

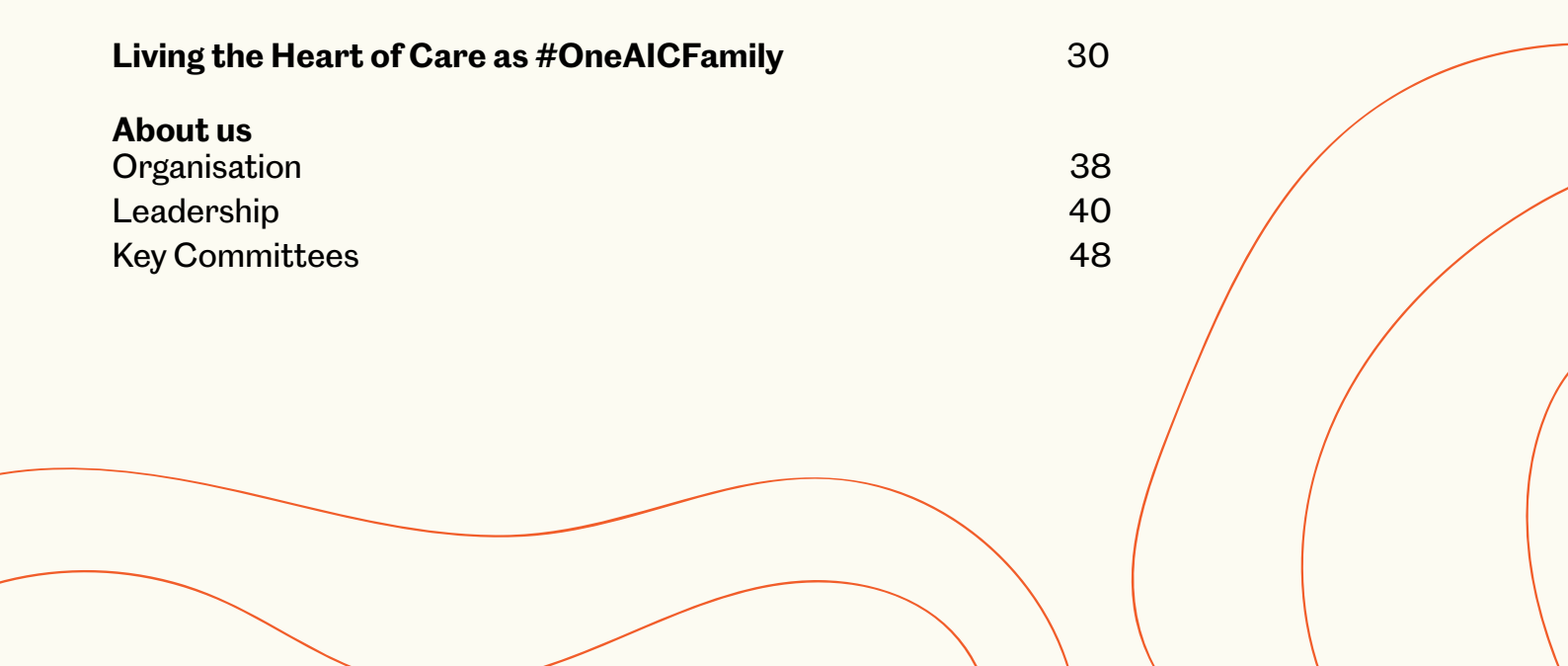
The Heart of Care

AIC Yearbook FY2021



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Inside The Heart of Care with Our Chairman and CEO

In this conversation between AIC Chairman Dr Gerard Ee and Chief Executive Officer Mr Tan Kwang Cheak, they discussed how the year has been a challenging one for AIC due to the rapid changes of COVID-19. They also commended AIC staff for overcoming the challenges.

On the nation's efforts to have seniors vaccinated, Mr Tan said AIC's Silver Generation Office has put in much effort to help seniors receive their vaccination and booster shots. He added that AIC has been working with partners in the sector to deliver home vaccination services to homebound clients. AIC has also been working with them on safe management measures, to keep seniors and clients safe.

Mr Tan pointed out that AIC plays a critical role in Healthier SG and is working with our Community Care partners to support the government's drive. One area is in manpower, where efforts are being made



to attract, develop, retain and strengthen the workforce. Mr Tan said AIC is collaborating with a few key partners on a job redesign project, which entails redesigning certain roles in the sector and creating a career pathway that will attract Singaporeans to join the sector for the longer term.

Dr Ee highlighted that AIC should harness IT as a key enabler. Mr Tan concurred and said besides working with sector partners, AIC is getting input from a technology council of leaders from the sector. The input is used to articulate the Community Care Digital Transformation Plan, to lay a roadmap for AIC to uplift digitisation levels to fully leverage digital technology and innovation.

On mental health, Dr Ee pointed out that it is a major issue brought on by the pandemic as people have had

to cope with multiple adjustments. He added that AIC needs to assess ways to align this aspect with Healthier SG. He recognised that people may have the misconception that Healthier SG is all about physical well-being, though mental well-being is equally important as well.

Additionally, Mr Tan also talked about supporting caregivers through the caregiving community health outreach team. Over the last 12 months, the team has helped around 1,500 caregivers. Mr Tan acknowledged there is more to be done, adding that AIC needs to continue working with our partners to improve the accessibility and type of programmes and support services in the community for caregivers.



**Delivering the
Heart of Care
to our Community**

Preparing to live with COVID-19

This year, our fight against COVID-19 continued. As part of the national shift towards a COVID-resilient Singapore, we supported Singapore's strategy of increased vaccination and testing protocols, taking steps with our partners to ensure that seniors, the vulnerable and the wider population remained supported and cared for.

Safeguarding seniors in need

With seniors being at higher risk during the pandemic, their health and safety remained a key priority for us throughout the year.

Our Silver Generation Office (SGO) extended outreach efforts to support the nation's COVID-19 vaccination drive. By partnering People's Association, SGO has attempted to engage more than 700,000 seniors over the year, encouraging them to get vaccinated by conveying key vaccination messages and facilitating their vaccination journey. Our staff also proactively escorted seniors to mobile vaccination sites and worked with volunteer doctors from Singapore Healthcare Corps to address seniors' medical-related concerns.



An SGO staff accompanying two seniors to get their booster shots

In April 2020, we extended the Meals on Wheels service, which delivers meals to frail and home-bound seniors, to include those under home quarantine. Over the period of April 2021 to March 2022, more than 470 seniors in need received meals twice a day, during home isolation.

The Medical Escort and Transport service was similarly extended to help ferry seniors to vaccination centres, in addition to the primary service of bringing frail and home-bound seniors for their medical appointments. Over 220 trips were made from April 2021 to March 2022.



Credit: ComfortDelGro MedCare

Ferrying home-bound seniors for their vaccinations

When the Home Recovery Programme was introduced in September 2021, SGO staff attended to over 1,500 sustenance support requests for essentials like meals, groceries and medical assistance. Our staff also made telephone check-ins to about 2,700 seniors to ensure that their needs were met.

Further, we recognised situations where dependent seniors would be in need if their caregivers test positive for COVID-19. To address this gap, the Ministry of Health (MOH) introduced the COVID-19 Step-in Home Care Support programme. We involved five home care providers to bring Home Medical, Home Nursing, Home Personal Care and Interim Caregiver Service to over 30 affected seniors, ensuring that they were cared for until their caregivers recovered.

Enhancing primary care for all

The primary care sector, specifically general practitioners (GPs), stood up to provide strong support in the prevention, detection and recovery of COVID-19. Recognising the strain they came under, we worked closely with them, offering them resources and support.

This includes disseminating the latest information, conducting webinars, mask-fitting clinic staff, and facilitating the delivery of Personal Protective Equipment (PPE) to clinics. We also sought funding and sourced for medical equipment. All these enabled the sector to remain safe and well-equipped as they care for our community.



Credit: Dr James Lee, Dr+ Medical Paincare

The PRPP enables GPs to digitise the pre-visit declaration process required for visiting patients

Prevention

With national vaccination rates tracking well in 2021, large-scale vaccination centres, which had been temporarily set up to serve the masses, began to wind down from July. This void was filled by our Primary Care Network (PCN) of GPs who are supported by shared nursing and care coordination resources. More than 200 Public Health Preparedness Clinics (PHPCs) stepped up to support community vaccination.

Detection

The early ring-fencing of COVID-19 cases was another key strategy to contain community spread. For this to be effective, we needed to ramp up our testing capacity. Doing so allowed us to quickly identify and isolate positive cases, ease the concerns of the worried well, and support special swab operations to prevent large clusters from forming.

Detection efforts stepped up in May 2021, when clinics under the Swab and Send Home (SASH) programme also started conducting pre-emptive Antigen Rapid Test (ART) testing for patients with acute respiratory infection symptoms. Within two weeks, 98 per cent of SASH PHPCs were onboarded.

By end 2021, 311 more PHPCs came onboard to provide ART testing. This brings the total to more than 900 PHPCs by March 2022.



A patient being swabbed at Mission Medical Clinic, one of the clinics under the SASH programme

Recovery

A major milestone in Singapore's road to endemic COVID-19 was the introduction of the Home Recovery Programme in September 2021, which allowed eligible patients to recover at home. We enlisted close to 300 PHPCs to ensure that these patients continued to receive the care they need.



Boosting care for the vulnerable

The Community Care sector serves those who need care and support. With COVID-19 safe management measures in place to restrict certain activities, we supported Community Care organisations as they, in turn, supported at-risk individuals among us.

Safer care delivery

We worked with Community Care organisations to put in place precautionary measures such as limitations on group sizes, visitations, and movement of healthcare workers across sites. We kept them updated on prevailing infection prevention and control measurements, and PPE requirements. These guided the organisations as they continued to deliver care and manage the emotional well-being of residents and their families. We also secured \$540,000 in funding to support them. With these efforts, more than 90 per cent of staff and over 80 per cent of clients and residents have received vaccinations and booster shots.

Video consultations

We facilitated more widespread use of video consultations as an MOH-approved mode of care delivery. Since its introduction the year before, video consultations have been extended to 10 service types, including home palliative care, benefitting more than 3,400 clients.



In February 2022, we started the Care@NH initiative to equip nursing homes to care for suitable COVID-19 positive residents with mild symptoms in-situ.

Together with our partners from MOH, hospitals and the National Centre for Infectious Diseases, we developed care protocols and guidelines on setting up and improving the environment to provide safe care for these residents. We also supported the nursing homes in managing the concerns of their next-of-kin. In collaboration with our healthcare partners such as hospitals' clinicians, we were able to assist the nursing homes on clinical queries, giving them a boost in caring for these residents in a familiar environment till their recovery.

Driving vaccinations

COVID-19 vaccination is the first line of defense against serious illness, particularly among the vulnerable. AIC supported the National Vaccination Programme by establishing various vaccination options for Community Care organisations, including in-situ vaccinations, mobile vaccinations, and home vaccinations.



Credit: The Salvation Army Peacehaven Nursing Home

A resident from The Salvation Army Peacehaven Nursing Home receiving her vaccination

Ready to respond

The COVID-19 Incident Response Team (CIRT), initiated by AIC in 2020, remained on standby to help Community Care organisations manage COVID-19 outbreaks. Throughout the year, CIRT extended much-needed support and operational capabilities to over 200 organisations, including nursing homes with multiple affected zones.



Over **200** Community Care organisations, including nursing homes, care centres and home-based service teams, received aid from our COVID-19 Incident Response Team.

Living well and ageing well

As Singapore moves from pandemic to endemic, AIC remained committed to meeting the changing needs of seniors, helping them access the care and support they need to stay active and engaged in the community.

Keeping seniors healthy and engaged

Preventive Health Visits

Working with healthcare professionals and organisations, our Silver Generation Office (SGO) designed a preventive healthcare approach to better care for our seniors and meet their diverse needs. The Preventive Health Visits involve having deeper conversations with seniors to understand what matters to them. A proof of concept for this new engagement approach was carried out with over 1,000 seniors. Using the insights gathered, we were able to refine our approach and shape the training for our Silver Generation Ambassadors.



Staff from SGO and Woodlands Health conducting face-to-face engagements with seniors

‘Let’s Grow Together’ campaign

In March 2022, SGO launched the ‘Let’s Grow Together’ campaign directed at seniors aged 60 years and above. The campaign aimed to deepen their understanding of SGO’s work, and serve as a timely reminder that Silver Generation Ambassadors are ready to journey alongside them as they reach the next milestone in life.

Primary Care Networks

Primary Care Networks (PCNs) are communities of GPs, supported by nurse counsellors and care coordinators, that provide step-by-step care for patients with chronic conditions such as diabetes, high blood pressure and high cholesterol.

It brings long-term disease management closer to home for many patients. There are over 600 PCN GP clinics caring for more than 180,000 patients with chronic conditions.



Dr Lim Chien Chuan (left) of Sims Drive Medical Clinic is a Clinical Lead of I-CARE PCN

AIC Wellness Programme

Despite the impact of COVID-19, we provided training for more than 80 staff from 36 Community Care facilities this year to better equip them to deliver a wider range of meaningful social and recreational programmes for seniors. Many of the courses were also refined so that they could be delivered virtually, ensuring staff were able to continually develop their activity capabilities while maintaining safe distancing measures.

Since 2014, our efforts under the AIC Wellness Programme have contributed to the introduction of training workshops in new activities like Creative Movement, Sensory Art, Social and Therapeutic

Horticulture, Drumming, Tai Chi, and Adaptive Sports. These, in turn, have enabled the sector to better engage seniors and improve their well-being. As of March 2022, the total number of staff trained from 215 Community Care facilities exceeds 1,130.



Over **1,130** staff from **215** Community Care facilities were trained to conduct new recreational and social activities for seniors.

Ready to implement activity toolkits

Recognising the activity resource constraints that Community Care organisations face, we developed three **toolkits** with ‘ready-to-implement’ activities and eight activity menus this year. More than 110 items, including details for outings, virtual content, as well as links to activities and other resources, are covered in the menus. Moving ahead, the range of content will be expanded. These resources were designed to make it quick and easy for Community Care organisations to meaningfully engage their seniors amidst COVID-19 restrictions.



New activity toolkits cover a range of ideas, including colouring activities for seniors, adaptive sports for wheelchair users, and other activities more suited for bedbound seniors

Wellness Support Package

We introduced the Wellness Support Package (WSP) as a three-year funding initiative in 2018 to enhance the frequency, quality, and variety of meaningful and social recreational activities offered to residents by eligible nursing homes. Supported by AIC and the Tote Board Community Health Fund, the initiative also helps nursing homes strengthen their in-house activity capabilities, growing their internal manpower resources for added sustainability.

This year, nine of the 36 participating nursing homes completed the WSP where, as one of the enhancements, they collectively introduced 55 new types of social and recreational activities to 1,300 residents. This enabled the residents to enjoy seated dance, seated Zumba, embroidery, Virtual Reality (VR) outings, music appreciation, and much more!



Credit: All Saints Home

A resident from All Saints Home who participated in a seated dance competition as part of the activities supported under the Wellness Support Package

Encouraging active ageing

Participation in adaptive sports and workout

In conjunction with GetActive! Singapore week, in July 2021, AIC and Sport Singapore supported Chong Pang Community Sports Club, and Sree Narayana Mission to hold Singapore's first virtual inter-nursing home Adaptive Sports Challenge 2021 @ Nee Soon. A total of 40 wheelchair users who were residents from All Saints Home (Yishun), Sree Narayana Mission, Sunshine Welfare Action Mission (SWAMI Home), and Villa Francis Home for the Aged participated in the virtual event.



Credit: Sport Singapore

Trainers supporting seniors from Community Care organisations in keeping active through weekly seated virtual workout session

The adaptive sports featured were from the 'Fit & Fun' Adaptive Sports Toolkit, that AIC developed in collaboration with SportCares, Sport Singapore. The toolkit features 14 adaptive sports which are suitable for clients of Community Care organisations who are wheelchair users.

We also worked with Sport Singapore to organise Singapore's first-ever virtual weekly seated workout for seniors in the Community Care sector.

Cycling Without Age Singapore

Cycling Without Age Singapore is a charity that AIC has linked with Community Care organisations since 2018. The partnership offers seniors electric trishaw rides around the neighbourhood. Due to COVID-19, sessions were temporarily paused, but steps were taken in December 2021 to pilot the safe resumption of onsite activities amidst COVID-19 restrictions. Over a one-month period, 88 seniors from four Community Care organisations and 30 volunteers participated in the trial, totaling 37 hours of rides. This helped resumption for a wider range of activities subsequently.



One of the Cycling Without Age activity resumption pilot sessions was held in partnership with Sree Narayana Mission

Intergenerational engagements

When younger and older generations build ties, it improves both groups' well-being. This year, we partnered PAP Community Foundation's PCF Sparkletots Preschools, Community Chest, Early Childhood Development Agency (ECDA), and Youth Corps Singapore to create meaningful opportunities for the young and old to interact.

This included enabling seniors across 34 nursing homes and senior care centres to interact with children from 131 PCF Sparkletots Preschools as part of the AIC and PCF's intergenerational programme, as well as 17 nursing homes and senior care centres with 19 preschools through 21 partnerships as part of ECDA's 'Smart Small Dream Big' initiative.



(Left) A resident from ECON Medicare Centre (Braddell), and (right) a child from PCF Sparkletots Preschool @ Braddell Heights Blk 417 co-creating an art piece together despite working separately due to COVID-19 safe distancing measures

To support pre-schools as they moved their interactions to virtual platforms, a new section on virtual engagement and bonding tips was included in the introductory guide 'Befriending Seniors – An Educator's Guide to Promoting Intergenerational Ties' which we co-developed with Community Chest.

‘Yolden’ Programme

As part of the ‘YOLDEN’ programme, AIC and volunteers from Youth Corps Singapore were matched to seniors at Community Care organisations for regular art- or sports-based activities.

We expanded the intergenerational collaboration to engage more seniors living in the community under the ‘WE+65’ pilot with Active Ageing Centre Blossom Seeds Limited. A total of 19 engagement sessions were conducted, in addition to two house visits when safe distancing measures allowed. All activities were organised safely under prevailing safe management measures.



Credit: Youth Corps Singapore

Youth volunteers from Youth Corps Singapore engaging seniors of Active Ageing Centre Blossom Seeds Limited in adaptive sports-based activities in line with prevailing safe distancing measures

Delivering care in the community

Active Ageing Centres and Active Ageing Care Hubs

In 2021, AIC supported MOH in the implementation of the new service model involving 60 Active Ageing Centres and Active Ageing Care Hubs. These drop-in centres provide a suite of services to support seniors to age in place within their community. These services include **A**ctive Ageing, **B**efriending, as well as **C**are and Support through information sharing and referral.

The model aims to support seniors in ageing healthily, and enables them to access quality care in a timely manner. It also allows seniors to contribute back to the community as they wish, and build strong social networks.

At the same time, we introduced Community Screener in May 2021 to proactively identify seniors who may be potentially or currently at-risk of health and social vulnerability. Early identification allows for timely interventions and prevention of conditions deteriorating.



Over **600** from more than **60** Centres were trained in using the Community Screener as a tool to identify at-risk individuals.

Community Case Management Service

Through our Community Case Management Service, this year, we were able to support over 1,700 vulnerable seniors with complex care needs so that they can continue ageing in place. Case managers from six providers assessed, coordinated and managed the necessary care services while providing support to their families and caregivers.

Meals on Wheels

Frail and homebound seniors who were unable to prepare meals on their own, and did not have caregivers to rely on continued to benefit from the Meals on Wheels service. They received lunch and dinner at their doorstep every day, including weekends and public holidays, with meal types and textures catered to their dietary needs. From April 2021 to March 2022, more than 8,200 meals were delivered daily to seniors island-wide.



A volunteer delivering meals to seniors

Medical Escort and Transport

Commuting is a barrier to accessing care for many seniors. The Medical Escort and Transport (MET) service ferries frail seniors to their medical appointments. This year, we completed refinements to the service model where seniors are grouped into different tiers with corresponding funding arrangements. Between October and December 2021, about 2,600 seniors were successfully transitioned onto the new service model.

Centre-based transport

We continued to work with day care centres and transport vendors to address the transportation needs of seniors who visit them for daily and sessional activities. As many of these seniors are wheelchair-bound or living with dementia, centres can rely on our list of transport vendors to ensure reliable and affordable transportation for seniors to continue receiving centre-based care.

Extending financial assistance

Enhanced funding for assistive devices

We are part of an inter-agency team involved in the enhancement of the Seniors' Mobility and Enabling Fund (SMF). The enhanced scheme was launched in February 2022.

Eligible seniors can receive replacement and/or repairs for their assistive devices, higher subsidies for easily worn out devices such as commodes and spectacles, as well as customised and specialised devices for seniors with more specific needs.



More than 38,000 seniors can get greater support under the enhanced SMF scheme

ElderShield and eServices

In November 2021, AIC became the one-stop agency to administer the two national disability insurance schemes of ElderShield and CareShield Life. AIC is the one-stop agency to administer the two national disability insurance schemes of ElderShield and CareShield Life. Over 1,200 Eldershield claims were successfully filed and approved by AIC from November 2021 to March 2022.

The public can apply for the scheme through AIC's eServices for Financing Schemes (eFASS). In December 2021, we extended the use of eFASS to our community partners, allowing them to support their clients in making applications and transacting with AIC on finance matters. More than 60 nursing homes have been successfully onboarded onto eFASS.

Promoting well-being

As we work towards a healthier Singapore, AIC runs programmes and initiatives to encourage the general population to care for their health and wellness. Our efforts are also directed at destigmatising issues on mental health and dementia, as well as raising awareness of when, how and where to seek help.

Building mental health and dementia awareness

It's Okay – Take 5

Ahead of World Mental Health Day in October 2021, we launched the 'It's Okay – Take 5' campaign in collaboration with the Institute of Mental Health (IMH), Health Promotion Board (HPB), National Council of Social Service (NCSS), as well as over 20 community and corporate partners.



Landmarks including Marina Bay Sands were lit up in blue, to commemorate World Mental Health Day 2021.

Designed to reduce the stigma associated with mental health issues, the campaign featured a series of virtual workshops, webinars and activities. Together with a strong social media push, our messages reached over 1.8 million users on Facebook.

41 landmarks around Singapore were also lit in blue between 10 and 31 October to raise awareness and encourage people who were “feeling blue” to open up about their challenges.

Enabling Festival

For two weeks from 22 October to 4 November 2021, we supported the Enabling Festival, presented by Enable Asia. The annual event, held virtually, showcased the experiences of persons living with dementia, and their caregivers through the theme ‘Taste’.

It allowed over 5,500 participants to understand what it means to live with dementia through powerful sensory experiences like cooking programmes, and conversations over coffee.



Credit: Enable Asia

Mdm Rahayu Mahzam, Parliamentary Secretary of MCI and MOH, who graced the opening of Enabling Festival 2021, is cooking her favourite dish with her mother

Building a dementia-friendly Singapore

Dementia-friendly Community

Within Dementia-friendly Communities (DFC), community members like residents, businesses, schools and healthcare providers are supportive of persons living with dementia. At the same time, the neighbourhood is enhanced to be safe, inclusive, and easy to navigate.



The Yio Chu Kang DFC was launched by Prime Minister Lee Hsien Loong (third from right) and Advisor for Yio Chu Kang constituency Mr Yip Hon Weng (right) on 4 December 2021

In February 2022, we expanded our partnership with transport operator SMRT to make Singapore's public transport network more dementia-friendly. As a part of the collaboration, all 98 of SMRT's train stations across Singapore will be listed as dementia Go-To Points (GTP) by the end of 2022.

We also rolled out the dementia-friendly themed 'Kindness Seats' in SMRT train stations. These seats were wrapped in brightly coloured decals to be more visible for seniors and persons living with dementia to prevent injuries and falls.

We also added more GTPs, including the Esplanade, Singapore's first dementia-friendly arts venue, as well as mosques, and transport nodes by operators like SBS Transit, Go Ahead Singapore and Tower Transit. This creates an island-wide safety net for persons living with dementia to seek assistance if they get lost.



Besides providing a resting place for commuters, the 'Kindness Seats' seek to spread the message of dementia-friendly acts among commuters towards persons living with dementia who may need assistance during rides

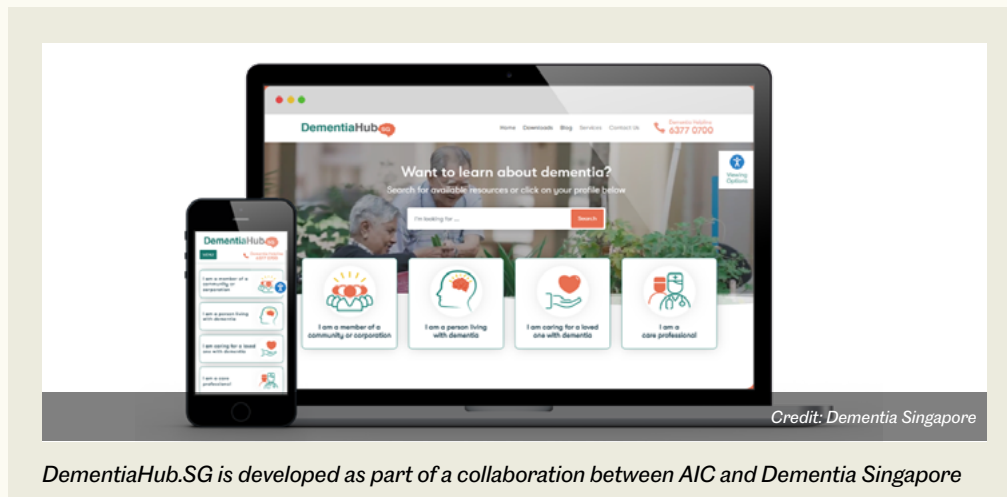
All About Dementia – Ask the Experts

In April 2021, we introduced a six-part video series, 'All About Dementia – Ask the Experts' where we invited medical experts and caregivers to answer frequently asked questions. The topics ranged from diagnosis and treatment as well as financial and legal planning, to caring and communicating with persons living with dementia. These videos racked up around 800,000 views on Facebook and YouTube.

Digital resources and tools

In September 2021, AIC and Dementia Singapore launched Singapore's first one-stop virtual resource portal on dementia. Dementiahub.sg seeks to equip persons living with dementia, caregivers, care professionals, and members of the community with reliable, verified and accurate information relating to the condition.

Shortly after, in November 2021, the CARA mobile app was introduced as a digital dementia care companion by AIC, NCSS, and tech company Embreo. CARA stands for Community, Assurance, Rewards, Acceptance, which are the app's four main functions.



We co-developed the **360° Virtual Reality Dementia-Friendly HDB Home Design Guide** with Dementia Singapore in December 2021. It is a localised guide for caregivers to make their homes dementia-friendly, enabling persons living with dementia to move around safely, and comfortably within the place they live in.

Programme for post diagnostic support

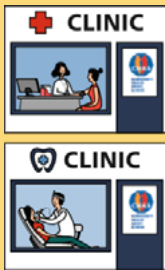
The Post-Diagnostic Support Programme for persons newly diagnosed with dementia and their caregivers (PDS-Dementia) provides assistance for six months upon referral. During this period, caregivers receive timely support, resources and coordinated access to care services to help them manage their loved ones' condition.

Improving health and healthcare

Community Health Assist Scheme

The Community Health Assist Scheme (CHAS) enables all Singapore citizens, including Pioneer Generation (PG) and Merdeka Generation (MG) cardholders, to receive subsidies for medical and dental* care at participating GP and dental clinics. 2021 marked the tenth year since its introduction. To sustain public awareness about CHAS, we ran a publicity campaign with digital and out-of-home advertisements. We also turned to social media to promote the importance of proper chronic disease management.

**Only for CHAS Blue/Orange, PG and MG cardholders*



As of March 2022, over **2,000** GP and dental clinics have been enrolled in CHAS, supporting **1.9** million CHAS, Pioneer Generation and Merdeka Generation cardholders.

Advance Care Planning

Advance Care Planning (ACP) is the national programme that empowers Singaporeans to choose how they would like to be cared for. It helps open critical conversations between people and their loved ones on their preferred plan of care in the event that they can no longer make or communicate their own care decisions.

This includes end-of-life palliative care, where the focus is on improving the quality of life of patients through the prevention and relief of suffering. End-of-life planning resources are also available on mylegacy.life.gov.sg to help people more start planning ahead.

To encourage more people to start pre-planning, this year, over 100 ACP roadshows were conducted, and more than 650 additional healthcare professionals were trained to have ACP conversations with their patients.

We also organised ACP Week 2021, working with ministries and media partners to deepen public awareness about ACP and the Lasting Power of Attorney. A new video series 'Ask The Expert: Advance Care Planning' was also developed to address common misconceptions around ACP. These efforts contributed to over 3,000 ACPs completed this year.

Supporting caregivers

Caregivers play an important role in providing support and encouragement to seniors, persons living with mental health issues, and dementia. Caring for themselves, however, is essential too. This year, we led the enhancement of MOH's Caregiver Support Action Plan to provide caregivers with more information and greater support.

Easing care navigation

AIC Link and other touchpoints

AIC Link is a one-stop information and care navigation service point. Guidance and advice are provided to caregivers and their loved ones on getting the right care at the right place, enabling seniors to age-in-place. It also managed queries, and addressed concerns related to ElderShield when AIC took on the management of the national scheme in November 2021. Across the year, over 24,000 people accessed and benefited from the nine AIC Links located across the island.



AIC Link supported over 24,000 people with essential information about caring for their loved ones' post-discharge



AIC received **2** compliments for every **1** feedback for improvement and achieved an average satisfaction rate of **97%**.

In addition, we provided assistance to seniors and caregivers via the AIC Hotline (1800-650-6060), which handled more than 104,000 calls over the year. Our website, which serves as a one-stop resource portal, welcomed over 700,000 visitors. We also tapped on our social media presence across Facebook, Instagram, LinkedIn and TikTok to share information on ageing and care support with a combined follower base of over 72,000 people.

In October 2021, we carried out an analysis of public feedback received across all touchpoints, including AIC Link, AIC Hotline, and SGO engagements. This exercise revealed that we received twice as many compliments as feedback for improvement, with an overall 97 per cent client satisfaction rate. While we are delighted by the results, we will continue to seek improvements in our service quality and deliver.

Providing support and services

Integrated Community Mental Health Networks

Integrated Community Mental Health (CMH) networks were created in support of persons with mental health issues and their caregivers, so that they can age well in the community. Each network comprises community outreach, intervention and specialist-led teams as well as partners who provide care and support in the community.

As GPs and polyclinics deliver primary care closer to home, they can offer mental health services in a less stigmatising environment. We are working with MOH, and PCN to implement the PCN-Mental Health (PCN-MH) programme. This year, we secured commitment from nine out of the 10 PCNs in Singapore to participate in PCN-MH programme.



Dr Leong Choon Kit (right) of Mission Medical Clinic is the Clinical Lead of Class PCN, and he is also an advocate of the PCN-MH Programme

Caregiver Support Network

Caregiving is often a long journey which requires much devotion, both physically and mentally. The Caregiver Support Network (CSN) is a peer support network and safe community space that promotes self-care, mindset change, and recognition among caregivers. It empowers them to care for themselves and their loved ones through mutual emotional support, and self-help resources. A **toolkit** and a **video** have been developed to provide guidelines and empower partners to set up CSNs.



To encourage caregivers to take care of themselves, Queenstown Caregiver Connect, one of the CSNs, organised a series of manicure sessions

Caregiver Community Outreach Team

Over 1,600 caregivers reached out to our Caregiver Community Outreach Team (CREST-CG) this year for additional support in caring for loved ones who are at risk or living with mental health conditions. CREST-CG is a basic community safety network that provides emotional support and care service linkage for caregivers in distress, while raising public awareness of mental wellness and the early recognition of mental conditions.



Over **1,600** caregivers received support from our Caregiver Community Outreach Team.

Home-based Respite Care

The Home-based Respite Care programme supports caregivers of end-of-life persons by providing them with time to rest while care professionals step in to tend to their loved ones for an interim period. For many caregivers, this is a much-needed respite from the emotional toll and round-the-clock duties involved as their loved one reaches the final stages of life.

Over the year, AIC's efforts were focused on enhancing public health and enabling seniors to age happily and healthily in place. As Singapore emerges from the shadow of the COVID-19 pandemic, we are in a strong position to leverage our partnerships across the primary, tertiary and community care sectors to progress towards our collective vision of a Healthier SG.



Over **300** home palliative patients and caregivers received support from the Home-based Respite Care programme since it was introduced in 2019.



**Strengthening the
Heart of Care
across our Network**

Supporting the Community Care sector

Community Care Organisations stand at the frontline of care delivery. All through the pandemic, we worked closely with them to safeguard public health and now, our partnership continues as we strive to achieve our nation's vision of a Healthier SG.

Developing strategies and goals

Community Care Work Plan Seminar

We hosted the 2021 edition of the annual Community Care Work Plan Seminar virtually, recording an 86 per cent increase in attendees compared to 2019's in-person edition. The seminar brought together the sector to work in concert and uplift their capabilities while staying aligned with national priorities.

AIC, together with Ministry of Health (MOH) and the sector, co-developed Sector Goals and a suite of enablement roadmaps. These served as a guide for the sector to work cohesively towards addressing evolving trends and challenges, as well as changing client needs and aspirations.



Presentation by Mr Chern Siang Jye, Group Chief (Sector & Partnerships Division), AIC

Singapore Mental Health Conference 2021

In August 2021, we jointly organised the Singapore Mental Health Conference in partnership with the Institute of Mental Health (IMH), National Council of Social Service (NCSS), and Health Promotion Board (HPB). The sixth edition of the annual conference was held virtually, with a record high of 1,300 registered delegates. Over the two days, we explored the 'Future Paradigms of Mental Health' with 70 international and local speakers. They weighed in on the opportunities and challenges related to mental healthcare in context of the pandemic.

Expanding capabilities

Expanding the sector's capacity

As Singapore's community care needs grow, we continued to work in tandem with MOH to develop the sector's service capacity. This year, we supported the opening and operationalisation of five nursing homes, one Chronic Sick Unit, as well as eight Senior Care Centres.

We also collaborated with Home Personal Care providers to ramp up capacity by over 200 places. This helps to ensure that the community is cared for while sector partners are supported in their delivery of quality care services.



AIC supported the operationalisation of the Methodist WelfareServices' Senior Care Centre on 1 November 2021

Enabling the Community Care sector

Our support for the Community Care sector is wide-ranging. From attracting and retaining talent, to improving delivery and quality of care, all that we do contributes to our shared goal of enabling people to live well and age gracefully.

Deepening the talent pool

'Born to Care' campaign

In May 2021, we launched phase two of 'Born to Care', our branding campaign for the Community Care sector. The campaign was headlined by a social experiment video about Singaporeans showing care and concern. It featured both offline and online advertisements, as well as media engagements that highlighted caring as a calling.

Overall, we achieved a 16 per cent increase in public awareness. Positive sentiment also translated into a 12 per cent increase in the general population who would consider working in the sector.

Community Care Salary Enhancement

To increase the attractiveness and competitiveness of the sector, the Community Care Salary Enhancement initiative was introduced in July 2020 for local nurses and support care staff. This was enhanced in July 2021 to include all nurses, allied health professionals, pharmacists, as well as administrative and ancillary staff, including support care staff in publicly-funded Community Care organisations.

Scaling manpower resources

Community Care organisations faced significant surges in manpower needs this year, with care demands rising, and COVID-19 creating operational disruptions. We supported them by redeploying close to 200 aviation staff as Care Ambassadors to more than 10 participating Community Care organisations, and also called for more to join the sector via SG Healthcare Corps.

Recruitment efforts were also scaled up via SGUnited Jobs, and organising over 40 job fairs and outreach activities with our Community Care partners. More than 70 step-in care staff from various Community Care organisations were also deployed to other nursing homes to support their operations when they were affected by COVID-19.



Close to **200** aviation staff were redeployed as Care Ambassadors to support Community Care organisations programme.



Deployed more than **70** step-in staff to support operations at nursing homes affected by COVID-19.

Community Care Job Redesign

We piloted a Job Redesign trial with four Community Care organisations between May and September 2021 as part of the sectoral workforce transformation. We aimed to create value-added support care roles by blending various support care functions in order to uplift a role's job size, value, and career attractiveness. After testing the redesigned roles in a nursing home, senior care centre, and community hospital, 87 per cent of trial participants believed it was attractive.



Participants of the Job Redesign trial

AIC and MOH will begin the second phase of the pilot in July 2022, with up to an additional eight CCOs onboard. The Job Redesign initiative is expected to be progressively rolled out across the Community Care sector by 2024.

Community Care and Community Nursing Scholarships

As part of ongoing efforts to grow a pipeline of allied health and nursing leaders in the Community Care sector, we awarded 12 Community Care Scholarships and six Community Nursing Scholarships this year.

Community Care Manpower Development Award

To encourage more people to pursue and grow a career in the Community Care sector, the Community Care Manpower Development Award (CCMDA) funds up to 90 per cent of entry and advanced skills training for in-service staff. It is also available for students and mid-career switchers with a passion for Community Care.

In September 2021, we held the CCMDA ceremony to celebrate professionals across 31 Community Care organisations who committed to upskill themselves to deliver better care. A total of 143 awards were conferred between April 2021 and March 2022.

Building skills at scale

Leadership development

To grow the pipeline of Community Care leaders for succession planning purposes, we continued the IMPACT Leadership and IGNITE Leadership programmes this year. Both programmes are designed for mid-career professionals.

The five-day IMPACT Leadership training guided more than 50 managers in unlocking their leadership potential, while the IGNITE Leadership programme helped over 80 new and current managers deepen their understanding of the evolving sector and build peer networks.

AIC also conducts two training programmes specifically for leaders of Community Care organisations. This year, the INSIGHT Leadership programme delivered customised training to 26 leaders as they seek to drive performance within their organisations.

The bi-annual INSPIRE Leadership programme took its C-suite cohort through a rigorous curriculum that included peer learning, governance and financial sustainability.



Credit: SMU Executive Development

Participants of the IMPACT Leadership programme that was held in July 2021

Sector competencies in mental health

As part of the Community Mental Health Masterplan, our efforts to deepen sector capabilities, and increase awareness of mental health conditions are ongoing. This year, we engaged over 40 community mental health service providers and industry experts to enhance the two existing competency frameworks – the Mental Health Competency Framework (MHCF), and Dementia Care Competency Framework (DCCF).

This helped to ensure consistency of competency standards, and delivery of care across the sector, while providing a more holistic overview of potential training gaps. We also continued mental health training for frontline officers and community partners, with over 55,000 currently trained to identify and respond to persons with mental health conditions.



Irene Tay, Assistant Manager (Vector Control) from the National Environment Agency, is one of the frontline officers and community partners trained to identify and respond to persons living with mental health conditions

Community Care Nursing Leadership Programme

This year, 19 Senior Nurses and Nurse Managers identified for future leadership positions were accepted into the Community Care Nursing Leadership Programme. The programme seeks to strengthen the pipeline of nursing leaders for the Community Care sector with a three-year and five-year track to cater to succession planning needs of their Community Care organisations.



Credit: National Kidney Foundation

One of the participants is Ms Zhang Xia (right), Senior Clinical Nurse Manager at the National Kidney Foundation, who gained effective mentoring and strategic decision making skills from the programme

As part of their training, the nurses will have Individual Development Plans based on the Community Nursing Competency Framework and undergo rigorous clinical training, leadership development, attachments, executive coaching, networking and peer learning sessions.

AIC Learning Network

We aim to support the upskilling of staff's competency across the Community Care sector. Together with the eight learning institutes, a total of 295 courses are currently offered in the areas of clinical training, quality assurance and improvement, behavioural and psychosocial health and wellness, leadership and people management, as well as governance and organisational excellence.

The Community Care Learning Management System has undergone a major enhancement to allow learners to access via their SingPass. Close to 9,000 community care workers can access the learning portal. To encourage self-directed learning, 47 free non-synchronous e-courseware have been loaded onto the portal.



AIC Learning Network was expanded to include **8** learning institutes and **2** learning partners, offering over **290** courses.



Close to **9,000** Community Care workers have access to the Community Care Learning Management System.

Improving care quality

Quality Roadmap

A Quality Roadmap: 2021-2026 has been introduced to guide the Community Care sector's development. Taking strategic direction from this, we will focus on developing an ecosystem approach to quality improvements. This will be with the view of shifting the sector towards more holistic, person- and community-centred care, while bringing greater clarity to what quality care looks like.



To implement and drive the strategies and initiatives outlined in the Quality Roadmap, AIC will work with the new Community Care Quality Advisory Committee (CCQAC). The CCQAC is co-chaired by Ms Jenny Sim Teck Meh from Ren Ci Learning Academy, and Ms Heidi Rafman, Chief of AIC's Quality and Productivity Division and Healthy Ageing Department, for a three-year term starting 1 February 2022. It comprises members from various sub-sectors, including nursing homes, centre- and home-based care.

Clinical Quality Improvement Collaboratives

We embarked on five new Clinical Quality Improvement Collaboratives with 11 organisations operating nursing homes across 14 sites. This brings our year's total participation to 27 organisations operating nursing homes, and 43 nursing home sites. Under the programme, which is funded by MOH, participating nursing homes commit to adopting evidence-based care guidelines to improve clinical quality, and benefit their residents with safe and effective care.



Process Improvement Collaboratives

We partnered five nursing homes and one community hospital in Process Improvement Collaborative workshops this year. The sessions brought Community Care organisations together to develop interventions using a systematic approach of quality improvement methods, and best practice sharing from subject matter experts.

The ideas generated from the workshops directly translated into an 18 per cent improvement in time savings for the showering process with zero related falls. There was also a 29 per cent improvement in time savings for the nasogastric tube feeding process while reducing aspiration pneumonia and avoidable hospitalisations for the nursing homes.



Staff from Sunshine Welfare Action Mission attended the 6S Training and Improvement Workshop held by AIC

We also worked with the community hospital in streamlining their home care services process to improve on client and staff satisfaction level.

We continued to conduct 6S immersion workshops with Community Care organisations to strength foundation quality improvement skills. The implementation of 6S Improvement projects have enabled six participating organisations to achieve 78 per cent time savings.

Raising productivity through digitalisation

Healthcare Productivity Fund

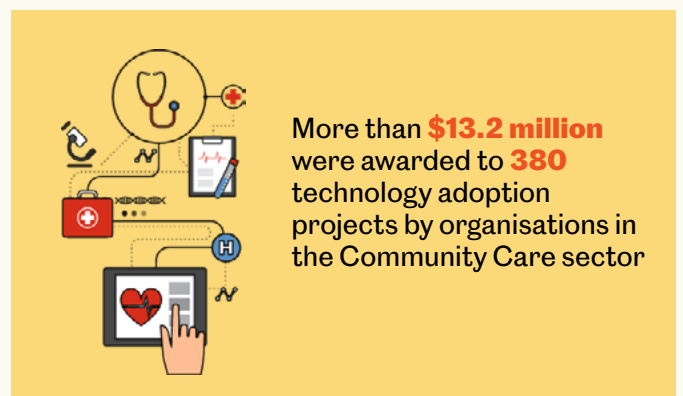
The Healthcare Productivity Fund was introduced to encourage quality and productivity improvement in the Community Care sector.

It has been a vital source of support for the Community Care sector, with more than 80 per cent of organisations tapping on it for their productivity improvement efforts.

By 31 March 2022, over 380 technology adoption projects valued at about \$13.2 million were approved under the Healthcare Productivity Fund. The Community Care organisations saved more than 1,040 manhours through their projects.

To advance this, we have developed a new strategy, and are partnering MOH to secure additional support in the form of a Productivity and Digitalisation Uplift Fund.

We are also working on a structured framework help Community Care organisations uplift digitalisation levels. Through this, productivity and job satisfaction can be enhanced, so as to better support seniors and clients in the community.



Driving productivity in nursing homes



Credit: Hope Technik Pte Ltd

One of the AMRs tested is the Sesto Magnus which is used to transport meals, linen and consumables

AIC, together with MOH and MOH Holdings, embarked on two key initiatives with the aim of identifying productivity improvement opportunities, and developing frameworks to guide nursing homes and other Community Care organisations in productivity improvement.

One of the initiatives was the SWIfT, or Smart Workflow Infrastructure and Technology Study. It involved looking into productivity improvement opportunities in nursing homes through a holistic review of processes, technology usage, and infrastructure layout in a nursing home ward.

The second initiative was the Autonomous Mobile Robot (AMR) project, which explored the use of robotics to automate manual and laborious tasks in nursing homes.

Engaging the Community Care sector

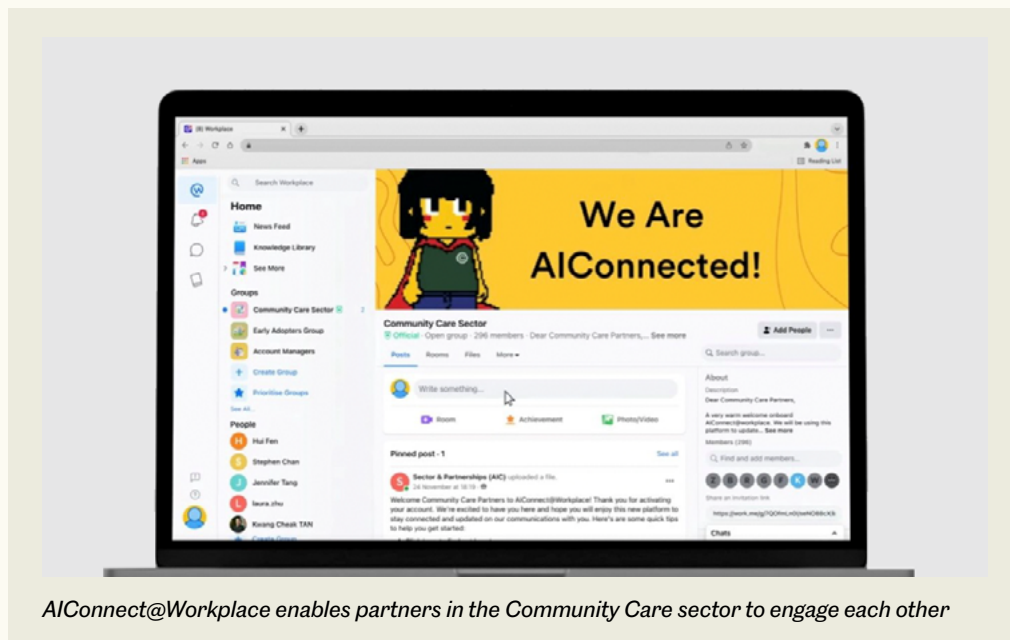
Driven by a common purpose and shared values, AIC regularly creates opportunities for the Community Care sector to gather, bond, and celebrate their collective achievements. We also join hands with our partners in the sector to support Singapore's Healthier SG strategy and improve health outcomes for the population.

Community Care Day

In November 2021, we celebrated the dedication of everyone working in the Community Care sector. The 2021 edition of Community Care Day welcomed close to 200 attendees virtually, and saw the introduction of two new awards – the Super Committed Hero Award, and the Supertasking Hero Award. The Friends of Community Care awards were also presented to corporate partners for their contributions to the sector.

AIConnect@Workplace

In January 2022, we introduced AIConnect@Workplace as a digital community space for the Community Care sector. This involved the innovative use of Workplace by Meta, which is a feature that organisations typically use for internal communications. AIConnect@Workplace not only connects AIC to sector partners, but also encourages providers to interact with one another, as we build a more vibrant and engaged sector.



AIConnect@Workplace enables partners in the Community Care sector to engage each other

Through the course of the year, we also issued over 320 advisories and hosted more than 40 webinars to keep the sector updated on COVID-19, and other sector-wide policy announcements.

Partner visits



AIC staff visited Lions Befrienders to learn about the technological innovations

As part of our continuous effort to engage the sector, we organised visits to our partners. During the sessions, we were able to connect with their staff, and understand more about new initiatives they have introduced.

We were also able to identify best practices that can be shared and replicated across the sector. This allows us to gain more insights into the opportunities and challenges faced by Community Care organisations, so that we can ideate and co-develop solutions.

In our visit to Lions Befrienders, for example, we learnt about the technological innovations that they have put in place to facilitate care delivery. Meanwhile, our interaction with Home Nursing Foundation's staff helped us understand their operational practices and strategic focus areas.



Living the Heart of Care as #OneAICFamily

Driven by purpose

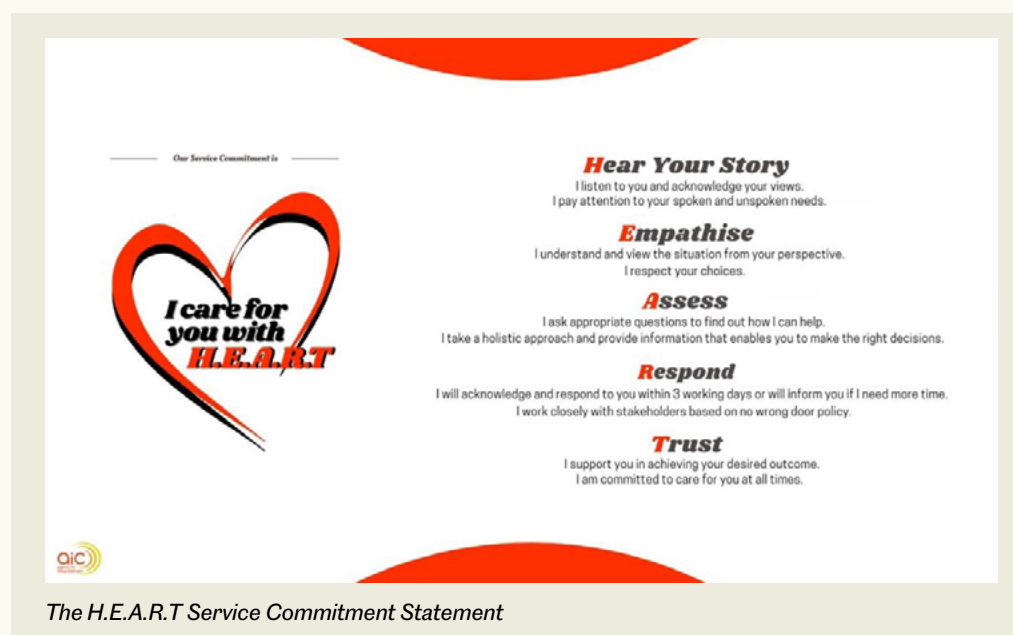
At AIC, we believe that a small act of care can make a big impact on someone's life. We are driven by a shared purpose to make caring easier and lives better by fostering connection and collaboration throughout our community. We bring together Community Care providers, the healthcare sector, as well as everyday Singaporeans who give and receive care. That is our promise of care.

The Heart of Care

In February 2022, AIC unveiled a refreshed brand identity, centred around 'The Heart of Care'. This speaks to our role as Singapore's National Care Integrator, and how we bring the entire community together to better lives through care. It also showcases the caring approach we bring to all our interactions, where services are always delivered with heart.

AIC Service Commitment

In tandem with our refreshed brand promise, we introduced a new Service Commitment Statement, 'I care for you with H.E.A.R.T'. This was launched during our internal Innovation & Learning Fiesta in November 2021, and was introduced to all our employees as a compass to guide how they engage all clients and stakeholders.

The graphic is a white rectangular card with red curved borders at the top and bottom. On the left, there is a large red heart outline. Inside the heart, the text 'I care for you with' is in black, and 'H.E.A.R.T' is in red. Above the heart, the text 'Our Service Commitment is' is in small black font. To the right of the heart, the five components of the H.E.A.R.T acronym are listed in bold red text, each followed by a description in black text. At the bottom left of the card is the AIC logo. Below the card, the text 'The H.E.A.R.T Service Commitment Statement' is written in black.

Our Service Commitment is

Hear Your Story
I listen to you and acknowledge your views.
I pay attention to your spoken and unspoken needs.

Empathise
I understand and view the situation from your perspective.
I respect your choices.

Assess
I ask appropriate questions to find out how I can help.
I take a holistic approach and provide information that enables you to make the right decisions.

Respond
I will acknowledge and respond to you within 3 working days or will inform you if I need more time.
I work closely with stakeholders based on no wrong door policy.

Trust
I support you in achieving your desired outcome.
I am committed to care for you at all times.

AIC

The H.E.A.R.T Service Commitment Statement

Striving for excellence

This year, the Achieving Corporate Excellence Service (ACES) Quarterly Award was presented to 38 staff for their outstanding achievements and dedication to their work. These staff have demonstrated AIC's core values, and championed our service commitment of H.E.A.R.T to our clients and stakeholders.

Our commitment to excellence was also acknowledged by the sector in 2021, as we were conferred two Public Service Transformation Awards – the Star Partner Award and the One Public Service Award.

We were nominated for the Star Partner Award by People's Association in recognition of our Silver Generation Ambassadors' pivotal role and strong partnership in encouraging eligible seniors to get vaccinated quickly. We attained the One Public Service Award for COVID-19 Vaccination Operations as we were part of the multi-agency team that

achieved high vaccination rate for Singapore within months. This enabled the safe re-opening of our economy, society and borders as quickly as feasible.



Deputy Prime Minister Mr Lawrence Wong (right) presented the Star Partner Award to Mr Sim Tiong Kian, Chief (Silver Generation Office), AIC (left)

Connected as family

The key to achieving our vision and goals is to build #OneAICFamily based on our caring, cohesive and collaborative culture. With the world of work shifting significantly since the onset of the pandemic, we made it a priority to ensure that our staff continued to be well engaged and cared for. We also took steps to transform our workplace to better meet their changing needs.

Engaging our staff

AIC Workplan Seminar

In April 2021, we brought our staff together for our first hybrid AIC Workplan Seminar themed "The Next Lap: Emerging Stronger & Better Together". Mr Masagos Zulkifli, Minister for Social and Family Development and Second Minister of Health, graced the event as our Guest of Honour.

He acknowledged AIC's achievements and contributions to the community, and spoke about AIC's evolving role in the health-social continuum. This was echoed by our Chairman Dr Gerard Ee and CEO Mr Tan Kwang Cheak, as they emphasised that AIC's key strategic priorities remain mission-critical in the years ahead.

The event provided staff with better understanding of our purpose of enabling Singaporeans to live well and age gracefully, and help build Singapore as one of

the best places to age well. As we continue to put our seniors and clients at the centre of what we do, we will continue to transform ourselves, and strengthen our capabilities to emerge stronger and better as #OneAICFamily.



(From right) Dr Ee, Mr Masagos and Mr Tan spoke at AIC Workplan Seminar 2021

AIC in Conversation

Throughout the year, our employees had 12 opportunities to engage senior leaders in informal dialogue. These 'AIC in Conversation' sessions allowed employee voices to be heard while giving leaders a better understanding of sentiment on the ground.

Kopi Chats

Once a month, employees enjoy 'Kopi Chats' with our CEO Mr Tan Kwang Cheak, and other senior leaders. These one-hour sessions serve to keep employees updated on the latest happenings within the organisation, and provide ample opportunities for them to raise questions, or share their thoughts.



An emailer on the July 2021 'Kopi Chat' session

Prioritising wellness and well-being

Holistically healthy

At AIC, we strive to support our employee's physical, mental and social well-being through various programmes and initiatives.

We encourage all staff to invest time and effort to maintain their holistic health through initiatives like 'Wellness Wednesdays', where they have a dedicated hour for activities such as virtual workouts and emotional health workshops.

To support our employee's mental well-being, our AIC Peer Support System, comprising our very own staff, has also grown to more than 50 volunteers. This was further augmented with an Employee Assistance Programme involving two external counselling partners, providing our employees with more avenues to receive support.



Staff who took part in the Cycle for a Cause event in October 2021

Together as #OneAICFamily

Fostering social connections and strong relationships with our colleagues are key in having a cohesive and collaborative workplace.

We introduced 'Fantastic Fridays', where the fourth Friday afternoon of each month is free of meetings. Staff are encouraged to spend time for personal reflection, or connection and collaboration within teams.

With COVID-19 restrictions in force, and remote work being the norm this year, we doubled efforts to bring the entire AIC family together. We hosted organisation-wide events, ranging from our annual staff townhall, AIC birthday celebrations and year-end party, to sector celebrations like SAF Day, Nurses' Day, and Community Care Day.



Ready for the future

As we prepare for the challenges and opportunities that lie ahead, people development remains a key priority for us. Our culture guides us to support our employees as they acquire the skills they need to do their work better while forging meaningful careers with us. This puts us in a better position, individually and as an organisation, to help bring the Healthier SG vision to fruition.

Developing our people

Corporate Project Teams

The Corporate Project Team (CPT) is a new purpose-led initiative started in May 2021. It was designed to leverage our employees' diverse skillsets, perspectives and knowledge, to address key issues across AIC and the sector.

As an integral part of our talent development framework, CPTs provide employees with exposure to the wide range of work that we do and allow them to deepen their sense of ownership to corporate-level issues.

Three CPTs, comprising a total of 30 members, were piloted in May 2021. All three teams successfully

delivered on their agreed objectives within six months and generated robust recommendations that have been taken onboard for consideration in 2022.



Enhanced development journeys

We believe that our people are at the core of delivering our mission, and making a difference to our clients, partners and stakeholders. In the past year, we continued to invest in staff development efforts, and enhanced our people development framework.

Through careful review and curation of training programmes in emerging areas such as preventive health, social health integration and behavioural insights, we provide our employees with avenues to sharpen their development journeys. This was carried out through their individual learning roadmaps in close alignment with their personal and professional development priorities.

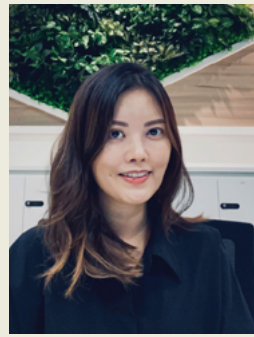
Sponsorship and development awards

We renewed our sponsorship and development awards to provide more varied options for employees to realise their career aspirations. This covers funding support for formal education, as well as leadership and skills development through the AIC Scholarship Award, AIC Study Award, and AIC Skills Development Award.

Applications more than doubled in FY2021 for the AIC Study Award. Seven employees were awarded sponsorships to pursue further education in areas that will enable them to continue their professional growth and to contribute to the healthcare and community care sector.

Close to 30 employees received support to hone their expertise through the AIC Skills Development Awards. The healthy take-up rate

signals the relevance of the awards in supporting our employees' desire for further education and upskilling.



"Thanks to the study award, I am able to pursue a Master of Gerontology to deepen my learning. I have since gained multidisciplinary perspectives in the area, and strengthened my knowledge to better contribute to AIC's priorities."

Yvonne Lee Shi Hui from AIC's Customer Experience Department, is one of the recipients of the AIC Study Award.

AIC SkillsFuture credit

The AIC SkillsFuture credit was introduced to employees in 2020, and was extended for another year. This was to support staff in building up personal mastery, and to future-proof their skills beyond their primary job roles.

The take-up rate has been encouraging, and the culture of continuous learning and development continued to strengthen within our organisation. With this positive development, we have included the learning programmes originally curated for AIC SkillsFuture into the suite of staple learning programmes made available to our employees. Overall, these efforts will support our employees' upskilling as we build a future-ready workforce.

Innovation & Learning Fiesta

Innovation & Learning Fiesta returned in November 2021 as a week-long event to encourage an innovative spirit and culture within AIC. Close to 500 participants benefited from the 17 talks and workshops delivered virtually, taking up close to 1,000 learning seats.



Creating a better place to work

Workplace transformation

The introduction of Work-Away-From-Office (WAO) arrangements prompted us to rethink the use of our office space. In August 2021, we initiated a pilot to test a flexible seating arrangement at two newly-fitted offices.

The new layout was designed to support flexible work, with hot-desks at focused working zones, and more collaborative spaces. There were meeting rooms equipped with video conferencing facilities, as well as telephone pods and discussion rooms for private virtual conferences. Insights gathered from the pilot were used to refine our workplace transformation strategy.



Collaborative space at Robinsons 77 where Grants Division, and Care Integration and Operations Divisions are located

Digital Employee Initiative

With many employees working remotely, we introduced the Digital Employee Initiative to improve connectivity without compromising on information security. This included the whitelisting of Zoom as an approved virtual meeting solution via the Healthcare Virtual Private Network (HVPN) protocol, and the implementation of the Healthcare Virtual Browser (HVB) for employees to directly access approved websites and web categories on their corporate devices.

Cybersecurity awareness

With increased cybersecurity risks associated with remote work, we stepped up on training and awareness initiatives throughout the year. This included regular security policy newsletters, eLearning courses, and a dedicated Cybersecurity Week event.

Regular phishing exercises were also conducted, with employees producing improved results. On the backend, formalised risk assessment processes were rolled out alongside system-level risk assessments. This was carried out with dedicated roles established to focus on security controls implementation.



Members of AIC's management team attended the public sector cybersecurity table-top exercise held in January 2022

Towards Healthier SG

AIC is able to be The Heart of Care for Singapore's seniors and caregivers because our employees are our heart and soul. Their dedication makes it possible for us to deliver care where it is most needed, and to support our sector partners as they reach out and touch lives.

In turn, we deliver on our Employee Value Proposition – driven by purpose, committed to growth, and connected as one family, we are in a stronger position to drive MOH's Healthier SG initiative, which will see a life-course approach to encourage healthier living among Singaporeans.

We are already working closely with the three public healthcare clusters and our community care partners to bolster our ongoing efforts to serve as a trusted concierge for seniors and residents, while maintaining strong partnerships across communities of care. We will continue to engage and collaborate with partners and the clusters for better social-health integration, so as to improve the health of the community we serve.

OUR ORGANISATION

Vision

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

Mission

Empowering Seniors and Clients
Well and Active with Peace of Mind



Transforming the Care Community

Care Anchored in
Local Communities

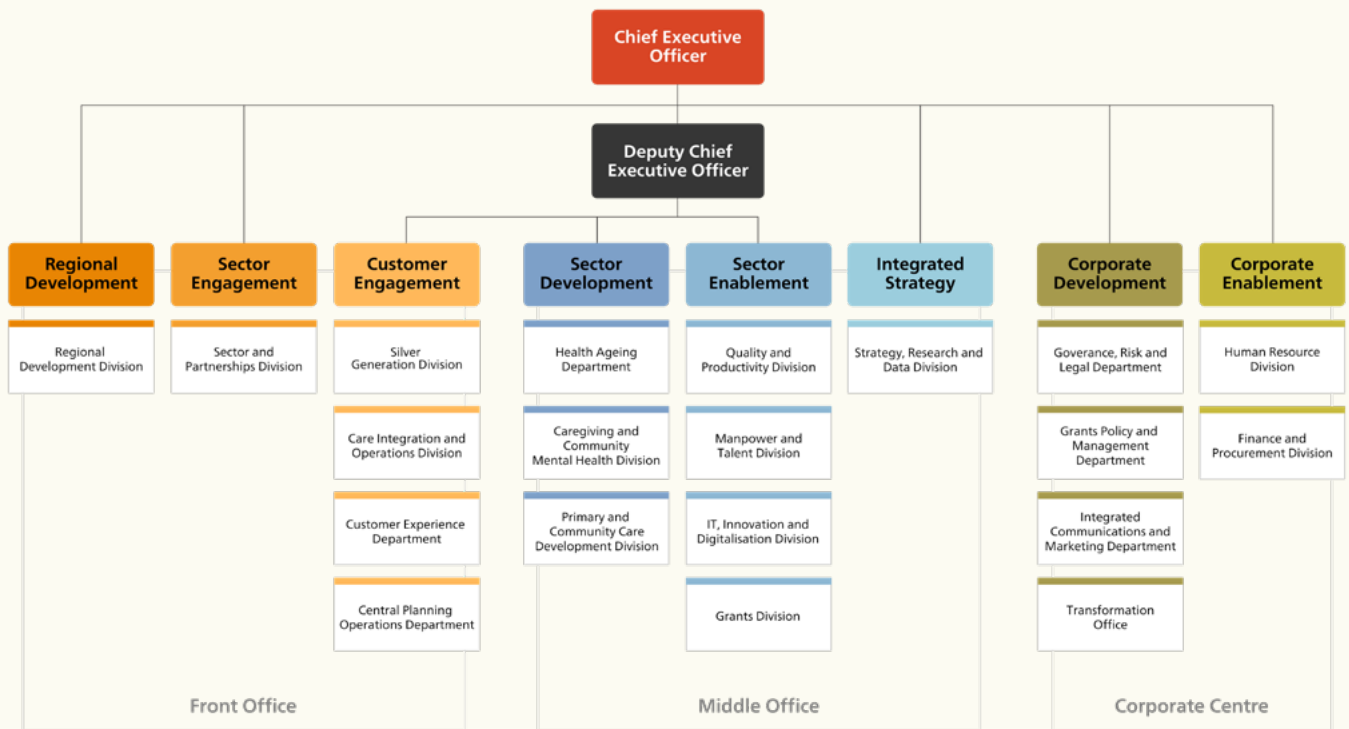
Robust and
Capable Sector



The Heart of Care

We believe that care is uplifted by the power of the community

Organisation Structure



OUR LEADERSHIP

Board of Directors



Dr Gerard Ee
Chairman



**Clinical Assoc
Prof Ang Seng Bin**
Head and Senior
Consultant, Family
Medicine Service and
Menopause Uni
*KK Women's and Children's
Hospital*



Dr Benjamin Koh
Deputy Secretary
(Development)
Ministry of Health



**A/Prof Chia Ngee
Choon**
Associate Professor,
Department of Economics
*National University of Singapore
(wef 1 September 2022)*



**Adjunct Prof Chin
Jing Jih**
Associate Professor,
Chairman, Medical Board
*Tan Tock Seng Hospital &
Central Health*



Mr Daniel Soh
Board Member
(up to 31 August 2021)



**Mr Fong Heng
Boo**
Board Member



**Mr Jeyaraj Indra
Raj**
Consultant
Peter Ong Law Corporation



Mr John Lim

First Deputy Secretary
*Ministry of Social and Family
Development
(wef 1 February 2022)*



Mr Kong Eng Huat

Board Member



Dr Lee Tung Jean

Deputy Secretary
(Culture & Sports)
*Ministry of Culture, Community
and Youth
(up to 31 December 2021)*



Dr Pauline Tan

Operations Director
*Sheares Healthcare China
Holdings Pte Ltd*



**Ms Teoh Zsin
Woon**

Second Permanent
Secretary
*Ministry of National
Development and Public
Service Division*



Ms Theresa Goh

Managing Partner
360 Dynamics



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



Mr Chern Siang Jye

Group Chief

Sector and Partnerships Division



Mr Derek Tan

Chief

Manpower and Talent Division



Mr Edwin Chew

Chief Digital Strategy Officer

IT, Innovation and Digitalisation Division



Mr Hagen Ong

Chief

Human Resource Division



Ms Heidi Rafman

Chief

*Quality and Productivity Division
Healthy Ageing Department*



Mr Kelvin Lim

Chief

Grants Divisionn



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 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

Finance and Procurement Division



Ms See Yen Theng

Deputy Chief

Caregiving and Community Mental Health Division



Mr Alex Tan

Director

Grants Division



Mr Andy Seet

Director

Sector and Partnerships Division



Mr Eric Chen

Director

Silver Generation Division



Ms Eva Lim

Director

Integrated Communications and Marketing Department



Mr Gary Ong

Chief Information Security Officer

IT, Innovation and Digitalisation Division



Mr Goh Dan Yang

Director

*Human Resource 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

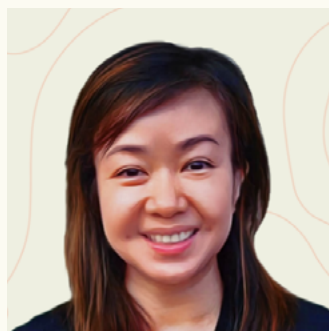
Care Integration and Operations Division



Ms Karen Lee

Director

*Sector and Partnerships
Division*



Ms Lai Phui Ching

Deputy Director

*Primary and Community Care
Development Division*



**Mr Mohamed
Farouk Bin
Mohamed Ismail**

Director

*IT, Innovation and Digitalisation
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*



Mr Allan Yeo

Deputy Director

*Finance and Procurement
Division*



Ms Angeline Thia

Deputy Director

*Care System Integration
Division*



Ms Ann Ng

Deputy Director

Human Resource Division



Ms Bai Huifen

Deputy Director

*Strategy, Research & Data
Division*



Mr Benny Yip

Deputy Director

Grants Division



**Mr Choo Jui
Sheng**

Deputy Director

Silver Generation 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*



Ms Dolly Cheng

Deputy Director

Regional Development Division



Ms Doris Yeo

Deputy Director

*Sector and Partnerships
Division*



Ms Eunice Wong

Deputy Director

*Caregiving and Community
Mental Health Division*



Mr Gerald Ng

Deputy Director

*IT, Innovation and Digitalisation
Division*



Ms Ivy Lim

Deputy Director

*Silver Generation Division
Care Integration and Operation
Division*



Mr James Koh

Deputy Director

Silver Generation Division



Ms Joyce Choo

Deputy Director

*Care Integration and
Operations Division
Customer Experience
Department*



Mr Keith Lee

Deputy Director

*Caregiving and Community
Mental Health Division*



Ms Koh Puay Ling

Deputy Director

Transformation Office



Mr Lee Keng Leong

Deputy Director
Silver Generation Division



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 Maisie Tok

Deputy Director
Primary and Community Care Development Division



Ms Maninderjit Kaur D/O Major Singh

Deputy Director
Transformation Office



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



Mr Thomas Tan

Deputy Director

*Caregiving and Community
Mental Health Division*



**Ms Wan Chen
Kang Graham**

Deputy Director

*Strategy, Research and Data
Division*



Ms Wong Wai Min

Deputy Director

*Primary and Community Care
Development Division*

OUR KEY COMMITTEES

Sector Development

Community Care Manpower Committee

Mr Joe Hau

Chairman

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

Ms Cheng Siok Khoong

Member

Chief Executive Officer,
Bright Hill Evergreen Home
1 January 2019 - 31 December 2022

Ms Choo Shiu Ling

Member

Chief Executive Officer, Assisi Hospice
1 January 2019 - 31 December 2022

Dr Christina Tiong

Member

Chief Executive Officer,
Home Nursing Foundation
1 January 2019 - 31 December 2022

Mr James Tan

Member

Chief Executive Officer, TOUCH
Community Services
1 January 2019 - 31 December 2022

Mr Jason Lee

Member

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

A/Prof Kenny Tan

Member

Chief Executive Officer, St Luke's Eldercare
1 January 2019 - 31 December 2022

Ms Lavinia Low

Member

Director (Manpower Planning & Strategy),
Ministry of Health
1 January 2019 - 31 December 2022

Ms Ngo Lee Yian

Member

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

Ms Ong Hui Ming

Member

Deputy Chief Executive Officer,
Econ Healthcare (Asia) Limited
1 January 2019 - 31 December 2022

Mr Samuel Tan

Member

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

Mr Then Kim Yuan

Member

Administrator, Lee Ah Mooi Old Age Home
1 January 2019 - 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*

Dr R. Akhileswaran

Member

*Medical Consultant,
Khoo Teck Puat Hospital*

A/Prof Swapna Verma

Member

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

Community Care Technology Council (CCTC)

Mr Han Jok Kwang

Advisor

*Board IT Committee Member,
Agency for Integrated Care*

Mr Mark Lim

Advisor

Managing Director, Temasek

Ms Chan Su Yee

Co-Chairperson

Chief Executive Officer, NTUC Health

Dr Loh Yik Hin

Co-Chairperson

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

Mr Tan Kwang Cheak

Co-Chairperson

*Chief Executive Officer,
Agency for Integrated Care*

Mr Albert Hong

Member

Chief Operating Officer, Ren Ci Hospital

Mr Chan Wah Tiong

Member

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

Ms Charlene Chang

Member

*Group Director (Ageing Planning Office),
Ministry of Health*

Mr Chern Siang Jye

Member

*Group Chief, Sector and Partnerships
Division, Agency for Integrated Care*

Mr Colin Lim

Member

Chief Information Officer, Ministry of Health

Mr Edwin Chew

Member

*Chief Digital Strategy Officer, Agency for
Integrated Care*

Ms Heidi Rafman

Member

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

Mr J R Karthikeyan

Member

Chief Executive Officer, AWWA Ltd

Mr James Tan

Member

*Chief Executive Officer,
Touch Community Services*

Dr Kelvin Phua

Member

Chief Executive Officer, SATA Commhealth

A/Prof Kenny Tan

Member

Chief Executive Officer,
St Luke's Eldercare Ltd

Mr Leong Der Yao

Member

Assistant Chief Executive Officer (Sector
Transformation),
Infocomm Media Development Authority

Mr S Devendran

Member

Chief Executive Officer, Sree Narayana
Mission (Singapore)

Mr Tay Yeow Koon

Member

Deputy Chief Executive Officer,
Integrated Health Information System

Dr Vincent Ng

Member

Chief Executive Officer,
AMKFSC Community Services Ltd

Ms Jacqueline Poh

Former Advisor

Deputy Chairman, St Luke's Eldercare Ltd
1 July 2021 - 31 May 2022

Mr Soh Keng Taan

Member

Chief Digital Strategy Officer,
Agency for Integrated Care
1 July 2021 - 15 May 2022

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 Shirlynn Ho

Member

Senior Consultant,
National Cancer Centre Singapore

Dr Sumytra Menon

Member

Senior Assistant Director,
Yong Loo Lin School of Medicine,
National University of Singapore

Dr Susan Lim Pui San

Member

Family Physician, Principal Staff,
National Healthcare Group Polyclinics

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 Chng Woei

Member

Director, Healthmark Group

A/Prof Chong Phui-Nah

Member

Chief Executive Officer,
National Healthcare Group Polyclinic

Dr David Ng

Member

Chief Executive Officer,
SingHealth Polyclinics

Dr Jacqueline Yam

Member

Medical Director, AcuMed Medical Group

Dr James Cheong Siew Meng

Member

Family Physician, C3 Family Clinic
@ Aljunied Crescent

Dr Jimmy Chew Kwong Yi

Member

Chief Executive Officer, OneCare Medical

Dr Jonathan Yeo

Member

Family Physician,
Family Medicine Clinic Chinatown

Dr Juliana Bahadin

Member

Family Physician, Saudara Clinic by A+J
General Physicians

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 Ruth Lim

Member

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

Dr Tammy Chan

Member

2nd Vice President, 61st Singapore Medical
Association Council

Adj. A/Prof Tan Tze Lee

Member

President, College of Family Physicians
Singapore

Dr Saiful Nizam

Member

Family Physician, MyHealth Medical Centre

Ms Winifred Lau

Member

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

Dr Wong Tien Hua

Member

Family Physician, Mutual Healthcare

National InterRAI Steering Committee

A/Prof Kenneth Mak

Chairperson

*Director (Medical Services),
Ministry of Health*

Dr Benjamin Koh

Advisor

*Deputy Secretary (Development),
Ministry of Health*

Dr Angel Lee

Community Care Sector
Representative

*Director (Medical Services), St. Andrew's
Community Hospital*

Ms Carolina Png

Community Care Sector
Representative

*Director (Care and Rehabilitation Services),
Vanguard Healthcare*

Dr Christina Tiong

Community Care Sector
Representative

*Chief Executive Officer,
Home Nursing Foundation*

Mr Chua Chee Yong

IHiS Representative

*Head (Emerging Services & Capabilities
Group), Integrated Health
Information Systems*

Dr Dan Yock Young

MOH Representative

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

Ms Germaine Ong

MOH Representative

*Assistant Director (Home & Long Term
Care), Ministry of Health*

Mr Henry Sim

MOH Representative

*Deputy Director (Clinical Outcome,
Benchmarking & Value), Ministry of Health*

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 Leong Choon Kit

Chairperson,
1 January 2022 - 31 December 2022
Clinical Lead, Class PCN, 1 July 2018 - 31 December 2022
Family Physician,
Mission Medical Clinic LLP

Dr Tham Tat Yean

Ex-Officio,
1 January 2022 to 31 December 2022
Chairperson,
1 July 2018 to 31 December 2021
Chief Executive Officer,
Frontier Healthcare Group

Ms Winifred Lau

Co-Chairperson,
1 April 2020 - 31 December 2022
Chief, Primary and Community Care
Development Division, Agency for
Integrated Care

Mr Ang Chee Wee

Admin Lead, Parkway Shenton PCN
1 July 2020 - 31 December 2021

Mr Benjamin Cheam

Admin Lead, SingHealth Partners PCN
(SingHealth Regional PCN)
1 May 2022 - 31 December 2022

Dr Chee Boon Ping

Clinical Lead, United PCN
1 July 2018 - 31 December 2022

Dr Chi Wei Ming

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

Dr Chng Shih Kiat

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

Dr Chong Chin Kwang

Clinical Lead, Frontier PCN
1 July 2018 - 31 December 2022

Dr Doraisamy Gowri

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

Dr Emily Ho

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

Dr Eng Soo Kiang

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

Dr Fadzil Bin Jaafar

Admin Lead, Class PCN
1 September 2019 - 31 December 2022

Ms Germaine Chng

Admin Lead, SingHealth Partners PCN,
(SingHealth Regional PCN)
23 July 2021 - 16 April 2022

Dr Jacqueline Yam

Clinical Lead, Assurance PCN
1 July 2018 - 31 December 2022

Dr Jason Yap

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

Dr Kenneth Wu

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

Dr Koh Eng Hoe

Admin Lead, Assurance PCN
1 July 2018 - 31 December 2022

Dr Kwek Thiam Soo

Clinical Lead, NUHS PCN
1 January 2020 - 31 December 2022

Dr Lee Wen Yan

Admin Lead, Frontier PCN
1 July 2019 - 31 December 2022

Dr Lily Aw

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

Dr Lim Chien Chuan

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

Dr Richard Hui

Admin Lead, NUHS PCN
3 August 2020 - 31 December 2022

Dr Rick Chan

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

Dr Tan Teck Jack

Admin Lead, United PC
1 July 2018 - 31 December 2022

Mr Tay Wee Kai

Admin Lead, Parkway Shenton PCN
1 January 2022 - 31 December 2022

Dr Winston Ong

Admin Lead, SingHealth Partners PCN
(SingHealth Regional PCN)
13 April 2019 - 22 July 2021

Mr Yong Yih Ming

Admin Lead, Raffles Medical PCN
1 July 2018 - 31 May 20212

Shared Procurement Programme Committee

1 April 2021 - 31 March 2024

Ms Heidi Rafman

Chairperson

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

Mr Then Kim Yuan

Deputy Chairperson

Administrator, Lee Ah Mooi Old Age Home

Ms Christina Loh

Member

Director of Nursing, Allium Healthcare

Mr Francis Koh

Member

Manager, MMD, Kwong Wai Shiu Hospital

Mr Hudson Teh

Member

Chief Financial Officer and Head of
Technology & Operations,
Ling Kwang Home for Senior Citizens

Ms Jane Long

Member

Director of Nursing,
Singapore Christian Home

Mr Jeremy Lim

Member

Director, Operation Admin and Material
Management,
National Cancer Centre Singapore

Mr Kenneth Tan

Member

Assistant Director, Operations,
St Andrew's Nursing Home (Henderson)

Ms Ong Seok Peng

Member

Senior Pharmacist, Senior Manager Central
Supplies, St Andrew's Community Hospital

Mr S Devendran

Member

Chief Executive Officer, Sree Narayana
Mission (Singapore)

Mr Albert Hong

Member

Chief Operating Officer, Ren Ci Hospital
1 April 2021 - 30 June 2022

Dr Angie Ng

Member

Director of Nursing, Econ Healthcare
1 April 2021 - 31 December 2021

Shared Procurement Programme Evaluation Panel

1 April 2021 - 31 March 2024

Ms Long Jane

Co-Chairperson

Director of Nursing,
Singapore Christian Home

Ms Ong Seok Peng

Co-Chairperson

Senior Pharmacist, Senior Manager Central
Supplies, St Andrew's Community Hospital

Ms Jezsica Ida Su

Member

Head of Nursing,
Sree Narayana Mission (Singapore)

Ms Joselito S. Iporac

Member

Assistant Director of Nursing,
Lions Home for the Elders

Ms Melissa Soh

Member

Operations, MWS Nursing Home Yew Tee

Ms Tan Tzuu Ling

Member

Assistant Director of Nursing,
Ren Ci Hospital

Ms Tan Viu Viu (Vivian)

Member

*Assistant Director of Nursing,
Lee Ah Mooi Old Age Home*

Mr Tan Yeow Kwan

Member

*Head of Operations,
Society for the Aged Sick*

Ms Winnie Koh

Member

*Administrator (CEO of Nursing Home),
Moral Home for the Aged Sick*

Mr Liao Junhao

Member

*Senior Finance Manager, Allium Healthcare
1 April 2021 - 31 May 2021*

Ms Phyllis Tan

Member

*Assistant Director of Nursing,
All Saints Home
1 April 2021 - 1 July 2022*

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

1 February 2018 - 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
1 Feb 2018 - 31 Jan 2021*

Ms Heidi Rafman

Member

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

Dr James Low

Member

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

Ms Jenny Sim Teck Meh

Member

*Executive Director,
Ren Ci Learning Academy*

Ms Ng Sow Chun

Member

*Chief Nurse, Ng Teng Fong General Hospital
& Jurong Community 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*

Community Care Quality Advisory Committee (CCQAC)

1 February 2022 to 31 January 2025

Ms Jenny Sim Teck Meh

Co-Chair

*Executive Director,
Ren Ci Learning Academy*

Ms Heidi Rafman

Co-Chair

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

Ms Cheong Choy Fong

Member

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

Dr Chow Mun Hong

Member

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

Dr Christina Tiong

Member

*Chief Executive Officer,
Home Nursing Foundation*

Dr Dennis Chia

Member

*Head, MWS Home Care & Home Hospice
Head, MWS Senior Care Centre,
Methodist Welfare Services*

Dr James Low

Member

*Senior Consultant (Geriatric Medicine),
Khoo Teck Puat Hospital
1 Feb 2018 – 31 Jan 2021*

Mr Kevin Seow

Member

*Senior Director, Elderly Group TOUCH
Community Services*

A/Prof Lee Kheng Hock

Member

*Director, Education & Director, Community
Engagement & Partnerships, SingHealth
Community Hospitals
Senior Consultant, Family Medicine
Continuing Care, Singapore General
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

Director (Health & Senior Care), AWWA Ltd

A/Prof Tan Boon Yeow

Member

*Chief Executive Officer & Senior
Consultant, St. Luke's Hospital*

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*

Ms Lee Yoke Lan

Member

Ms Ng Tzer Wee

Member

*Consultant, St. Andrew's Community
Hospital*

Mr Tan Kim Kwang

Member

Mrs Wee Wan Joo

Member

1 April 2019 – 25 March 2022

Community Silver Trust (CST) Evaluation Panel

Dr Benjamin Koh

Co-Chairperson

Deputy Secretary (Development), Ministry of Health

Ms Janice Ang

Co-Chairperson

Senior Executive Coach, IJ Martin & Co Ltd

Dr Ang Peng Chye

Co-Chairperson

Director, Ang & Kong Psychiatric and Behavioural Medicine Clinic Pte Ltd

Ms Angela Yak

Member

Group Director (Sector Strategy), National Council of Social Service

A/Prof Angelique Chan

Member

*Associate Professor (Department of Sociology), National University of Singapore
Executive Director, Centre for Ageing Research & Education*

Ms Carol Chua

Member

Director (Service Management and Resource), Ministry of Social & Family Development

Mr Tan Kwang Cheak

Member

Chief Executive Officer, Agency for Integrated Care

Dr Wong Sweet Fun

Member

Chief Transformation Officer, Deputy Chairman (Medical Board), Clinical Director (Population Health & Community Transformation), Khoo Teck Puat Hospital

Ms Woon Saet Nyoon

Member

Chief Executive, Temasek Foundation Cares

Dr Zuraimi Bin Mohamed Dahlan

Member

*Chairman, Medifund Committee of Jamiyah Nursing Home Member, External Placement Board Review (Prisons)
Board of Visitors (Prisons-DRC)
Member, Tribunal of Maintenance of Parents*

Healthcare Productivity Fund (HPF) Community Care Approval Panel

Mr Tan Kwang Cheak

Chairperson

Chief Executive Officer, Agency for Integrated Care

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

Mrs Mina Lim

Member

Director, St. Andrew's Senior Care

Ms Ong Hui Ming

Member

Deputy Chief Executive Officer, Econ Healthcare (Asia) Limited

Mr Sairam Azad

Member

Director (Health & Senior Care), AWWA Ltd

Mr Then Kim Yuan

Member

Administrator, Lee Ah Mooi Old Age Home

Mr Albert Hong

Member

*Chief Operating Officer, Ren Ci Hospital
1 July 2018 - 31 March 2022*

Mr Lee Deqi

Member

*Deputy Director (Manpower Planning and Strategy Division), Ministry of Health
1 July 2018 - 30 April 2021*

Mr Matthew Lee

Member

*Deputy Director (Subvention),
Ministry of Health
1 July 2019 - 31 March 2022*

Mr Soh Keng Taan

Member

*Chief Digital Strategy Officer,
Agency for Integrated Care
1 July 2021 - 31 March 2022*

Tote Board Community Health Fund (TBCHF)

1 October 2020 - 31 December 2022

Dr Benjamin Koh

Chairperson

*Deputy Secretary (Development),
Ministry of Health*

Dr Ang Seng Bin

Member

*Head & Senior Consultant (Family Medicine
Service & Menopause Unit), KK Women's
and Children's Hospital
Board Member, Tote Board*

Ms Charlene Chang

Member

*Group Director (Ageing Planning Office),
Ministry of Health*

A/Prof Gerald Koh

Member

*Professor (Health Systems and Behavioural
Sciences),
Saw Swee Hock School of Public Health*

A/Prof Ian Leong

Member

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

Mr Lim Teck Yin

Member

Chief Executive Officer, Sport Singapore

Ms Long Chey May

Member

*Group Chief Patient Officer, National
University Health System*

A/Prof Philip Yap

Member

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

Ms Soh Swee Ping

Member

*Chief Executive Officer,
Council for Third Age*

Mr Tan Kwang Cheak

Member

*Chief Executive Officer,
Agency for Integrated Care*

Ms Tan Li San

Member

*Chief Executive Officer,
National Council of Social Service*