach

AIC supported various government agencies in the rollout of the Merdeka Generation Package (MGP) in 2019. We worked with the Ministry of Health (MOH) and the Ministry of Communications and Information to produce and deliver nearly 500,000 Merdeka Generation (MG) folders to eligible seniors. The AIC hotline was publicised as the MGP healthcare enquiries hotline, managing public queries on eligibility and benefits as well as the folder mailout. SGO was tasked with reaching out to MG seniors on this scheme and provided support at over 200 MGP roadshows organised by various agencies.



The Government introduced the MGP in 2019 to honour and thank our Merdeka Generation for their contributions

Mental Health Awareness

Virtual Events

Together with HPB, the Institute of Mental Health and the National Council of Social Service, AIC worked with over 20 community care partners to organise a series of webinars and activities to commemorate World Mental Health Day in October 2020. The theme 'Emerging Mentally Stronger Together – Strategies for a New Normal' aimed to promote mental wellness and bring a message of encouragement during COVID-19.

To commemorate World Alzheimer's Day, AIC partnered Enable Asia's Enabling Festival, which ran for three weeks in September and October 2020. The event centred on the theme of sight, with the tagline 'Do You See What I See'. An innovative combination of art and science brought to life inspiring stories of people living with dementia and their caregivers



The events for World Mental Health Day 2020 reached over **1 million** Facebook users.



The Enabling Festival 2020 was attended by over **5,500** participants.

Training and Resources

AIC has been training frontline workers from government agencies, volunteers and community partners to better understand and support people with mental health conditions that they may encounter in their work. To date, over 36,000 frontline officers have been trained. Participants learn more about basic mental health awareness through e-modules while role play and case discussions take place in classrooms, which went virtual during COVID-19.

To help the public better manage their mental wellness and care for loved ones living with mental health conditions, we developed resources such as 'Living with Dementia: A Resource Kit for Caregivers' and worked with Our Grandfather Story on a video titled 'Caring for Persons with Dementia' in their Can Ask Meh series. Over 20 resources for the public were developed in 2019 and 2020. The public can also access the e-training modules for frontline officers [online](#) and follow our Facebook pages [Dementia-Friendly Singapore](#) and [Mental Health Awareness Singapore](#).



E-learning modules on mental health and dementia can be found [online](#)

Extending Financial Assistance

eServices for Financing Schemes Application Portal

The eServices for Financing Schemes (eFASS) [portal](#) was launched on 1 October 2020 to enable users to conveniently apply for and manage long-term care schemes for themselves or their loved ones. About 6,500 applications have been processed via the eFASS portal.

Home Caregiving Grant

Home Caregiving Grant (HCG) allows caregivers of loved ones with moderate to severe disabilities to receive \$200 a month to defray the costs of caregiving, e.g. eldercare and caregiver support services in the community, hiring a domestic helper, etc. It was launched in October 2019 to replace the Foreign Domestic Worker Grant. Over 31,000 caregivers have benefitted from HCG.



ElderFund

Needy Singaporeans with severe disabilities who are not eligible for CareShield Life, ElderShield or IDAPE can receive up to \$250 a month from this scheme, which was launched in January 2020. More than 1,100 Singaporeans have received payouts through ElderFund.

Caregivers can better care for their loved ones with the financial support provided by HCG

CareShield Life and MediSave Care

In October 2020, MOH, AIC and the Central Provident Fund Board launched the CareShield Life and MediSave Care schemes. These two schemes provide Singaporeans with greater assurance and support in their long-term care needs in the event of severe disability, especially in old age. As of December 2020, around 700,000 Singaporeans were covered by CareShield Life.

The former is a long-term care insurance scheme that provides monthly cash payouts starting at \$600. The latter allows Singapore citizens and Permanent Residents to withdraw up to \$200 each month from their or their spouses' MediSave accounts. AIC supports the administration of the schemes and the assessment of applicants' disability status.

Pioneer Generation Disability Assistance Scheme

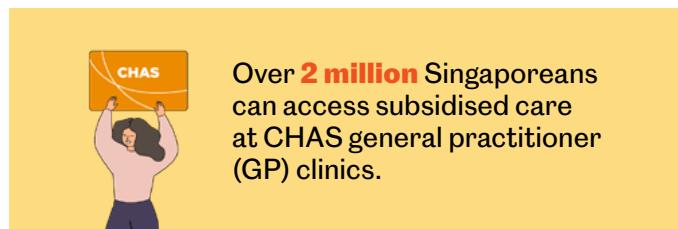
Eligible pioneers with moderate to severe disabilities can receive \$100 a month for life to offset care costs under the Pioneer Generation Disability Assistance Scheme (PioneerDAS). More than 71,000 pioneers have benefitted from this scheme.

Interim Disability Assistance Programme for the Elderly

Needy elderly Singaporeans with severe disabilities who are not eligible for ElderShield can receive \$150 or \$250 a month from the Interim Disability Assistance Programme for the Elderly (IDAPE). Over 13,000 seniors have benefitted from this scheme.

Community Health Assist Scheme

In November 2019, Community Health Assist Scheme (CHAS) was enhanced to enable all Singapore Citizens to receive subsidies for medical and/or dental care at participating CHAS clinics. Changes also include revised income criteria to benefit more Singaporeans, chronic illness subsidy increases for the CHAS Blue and Orange tiers, a new CHAS Green tier, a new common illness subsidy for the CHAS Orange, and special subsidies for MG seniors.



Over **2 million** Singaporeans can access subsidised care at CHAS general practitioner (GP) clinics.



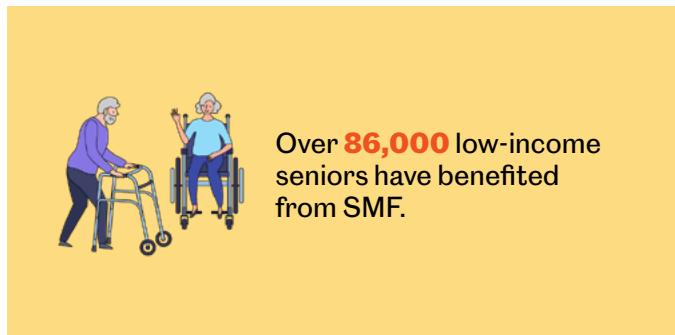
A senior presents her CHAS card at a GP clinic to enjoy subsidies for her check-up

Foreign Domestic Worker Levy Concession for Persons with Disabilities

Caregivers who employ a foreign domestic worker to look after persons with disabilities can pay a lower levy of \$60 a month with this scheme. More than 12,000 caregivers have benefitted from this scheme.

Seniors' Mobility and Enabling Fund

This scheme provides subsidies for those who require devices (e.g. commode, wheelchair) and consumables (home healthcare items such as milk feeds and adult diapers) to support them in their daily activities and mobility.



Over **86,000** low-income seniors have benefited from SMF.



Subsidised mobility aids support seniors to continue with their daily routines, like meeting friends in the neighbourhood for chats

Caregivers Training Grant

Caregivers can tap on this annual \$200 grant to offset the cost of attending approved caregiver training courses and pick up skills to better care for their loved ones. More than 60,000 caregivers have tapped on this grant. There are currently over 200 courses offered by nearly 60 training providers.

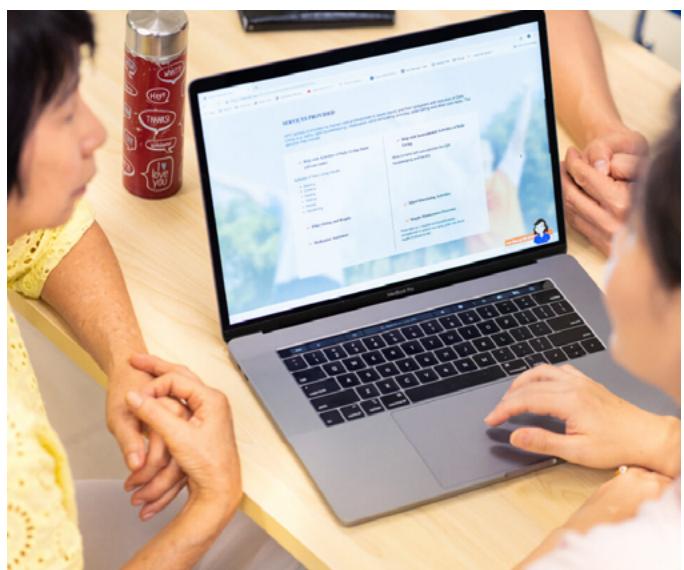
Supporting Caregivers

Caregiver Respite

Three respite options were launched in 2019. The Go Respite programme allows caregivers to plan ahead (e.g. complete paperwork and select preferred care facilities) to tap on respite care offered at senior care centres and nursing homes. 20 senior care centres and 26 nursing homes currently participate in Go Respite.

The Night Respite programme supports caregivers of persons living with dementia who exhibit sundowning behaviour, i.e. challenging behaviour that escalates towards the end of the day. Their loved ones will be cared for at night so that caregivers can get some rest. Due to COVID-19, the Night Respite programme has been suspended till further notice.

For caregivers of end-of-life clients, there is Home-based Respite Care. Care professionals will step in to provide care to their loved ones for 10 to 12 hours, so that the caregivers can get some rest.



Caregivers can enrol for Go Respite by filling up an application form [online](#)

Caregiver Community Outreach Teams

These teams reach out to caregivers in the community at risk of depression, anxiety or burnout, providing them with social and emotional support and linking them to support groups and counselling services. The teams support caregivers in self-care through health and wellness activities, stress management and future planning.



There are **4** caregiver community outreach teams supporting over **900** caregivers as of December 2020.



Self-care through wellness activities is one way to take a break so that caregivers can go the distance in caregiving

Caregiver Support Networks

To support caregivers of individuals with physical and mental conditions, AIC has worked with Dementia-Friendly Communities (DFCs) to set up support networks known as Caregiver Support Networks (CSNs). Through training, activities and peer sharing, CSNs encourage self-care, build peer support networks and recognise caregivers, giving them opportunities to step up as Peer Leaders.



Today, there are **7** CSNs in various DFCs.



Caregivers taking a break and getting pampered at a self-care session organised by a CSN

Facilitating Care Services

Home Care & Senior Care Centres

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

Senior Care Centres (SCCs) provide day care services, exercise, therapy and other cognitive stimulating activities to maintain the wellbeing of frail seniors or those living with dementia, allowing their caregivers to go to work with peace of mind. Over 19,000 seniors are benefitting from these services.



Credit: Courtesy of St Luke's ElderCare

Having meals together is an activity that many SCC clients look forward to

Active Ageing Hubs

Active Ageing Hubs (AAHs) provide social and active ageing activities for seniors who are well, in addition to services such as day care and therapy for seniors who require more care. There are currently 13 AAHs islandwide.



*Credit: Courtesy of NTUC Health Senior Activity Centre (Marsiling)
(This photograph was taken prior to COVID-19)*

SACs offer activities for seniors to socialise with each other



There are about **130** SACs islandwide. From April 2021 onwards, SACs, AAHs and SCCs will gradually come on board the new Eldercare Centre service model.

Care Close to Home

The Care Close to Home (C2H) pilot was launched in 2014 to assist seniors residing in selected public rental housing. Nurse-led care teams based at nearby SACs keep an eye on frail seniors and provide home care services so seniors can age at home. The C2H pilot and its clients will be transited to the new Active Ageing Centre service model. This new service model is similar to C2H's service scope and will cover all seniors in Singapore.



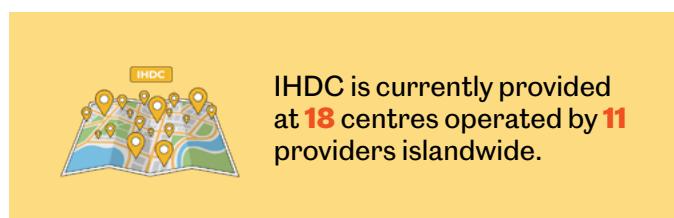
The C2H pilot is benefitting over **7,200** clients at **15** sites.

Integrated Home & Day Care

The Integrated Home and Day Care (IHDC) programme was launched in 2016 for seniors with complex needs so they can continue to be cared for at home, instead of being admitted to a nursing home. A multidisciplinary care team customises an integrated plan that includes home and day care services, based on the client's needs.



IHDC has benefited more than **1,100** clients.



IHDC is currently provided at **18** centres operated by **11** providers islandwide.



A home care nurse tending to a senior's wounds at his home

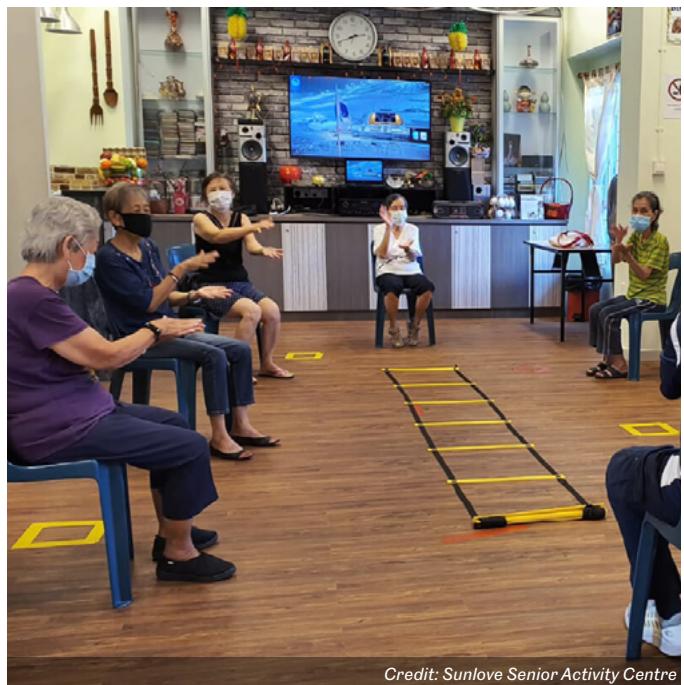
Healthy Ageing Promotion Programme for You

In 2019, we collaborated with MOH and the National University Health System to roll out the Healthy Ageing Promotion Programme for You (HAPPY) to the sector. The programme promotes healthy ageing with exercises that improve muscle strength and memory, to prevent the early onset of dementia and frailty.

AIC has commissioned over 70 HAPPY sites in SACs, AAHs and SCCs across Singapore



As of September 2020, more than **900** new seniors have joined HAPPY.



Credit: Sunlove Senior Activity Centre

Seniors at a HAPPY session at an SAC

Community Case Management Service

The Community Case Management Service (CCMS) assists vulnerable seniors and their caregivers who face difficulties in managing their multiple health and social care needs so that the seniors can continue living at home. Case managers assess clients' care needs holistically, coordinate services, educate, advocate and empower clients and their caregivers to ensure they are supported in the community. Over 1,300 seniors have been supported by 6 service partners.

Centre-based Transport

Since 2014, AIC has supported partners in offering their clients more transport options in getting to eldercare centres. In 2021, we started a panel of specialised transport vendors that our centre-based partners can choose to work with for their transport needs.

Clients can also continue to tap on alternative transport modes provided by other partners, such as ComfortDelGro's scheduled taxi service or GrabAssist service to centres. There are currently four vendors on the specialised transport panel.



Specialised transport vans come with hydraulic lifts so that they can ferry those in wheelchairs

Meals-On-Wheels

The Meal-On-Wheels (MOW) service provides meal deliveries to homebound clients who are unable to buy and prepare their own meals and do not have a caregiver to help them to do so. The meals come in halal, non-halal, vegetarian and special diet (eg. blended, soft food) options.



A youth volunteer with TOUCH Home Care delivering daily meals to seniors' doorsteps

Medical Escort & Transport

The Medical Escort and Transport (MET) service provides transport for clients to attend medical appointments at polyclinics, specialist outpatient clinics and hospitals. It also provides escorts for clients who require assistance to move around.



MET staff assisting a senior for an appointment

Hospital-to-Home

Under the Hospital-to-Home (H2H) programme, hospital teams provide support to patients during their transition from hospital back home. H2H care teams work with other Community Care partners to support and monitor patients through home visits and phone calls. They also ensure a coordinated and smooth transfer of care to the Community Care providers after the transitional care phase. Nearly 68,000 seniors have benefitted from this programme.

Outpatient to Community

Through this programme, patients who have been going to specialist outpatient clinics for their chronic health conditions can now follow up at GP clinics or polyclinics when their condition stabilises. More than 9,000 patients have benefitted from this initiative.

Nursing Homes

Nursing homes are long-term residential care facilities that support residents who need help in most activities of daily living and daily nursing care needs. There are also selected nursing homes with specific dementia or psychiatric facilities that cater to residents who need specialised care and support.



There are more than **70** nursing homes in Singapore.



Credit: Sree Narayana Mission (Singapore)

Nursing homes are increasingly leveraging technology, getting their residents to participate in online activities

Advance Care Planning

Advance Care Planning (ACP) is a guided process for Singaporeans to plan ahead for how they wish to be cared for, should they become unable to make decisions for themselves. It involves conversations with loved ones and healthcare providers to discuss and document personal values and preferred care options.

Since 2019, we have worked with Tote Board and service providers to expand public access to ACP through community nodes. Between April 2019 and

March 2021, over 11,000 advance care plans were completed. From April 2020, ACP is also available as a teleconsultation service at all ACP community nodes and selected hospitals.

In 2020, we worked with partners to train more ACP facilitators, leveraging on online training. We also developed a post-training roadmap for facilitators with competency guidelines, informal mentorship and other resources to deepen skills and build confidence.



Over **180** ACP awareness events reached more than **2,000** people during the same period.



Over **400** healthcare providers underwent online facilitator training.

Supporting Community Mental Health

Community Mental Health Network

This integrated network supports persons with mental health issues and dementia, as well as their caregivers, so that they can age well in the community. The network comprises community outreach teams, community intervention teams, primary care providers, specialist-led hospital teams and community partners.

Community outreach teams raise awareness of mental health conditions and identify those at risk early. They also provide emotional support to clients and link them up with health and social care services.

Community intervention teams provide assessment and counselling services, supporting the community outreach teams and primary care providers. GPs and polyclinics bring mental health services closer to home, while Assessment and Shared Care Teams in hospitals support those who require a higher level of clinical care.

These specialist-led teams also build the capability of primary care and Community Care partners to provide mental health support in the community. The network is supported by CareInMind (careinmind@aic.sg), which provides overall care coordination.



As of December 2020, there are **50** community outreach teams, **21** community intervention teams, **10** Assessment and Shared Care Teams, over **220** GPs and **14** polyclinics in this network.

Dementia-Friendly Singapore

Dementia is expected to affect over 100,000 Singaporeans aged 60 and above by 2030. Dementia-Friendly Singapore (DFSG) is a national initiative by MOH and AIC to build an inclusive society that supports persons living with dementia and their families, so that they can lead independent lives.

Our key strategies are engaging communities and businesses to form a supportive network, empowering at-risk individuals with accessible care services and resources, and enabling partners to adopt good practices such as safe environments and innovative technology.



Meet Giffy the giraffe, our Dementia Friends mascot

Dementia-Friendly Community

A Dementia-Friendly Community (DFC) is a community where its members (e.g. residents, businesses, schools, public service and voluntary welfare agencies) are aware of dementia, supportive of residents living with the condition and work to make their neighbourhoods safe, inclusive and easy to navigate.



To date, we have established **14** DFCs across Singapore.

Go-To Points

Go-To-Points (GTPs) are resource centres for residents and caregivers and serves as a safe return point for persons living with dementia who get lost. Staff at GTPs are trained to calm them down and assist them in contacting their next-of-kin. GTPs are located at Community Care facilities, community clubs, and religious, commercial and transport sites.



There are over **300** GTPs located islandwide.

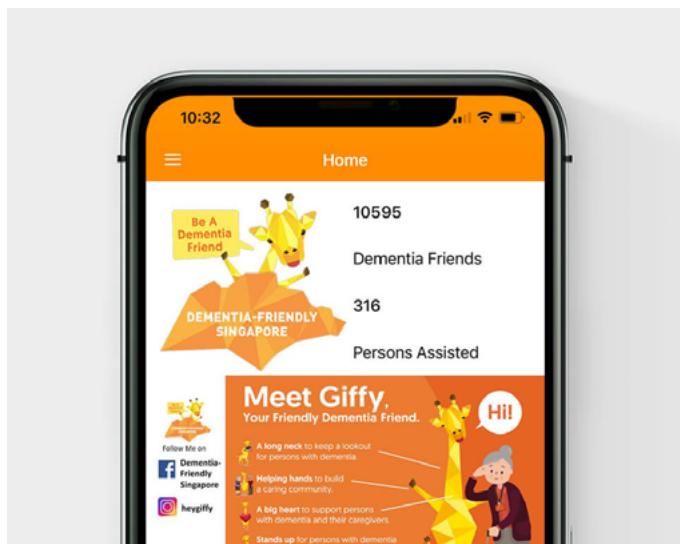
AIC worked with SMRT to establish over **20** train stations and bus interchanges as GTPs.



A GTP located at a nursing home

Dementia Friends Mobile App

Jointly developed with Nanyang Polytechnic and Integrated Health Information Systems, the Dementia Friends mobile app provides resources and support on dementia. Caregivers can also use the app to trace loved ones that go missing or keep a lookout for lost persons reported.



The app can be downloaded from App Store or Google Play Store

Building Partner Capabilities

To enhance the capabilities of community partners in supporting clients with mental health issues and their caregivers, AIC developed a Mental Health Competency Framework and a Dementia Care Competency Framework. They outline the competency standards and requirements among different players in the community mental health landscape, from professionals to volunteers.

AIC also co-organised the Singapore Mental Health Conference in January 2019 and the Together Against Stigma Conference in October 2019. Delegates ranged from healthcare professionals and academics to caregivers and persons living with mental health conditions. In September 2019, we organised a specialist training workshop on hoarding, where agencies came together to exchange ideas and learn about case management approaches. Over 1,000 delegates took part in the various events.



Participants at a 2019 specialist training workshop on hoarding

Strengthening Primary Care

Primary Care Networks

Primary Care Networks (PCNs) are groups of like-minded GPs supported by shared nursing and care coordination resources providing holistic care for patients with chronic diseases such as diabetes, high blood pressure and high cholesterol.

Patients can continue to manage their conditions with their family doctors near home, instead of travelling to specialist outpatient clinics. Additional services offered at PCNs include Diabetic Foot Screening, Diabetic Retinal Photography and Nurse Counselling.



A PCN comprises care coordinators, doctors & nurse counsellors to support patients in managing their chronic conditions.



There are a total of **10** PCNs today.

As of December 2020, more than **500** clinics have enrolled in the PCN scheme. The PCNs are managing the care of over **130,000** patients.

Enhancing PCN Nurse Counselling

Together with MOH and partners, AIC continued to strengthen and enhance the capabilities of PCN nurse counsellors in areas such as patient education, cognitive testing and preventive screening.

We launched the inaugural Nurse Preparatory Course to prepare our nurse counsellors to deliver quality care and services to better support patients. We organised regular team-based training for PCN nurse counsellors to deepen their knowledge in chronic disease management, sharpen their skills and strengthen their network. Nurses from ancillary providers also participated in these training sessions. AIC also developed resources such as the patient logbook and a series of resource books to support nurse counsellors.



A PCN nurse conducting an eye check for a patient with diabetes

Community Health Centres

Community Health Centres (CHCs) partner GPs to provide holistic care to patients with chronic illnesses. CHCs support GPs by providing their patients with essential ancillary services such as nurse counselling, diabetic foot and eye screening. Through personalised care plans and targeted interventions, the nurse counsellors support patients in keeping their chronic conditions under control. Regular diabetic screening also helps to detect foot complications and eye diseases early. The CHCs have supported more than 1,000 GPs in Singapore.

Screening and Vaccination Subsidies

On 1 November 2020, MOH enhanced the subsidies for vaccinations and screenings under the National Adult Immunisation Schedule, the National Childhood Immunisation Schedule (NCIS) and Childhood Developmental Screening. Singaporeans can receive these subsidised vaccinations and screenings at CHAS clinics and polyclinics.

AIC supported MOH in the policy development and implementation of these schemes. We organised surveys and focus group discussions with our GPs to gather feedback for policy development. We tested the MOH Healthcare Claims Portal system with GPs and conducted planning exercises with pharmaceutical companies to ensure the smooth execution of vaccination logistics. AIC also conducted briefings and training sessions, and produced materials such as an infokit and a guidebook for GP clinics. More than 1,200 GPs were supported in the roll-out of the schemes.



A GP administering vaccinations under the NCIS at her clinic



Together as
#OneAICFamily

HUMAN RESOURCES

Review of HR frameworks

We comprehensively reviewed our HR frameworks in 2020 in line with our refreshed operating model and corporate strategic outcomes. We reformulated our set of AIC 2.0Core and Leadership Competencies to deliver outcomes and lead change across the organisation. We refined our performance management framework to enhance our performance-driven culture.



AIC 2.0 Core and Leadership Competencies

Learning and Development

As part of this review, we also refreshed and relaunched our learning and development framework to support employee development across different levels. In 2020, we launched a series of three in-house milestone leadership development programmes for staff at various stages of their leadership journey.

AIC CORNERSTONE, a leadership skilling programme for our new managers, equips them with basic leadership principles and values, and practical people management skills. Through AIC COMPASS, our more experienced leaders explore leadership topics that were closely aligned with the AIC 2.0 competencies. AIC CATALYST focuses on leaders who facilitate change and transformation. Topics include performance and team diversity, design thinking, service innovation, influence and strategy transformation.



Staff at an AIC milestone leadership programme



AIC CARES

We recognise that, beyond our daily work, we all have the power to give back to society. We offer all staff hands-on opportunities to contribute back to our community.

Community Care Day

In conjunction with the annual [Community Care Day](#) celebration on 1 November, AIC employees showed their appreciation to our Community Care partners through a fruitful day of volunteering alongside our sector colleagues, leading seniors in activities such as bingo, modified sports and chair zumba.



Since 2019, we have worked with
5 Community Care partners.



AIC volunteers bringing residents from Sree Narayana Mission Nursing Home to the nearby Chong Pang Food Centre for lunch

Home Refresh!

Through this outreach initiative, we visit the flats of seniors and helped them to declutter and refresh their living conditions. In 2019, we completed three runs of the programme.

Supporting National Initiatives

As members of the Singapore public service, we also answered the call for support at the national level and volunteered in various aspects of COVID-19 operations. These included packing and delivering swab test kits, distributing meals and participating in vaccination drives.



More than 150 AIC staff
volunteered in COVID-19
operations"

STAYING CONNECTED

Celebrations and Team Bonding

Get-togethers to celebrate successes, connect on work plans for the year or just to bond are a norm at AIC. Events include the annual work plan seminar, AIC's birthday, and other festive and commemorative occasions. Even though COVID-19 required us to work from home for most of 2020, we held fast to this tradition and shifted our activities online instead.



Between 2019 and 2020, we organised over **10** events.



We conducted over **120** virtual team-bonding activities since COVID-19.

AIC in Conversation

This is a series of cosy and informal sessions hosted by the senior leadership team to catch up with staff and to hear their concerns. Conversations revolve around topics such as work-life balance, performance management and leveraging technology. In 2020, we organised 11 conversations involving over 110 participants.

Kopi Chats

We conduct these monthly Monday morning chats with our CEO and other leaders via Workplace, where they share regular updates with the entire AIC team. During each hour-long session, staff can also freely ask their leaders questions.



Since 2020, we have hosted **13** Kopi Chat sessions.



A monthly EDM inviting staff to a chat with CEO Mr Tan Kwang Cheak

CARING FOR ALL OF US

Our people are at the heart of what we do, so taking care of their physical, emotional and mental wellbeing – whether through self-care or mutual support – will always be a priority.

Workplace Emotional Health

To provide a listening ear to colleagues in distress, the AIC Peer Support System was set up in 2019. This network is made up of staff trained to provide basic emotional support. For those who need professional support, we have provided access to external counselling partners. We currently have over 50 peer supporters and more than 10 peer support leaders.

Come talk to us

Peer Support System

Everybody needs to talk to someone that can help sort out their feelings and thoughts at some time or another. If you are at a loss and need help finding that 'right person', why not talk to our peer support leaders?

The peer support leaders are made up of AIC's social workers and counsellors, and they are on hand to walk through your stressful moments with you.

 You can contact them at peersupport@aic.sg

Confidentiality:
All matters discussed with the Peer Leaders are kept confidential. They won't be shared with anyone else in AIC including HR or your RO (unless you consent to it). No data will be collected and reported about your discussion not even your name.



Our staff's mental and emotional wellbeing are a priority

Fitness Resources

In 2020, we provided staff with Ministry of Fitness gym passes. In addition, we kept employees active during the work-from-home period with resources on mental and physical wellbeing and activities that they could do at home.

Wellness Wednesday

We dedicate this day of the week to promoting physical and mental wellness and reminding our staff to practise self-care. Activities include virtual group workouts, mental health workshops and weekly communications with wellness tips. Since 2020, we have conducted over 40 activities. We have also designated 5pm to 6pm on Wednesday as Wellness Hour for staff to exercise and participate in self-care workshops.

FOSTERING A CULTURE OF INNOVATION

At AIC, we encourage a staff-driven innovation approach based on the IDEAte framework (Imagine, Develop, Evaluate, Accelerate) and pursue fresh ideas and methods through co-learning.

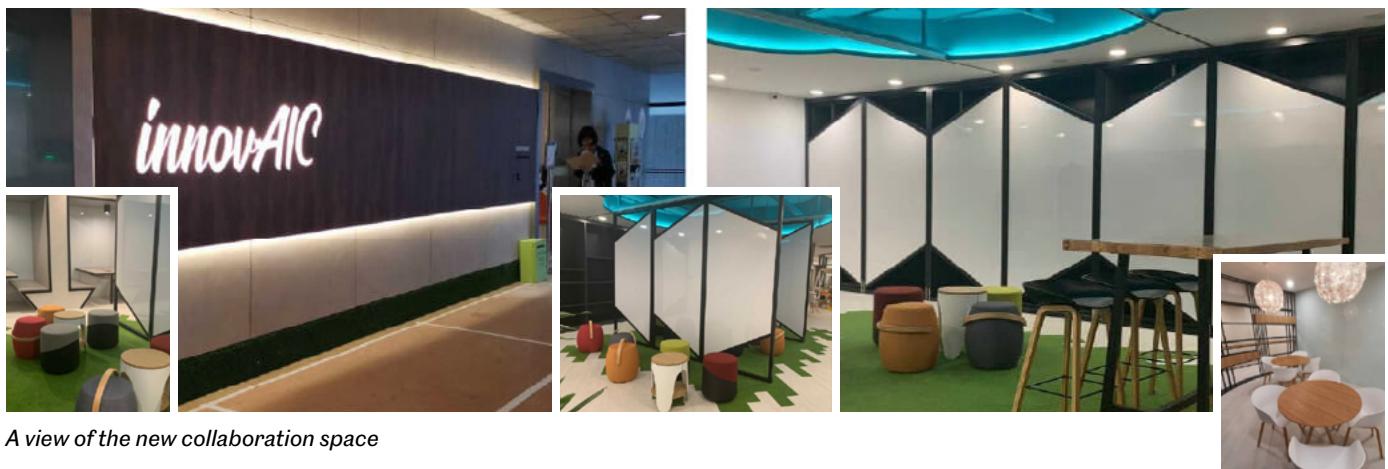
Innovation and Learning Fiesta

The inaugural Innovation & Learning Fiesta, held in November 2020, was a week-long virtual event designed to nurture AIC's spirit of innovation. Various talks and workshops explored the themes of 'Embracing Change' and 'Service, Process and

People Innovation'. 10 AIC projects highlighting innovation were showcased, while 19 learning activities were conducted. The event attracted nearly 500 participants.

InnovAIC Lab

Launched in 2020, the InnovAIC Lab is a flexible open space designed to encourage collaboration and brainstorming located on Level 4 of MND Building Annex B. It offers facilities such as an interactive projector and breakout booths.



A view of the new collaboration space

Think Thursday

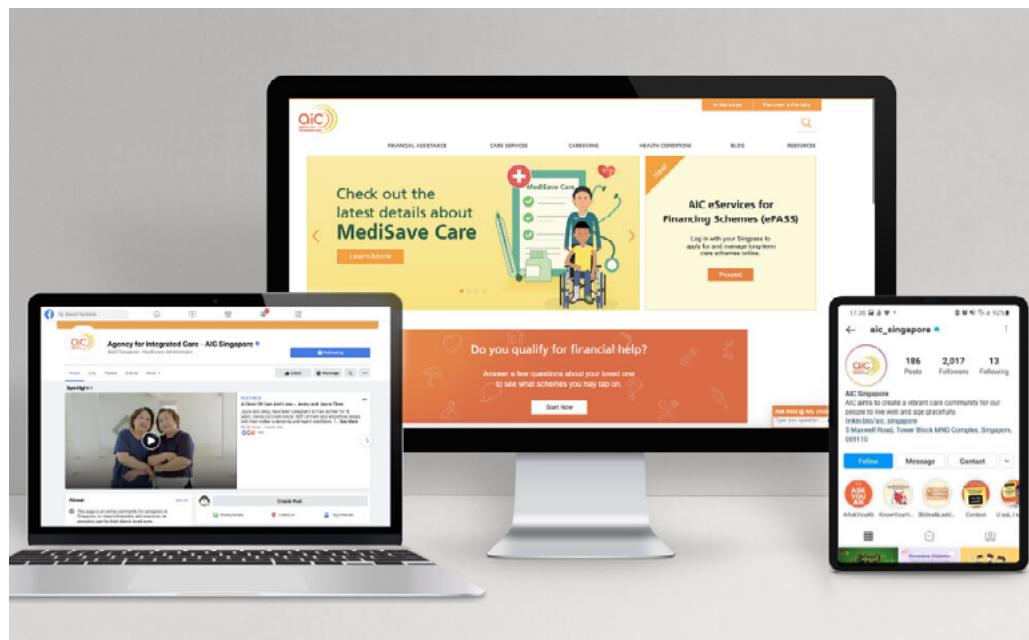
These bi-monthly mailers feature curated resources such as articles, videos, tips, case studies and brainstorming tools. We organised four webinars featuring external speakers such as Google and

Government Technology Agency of Singapore to share on innovation culture and tips to drive personal innovation.

REINFORCING SYSTEMS AND GOVERNANCE

IT Systems

To ensure AIC and the sector can better support partners, we established the AIC Digital Strategies to guide the digital development for the sector. We enhanced existing systems such as the [Health Marketplace](#) and the ILTC Referral Management System, and reviewed the Nursing Home IT Enablement Programme. We also supported the launch of online applications for [CareShield Life & MediSave Care](#) via [eServices for Financing Schemes](#). Moving forward, we will be working with the sector to map out an Industry Digital Plan.



AIC connects with the public through digital platforms such as social media and our website

To support remote work in 2020 and beyond, we implemented video conferencing services and strengthened our Virtual Private Network for secure access from home. We also launched an AIC Staff Cyber Security Training Roadmap to improve IT security awareness and keep AIC safe from cyber threats.

Data Protection

AIC continuously enhances its data protection measures in order to safeguard client and partner information. We raise corporate awareness of data protection practices through Communities of Practice and regular communication with staff via briefings and e-newsletters. We also conduct annual reviews of our processes and policies in line with the Personal Data Protection Act and MOH's prevailing requirements.

Financial Management

AIC manages a significant amount of public funds on behalf of the Ministry of Health (MOH). As such, it is critical that our systems and processes remain robust and efficient. We have leveraged technology to implement robotics process automation and put new finance systems in place, improving processes without compromising on governance.

Risk Management

We enhanced our Enterprise Risk Management Framework in 2020. This framework guides us in identifying and managing key operational and reputational risks, and we have worked to close the gaps in the area of strategic corporate risks.

In 2020, we also developed a pandemic-specific corporate Business Continuity Plan to ensure that AIC is able to quickly resume operations that are critical to our role of supporting clients and partners.

LOOKING AHEAD

Since the pandemic, we have rolled out many initiatives to keep our staff engaged and strong, and to maintain morale. They are targeted at organisational, divisional and individual levels, such as leadership engagement, team cohesion activities and physical and mental wellness support. These initiatives also prepare us as an organisation as we adapt to the new normal and move towards a hybrid mode of working in future.



OUR ORGANISATION

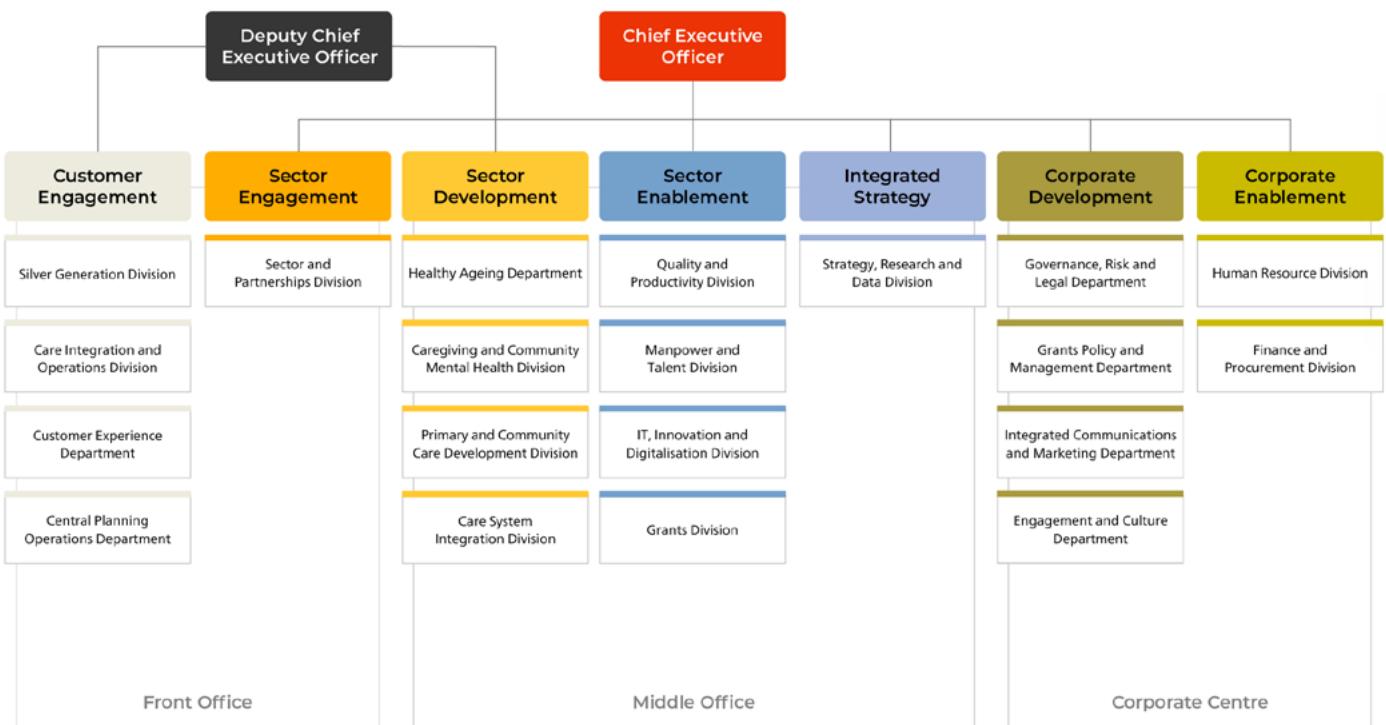
Vision

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

Mission

Empowering Seniors and Clients
Transforming the Care Community

Organisation Structure



OUR LEADERSHIP

Board of Directors



Dr Gerard Ee

Chairman



Dr Ang Seng Bin

Head & Senior
Consultant,
Menopause Unit
*KK Women's and Children's
Hospital*



Dr Benjamin Koh

Deputy Secretary
(Development)
Ministry of Health



**A/Prof Chin Jing
Jih**

Chairman, Medical Board

*Tan Tock Seng Hospital &
Central Health*



Mr Daniel Soh

Board Member

*Stepped down on 31 August
2021*



**Mr Fong Heng
Boo**

Board Member



**Mr Jeyaraj Indra
Raj**

Partner

Harold Seet & Indra Raj



Mr Kong Eng Huat

Board Member



Dr Lee Tung Jean

Deputy Secretary

Ministry of Social and Family Development



Ms Teoh Zsin Woon

Deputy Secretary
(Transformation)

Public Service Division, Prime Minister's Office



Ms Theresa Goh

Managing Partner

ThreeSixty Partnership



Mr William Liu

Chairman and Managing Partner

Stream Global Pte Ltd



Mdm Zuraidah Abdullah

Chief Executive Officer

Yayasan MENDAKI

Senior Management Team



Mr Tan Kwang Cheak
Chief Executive Officer



Mr Noel Cheah
Deputy Chief Executive Officer, Chief
Caregiving and Community Mental Health Division



Mr Chern Siang Jye
Group Chief
Sector and Partnerships Division, Care System Integration Division



Mr Derek Tan
Chief
Manpower and Talent Division



Mr Hagen Ong
Chief
Human Resource Division



Ms Heidi Rafman
Chief
Quality and Productivity Division, Healthy Ageing Department



Mr Kelvin Lim
Chief
Grants Division



Mr Ong Yunn Shing
Chief
Strategy, Research and Data Division, Governance, Risk and Legal Department



Mr Sim Tiong Kian
Chief
Silver Generation Division, Central Planning Operations Department



Mr Soh Keng Taan
Chief Information and Digital Officer
IT, Innovation and Digitalisation Division



Ms Winifred Lau
Chief
Primary and Community Care Development Division



Dr Wong Loong Mun
Chief
Care Integration and Operations Division, Customer Experience Department



Ms Carol Choi

Deputy Chief
Financial Officer
*Finance and
Procurement Division*



Ms See Yen Theng

Deputy Chief
*Caregiving and Community
Mental Health Division*



Mr Andy Seet

Director
*Sector and
Partnerships Division*



Mr Eric Chen

Director
Silver Generation Division



Mr Gary Ong

Chief Information
Security Officer
*IT, Innovation and
Digitalisation Division*



Mr Goh Dan Yang

Director
*Strategy, Research and Data
Division, Governance, Risk and
Legal Department*



Mr Henry Kang

Director
*IT, Innovation and
Digitalisation Division*



Mr Ho Yik Hwee

Director
*IT, Innovation and Digitalisation
Division*



Ms Ivy Lok

Director
*Care Integration and
Operations Division*



Ms Karen Lee

Director
*Sector and
Partnerships Division*



**Mr Mohamed
Farouk Bin
Mohamed Ismail**

Director
Grants Division



**Ms Rebecca
Chong**

Director
*Caregiving and Community
Mental Health Division*



Ms Violet Ng

Director

Strategy, Research and Data Division



Ms Yeo Li Li

Director

Grant Policy and Management Department



Ms Angeline Thia

Deputy Director

Care System Integration Division



Ms Ann Ng

Deputy Director

Human Resource Division



Mr Benny Yip

Deputy Director

Grants Division



Mr Choo Jui Sheng

Deputy Director

Primary and Community Care Development Division



Ms Clarice Woon

Deputy Director

Quality and Productivity Division



Mr Daren Lau

Deputy Director

Human Resource Division



Mr David Wong

Deputy Director

IT, Innovation and Digitalisation Division, Left organisation on 31 August 2021



Ms Dolly Cheng

Deputy Director

Silver Generation Division



Ms Eunice Wong

Deputy Director

Caregiving and Community Mental Health Division



Ms Eva Lim

Deputy Director

Integrated Communications and Marketing Department



Mr Gerald Ng

Deputy Director

*IT, Innovation and
Digitalisation Division*



Ms Ivy Lim

Deputy Director

*Caregiving and Community
Mental Health Division*



Mr James Koh

Deputy Director

Silver Generation Division



Ms Joyce Choo

Deputy Director

*Customer
Experience Department*



Mr Keith Lee

Deputy Director

*Caregiving and Community
Mental Health Division*



Ms Koh Puay Ling

Deputy Director

*Central Planning
Operations Department*



Ms Lai Phui Ching

Deputy Director

*Primary and Community Care
Development Division*



**Mr Lee Keng
Leong**

Deputy Director

*Silver Generation Division,
Left organisation on
1 October 2021*



Ms Liao Weifen

Deputy Director

*Primary and Community Care
Development Division*



**Mr Lim Kwang
Kok**

Deputy Director

*Strategy, Research and
Data Division*



Ms Linda Chew

Deputy Director

*Finance and
Procurement Division*



Ms Lok Yoke Har

Deputy Director

*IT, Innovation and
Digitalisation Division*



Mr Louis Chui

Deputy Director
Manpower and Talent Division



Mr Lum Hon Yuen

Deputy Director
Manpower and Talent Division



Ms Maninderjit Kaur D/O Major Singh

Deputy Director
Engagement and Culture Department



Mr Martin Thoo

Deputy Director
Silver Generation Division



Ms May Low

Deputy Director
Silver Generation Division



Ms Radha D/O Sockalingam

Deputy Director
Sector and Partnerships Division



Ms Rina Wang

Deputy Director
Finance and Procurement Division



Ms Selina Toh

Deputy Director
Manpower and Talent Division



Ms Susan See

Deputy Director
Silver Generation Division



Ms Wan Chen Kang Graham

Deputy Director
Strategy, Research and Data Division

OUR KEY COMMITTEES

Sector Development

Community Care Manpower Committee

Mr Tim Oei

Chairman

*Chief Executive Officer,
National Kidney Foundation
1 January 2019 to 31 December 2020*

Mr Joe Hau

Chairman

*Chief Executive Officer, Ren Ci Hospital
1 January 2021 to 31 December 2022*

Ms Cheng Siock Khoong

Member

*Chief Executive Officer,
Bright Hill Evergreen Home
1 January 2019 to 31 December 2020
1 January 2021 to 31 December 2022*

Ms Choo Shiu Ling

Member

*Chief Executive Officer, Assisi Hospice
1 January 2019 to 31 December 2020
1 January 2021 to 31 December 2022*

Dr Christina Tiong

Member

*Chief Executive Officer,
Home Nursing Foundation
1 January 2019 to 31 December 2020
1 January 2021 to 31 December 2022*

Mr James Tan

Member

*Chief Executive Officer, TOUCH
Community Services
1 January 2019 to 31 December 2020
1 January 2021 to 31 December 2022*

Mr Jason Foo

Member

*Chief Executive Officer,
Alzheimer's Disease Association
1 January 2019 to 31 December 2020*

Mr Jason Lee

Member

*Acting Chief Executive Officer,
Thye Hua Kwan Moral Charities
1 January 2021 to 31 December 2022*

A/Prof Kenny Tan

Member

*Chief Executive Officer, St Luke's Eldercare
1 January 2019 to 31 December 2020
1 January 2021 to 31 December 2022*

Ms Lavinia Low

Member

*Director (Manpower Planning & Strategy),
Ministry of Health
1 January 2019 to 31 December 2020
1 January 2021 to 31 December 2022*

Ms Ngo Lee Yian

Member

*Executive Director,
Singapore Association for Mental Health
1 January 2021 to 31 December 2022*

Ms Ong Hui Ming

Member

*Deputy Chief Executive Officer,
Econ Healthcare (Asia) Limited
1 January 2019 to 31 December 2020
1 January 2021 to 31 December 2022*

Dr Ow Chee Chung

Member

*Chief Executive Officer,
Kwong Wai Shiu Hospital
1 January 2019 to 31 December 2020*

Mr Samuel Tan

Member

*Chief Executive Officer, All Saints Home
1 January 2021 to 31 December 2022*

Mr Then Kim Yuan

Member

*Administrator, Lee Ah Mooi Old Age Home
1 January 2019 to 31 December 2020
1 January 2021 to 31 December 2022*

Community Care Manpower Development Award Selection Committee

Mr Tan Kwang Cheak

Chairman

*Chief Executive Officer,
Agency for Integrated Care*

Ms Alison Sim

Member

*Director of Nursing,
St Andrew's Community Hospital*

Ms Ang Bee Lian

Member

*Director of Social Welfare,
Ministry of Social and Family Development*

Dr Chua Chi Siong

Member

*Medical Director,
Jurong Community Hospital*

Mr Dennie Hsu, PB

Member

*Director, Clinical Support Services,
National University Health System*

Ms Florence Cheong

Member

*Head of Department, Occupational
Therapy, Tan Tock Seng Hospital*

Mr Gribson Chan

Member

*Deputy Director, Rehabilitation,
St Luke's Hospital*

Ms Lavinia Low

Member

*Director, Manpower Planning & Strategy,
Ministry of Health*

Ms Long Chey May

Member

*Group Chief Patient Officer,
National University Health System*

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*

A/Prof Swapna Verma

Member

*Chief, Departments of Psychosis and East
Region, Institute of Mental Health*

Dr R. Akhileswaran

Member

*Medical Consultant,
Khoo Teck Puat Hospital*

National Advance Care Planning (ACP) Steering Committee

Prof Pang Weng Sun

Chairperson

*Deputy Group Chief Executive Officer,
Population Health, National
Healthcare Group*

Dr Ng Han Lip, Raymond

Co-Chairperson

*Head and Senior Consultant,
Woodlands Health Campus*

Dr Adeline Lam

Member

Senior Consultant, Tan Tock Seng Hospital

Dr Angel Lee

Member

*Medical Director and Senior Consultant,
St. Andrew's Community Hospital*

A/Prof Chan Mei Yoke

Member

*Senior Consultant, KK Women's and
Children's Hospital*

Ms Chee Wai Yee

Member

Senior Director, Montfort Care

Ms Christina Loh

Member

Director of Nursing, Allium Care Suites

Dr Dennis Seow Chuen Chai

Member

*Senior Consultant,
Singapore General Hospital*

Ms Genevieve Wong Cheng Sim

Member

*Head Medical Social Worker,
Singapore General Hospital*

Adj A/Prof James Low

Member

Senior Consultant, Khoo Teck Puat Hospital

Dr Koh Lip Hoe

Member

Senior Consultant, Changi General Hospital

A/Prof Melvin Chua

Member

*Head and Senior Consultant,
Sengkang General Hospital*

Dr Noreen Chan

Member

*Senior Consultant,
National University Hospital*

Dr Norhisham Bin Main

Member

*Director, Head of Division & Senior
Consultant (Supportive Care & Palliative
Medicine), Senior Consultant
(Geriatric Medicine)*

Dr Priyanka Khatri

Member

Consultant, Alexandra Hospital

Dr Sumytra Menon

Member

*Senior Assistant Director,
National University of Singapore*

Dr Susan Lim Pui San

Member

*Family Physician, Principal Staff,
National Healthcare Group Polyclinics*

Prof William Hwang

Member

*Medical Director and Senior Consultant,
National Cancer Centre Singapore*

Ms Winifred Lau

Member

Chief (Primary and Community Care Development Division), Agency for Integrated Care

National General Practitioners Advisory Panel (NGPAP)

Prof Chee Yam Cheng

Chairperson

President, NHG College, National Healthcare Group President, Singapore Medical Council

Dr Tham Tat Yean

Co-Chairperson

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

A/Prof Chong Phui-Nah

Member

Chief Executive Officer, National Healthcare Group Polyclinics

Dr Jacqueline Yam

Member

Medical Director, AcuMed Medical Group

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

Family Physician, Lee & Tan Family Clinic and Surgery

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

Medical Director, Central 24-HR Clinic Group

Dr Ruth Lim

Member

Director (Primary Care and Community Care), Ministry of Health

Dr Tammy Chan

Member

2nd Vice President, 61st Singapore Medical Association Council

Dr Tan Teck Jack Member <i>Medical Director, Northeast Medical Group</i>	Adj. A/Prof Tan Tze Lee Member <i>President, College of Family Physicians Singapore</i>	Ms Winifred Lau Member <i>Chief (Primary and Community Care Development Division), Agency for Integrated Care</i>
---	--	--

Dr Wong Tien Hua Member <i>Family Physician, Mutual Healthcare</i>	Dr Zuraimi Bin Mohamed Dahlani Member <i>Chairman, Medifund Committee of Jamiyah Nursing Home Member, External Placement Board Review (Prisons) and Board of Visitors (Prisons-DRC) Member, Tribunal of Maintenance of Parents</i>
---	---

National InterRAI Steering Committee

A/Prof Kenneth Mak Chairperson <i>Director (Medical Services), Ministry of Health</i>	Dr Benjamin Koh Advisor <i>Deputy Secretary (Development), Ministry of Health</i>	Dr Angel Lee Community Care Sector Representative <i>Director (Medical Services), St. Andrew's Community Hospital</i>
Ms Carolina Png Community Care Sector Representative <i>Director (Care and Rehabilitation Services), Vanguard Healthcare</i>	Dr Christina Tiong Community Care Sector Representative <i>Chief Executive Officer, Home Nursing Foundation</i>	Mr Chua Chee Yong IHiS Representative <i>Head (Emerging Services & Capabilities Group), Integrated Health Information Systems</i>
Dr Dan Yock Young MOH Representative <i>Deputy Director (Medical Services), Ministry of Health</i>	Ms Germaine Ong MOH Representative <i>Assistant Director (Home & Long Term Care), Ministry of Health</i>	Mr Henry Sim MOH Representative <i>Deputy Director (Clinical Outcome, Benchmarking & Value), Ministry of Health</i>

Mr Jack Sim

Community Care Sector Representative

Centre Director, Geylang East Nursing Home, NTUC

Mdm Low Mui Lang

Community Care Sector Representative

Executive Director, Peacehaven Nursing Home

Dr Ng Wai Chong

InterRAI Fellow (SG)

*Chief Executive Officer, NWC Longevity Practice
Clinical Programme Consultant, Tsao Foundation
Consultant, Agency for Integrated Care*

Mr Tan Kwang Cheak

AIC Representative

Chief Executive Officer, Agency for Integrated Care

Ms Teh Shi-Hua

MOH Representative

Director (Subvention), Ministry of Health

Mr Titus Lee

MOH Representative

Director (Aged Care Services), Ministry of Health

Ms Winifred Lau

AIC Representative

Chief (Primary and Community Care Development Division), Agency for Integrated Care

Primary Care Networks (PCN) Council

Dr Tham Tat Yean

Chairperson

*Chief Executive Officer, Frontier Healthcare Group
July 2018 to 31 December 2021*

Dr Kok Mun Foong

Co-Chairperson

*Group Chief, Home First Group, Agency for Integrated Care
1 July 2018 to 31 March 2020*

Ms Winifred Lau

Co-Chairperson

*Chief, Primary and Community Care Development Division, Agency for Integrated Care
1 April 2020 to 31 December 2021*

Dr Jacqueline Yam

*Clinical Lead, Assurance PCN
1 July 2018 to 31 December 2022*

Dr Koh Eng Hoe

*Admin Lead, Assurance PCN
1 July 2018 to 31 December 2022*

Dr Eng Soo Kiang

*Clinical Lead, Central North PCN
1 July 2018 to 31 December 2022*

Dr Doraisamy Gowri

*Admin Lead, Central-North PCN
1 July 2018 to 31 December 2022*

Dr Leong Choon Kit

*Clinical Lead, Class PCN
1 July 2018 to 31 December 2022*

Dr Paul Ang

*Admin Lead, Class PCN
1 July 2018 to 31 August 2019*

Dr Fadzil Bin Jaafar

*Admin Lead, Class PCN
1 September 2019 to 31 December 2022*

Dr Chong Chin Kwang

*Clinical Lead, Frontier PCN
1 July 2018 to 31 December 2022*

Dr Anne Yeo

*Admin Lead, Frontier PCN
1 July 2018 to 30 June 2019*

Dr Lee Wen Yan

*Admin Lead, Frontier PCN
1 July 2019 to 31 December 2022*

Dr Lim Chien Chuan

*Clinical Lead, I-CARE PCN
1 July 2018 to 31 December 2022*

Dr Chi Wei Ming

*Admin Lead, I-CARE PCN
1 July 2018 to 31 December 2022*

Dr Kwong Kum Hoong

*Clinical Lead, NUHS PCN
1 July 2018 to 31 December 2019*

Dr Kwek Thiam Soo

*Clinical Lead, NUHS PCN
1 January 2020 to 31 December 2021*

Dr Ho Han Kwee

*Admin Lead, NUHS PCN
1 July 2018 to 3 May 2020*

Ms Joanne Yap

*Admin Lead, NUHS PCN
4 May 2020 to 2 August 2020*

Dr Richard Hui

*Admin Lead, NUHS PCN
3 August 2020 to 31 December 2022*

Dr Jason Yap Soo Kor

*Clinical Lead, Parkway Shenton PCN
1 July 2018 to 31 December 2022*

Mr Ang Chee Chiang

*Admin Lead, Parkway Shenton PCN
1 July 2018 to 30 June 2020*

Mr Ang Chee Wee

*Admin Lead, Parkway Shenton PCN
1 July 2020 to 31 December 2022*

Dr Chng Shih Kiat

*Clinical Lead, Raffles Medical PCN
1 July 2018 to 31 December 2022*

Mr Yong Yih Ming

*Admin Lead, Raffles Medical PCN
1 July 2018 to 31 May 2021*

Dr Kenneth Wu

*Admin Lead, Raffles Medical PCN
1 June 2021 to 31 December 2022*

Dr Lily Aw

*Clinical Lead, SingHealth Partners PCN
(SingHealth DOT PCN)
1 July 2018 to 31 December 2022*

Dr Emily Ho

*Admin Lead, SingHealth Partners PCN
(SingHealth DOT PCN)
1 July 2018 to 31 December 2022*

Dr Rick Chan Wei Chyet

*Clinical Lead, SingHealth Partners PCN
(SingHealth Regional PCN)
1 July 2018 to 31 December 2022*

Ms Lely Gunawan

*Admin Lead, SingHealth Partners PCN
(SingHealth Regional PCN)
1 July 2018 to 12 April 2019*

Dr Winston Ong

*Admin Lead, SingHealth Partners PCN
(SingHealth Regional PCN)
13 April 2019 to 31 December 2022*

Dr Chee Boon Ping

*Clinical Lead, United PCN
1 July 2018 to 31 December 2022*

Dr Tan Teck Jack

*Admin Lead, United PCN
1 July 2018 to 31 December 2022*

Research & Innovative Committee (RIC)

Dr Wong Loong Mun

Co-Chairperson

*Chief, Care Integration and Operations Division
Customer Experience Department
Agency for Integrated Care
1 July 2018 to 31 December 2021*

A/Prof Tan Boon Yeow

Co-Chairperson

*Chief Executive Officer,
St Luke's Hospital
1 August 2018 to 31 December 2019*

Dr Chua Chi Siong

Co-Chairperson

*Medical Director
Jurong Community Hospital
1 January 2020 to 31 December 2021*

Dr Chong Poh Heng

Member

*Medical Director
HCA Hospice Care
1 August 2018 to 31 December 2021*

A/Prof Corinne Ghoh

Member

*Consultant, Ageing Planning
Ministry of Health
Co-Director, Next Age Institute
Associate, Social Services Research Centre
National University of Singapore
1 August 2018 to 31 December 2021*

A/Prof Joanne Yoong

Member

*Senior Economist and Director,
Center for Economic and Social Research
University of Southern California (USC)
Founder and CEO Research for Impact
1 August 2018 to 31 December 2021*

Ms Chan Mei Mei

Member

*Director of Nursing,
Home Nursing Foundation
1 August 2018 to 31 December 2019*

Mr Chern Siang Jye

Member

*Group Chief,
Sector and Partnerships Division
Care System Integration Division
Agency for Integrated Care
1 August 2018 to 31 December 2019*

Ms Chong Wai Fung

Member

*Centre Director, NTUC Health
(Jurong West Nursing Home)
1 August 2018 to 31 December 2019*

Dr Wong Chek Hooi

Member

*Chief, Clinical Affairs & Research
TSAO Foundation
Adjunct Assistant Professor, Health
Services and Systems Research Dukes-NUS
Graduate Medical School
1 August 2018 to 31 December 2019*

Prof Doris Young

Member

*Head, Department of Family Medicine,
National University Health System
Professor, Division of Family Medicine,
Yong Loo Lin School of Medicine, National
University of Singapore
1 August 2018 to 31 December 2019*

Dr Amanda Margaret Conne

Member

1 August 2018 to 31 December 2020

Prof Karen Chua

Member

*Senior Consultant (Rehabilitation
Medicine), Tan Tock Seng Hospital
1 August 2018 to 31 December 2019*

Asst Prof Rahul Malhotra

Member

*Assistant Professor, Health Services and
Systems Research (HSSR)
Head of Research, Centre for Ageing
Research and Education (CARE) Duke-NUS
Medical School
1 January 2020 to 31 December 2021*

Prof Miao Chun Yan

Member

*Founding Director NTU-UBC Research
Centre of Excellence in Active Living for the
Elderly (LILY)
1 January 2020 to 31 December 2021*

Dr Ng Wai Chong

Member

*Founder & CEO of NWC Longevity Practice
Clinical Programme Director,
TSAO Foundation
1 January 2020 to 31 December 2020*

A/Prof Mythily Subramaniam

Member

*Director, Research Division
Institute of Mental Health
1 January 2020 to 31 December 2021*

Mr Gribson Chan

Member

*Deputy Director, Rehabilitation
St Luke's Hospital
1 January 2021 to 31 December 2021*

Dr Angel Lee

Member

*Medical Director
St Andrew's Community Hospital
1 January 2021 to 31 December 2021*

A/Prof Carol Ma

Member

*Associate Professor, Head of Gerontology
Programme Singapore University
of Social Sciences
1 January 2021 to 31 December 2021*

Shared Procurement Programme Committee

1 April 2018 to 31 March 2021

Mr Tan Kok Hwa

Deputy Chairperson

*Assistant Director (Information
Management and Support Services),
Kwong Wai Shiu Hospital*

Mr Chan Wah Tiong

Member

*Chief Executive Officer (Nursing Home
Cluster), St. Andrew's Nursing Home*

Ms Doris Tchen

Former Member

*Former Vice-President (Nursing),
Allium Healthcare*

Ms Heidi Rafman

Member

*Chief (Quality & Productivity Division/
Healthy Ageing Department),
Agency for Integrated Care*

Mr Jeremy Lim

Member

*Director (Operations),
National Cancer Centre Singapore*

Mr John Chan

Member

*Chief Executive Officer,
Vanguard Healthcare Pte Ltd*

Mr Mak Mun Fai

Deputy Chairperson

*Operations Manager, The Salvation Army,
Peacehaven Nursing Home*

Ms Ong Seok Peng

Member

*Senior Pharmacist & Senior Manager
(Central Supplies), St. Andrew's
Community Hospital*

Ms Pauline Ang

Former Member

Nurse Educator, Ren Ci Hospital

Ms Susan Gui

Member

Director of Nursing, Villa Francis Home for the Aged

Mr Then Kim Yuan

Member

Administrator, Lee Ah Mooi Old Age Home

Ms Wong Yoke Yin

Member

Nurse Manager, All Saints Home

Shared Procurement Programme Evaluation Panel

1 April 2018 to 31 March 2021

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

Mr Edwin Yeo

Member

Executive Director, Xiser Careserve

Sister Janigi Mohan

Member

Acting Head of Nursing, St Joseph's Home

Ms Jenny Sim Teck Meh

Member

Chief Nurse, Ren Ci Hospital

Ms Joan Lee Kway

Member

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

Ms Joselito S. Iporac

Member

Assistant Director of Nursing, Lions Home for the Elders

Ms Ling Bee Sian

Member

Head of Home, Jamiyah Nursing Home (Darul Syifaa)

Ms Long Jane

Member

Director of Nursing, Singapore Christian Home

Mr Ranjit Singh

Member

Director of Nursing, Grace Lodge

Mr Raymond Lim

Member

Centre Director, NTUC Health Nursing Home (Chai Chee)

Ms S. Indarani

Member

Head of Nursing, THK Nursing Home @ Hougang

Ms Winnie Koh

Member

Chief Executive Officer, Moral Home for Aged Sick

Mr Criss Ang

Former Member

Former Assistant Head (Operations), THK Nursing Home @ Hougang

Ms Emily Tan

Former Member

*Former Assistant Manager (Operations),
MWS Nursing Home Yew Tee*

Sister Gillian Beins

Former Member

Director of Nursing, St. Joseph's Home

Mr Satyaprakash Tiwari

Former Member

*Former Executive Director/Consultant,
Jamiyah Nursing Home (Darul Syifaa)*

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

1 February 2018 to 31 January 2022

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

Dr Angie Ng

Member

Director of Nursing, ECON Healthcare

Ms Cheong Choy Fong

Member

*Director (Quality and Risk Management),
Khoo Teck Puat Hospital*

Ms Chin Soh Mun

Member

Director of Nursing, Dover Park Hospice

Dr Chow Mun Hong

Member

*Director (Quality Management) & Senior
Consultant, SingHealth Polyclinics*

Ms Florence Chng

Member

*Deputy Director (YCH Admin Office/Clinical
Affairs), Yishun Community Hospital*

Dr James Low

Member

*Senior Consultant (Geriatric Medicine),
Khoo Teck Puat Hospital*

Ms Jenny Sim Teck Meh

Member

Chief Nurse, Ren Ci Hospital

Ms Heidi Rafman

Member

*Chief (Quality & Productivity Division/
Healthy Ageing Department),
Agency for Integrated Care*

Ms Ng Sow Chun

Member

*Deputy Director (Nursing Quality and
Process Improvement and Operations),
National University Hospital*

Dr Ng Wai Chong

Member

*Chief Executive Officer, NWC Longevity
Practice Clinical Programme Consultant,
Tsao Foundation Consultant, Agency for
Integrated Care*

Mr Sairam Azad

Member

*Deputy Director (Health & Senior Care),
AWWA Ltd*

Sector Funds

AIC Facility MediFund Committee

1 April 2019 to 31 March 2023

Dr Loh Yik Hin

Chairman

*Chief Executive Officer,
St. Andrew's Community Hospital*

Mrs Wee Wan Joo

Member

Ms Lee Yoke Lan

Member

Mr Tan Kim Kwang

Member

*Group Human Resource Director,
Ezion Holdings Limited*

Community Silver Trust (CST) Evaluation Panel

Mr R. Sinnakaruppan

Co-Chairperson

*Chairman & Chief Executive Officer, of
Singapore Education Academy Pte Ltd
1 April 2018 to 31 March 2020*

Dr Benjamin Koh

Co-Chairperson

*Deputy Secretary (Development)
Ministry of Health
1 April 2018 to 31 March 2020
1 April 2020 to 31 March 2023*

Ms Janice Ang

Co-Chairperson

*Senior Executive Coach, IJ Martin & Co Ltd
1 April 2020 to 31 March 2023*

Dr Ang Peng Chye

Member

*Director, Ang & Kong Psychiatric and
Behavioural Medicine Clinic Pte Ltd
1 April 2020 to 31 March 2023*

Ms Angela Yak

Member

*Group Director (Sector Strategy),
National Council of Social Service
1 April 2020 to 31 March 2023*

A/Prof Angelique Chan

Member

*Associate Professor (Department of
Sociology), National University of Singapore
Executive Director, Centre for Ageing
Research & Education
1 April 2018 to 31 March 2020
1 April 2020 to 31 March 2023*

Mr Anjan Ghosh

Member

*Director (Service Planning & Development Group), National Council of Social Service
1 April 2018 to 31 March 2020*

Ms Carol Chua

Member

*Director (Service Management and Resource), Ministry of Social & Family Development
1 April 2018 to 31 March 2020
1 April 2020 to 31 March 2023*

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, NUS
1 April 2018 to 31 March 2020*

Mr Tan Kwang Cheak

Member

*Chief Executive Officer, Agency for Integrated Care
1 April 2018 to 31 March 2020
1 April 2020 to 31 March 2023*

A/Prof Tan Thai Lian

Member

*Divisional Chairman (Medicine), Senior Consultant, Tan Tock Seng Hospital
1 April 2018 to 31 March 2020*

Mr Toh Swee Chien

Member

*Director (Enterprise Development Group, Enterprise Programmes Division, Manufacturing Division), Workforce Singapore
1 April 2018 to 31 March 2020*

Dr Wong Sweet Fun

Member

*Chief Transformation Officer, Deputy Chairman (Medical Board), Clinical Director (Population Health & Community Transformation), Khoo Teck Puat Hospital
1 April 2020 to 31 March 2023*

Ms Woon Saet Nyoon

Member

*Chief Executive, Temasek Foundation Cares
1 April 2018 to 31 March 2020
1 April 2020 to 31 March 2023*

Dr Zuraimi Bin Mohamed Dahlan

Member

*Chairman, Medifund Committee of Jamiyah Nursing Home Member, External Placement Board Review (Prisons) and Board of Visitors (Prisons-DRC)
Member, Tribunal of Maintenance of Parents
1 April 2018 to 31 March 2020
1 April 2020 to 31 March 2023*

Healthcare Productivity Fund (HPF) Community Care Approval Panel

Mr Tan Kwang Cheak

Chairperson

Chief Executive Officer, Agency for Integrated Care

Mr Albert Hong

Member

Chief Operating Officer, Ren Ci Hospital

Ms Florence Chng

Member

Deputy Director (YCH Admin Office/Clinical Affairs), Yishun Community Hospital

Ms Heidi Rafman

Member

Chief (Quality & Productivity Division/ Healthy Ageing Department), Agency for Integrated Care

A/Prof Kenny Tan

Member

Chief Executive Officer, St Luke's Eldercare Ltd

Mr Lee Deqi

Member

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

Mr Matthew Lee**Member***Deputy Director (Subvention),
Ministry of Health***Mrs Mina Lim****Member***Deputy Director, St. Andrew's Senior Care***Ms Ong Hui Ming****Member***Deputy Chief Executive Officer,
Econ Healthcare (Asia) Limited***Mr Sairam Azad****Member***Deputy Director (Health & Senior Care),
AWWA Ltd***Mr Soh Keng Taan****Member***Chief Information and Digital Officer,
Agency for Integrated Care***Mr Then Kim Yuan****Member***Administrator, Lee Ah Mooi Old Age Home***Tote Board Community Health Fund (TBCHF)****Mr Ng How Yue****Chairperson***Permanent Secretary, Health Development
2nd Permanent Secretary,
Ministry Of Health
1 March 2017 to 31 March 2020***Dr Benjamin Koh****Chairperson***Deputy Secretary (Development),
Ministry of Health
1 October 2020 to 31 December 2022***Dr Ang Peng Chye****Member***Director, Ang & Kong Psychiatric and
Behavioural Medicine Clinic Pte Ltd
1 April 2011 to 31 March 2020***Dr Ang Seng Bin****Member***Head & Senior Consultant (Family Medicine
Service & Menopause Unit), KK Women's
and Children's Hospital Board Member,
Tote Board
1 October 2020 to 31 December 2022***Ms Charlene Chang****Member***Group Director (Ageing Planning Office),
Ministry of Health
1 April 2019 to 31 March 2020
1 October 2020 to 31 December 2022***A/Prof Gerald Koh****Member***Professor (Health Systems and Behavioural
Sciences), Saw Swee Hock School
of Public Health
1 October 2020 to 31 December 2022***Dr Gerard Ee****Member***Chairman, Agency for Integrated Care
1 September 2018 to 31 March 2020***Mr Gilbert Tan Chye Hee****Member***Chief Executive Officer, NTUC, Employment
and Employability Institute
1 April 2018 to 31 March 2020***A/Prof Ian Leong****Member***Deputy Divisional Chairman (Continuing
and Community Care),
Tan Tock Seng Hospital
1 April 2018 to 31 March 2020
1 October 2020 to 31 December 2022***Mr Lim Teck Yin****Member***Chief Executive Officer, Sport Singapore
1 April 2015 to 31 March 2020
1 October 2020 to 31 December 2022***Ms Long Chey May****Member***Group Chief Patient Officer,
National University Health System
1 October 2020 to 31 December 2022***A/Prof Philip Yap****Member***Senior Consultant (Geriatric Medicine),
Khoo Teck Puat Hospital
1 October 2020 to 31 December 2022*

Mr Sim Gim Guan**Member**

*Chief Executive Officer, National Council of Social Service
1 November 2013 to 31 March 2020*

Ms Soh Swee Ping**Member**

*Chief Executive Officer, Council for Third Age
1 April 2018 to 31 March 2020
1 October 2020 to 31 December 2022*

Dr Sue-Anne Toh Ee Shio**Member**

*Centre Director, Singapore Population Health Improvement Centre (SPHERiC)
Clinical Director (Regional Health System Planning and Development), National University Health System
1 April 2018 to 1 March 2020*

Mr Tan Kwang Cheak**Member**

*Chief Executive Officer, Agency for Integrated Care
1 October 2020 to 31 December 2022*

Ms Tan Li San**Member**

*Chief Executive Officer, National Council of Social Service
1 October 2020 to 31 December 2022*

Mr Thali Koattiath Udairam**Member**

*Chief Operating Officer, Sheares Healthcare Management Pte Ltd
Board Member, Tote Board
1 April 2015 to 31 March 2020*