



## Annual Report 2023

CONTEMPLATION | EVOLUTION | CELEBRATION



*Celebrating our 30th Anniversary*

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# VISION, MISSION AND VALUES



Established in 1993 by Mrs Tsao Ng Yu Shun, the Tsao Foundation aims to optimise the benefits of longer life (the Longevity Dividend) for older people, their families, communities, and society overall.

## VISION

Our vision is to promote the well-being of older people an inclusive society for all ages that optimises the opportunities in longevity and strengthens intergenerational solidarity.

## MISSION

To advance a positive transformation of the ageing experience, we seek mindset and systemic change by implementing innovation in community-based eldercare, training and education, community development, actions to address emerging trends and needs, as well as policy-relevant research, collaboration and advocacy.

## VALUES

Our role is to be a **catalyst for constructive change** to fulfil our mission. We identify emerging trends and issues, promote research to clarify policy and practice relevant issues in ageing and longevity, and evaluate the impact of our work. We aim to build sustainable service models and collaborative platforms to enable the development of service systems, and we engage in advocacy. We effect positive change through **innovation** and the pursuit of **excellence** and strive to maintain the highest service standards.



## OUR LOGO

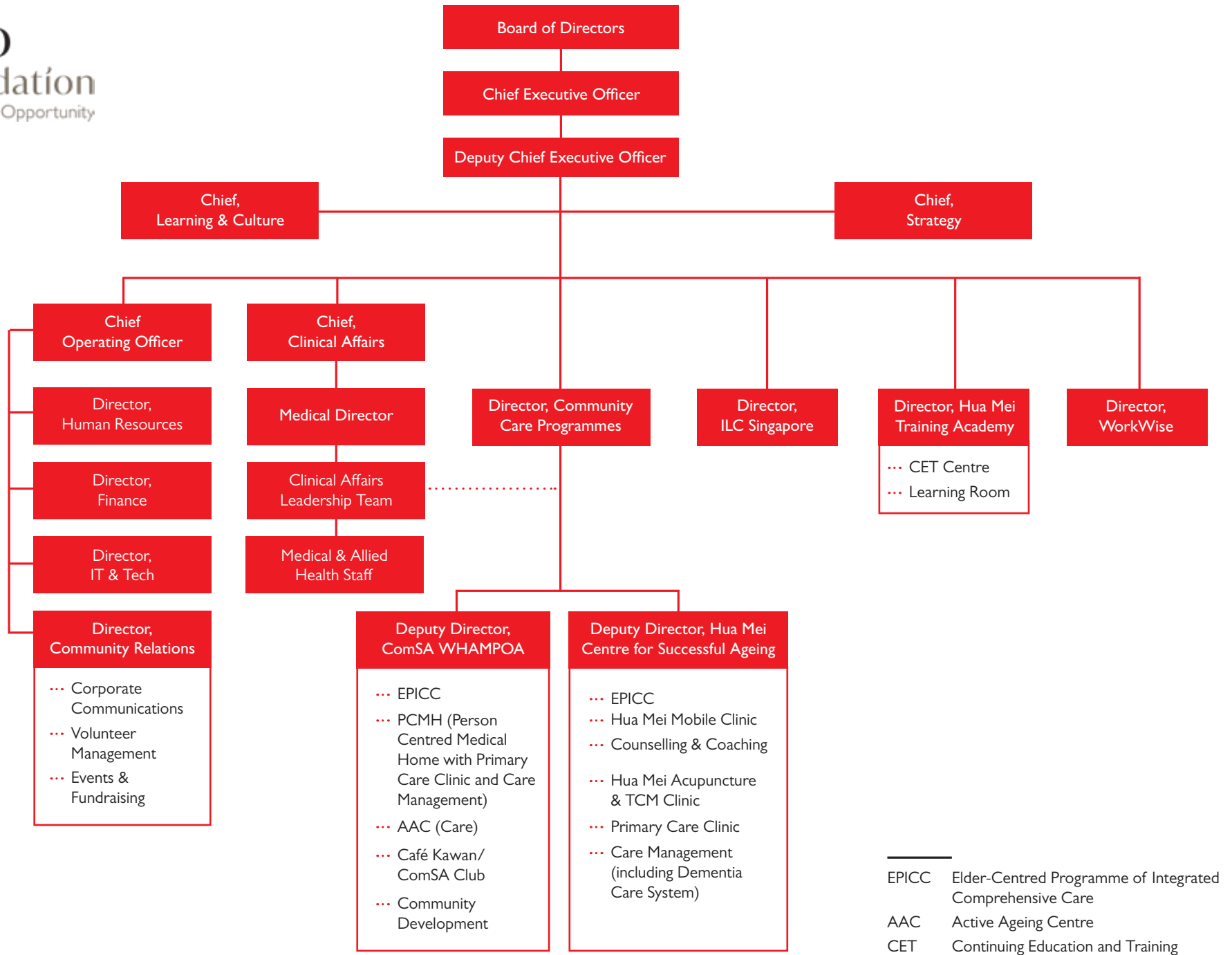
The gourd (葫芦 or hú lú) was personally chosen by our founder, Mrs Tsao Ng Yu Shun, to be Tsao Foundation's logo because in her childhood, the gourd was used by the physicians of old as a receptacle to hold their herbs and remedies. For Mrs Tsao Ng, it represented care and hope for recovery. For the Tsao Foundation, the gourd symbolises longevity, wisdom, compassion, and healing.

## ORIGIN OF THE "HUA MEI" NAME

"Hua Mei," the name of the Foundation's clinical and training services, was coined by our Founder, Mrs Tsao Ng Yu Shun. "Hua" came from her father-in-law's name and "Mei" was taken from her father's name. These services are named Hua Mei in their honour.



# ORGANISATION STRUCTURE



EPICC Elder-Centred Programme of Integrated Comprehensive Care  
 AAC Active Ageing Centre  
 CET Continuing Education and Training

CHAIRPERSON &  
INTERIM CEO'S MESSAGE





I am pleased to present to you Tsao Foundation's Annual Report for the year 2023. As we celebrate our 30th anniversary, it is a momentous time to reflect on the journey we have been on and the impact that our work has accomplished.

The year 2023 posed unique challenges as we navigated the aftermath of the COVID-19 pandemic. In response, we initiated a comprehensive review and revision of all our clinical service models and staff competencies. Our aim is to strengthen our ability to ensure that our seniors are not only physically stronger and more functional, but also mentally resilient. We are committed to addressing mental health issues earlier and more effectively, preparing caregivers better, and overall enhancing self-care abilities.

Aligned with the vision of a Healthier Singapore, we believe that people can stay well by being well-informed and motivated to lead healthy lifestyles as well as by adopting health-seeking behaviours. Through our community development work and partnerships with our partners and seniors, our focus is further sharpened on promoting good health, prevention, and extending the "active span" and quality of life for seniors across all stages of health in the community. From the very well to those in the final stages of life, we strive to empower their self-care and provide comprehensive support.

Furthermore, our Training Academy has been strengthened to better build capability and capacity for professionals within the sector in line with Healthier SG. Our Learning Room classes and programmes empower individual seniors to design and live healthy and purposeful lives. ComSA Whampoa continues to develop a whole-community, population health, and systems approach to enable seniors to live well in an era of extended longevity. The addition of an Active Ageing Centre in Whampoa bolsters our ComSA model by enhancing outreach, early risk assessment and detection, service coordination, and social engagement and empowerment. As part of our 30th anniversary celebrations and with an eye to the

future, we hosted a one-day forum on the future of longevity. Renowned international speakers and innovative local practitioners came together to explore alternative perspectives on living, working, learning, and leisure. Additionally, a one-day symposium highlighted our experience over the past 10 years building ComSA, focusing on community building, partnerships, an integrated service system, and enabling activation of our seniors. Our Training Academy organised a weekend-long Learning Festival on ageing well, targeting seniors and family members to provide valuable insights and resources on how to live long and live well. Looking ahead, we are in the process of developing an IT/ tech strategy to further enhance our work and reach more individuals in need.

Our celebrations culminated in a gala dinner in appreciation of all our partners and supporters who have journeyed with us through the years, without whom we would not be where we are today. The dinner also highlighted the continued invisibility of older women and their vulnerabilities, and our commitment in advocating for their well-being, an aspiration that my grandmother and founder of the Tsao Foundation was particularly dedicated to.

Moving forward, we have added a new pillar to our work, which is on work and older people. In addition to good health and access to care, learning and social engagement, we aspire to enable all older people who wish to have paid work to have access to decent, meaningful work with fair pay. More to come!

Though there is still much to do, I am immensely proud of the progress we have made in the past year and the dedication of our team in continuing to improve the lives of seniors in our community. With the advent of the 100-year life, we must be prepared to address the issues of people with diverse backgrounds...those living with mental health challenges, addiction, history of incarceration, and so on. We need to create more partnerships with colleagues in other sectors, in order to respond to the needs and well-being of older people with different needs.

As we embark on the next chapter of our journey, I am confident that we will rise to the challenges ahead and continue

to make a significant impact on the lives of those we serve.

Thank you for your continued support of Tsao Foundation and our mission to promote active ageing and holistic well-being for all seniors in an inclusive society. Here's to another 30 years of making a difference together.

— *Dr Mary Ann Tsao Wai Sheng*  
Chairperson & Interim CEO



## FOUNDER'S STORY

Mrs Tsao Ng Yu Shun (1905 – 2001) was 86 when she chartered the Tsao Foundation to realise her aspiration for older people to achieve a better quality of life and shape their own destinies. Reflecting on her own experience, she wished for older people what was important to her—to **age in place** in the familiarity of their own home and community, among family and friends—and very importantly, to be able to make decisions about one's own life.

Officially launched in November 1993 and under the leadership of her granddaughter, Dr Mary Ann Tsao, Tsao Foundation was established to advocate for and drive initiatives to champion successful ageing and ageing-in-place by pioneering—among others—numerous community-based eldercare service models that take a whole community, life course approach, many of which are now mainstream services.

Mrs Tsao Ng was honoured as a visionary at the Fourth Global Conference on Ageing in 1999—the year that the United Nations declared as the first International Year of Older Persons. Her vision and values of excellence and innovation continue to guide us.

MEET OUR  
BOARD





**Dr Mary Ann  
Wai Sheng Tsao**

Chairperson, appointed to the Board since 7 April 1993

*(Tsao Foundation constitution stipulates that family directors can be re-appointed without term limit)*

Chairperson, Tsao Family Office

**Mr Chavalit Frederick  
Wai Teh Tsao**

Family Director since 7 April 1993

Group Director, Tsao Pao Chee (TPC) Group (previously known as IMC Pan Asia Alliance)

**Mr Phillip Tan  
Eng Seong**

Family Director since 24 June 2000

Chairman, Kinetica Pte Ltd  
Director, EQ Insurance Co Ltd

**Mr Goh Yong Leng**

Family Director since 17 June 2019

Chief Executive Officer,  
Tsao Family Office

**Mr Eddie Chau Shing Chi**

Director since 17 June 2019

Co-Founder & Chairman,  
V-Key Inc



**Ms Cheah Sheau Lan**

Director since 17 June 2019

Director, Thye Hua Kwan Nursing Home Ltd

**Mr Woon Sac San  
Saxone**

Director since 7 November 2019

Independent Consultant,  
SpecialProjects.Asia

**Ms Tan Bee Nah**

Director since 16 July 2020

Partner, PricewaterhouseCoopers LLP

**Ms Marie Elaine Teo**

Director since 21 August 2023

Non-Executive Independent Director,  
Olam Group Ltd  
Director, Mapletree Investments Pte Ltd  
Governing Board Member,  
Duke-NUS Medical School  
Chairperson, The TENG Company Ltd

**Assoc Prof Thomas  
Kong Kwok Hoong**

Director since 25 September 2023

Deputy Head (External Relations)  
& Associate Dean (Development),  
College of Design and Engineering,  
National University of Singapore

# REFLECTIONS AT OUR 30TH ANNIVERSARY

CONTEMPLATION | EVOLUTION | CELEBRATION



2023 was a milestone year of reflection and **Contemplation** for us, as we looked back at our journey over the last three decades and reimagined our future.

We reaffirmed our dedication to the Foundation's philosophies and values and our commitment to serve the well-being of older people in an inclusive society, as we enter the Fourth Decade of our continued **Evolution** as a Catalyst for Change.

2023 was also a **Celebration** of 30 Years of Successful Longevity for us, marking a pivotal milestone as we chart the next course of our ongoing journey and continue to blaze paths towards successful longevity.



# CONTEMPLATION

## Celebrating Longevity

Longevity is a gift, but because of poor health and disability, growing old was seen as a burden. With medical advancement and the preventable and treatable nature of the lifestyle-related chronic diseases like diabetes and heart disease, we *can* live long and live well. A recent study by Dr Dean Ornish found that lifestyle risk factors may be the cause in some Alzheimer's disease patients and maybe reversible to some extent by lifestyle changes.

In fact, the 100 YEAR LIFE is here to stay; Singapore's life expectancy ranks fifth in the world at 84 years, with health span at 74, and will continue to increase with improved healthy literacy, lifestyle and routine health screening for early detection and treatment of diseases. Living well into old age, of course, requires more than good health. In addition to health care, people also need—over their life course—access to education and lifelong learning, work and income, and opportunities for meaningful engagement with family, community and society.

We can plan for a better future by taking appropriate steps today to invest in healthy, productive and purposeful longevity. Contributing to that journey has been the Tsao Foundation's purpose.

## Ageing in Place

Tsao Foundation's founder, Mrs Tsao Ng Yu Shun, wished for older people to be able to live in their own homes and remain the masters of their own destiny, and *Ageing in Place* has been our battle cry since our inception in 1993. Our aim was to advocate for older people be supported and enabled to live at home for as long as possible if they so wish, with institutional care only as the last resort. As it turns out, this wish to remain at home—even as their health deteriorates and ability to live independently wanes—is quite universal. There were hardly any long-term care services in 1993, and our vision is to catalyse the development of an efficient and effective community-based system of eldercare.

Over the last three decades, the Foundation piloted a series of service models that aims to address the needs and well-being of older people as their health and function deteriorated so they can continue to live comfortably at home. At its core lies the goal of a continuum of holistic, person-centred care to support the older person's ability to age well throughout their life course. This approach means that every individual is right-sited in the most appropriate service (be it community-, centre- or home-based) and supported with a comprehensive, individualised care plan encompassing Bio-Psycho-Social aspects, in a continuum spanning from health promotion and prevention, to health and social care, and end-of-life care, to enable them to live the life they want in the community and at home, for as long as possible. Through our suite of services and working with our partners, we can support people aged 40 and above as their health partner until the end of their lives.

## To the Left

To optimise the longevity dividend of the 100-year life, a critical element of the strategy is to enable people to be as healthy and functional for as long as possible. Prevention is better than cure, and effort to maintain good health and function through the life course can optimise healthy longevity, be it by primary prevention of disease and injury before it happens (such as seat belt in cars or flu shots), secondary prevention to reduce impact of conditions already existing through early detection and early intervention



(such as screening for and treating high blood pressure to prevent strokes), or tertiary prevention (such as rehab and treatment of strokes and its risks to prevent another stroke).

While the Tsao Foundation has always focused on health promotion, disease prevention and optimising well-being, the *Healthier SG* policy of 2023 allowed us to address this as part of a national strategy through the life course, and not only focus on health promotion and prevention only in the later years. With the continued expansion of Healthier SG's implementation, we would be able to develop connectivity and continuity of our efforts with that for the younger generations. In this regard, the Foundation was able to strengthen our practice of a clearly articulated framework on prevention at every level (from primary, secondary to tertiary prevention) and at every stage of an older person's life as part of the national policy directive. Multiple workshops were conducted with the various teams to discuss how this framework can be translated into action and integrated into all our programmes and services. If the perfectly healthy person is at the extreme left and the dying is on the extreme right of this life course spectrum, then our efforts should be focused not only on the immediate needs and issues, but always to investigate the potential to enable people to be healthier and happier by moving them *To the Left* along this spectrum.

This Life Course continuum model of health can be one that can optimise the opportunities that longevity has to offer throughout one's

life trajectory, not only on the individual and family levels, but also collectively, as a nation. A healthier nation is a nation's gain. Keeping Singaporeans optimally healthy will not only enhance people's well-being, reduce the strain on families as well as the health care and social protection systems, but also enhance the nation's productivity and development.

## Active Span

While Singapore's success has resulted in one of the world's longest life expectancies and health expectancy, the Foundation also focuses on *Active Span* at all stages of health along the spectrum noted above. With a life expectancy of 84.27 years in 2023, Singapore ranks fifth in the world (behind only Hong Kong with the highest at 85.83, Macau, Japan, and Switzerland) and is one of the handful of the world's Blue Zones as a healthy nation. Nonetheless, as people's health deteriorates in later life, it is important that people with poorer health and functional deficits continue to move "To the Left" in health, be engaged with life, and persist in taking charge of their own life and contribute to others as much as possible. Coined by Dr Paul Ong, the Foundation's Deputy CEO, this emphasises the importance of continued effort to promote health and well-being through the life course regardless of one's state of health. This involves not just service providers, but also older people themselves, their families and communities. Through appropriate levels of well-being promotion and prevention, to early detection and management of treatable

conditions, as well as comfort and support, Singaporeans can be enabled in *self-care* and to access the right services at the right time. Even for seniors at the extreme right of the continuum, they can be supported to die peacefully at home if they so wish.

## Person-Centred and Integrated Care

Health and well-being are the result of a multitude of factors and requires a holistic approach to care with attention to the *bio-psycho-social-spiritual (BPSS)* aspects of the older person's needs and wishes. Relying on medical services alone without these considerations usually results in an ineffective care plan. This mindset and approach are embedded in all our services in assessment and care planning, and care management is built into our comprehensive care services, such as our EPICC centre-based care and home care.

With the core team of nurse, social worker and assistant care managers, our standalone care management service (including one specialised in dementia care) provides this integrated approach to older people in the community who are not enrolled in other comprehensive care services, including our primary care clinic. In line with Healthier SG, we make every effort to promote enrolment with a primary care clinic, as a comprehensive medical care plan is a crucial element of good care management. Other allied health providers (such as counsellors and rehab therapist) may

join as part of the team when deemed necessary.

At the primary care clinic at Whampoa, care management is part of the primary care team as a PCMH (person-centred medical home) to provide integrated health and social care that's customised to each client, caregiver and family's needs. Social prescription appropriate to the older person's situation is integral to our services as well, and with the advent of Active Ageing Centres (AACs) and the wider availability of social activities, the social prescription aspect is strengthened.

## Population Health and Systems Approach

To optimise health and longevity, planning must also start at the population level by understanding each community's specific needs and target interventions accordingly. When the ComSA project was first conceived in 2009 and initiated in Whampoa in 2013, a health survey revealed startling findings: 25% of the older people surveyed had never seen a physician and did not plan to do so; 10% had cognitive impairment; and 53% experienced social isolation. ComSA was then designed to have a community outreach strategy both to address social isolation as well as those with hidden healthcare needs. Café Kawan was established as a drop-in listening post for lonely seniors and the Sharing Wellness and Initiatives Group (SWING) programme was implemented to reach out to and engage seniors. The primary care clinic, in particular, needed to have strong capabilities

in dementia care with channels established with Tan Tock Seng Hospital's dementia care services, for additional support without having to refer patients unnecessarily. Networking and partnerships with other service providers enabled the development of a more coordinated, systems approach to service delivery.

## Community Development

Ageing well and healthy longevity can be achieved primarily in the community, with a whole community approach where residents of all ages can be enabled with the awareness, knowledge, skills and motivation in a supportive environment to live a healthy lifestyle, practice effective self-care and care for others. For older people where a significant portion is experiencing, or is at risk of, social isolation—known to be associated with poor quality of life and poor mental and physical health outcomes—being socially engaged is critical. For the elders who become frail and need care, to rely solely on family and professional service providers is often insufficient, whereas the community can provide value to their quality of life. Rallying seniors to come together to be activated and engaged, to be there for each other, not only addresses social isolation but also unleashes a force for good for the community and for themselves. It is by seniors, for seniors, and for the community.

Community development is an essential component of ComSA. We engage with seniors as well as different segments of the community—particularly younger people—to connect the

generations. *Community cohesion and inter-generational solidarity* benefits not only older people, who are more likely to be left behind in our fast-paced modern society, but all ages.

## Lifelong Learning

Lifelong learning plays a crucial role in reskilling older adults, bolstering their autonomy, promoting healthy and active ageing, and enhancing their quality of life. (Formosa, 2019; UNESCO, 2022; WHO, 2020) The Foundation actively promotes lifelong learning as an integral part of our work in enabling healthy longevity through all our services as much as possible. We take a developmental approach to programming in our EPICC centres for frail seniors by integrating elements of learning and self-discovery (such as through our art programmes). The Learning Room programmes aim to encourage self-reflection so the seniors can be intentional about how they wish to live and achieve in later life through learning and provide relevant courses to support them. Activities with a learning purpose are integrated into the ComSA Club as much as possible.

## Work and Life

Work is an integral part of life, and while some seniors choose not to work in their later life, many of them do for different reasons. Work provides opportunities to be engaged, to learn and develop, to have purpose and meaning, as well as income. Work can be paid or unpaid, but increasingly—as people appreciate the



need for more income with longer lives—more older people desire paid work. Paid work can be through employment (be it part- or full-time), gig work that is part-time, flexible and close to home (which many older people prefer), self-employed (such as those with a product or service to offer (the home baker, retired accountant, electrician, etc), or a silver entrepreneur aiming to start a business of his or her own. There are many possibilities. Cohorts of older workers also have different profiles, with the older generation being less educated and having access mostly to low-paying work like cleaning and security, and the younger generations being more likely to be PMET's (professional, managerial, executive and technical people). The type of work each cohort would be looking for would vary widely.

Such paid work opportunities, however, are currently limited for mature adults, starting from age 45, and diminish as they grow older, yet with a 100-year life, potentially they have another 30 to 40 years of working life left. Some groups have difficulty accessing work in their 40s, such as women homemakers returning to work. PMETs in their 40s and 50s are more likely to be retrenched than their younger peers and have difficulty finding new work as well. With population ageing and a decreasing pool of younger workers, employers and the economy must make space for older workers as a valuable source of manpower.

**WorkWise** is Tsao Foundation's newest initiative to address the issue of work and the older adult.

## Women and Ageing

Women live longer than men, especially among the old-old, and with more years of disability and singlehood as they become widowed. Women also have fewer opportunities to accumulate savings due to caregiving and home making responsibilities, and as noted earlier, middle-aged women have difficulty returning to work afterwards. For the older generations with more children, women can rely more on family care, but with each generation of older women having fewer or no children, family care is less likely to be realistic or sufficient and there is increasing concern about the risk of poverty for older women. The feminisation of ageing is a real phenomenon that needs more and urgent attention. The Foundation's International Longevity Centre Singapore (ILC-S) is leading our efforts to better prepare women for their later life through programmes to promote financial literacy, and together with our WorkWise initiative, financial resilience and paid work. We will continue to raise greater policy awareness on strengthening security for women in later life.

## Capacity Building

Skilled manpower in the eldercare sector continues to be a need, as more aged care workers with higher skills are required to meet the care needs of the growing population of older people over the next five years. Likewise, individuals need to be equipped with the knowledge and intention to plan and be better prepared.

## Flying the Singapore Flag

Population ageing is a global phenomenon and Asia's as well. Asia already has more older people than the rest of the world and most of Asia is just beginning to age, but at an accelerated pace. Singapore already has sound policies and service models in place and our experience can be helpful to other countries in Southeast Asia in preparing for its population ageing. Tsao Foundation has been innovating and piloting community-based aged care for the past three decades, and our experience is sought after at other national and multilateral levels, such as the United Nations and the Asian Development Bank.

# EVOLUTION

## OUR IMPACT IN 2023

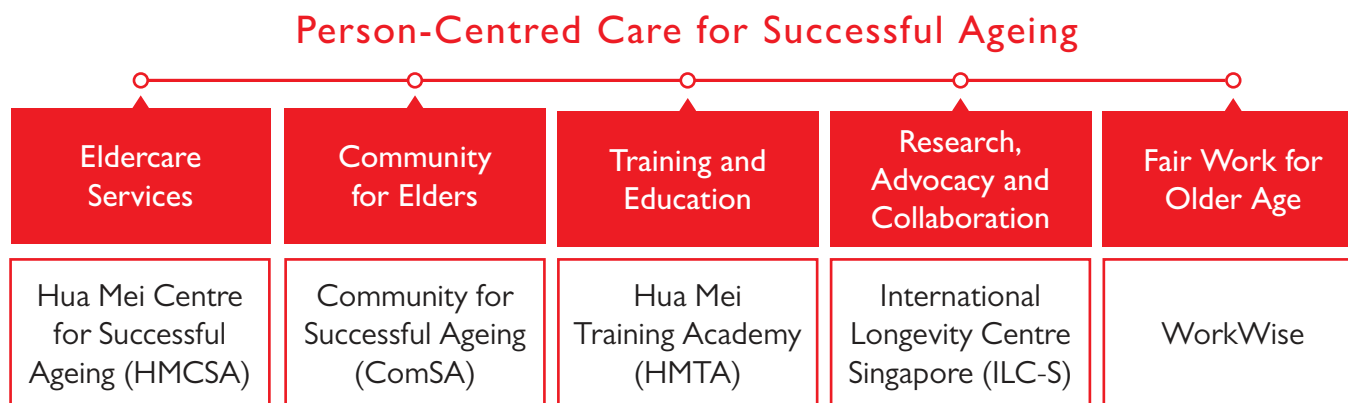
Through our thirty-year journey—and 2023 being no exception—our thinking and practice evolved to develop, integrate and expand on the concepts highlighted above in our service implementation. Our efforts to address ageing in place evolved from innovating individual services to a whole-community, population health, systems approach to ageing well at home, especially with the addition of an AAC to the ComSA Centre's continuum of services, which, through its population outreach and early risk detection functions, served as an entry point and bridge between the community and services to serve seniors with varying needs.

Furthermore, we learnt, through the COVID experience, that we need to tighten our service models and strengthen our staff competence, with cross-training in mental health, keeping people strong, all levels of preventive care, enablement of self-care, and caregiver support.

Through ComSA, community development continued to be a crucial part of our work as we engaged our seniors, who became active participants in the community, as well as other stakeholders, whose partnerships helped to create a better-coordinated and integrated service delivery system.

With ILC-S's community development expertise and research capabilities as well as Hua Mei Centre's clinical leadership team, our internal synergies enabled us to continue the development of our ComSA model, while our Training Academy developed practical training programmes for the aged care sector that was grounded in our clinical experience. The following section reflects our work in 2023.

### Our Initiatives



### Beyond Our Shores

Singapore will be a super-aged society by 2026, where 21% or more of our population will be 65 years old and above, but population ageing is not just a phenomenon for Singapore—it is also happening in many of our neighbouring countries in Asia Pacific, although Singapore had a head start. While it took France 112 years for her older population to grow from 7% to 14%, Singapore did so in 27 years, Thailand will do so in 23 years, and Mauritius, in 13. Most of these countries grew old before it grew rich and with almost no time to establish the necessary infrastructures, like old-age income protection, healthcare and long-term care systems.

Over the past three decades, Singapore has established effective active ageing policies and frameworks and demonstrated a clear continuum of care in both policy and practice; in this regard, Singapore has much to offer as a regional service partner. As a community aged care service model pioneer, Tsao Foundation

has been flying the Singapore flag in sharing our experience and advocating for Asian partners to also develop their eldercare services as their countries develop, and as their population ages. Tsao Foundation has been working with various international and multilateral agencies in this work and 2023 was a particularly busy one, as more Asian countries grapple with their ageing populations and long-term care needs. In 2023, Tsao Foundation participated in several international conferences on ageing and was invited to numerous UN-level meetings for our expertise in long-term care and population ageing and health, a sample of which is as follows:

- WHO–IFA Long Term Care Symposium, 26 Jun 2023, Bangkok
- Joint Expert Group Meeting on Older Persons and Intergenerational Solidarity 10–11 Oct 2023 (UNDESA–UNESCAP), Bangkok
- Civil Society Forum and 7th Asia Pacific Population Conference, UN General Meeting Asia-Pacific, 13–17 Nov 2023 (UNESCAP–UNFPA), Bangkok
- WHO–Republic of Korea Forum on Long Term Care, 20–23 Nov 2023, Seoul
- 7th Global Symposium on Population Ageing and Low Fertility (UNFPA–Trilateral Cooperation Secretariat), 30 Nov–1 Dec 2023, Seoul

- WHO Global Network on Long Term Care (GNLTC) Meeting, 7–8 Dec 2023, Geneva
- ASEAN Senior Officials Meeting on Social Welfare and Development, 15 Nov 2023, Ha Long Bay

Participation in the once-in-a-decade Asia Pacific Population Conference and the meetings leading up to it was particularly significant as these meetings go on to inform the main UN population policy and data platform, the 57th Commission on Population and Development (CPD), in 2024 in New York. The CPD is the platform within which programme-implementation and the programme of work for the UN Secretariat on Population and Development are decided. The Asia Pacific Population Conference is one of the six regional Population Conferences and each regional conference feeds in its perspectives to inform the overall working of the 57th CPD that decides the programmes and policies of the UN secretariat in this area. In platforms where population of all ages were present, Tsao Foundation was also able to advocate for more attention on population ageing (versus issues of youth and women) and bring into focus areas of inter-sectionality, such as older women and caregiving.

## INTERNATIONAL LONGEVITY CENTRE (ILC) SINGAPORE

Working with internal and external partners and stakeholders, the International Longevity Centre Singapore (ILC-S) aims to connect significant community issues and emerging trends to policy and systems through community development, research, advocacy, and collaboration.

Through ILC-S, we contribute to national development by bringing together communities, practitioners, academia, policymakers and the private sector, and enable the joining of the dots of complex issues by supporting policy, practice and capacity-building, and forging collaborations. Very importantly, ILC-S champions the issues of older women and the need to apply the gender lens to all.

### Advocacy and Collaboration

ILC-S aims to promote the well-being of older people and contribute to national development through initiating research and forging collaborations which inform policy, translate it into action, and promote quality and effective practice in Singapore and the region. Through its synergistic relationship with the Foundation's other initiatives, ILC-S is uniquely positioned to join the dots between community, practitioners, academia, enterprise and policymakers, to help address the

challenges of longevity and population ageing.

While Singapore is Tsao Foundation's primary geographical focus, we also fly the Singapore flag and are making an impact in the region and beyond. We have developed an international network of partnerships to collaborate on new approaches to shared concerns as well as opportunities around population ageing. We frequently work with UNESCAP, WHO as well as other UN and multilateral agencies in our capacity as technical resource persons and as representatives from the CSO sector, providing input into various ageing related meetings and reports.

ILC-S is an active member of the ILC Global Alliance, a multinational research and education consortium across 16 countries, as well as HelpAge International, a UK-based international NGO.

Since its inception in 2022, ILC-S has also been the convener and secretariat of the Alliance on Longevity in Asia-Pacific (ALAP), a growing membership group of civil-society organisations and academics across nine Asian countries currently, working on issues of longevity and ageing. The Alliance aims to contribute to improving the well-being of older people in Asia-Pacific in two main ways: (1) By fostering mutual learning through sharing knowledge, experience, and best practices across the region; and (2) Undertaking joint action towards a limited number of multi-country priorities related to ageing. It currently

is comprised of Civil Society Organisations and individuals working on ageing and longevity in Bangladesh, Cambodia, India, Indonesia, Nepal, Philippines, Singapore, Thailand, and Vietnam.

## 2023 Accomplishments

Internationally, ILC-S participated in and contributed to several international meetings, including the ASEAN meeting for Senior Ministers of Social Welfare.

### Research

- “Effect of Community-based Baduanjin on Functional Performance in Pre-Frail/ Frail Older Adults: A Randomised Controlled and Implementation Study”—a collaborative study with the Geriatric Education and Research Institute (GERI) on exercise for frail seniors—was completed, suggesting that Baduanjin is a safe, acceptable, and feasible exercise intervention that can be successfully implemented in the community for frail older adults; especially with good adherence, Baduanjin is potentially effective in reducing exhaustion. As such, it should be promoted.

### Papers and Workshops

- “Immunisation of Older Adults in Asia Pacific: Barriers, Facilitators and Strategies to Improve Access to Vaccines,” a study based on literature review and expert opinion in Australia, Singapore, Indonesia, and the Philippines; a policy brief was produced, highlighting key policy gaps as well as social, cultural, and economic

barriers to immunisation for older people.

- “Older Women’s Responses to the White Paper on Singapore Women’s Development”—A report jointly produced with the Singapore Alliance for Women in Ageing (SAWA) to address the financial vulnerability and needs of older women that need policy and practice response.
- “Developing and Delivering Long-Term Care in the Community- A Systems Perspective”—a long-term care workshop—was organised as an applied learning workshop for the regional members of the Alliance on Longevity in Asia Pacific (ALAP) 7-10 September 2023.
- “Vignette Development for Multi-Country Comparisons of Long-Term Care for Older Persons”—A collaboration with ILC Australia, this is an evidence-based description of the life course journey of an older adult as her health deteriorated and is useful for needs analysis of available services and resources as well as for international comparison.
- The Regional Resilience project, which includes four NGO partners in four countries (GRAVIS in India, COSE in the Philippines, FOPDEV in Thailand and ComSA in Singapore), has been secured. ILC-S’ role is to coordinate and participate in the development of the intervention, which will then be piloted and evaluated.

# HUA MEI TRAINING ACADEMY

Hua Mei Training Academy (HMTA) is a dedicated provider of training in community-based eldercare, supporting the urgent need for capacity building in this service sector.

A practitioners-driven provider, HMTA distils and integrates the Foundation's innovations, clinical experience, knowledge and research into practical training and education programmes for the eldercare sector as well as the wider community to build capacity and capability in age-friendly values and practices. The Training Academy's CET Centre aims to anticipate future eldercare manpower needs in terms of expertise and design training programmes accordingly. The Academy hosted the Learning Festival in 2023 as part of the 30th anniversary celebration to focus on longevity preparation and highlight the Learning Room as a resource.

## Learning Room

To live life to the fullest, seniors need to take charge of their ageing process, be the masters of their destiny and plan for their later life. HMTA's Learning Room programmes aim to support longevity preparation by equipping seniors and caregivers with the skills, knowledge, and agency to manage their physical, mental, emotional, social, and financial health.

With built-in mindfulness and self-assessment

components, the Learning Room provides a comprehensive range of age-friendly self-care courses for individuals to prepare for the 100-year life on how to avoid diseases and disabilities, enhance mental and physical fitness, strengthen social relations and be financially prepared.

## WORKWISE

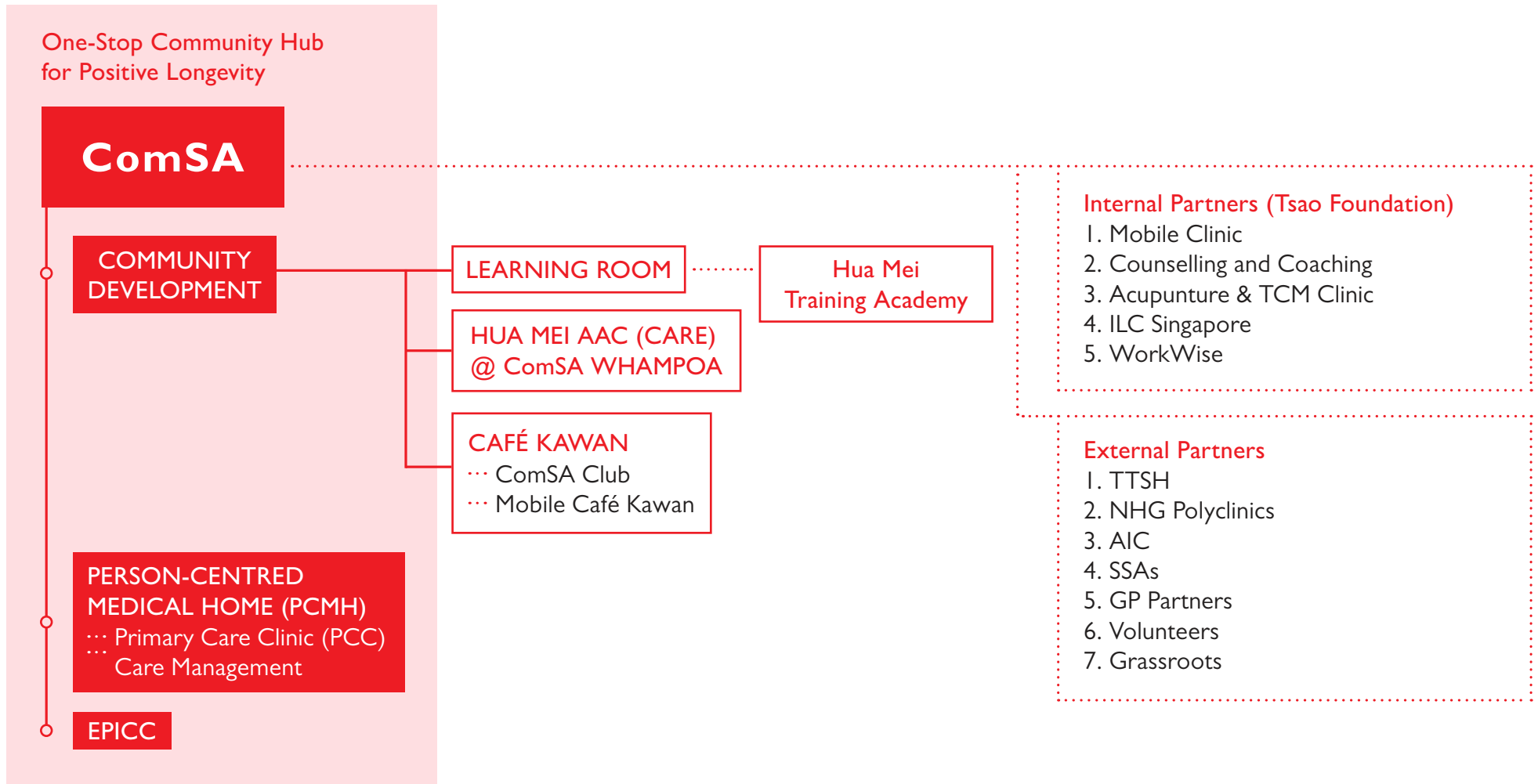
The Foundation is in the preparatory phase of WorkWise, a new initiative to address the issue of work and increasing longevity in Singapore. Through our WorkWise initiative, the Foundation aims to contribute towards the building of an effective ecosystem whereby employers can engage productive and fulfilled mature workers, and these workers in turn can expect decent work with equitable pay. Working through an MOU with NTUC and the Centre for Seniors, which has more than a decade of track record reskilling and placing older workers in employment, Tsao Foundation aims to expand paid work opportunities for mature workers of various profiles. Focusing beyond the blue-collar workers to include PMET's and mature women returning to work, research and groundwork with key stakeholders are being planned to pave the way to pilot new strategies. In addition to employment, we are also studying other options such as gig work that is appropriate for older people.

## CLINICAL SERVICES

To enable ageing in place, Tsao Foundation's clinical services aim to be the health buddy to

journey with our seniors, starting from when they are healthy and well, through their life course, to the end of their lives. Our services are clustered into two centres—the *Hua Mei Centre for Successful Ageing @ Tiong Bahru and ComSA Whampoa*—each containing the core suite of services that can serve the continuum of needs from the very healthy to the dying. While some home-based services are located in one of the centres, seniors in both communities have access to all. The core suite of Hua Mei services includes Primary Care, Mobile Clinic (Home Care), Care Management, Dementia Care management, Counselling and Coaching, and EPICC (Centre-Based Comprehensive Care) as well as the Hua Mei Acupuncture and TCM Clinic, which is in a separate location in Bukit Merah. Both Centres offer a one-stop, first-stop, team-managed primary health and social care programme providing holistic, person-centred eldercare services for community-dwelling, mature adults aged 40 years and above as well as support for caregivers with a family-centric approach.

# INTEGRATED HEALTH AND SOCIAL CARE FOR SENIORS IN THE COMMUNITY



\*Under the Transition Grant from October 2022 to March 2024; Hua Mei AAC (Care) @ ComSA Whampoa launched on 1 April 2024



## HUA MEI CENTRE FOR SUCCESSFUL AGEING (HMCSA)

In addition to the above, HMCSA also houses the special clinical leadership team established in 2023, comprised of our most experienced practitioners to lead our service model reviews, redefine staff competencies, develop training curriculum, and implement training and ongoing clinical skills development across all services. This leadership team includes the medical director, chief nurse, senior social worker, our lead counsellor, senior rehab therapist, chief care manager, day centre lead, and pharmacist. Members of the team will be additionally trained in ACLP and DDDL on curriculum development, training and assessment. As a start, a mental health competency framework (built on the AIC national mental health framework) and training plan were developed for implementation in 2024 to strengthen mental health capability across all staff.

Collaborating with our Training Academy, their work will not only be for in-house staff development, but also be further developed into training programmes that can be offered by the Training Academy for the eldercare sector. This team also leads clinical research efforts for the clinical services. Some examples are as follows.

The Guided Autobiography (GAB) programme in Shanghai is a collaboration between

the clinical leadership team, the Training Academy and the Shanghai Adream Charitable Foundation, and is the first time that GAB is being introduced to China. GAB is a powerful programme that – through a reminiscence approach with groups of about 10 people and a trained lay volunteer moderator – can help participants identify their purpose and unleash new potential. A proven method developed by the University of Southern California, the Foundation brought it to Singapore two decades ago and has been practicing and training moderators for GAB ever since. Customised to cater for Chinese culture background, the programme promises to help meet the psycho-emotional needs of Chinese elderly through GAB's process to review, reflect and appreciate their life experiences, and thus enhance their social connectedness.

A collaboration between the clinical leadership team, ILC-S and Duke-NUS Medical School's Centre for Ageing Research and Education (CARE), a study on positive caregiving was completed, providing methods to promote positive caregiving in clinical settings. Based on the research findings, a screening tool for caregiver's well-being and intervention framework was developed and a 10-month pilot was initiated in July 2023 to translate the research findings into community practice to empower family caregivers to have positive caregiving journeys.

## COMMUNITY FOR SUCCESSFUL AGEING (ComSA)

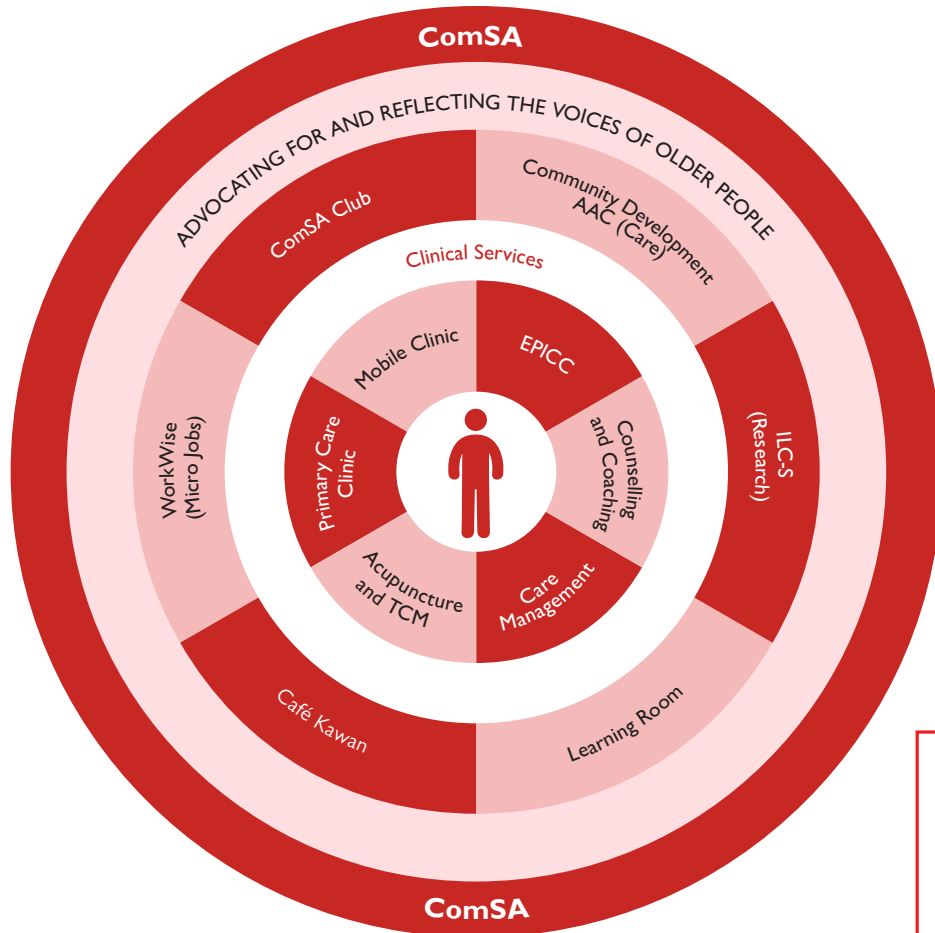
Conceptualised ten years ago as a population-based, whole community, preventive and life course approach to ageing well, ComSA is Tsao Foundation's articulation of its aspiration for an activated community where individuals of all ages and partners come together and take ownership of the well-being of its older members, by supporting Active Span and Quality of Life throughout the life course.

The ground-breaking concept aims to catalyse multi-stakeholder networks catering to the seniors' biological, psychological and social well-being, complemented by programmes and initiatives in support of intergenerational bonding and the community's ownership of its own successful ageing through the life course.

In 2017, ComSA was operationalised in Whampoa as a ground-up, community-based, one-stop longevity central to meet the needs and aspirations of seniors of diverse profiles—from the fit and healthy to the frail and sick. ComSA today is a concept that is manifested via ComSA Whampoa, a one-stop community hub for successful longevity, where the seniors in Whampoa are served by a multidisciplinary team of doctors, nurses, care managers, counsellors, social workers, self-care coaches and allied health professionals, and seniors themselves,

enabling them not only to age well at home but also be actively engaged and contribute to the community.

ComSA Whampoa is located in the heart of the community in Whampoa Community Club and comprises Hua Mei PCMH (Person Centred Medical Home), EPICC Centre for frail seniors, Café Kawan, Hua Mei AAC (Care) @ ComSA Whampoa, and ComSA Club—the latter three being grouped under our Community Development programme at ComSA Whampoa.



- Partners**
- Social Service Agencies
  - NHG Health System
  - Grassroots
  - Seniors (Clients)
  - Family and Caregivers
  - Community Residents
  - Volunteers

## Person-Centred Medical Home (PCMH)

*“The Patient-Centered Medical Home (PCMH) is a promising model that aims to reinvent primary care so that it is accessible, continuous, comprehensive, and coordinated and delivered in the context of family and community.”*

— American Academy of Family Physicians, American Academy of Pediatrics, American College of Physicians, et al, 2007

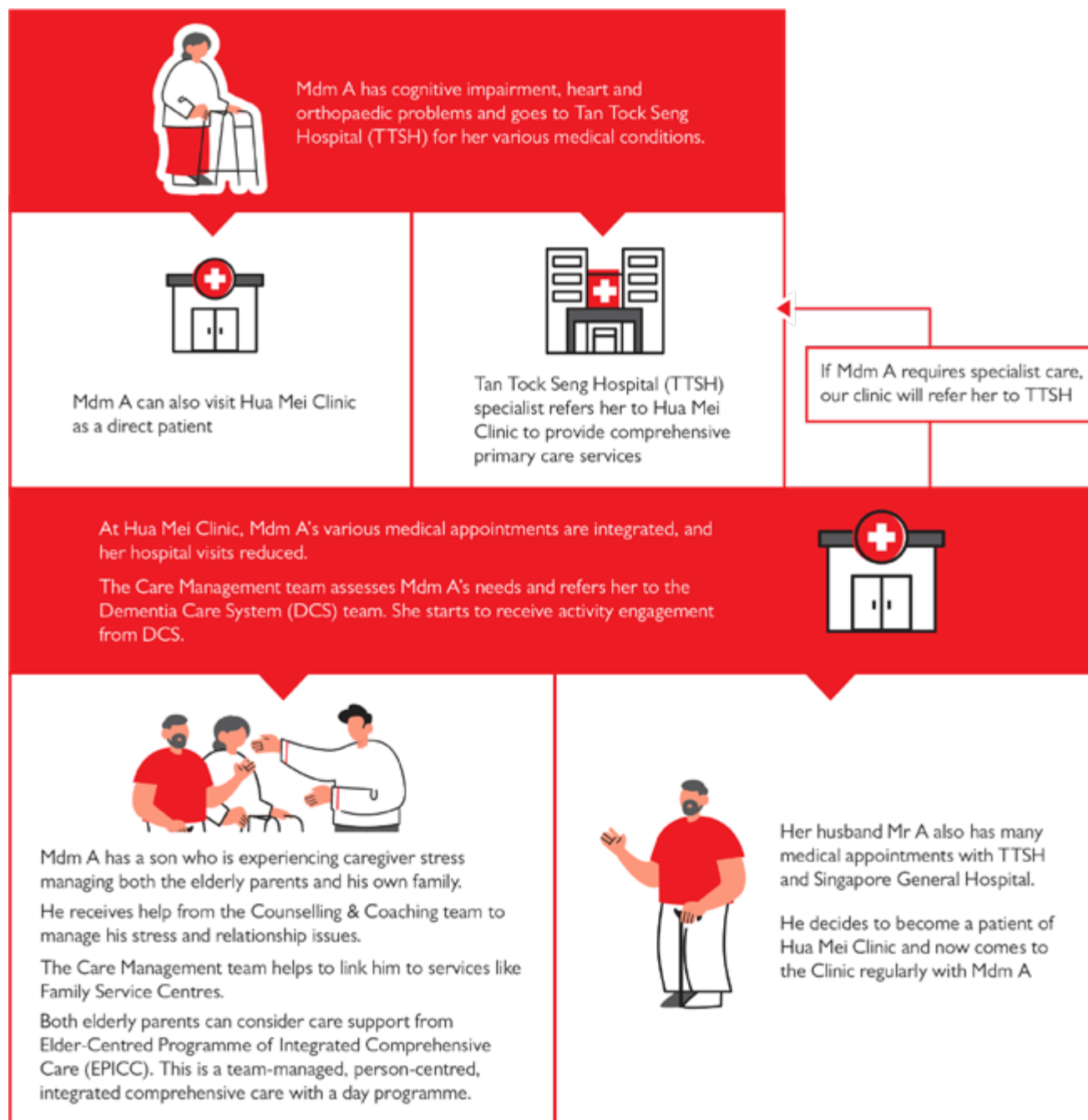
Recognising the importance of social determinants in health, Tsao Foundation’s senior-friendly Hua Mei Clinic in Whampoa is a pilot, integrated health and social care model by providing primary medical care together with the Hua Mei Care Management team, targeting seniors with complex, intertwining health and social care needs that often result in repeated hospital admissions and premature nursing placement. Specially trained in the care of older adults from age 40 onwards and empanelled to their own doctor, the clinics provide ongoing services from prevention and screening to treatment and rehabilitation—all to equip mature adults from the very fit and healthy to the very frail and unwell with the care, knowledge and skills to take charge of their own health and well-being. Working with

and supporting the caregivers also form part of our family-centric approach to care provision.

PCMH also implemented SGiMED to upgrade the existing Clinic Management System. The new system allowed clients to make appointments using SMS and SingPass logins, making it easier for clients and more efficient for the clinic. More importantly, SMS notifications on upcoming appointments improved communication efficiency, ensuring patients are kept informed. This migration was also to integrate the CMS with our Electronic Health Records (EHR) system. This integration was aimed at providing our clinical practitioners with a holistic view of each client from a single data source, which in turn helps enhance the quality of care in delivery.

The Hua Mei Clinic at Tiong Bahru is not yet a PCMH, though it collaborates with the care management service through a referral model rather than an integrated model as a comparison for efficiency and efficacy of the two models.

## OUR PERSON-CENTRED MEDICAL HOME (PCMH) REFERRAL PROGRAMME



## EPICC

The two EPICC centres based in Whampoa and Tiong Bahru form part of the continuum of care services that address the needs of older people with cognitive and/or physical impairments who are otherwise nursing-home eligible. The goal is to provide an enjoyable and engaging social environment for seniors with complex needs (especially those with dementia), where the medical and caregiver needs are also provided for. Both are IHDC's (integrated home and centre-based care) but EPICC at Tiong Bahru also has a SCC (Senior Care Centre) component for the less frail.

## Community Development (CD)

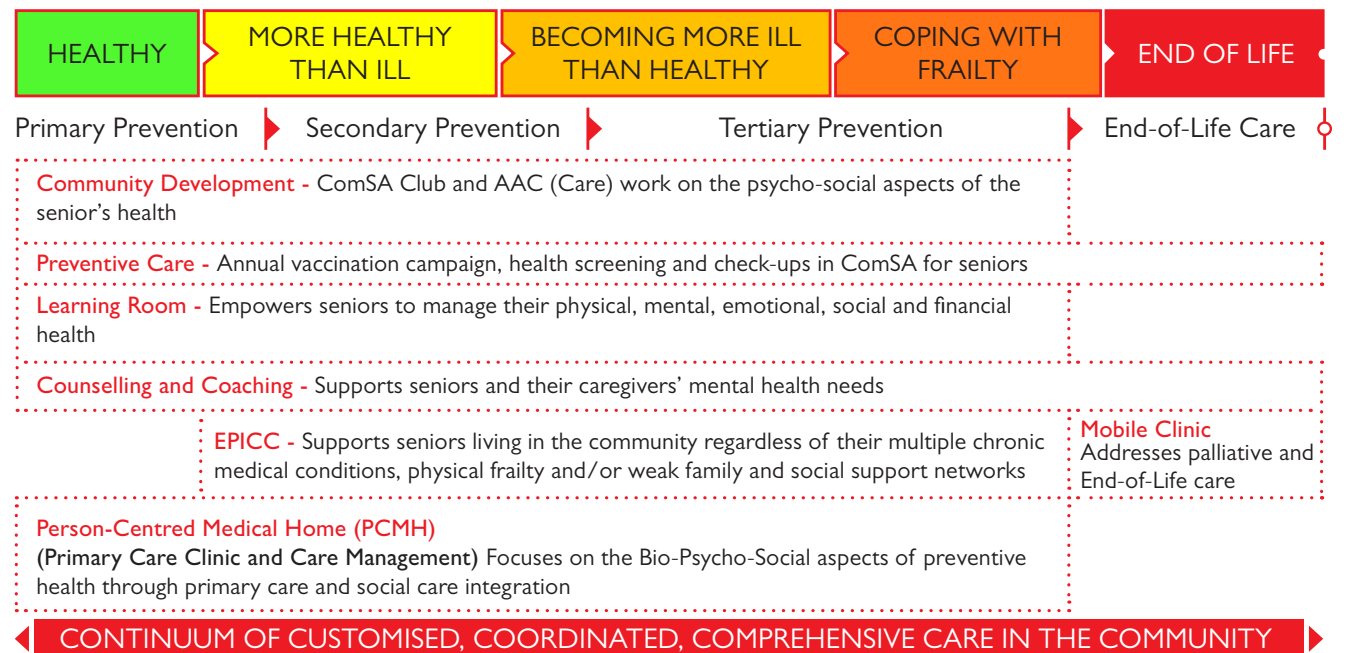
As noted earlier, community development is a crucial element of successful longevity in the community. For ComSA Whampoa, Community Development comprises Café Kawan and ComSA Club, a newly added Active Ageing Centre (AAC) (Care) in transition, and an overall community outreach team that reaches out to the community. In 2023, there were a total of 7,600+ attendances at the various programmes and activities under ComSA CD.

Hua Mei AAC (Care) @ ComSA Whampoa is a new programme still under transition at Whampoa. It integrates an outreach component both to engage seniors as well as to take a health survey that provides individual and collective population data as well as a

six-point BPS risk score (Bio-Psycho-Social) that helps the AAC team's lay staff to more objectively determine whether and where an older person should be referred. It also aims to encourage seniors to join activities at ComSA (including Café Kawan) and eventually they can be inducted into the ComSA Club where they join their empowered peers to be a senior who supports other seniors and the community. Of the 325 seniors from the five blocks assigned to the AAC, the team successfully reached 250 of them and 80 more who were not initially identified. Of the remaining 75 who were not reached, 3 seniors already passed away, 7 moved out of the neighbourhood, and the rest were not contactable even after three attempts. AAC hosted 195 programmes for its AAC members in addition to the senior-led programmes at Café Kawan and ComSA Club.

**ComSA Club** This is a club by seniors, for seniors and for the community. ComSA Club gives voice and agency to the senior members of the community to take charge of and advance their own well-being and build a positive approach towards healthy ageing and longevity. The ComSA Club seniors also aim to support other older persons with needs in their community. Enabled by training, ComSA champions organise and lead activities for other seniors, including cooking and sharing favourite family recipes as well as teaching one another handicrafts, such as the beaded gourd gifted throughout our 30th Anniversary celebrations. In 2023, ComSA Club has 550 active members.

## Holistic Care Using the Life Course Approach





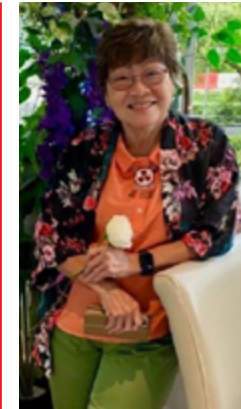


## Café Kawan

It is a casual gathering spot and informal listening post where elderly residents in the area form friendships and social support networks over shared interests, homemade food and drinks. It is also a safe haven for isolated seniors to find camaraderie and be engaged with the community. Cafe Kawan is the entry point to the ComSA Club for many lonely seniors facing social isolation who otherwise have no platform to be engaged with community living.

This is a club by seniors, for seniors and for the community. ComSA Club gives voice and agency to the senior members of the community to take charge of and advance their own well-being and build a positive approach towards healthy ageing and longevity. As volunteers in this community-activated initiative, the ComSA Club seniors also aim to support other older persons, especially vulnerable seniors with needs in their community.

Enabled by volunteer training such as the EMPOWER (Enriching and Mobilising Participation Of Whampoa's Elder Residents) programme, ComSA Club members become ComSA Champions—they organise and lead activities for other seniors, including cooking and sharing favourite family recipes as well as teaching one another handicrafts, such as the beaded gourd (葫芦 or “hú lú”) gifted throughout our 30th Anniversary celebrations in 2023.



*I'm Peggy Lim, a new ComSA member. I'm proud to be part of this close-knit family!*

*ComSA has altered my perspective towards aging. It reignites my passion for active pursuits.*

*I'm able to participate in exciting and enriching programmes with like-minded seniors—making new friends, creating new memories and building new connections while having plenty of fun along the way.*

*I'm grateful to the ComSA team for rolling out so many enriching programmes.*

*These activities not only fill a void, they uplift our social, mental and physical wellbeing, making our retirement years joyful and meaningful. This sense of exploration at the final lap of my journey is simply exhilarating! I feel passionate and humbly warmed in the midst of so many new-found friends and caring staff of ComSA.*

*PS: Life has choices. Choose to be positive and purposeful each day. Many search for Happiness, but most of the time, it's in their hands!*

— Peggy Lim, 84

ComSA Club Member and avid participant of the ComSA TikTok community



# DELIVERING INTEGRATED, PERSON AND FAMILY CENTRIC CARE

Stories of Our Journeys with Seniors  
Along the Health Continuum of Later Life



## Care Journey I: Two Couples Who Are Relatively Healthy

### Alan (75) and Jenny (70)

- Independent Active Agers with manageable chronic health issues
- Both retired; Alan was a crane operator and Jenny, a salesperson
- Have three adult children and four grandsons
- Live with their youngest son

### Hung Meng (71) and Swi Lan (69)

- Independent Active Agers with manageable chronic health issues
- Both are retired
- Live with one of their adult children



Both couples are members of **ComSA Club**. Active agers, they are in relatively good health, apart from some mild chronic conditions, such as high blood pressure.

Jenny loves “Sh!ok Tuesdays” at **Café Kawan**, where she goes to learn new recipes and share some of her own and where she and her husband Alan connect with their friends over a cup of coffee brewed by Aunty Wendy, the resident barista.

Alan and Jenny look forward to catching up with their friends during the Mahjong and Bingo sessions at the Café every Saturday. Apart from these regular activities, Alan and Jenny also attend the workshops conducted by student-volunteers, where they have picked up digital skills.

Hung Meng is one of the few men who can be found doing craft work at **Café Kawan**—he and his wife Swi Lan are avid crafters and never miss the weekly Beading Craft sessions. Like many of their ComSA Club friends, they are ComSA Champions who volunteer their time and skills towards the Foundation’s activities.

Both couples also look out for health screenings and vaccinations available through ComSA Club—Jenny has signed up for the upcoming Shingles vaccination—not to mention the many community outings and activities organised by **ComSA Club members themselves**, including museum visits and park excursions. They are thinking of joining the “Laughter Yoga” sessions on Wednesdays or perhaps belting out some songs at the “Grooving Down Memory Lane” karaoke sessions held twice a month at the Club. In addition to social activities, the two couples also learn about health conditions, healthy lifestyle and positive health-seeking behaviors. These are just some of the many regular senior-centric social development activities offered at ComSA Club, keeping Active Agers purposefully engaged and connected to the community while trying out new hobbies and skills.

## Care Journey 2: An Elderly Mother and a Daughter with Needs

### Veron, 76 (Mother)

- Veron, 76, lives with daughter Isabella
- Has diabetes, which is under control, but is getting a bit frail
- Veron is Isabella's full-time, sole caregiver

### Isabella, in her Forties (Daughter)

- Isabella has special needs and has been attending MINDS
- Isabella also has complex health needs, including deteriorating vision and hearing in recent years
- Highly dependent on Veron for day-to-day living

Veron is a sprightly 76-year-old who can manage her daily tasks independently, while keeping her diabetes in check. She lives with her daughter Isabella, who has complex and special needs, and is her full-time caregiver. Veron is getting on in years and increasingly worried about Isabella's future long-term care when she is no longer able to take care of her.

Isabella is in her forties and has been going to the Movement for the Intellectually Disabled (MINDS) in the day. In recent years, her health has worsened, and she now suffers



from declining vision and hearing. Due to the growing complexity of her needs, MINDS needs to find another centre to transfer her care to, which can look after her adequately.

At this point, Veron is referred to **EPICC Day Care Centre @ ComSA Whampoa** through her social worker at MINDS. She is soon put in touch with the **Care Management** team. Special arrangements are made to enrol Isabella at EPICC, as Isabella is only 40-odd years old and EPICC serves clients aged 60 and above.

Veron is very happy with Isabella's enrolment as EPICC is near her home, and the EPICC team will be able to look after Isabella holistically through their integrated health and social care. Being at EPICC means she is automatically empaneled to Hua Mei Clinic, a PCMH (Person Centred Medical Home) co-located with EPICC in the same building that integrates care management and medical care for individuals with complex intertwining health and social needs like Isabella. The EPICC team supervises Isabella's medication



and meals and coordinates her transportation for hospital appointments. Isabella enjoys going to EPICC for the many stimulating activities there and the interactions with staff and volunteers.

At EPICC, Veron and Isabella are able to receive ongoing medical care, and the social and emotional support needed for Isabella. Options for her long-term care in time to come are also being planned with the Care Management team helping Veron with legacy planning and a future care plan for Isabella.

With Isabella enrolled in EPICC and Veron in ComSA Club, Veron has more opportunities for her own self-care and development. She has found a close-knit community of fellow residents to support her own social engagement, enabling her to age actively. Veron's typical day is now more manageable and fulfilling. It starts in the morning when she accompanies Isabella to ComSA. After dropping Isabella off at EPICC, Veron heads over to ComSA Club to catch up with other active agers and participate in

the activities conducted there. She enjoys the “Sh!ok Tuesdays” cooking sessions at **Café Kawan** in particular. On the days when she has her own medical appointments at Hua Mei Clinic Whampoa, she will go for her appointments before joining her friends at the café. When Isabella finishes her day at EPICC, Veron picks her up for dinner before heading home.

A believer in lifelong learning, Veron has signed up for caregiving and self-care courses offered by the **Learning Room**, and has also taken up their digital literacy courses. “Never stop learning!” is her motto in life.

Veron now leads an active and purposeful life, all while knowing that Isabella is well taken care of and never far from her. Both their health and social care needs are now holistically centralised in ComSA, their daily lives and activities conveniently housed within this community hub near their home. Veron says, “ComSA is our second home!”

### **Care Journey 3:** **Dying a Good Death—** **Ang Ku Kueh For Madam** **Chua, 98**

Mdm Chua\* was widowed with three children in her forties. She worked as a housekeeper until she had to stop working due to poor health. Fiercely independent her whole life, she lived alone at home even with her disabilities.

Her daughter Laura\*, 63, worked as a Housekeeping Supervisor and kept a close watch over her mother, visiting her a few times a week. Her two adult sons also took turns to visit. At the age of 94, Mdm Chua was diagnosed with dementia with multiple co-morbidities, and referred to Hua Mei Dementia Care System.

Her daughter, Laura, worked full-time as a supervisor in housekeeping and had to take care of her own family, including her ailing father-in-law, so she had to engage a helper for her mother’s day-to-day care needs. The Dementia Care System team addressed Mdm Chua’s needs by coordinating healthcare services she required, and provided support to Laura and their helper.

By the time Mdm Chua turned 97, she became increasingly frail, and a series of falls led her to be hospitalised. She also started experiencing communication issues and dysphagia (difficulty swallowing) from her dementia, which had reached the advanced stage. Dementia Care System then referred her to Hua Mei Mobile Clinic for home palliative care.

Mdm Chua was adamant about not wanting tube-feeding and other extraordinary measures to sustain her life, and that she preferred to be home and not be hospitalised. The Mobile Clinic team supported the family in navigating their care decisions for Mdm Chua, while respecting her wishes to live comfortably in her own home and be able to eat the foods she enjoyed. One of her favourites was the ang ku kueh, the oval-shaped traditional Chinese treat consisting of a



sweet filling with a sticky outer layer. Mdm Chua had fond memories of this, but was no longer able to enjoy such treats due to her dysphagia. Working closely with the family and Mdm Chua, the team was able to stabilise her condition so that she was able to enjoy ang ku kueh in small bits, which delighted her and her family immensely. This was a significant event as her final wish was to be able to enjoy her favourite foods again.

With the Mobile Clinic team’s support, Mdm Chua lived comfortably at home for almost a year after her last hospital discharge. The Mobile Clinic team journeyed with Mdm Chua and her family until the end, when she passed away peacefully in her home. The team provided Laura and the family with all the necessary logistical and psycho-social support through the wake and their grieving process.

Mdm Chua had lived a hard life but she was able to spend her final season at home until the end, surrounded by her loved ones and with good quality of life. Despite her illness, she died a good death as she had wished.

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\*Names have been changed

## Care Journey 4: A Life Journey

### Mr Teo and Daughter Yingying\*

- 90-year-old widower; health is in decline, and he is increasingly frail
- Lives with his middle-aged daughter Yingying who now works part-time in F&B
- Yingying is his main caregiver

A resident of Bukit Merah, Mr Teo used to be socially active and fiercely independent. He started visiting the **Hua Mei Clinic** at Tiong Bahru to manage his plethora of health issues, including high blood pressure and diabetes, and would go to the **Hua Mei Acupuncture and TCM Centre** nearby to treat his joint pain. He lives with his daughter Yingying, who works in F&B service.

Mr Teo's health starts to worsen when he turns 82. It becomes increasingly difficult to get up from the chair, bed or toilet. While he is still able to walk around, he moves unsteadily. After falling three times at home in one year, Yingying turns to working part-time in order to look after her father. Through the referral of Hua Mei Clinic, Mr Teo enrolls in EPICC Day Care Centre at Tiong Bahru where he is able to receive the care he needed, remain socially engaged and cognitively stimulated, while ageing in the comfort of his home.

Two years later, his condition further declines. After being referred by his doctor at Hua Mei Clinic to the hospital, he is diagnosed with Parkinson's disease and the hospital social worker wants to admit him to a nursing home. However, he is determined to remain at home. The **Hua Mei Care Management team**—comprising a nurse and social work care manager—works with his Hua Mei Clinic doctor and intervenes. After a thorough and holistic Bio-Psycho-Social assessment of Mr Teo's care needs and wishes as well as Yingying's as a caregiver, the team designs a care plan and arranges a suite of home-based services that best suits them in allowing Mr Teo to age in place in comfort. The Care Managers also arrange for meals and medication to be delivered as well as transportation and medical escorts to his hospital appointments, all of which supports Yingying as a caregiver and significantly reduces the stress on her.

Care Management also helps Yingying explore options for financial support to further alleviate her caregiver load. With financial assistance, Yingying is able to engage a helper to assist her in looking after Mr Teo. The helper receives caregiver training at the EPICC to manage Mr Teo's chronic conditions and his Parkinson's.

Three years on, Mr Teo's functions deteriorate further, and he reaches the frail state. He stops going to EPICC. Now ageing-in-place at home, he needs help in most of his daily activities, including bathing, toileting, and dressing and eating his meals. He also becomes increasingly quarrelsome and agitated. Yingying is further

stressed. To support her in coping with her caregiver stress, **Hua Mei Counselling and Coaching** steps in to teach her coping strategies. Yingying also picks up communication techniques to interact with Mr Teo more positively, and this allows her to maintain a meaningful relationship with Mr Teo. She learns from her father that his wish is to live out his last days at home, with as little pain as possible, and not burden Yingying.

After three more years, Mr Teo's Parkinson's reaches the severe stage, and he becomes bedbound. As he and his family's wish is to have Mr Teo extend his life at home in the care of his loved ones for as long as possible, the **Mobile Clinic** intervenes to provide medical and psychosocial support to him and his caregivers to ensure his optimal comfort, while respecting Mr Teo and Yingying's preferences regarding his care. They help Yingying put together an End-of-Life care plan, and guides them on what to do when he exhibits violent behaviours, or when his condition reaches a critical stage, so that they can support him and ensure he lives out the final season of his life in comfort and dignity.

Yingying feels more empowered now that she knows the steps to take when the time comes. She is able to tend to her father and support him in his last wishes as he lives out his final season with acceptance and dignity instead of fear.

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\* This case comprises an amalgamation of our actual clients to illustrate how our suite of community services can provide a full life course approach to enabling someone to age in place.



# 2023 IN CLIENT NUMBERS\*

*Some of these clients utilised multiple services offered by the Foundation through the course of their lives*

**1,426** Seniors

**5,483** Sessions

Hua Mei Centre for Successful Ageing—  
Primary Care Clinics at Tiong Bahru and  
Whampoa Combined

**168** Seniors

**1,256** Visits

Hua Mei Mobile Clinic  
(Home and End-of-Life care)

**82** Seniors

EPICC at Tiong Bahru and  
Whampoa Combined

**4,039** Attendances

EPICC at Tiong Bahru

**3,661** Attendances

EPICC at Whampoa



**327 ComSA  
Champions**

as Community Advocates  
Active Senior-Volunteers  
ComSA Club

**374 Seniors  
Enrolled**

Hua Mei AAC (Care) @ ComSA Whampoa^  
^ Under Transition Grant from October  
2022 to March 2024

**1,567 Training  
Places**

Hua Mei Training Academy

**195 Seniors**

Learning Room at ComSA

**2,497 Training  
Places**

Learning Room Courses at ComSA and  
Island-wide Combined

**188 Seniors**

**696 Sessions**

Hua Mei Care Management

**108 Seniors**

**1,205 Sessions**

Hua Mei Dementia Care System

**352 Seniors**

**1,165 Sessions**

Hua Mei Counselling and Coaching

**413 Seniors**

**4,884 Sessions**

Hua Mei Acupuncture and TCM Centre

# OUR PROGRAMMES AND OUTREACH IN 2023

## Hua Mei Centre for Successful Ageing

### Vaccination Campaigns



**Influenza Vaccination Campaign**  
16 March 2023



**Shingles Vaccination Campaign**  
25 and 27 November 2023 (First Dose)\*

\*Second dose given on 25 and 27 January 2024

## Hua Mei Mobile Clinic (Home Care)

Ms Jasmine Wong, veteran Senior Social Worker, shares her thoughts of Mobile Clinic's journey over the last three decades.



Thirty years—three decades. It is indeed a milestone that resonates not just in terms of numbers but with the countless seniors whose paths we have crossed, the stories we have held onto, and the quiet victors we have celebrated alongside our patients and their families. We are indeed humbled by the journey.

Hua Mei Mobile Clinic was started with a simple mission—to bring care and comfort to those who need it most, within the familiar embrace of their homes. Our tools are essentially compassion, dedication and the unwavering human connection. Over the years, the core of who we are

has remained unchanged. We are the hands that provide support, the ears that listen to tales of a life well-lived, the voice that offers comfort in a moment of need. We continue to be the bridge between generations, to help care and respect the flow between caregivers and the seniors.

While the needs we address are fundamentally human, there have been changes too. As lifespan lengthens, so do the complexities of care. We continue to grow and adapt as we work on the balance to preserve the personhood of the elders and concerns of their families and caregivers, such as safety and competence in care.

Amidst the challenges, there are also a lot of quiet celebrations. The joy of seeing patients regain strength, or the joy of seeing a family finding ways to work together, is a testament to the power of human bonds. The quiet joy of a shared laugh, a sparked memory, a moment of connection that is beyond words.

As we look ahead, we do so with optimism. New technologies will emerge, new collaborations will be forged. New challenges will arise but our core values will remain constant—those of a legacy forged in compassion, and a future built on care.

# Hua Mei Care Management

The clients under the Care Management team saw a twice-fold increase in 2023, in large part due to the expansion of the catchment area under our care, a result of changes in the Care Management programme's funding under AIC:

## Care Management Clients Served

2021	90
2022	96
2023	188

In spite of the daunting number, the team more than delivered.

### Letter of Appreciation from Caregiver to Ms Liow Yu Qi, Care Manager

Dear Mdm Liow Yu Qi,

I would like to express my sincere and heartfelt appreciation for all the assistance and untiring efforts that you and the Care Management team have rendered to my brother MH during his time under your care.

Your dedication to providing him with the necessary support and services has been truly remarkable. I am grateful for the positive impact that you have made on his life. Your team's compassion, professionalism, and

expertise have not gone unnoticed. I am confident that your efforts have contributed greatly to MH's well-being and quality of life.

I also want to express my gratitude for the open communication and collaboration that we have had throughout this process. Your team's willingness to work with me and other relevant organisations has been invaluable. I appreciate the time and effort that you have taken to keep us informed and updated on MH's progress during that time.

Once again, thank you from the bottom of my heart for all that you and the team at Hua Mei have done for my brother. Your dedication, kindness, and professionalism have been truly inspiring.

Sincerely,  
Charles

# Hua Mei Dementia Care System



## Valentine's Day Breakfast with Our Seniors 18 February 2023

Old Habits Café at SAFRA Telok Blangah

Check out this special day [here](#). This story became one of the Top 3 posts in AIC's newsletter, [AICConnect@Workplace](mailto:AICConnect@Workplace), for the month of April 2023.

## Case Study in "Connect 2 Collab" DFSG e-Newsletter

For their impactful work done helping our clients with dementia and their caregivers, the Dementia Care System team and their collaborative practices was featured in the October 2023 newsletter of the national initiative Dementia-Friendly Singapore (DFSG).

**CASE STUDY**

**Reconnecting families through love in their care journey**  
Persons living with dementia can display challenging behaviour or pose challenges due to the condition. That is why the **Dementia Care System (DCS)** team plays an important role by providing professional help and intervention to support caregivers.

As the sole caregiver for his wife who is living with dementia, Ben\* struggled to juggle his caregiving responsibilities with his own recovery from a fall. Thankfully, the DCS team under the Tao Foundation stepped in and helped the couple to find hope and assurance in their care journey.

**An allied-health team for an individualised care plan**  
Led by an allied-health team of a medical doctor for case consultations, registered nurses, social workers, counsellors, assistant care managers and dementia care programme assistants, the DCS team develops individualised care plans tailored for individuals. These include personalised consultations and building a long-term support network caregivers and patients can depend on.

"It takes many hands to support clients living in our community," says Yong Leong Ying, a Clinical Lead from the DCS team.

To help Ben and his wife, the team visited their home and got to know them. Through these family consultations which included their children, they conducted a nursing, social and spiritual assessment to ensure the care plans they proposed were tailored to the family's needs.

Building up rapport this way also helped to make Ben and his wife more receptive to the team's proposed care plans. They endorsed recommended activities such as the day care centre and Active Ageing Centre (AAC) services nearby, and even embraced the idea of hiring a domestic helper, which they had vehemently refused before.

This trust yielded more revelations. Ben's wife revealed that she had acted out of a yearning for love and connection, which Ben, deep in his anxieties, had been unable to see. The team counselled and helped guide their journey from gasping with grief and loss to a new love language born from their shared experience.

For Ben and his wife, the caregiving journey is no longer filled with hardship, but a path to love and self-discovery.

**“It is important to know the person living with dementia as who they are and not their behaviour, to appreciate where they are and to understand their challenges.”**  
Yong Leong Ying  
Clinical Lead, DCS

**Empowering patients through people-centred care**  
Families like Ben's admired Leong Ying of her aspirations in joining the mental health sector.

"We focus on people-centred care to help our clients develop the knowledge, skills and confidence they need to make their own decisions," says Leong Ying. "Building security, psychological safety, and assurance helps us make care less scary for patients and caregivers."

The community has a part to play as well. "By fostering a community that engages and builds support with dementia patients, we can activate more, empower patients, and advocate for their needs as humans."

**Enabling meaningful caregiving journeys and better understanding**  
As seen with Ben's journey, the DCS team also fosters positive interactions and helps families navigate complex relationship dynamics.

"The caregiving journey can be stressful and tiring, so relationships can get tense at times," says Chai Li Fen, a Dementia Care Programme Assistant.

After all, clients are not just their diagnosis, they are people. The DCS team reminds caregivers to take that into account, and be more understanding when caring for their loved ones.

**“Love always wins. Sometimes, we just need to be reminded to make the caregiving journey more joyful.”**  
Chai Li Fen  
Dementia Care Programme Assistant, DCS

"We try to be the bridge between caregivers and clients," Li Fen emphasises. "Caregivers are so stressed from caregiving that they can forget about the good times spent with their loved ones. We lend them a listening ear, prompt them to recall the sweet memories they shared during happier times and remind them they are family, not client and caregiver."

"Ultimately, the key is to tell them it is okay to be frustrated sometimes, but they should see this caregiving process as a joyful journey, allowing their loved ones to live the best life they can, rather than as an unwielded responsibility."

Li Fen finds her role especially meaningful as she can help caregivers and patients to reconcile and embrace their past journey ahead the times. "If they have a good relationship and the intention is good, how can they bring the care and love into the caregiving journey?"

\*Names have been changed to protect the identities of clients.

To find out more about the DCS Programme under the Tao Foundation, please email: [taofoundation@taofoundation.org](mailto:taofoundation@taofoundation.org) for a list of support services for mental health issues, dementia, and caregiver, DCS app.

## Hua Mei Counselling and Coaching

### Testimonial from St Andrew's Senior Care (SASC) (Dover) Client on Life Review Group Work in 2023

Our clients initially had reservations about the Life Review Group programme. However, through carefully curated activities and facilitated conversations by the Tsao Foundation's counsellors, our clients openly related their life experiences to each other and gained a better awareness of their strengths and qualities at the same time. They also appreciated each other's presence more, resulting in newly formed friendships growing through their daily interactions at the daycare.

For some clients, we also noticed significant shifts in their moods and ability to prioritise matters, translating to making optimal decisions for themselves, whether health-related or simply how they want to spend their day at the centre.

It was the first time that our seniors participated in such a programme that addressed the psycho-social aspects of the individual. We hope to continue to work with Tsao Foundation to benefit a lot more seniors attending the daycare and bring about greater awareness of the importance of meeting one's psycho-social needs in today's active ageing society.

## Hua Mei Acupuncture and TCM Centre

### Educational Outreach Through Public Lectures

Besides ensuring the highest standards of care in their TCM delivery to our clients, veteran physicians from the Clinic, Medical Director Dr Gu Fa Long and Dr Zhu Ping, delivered a series of 10 lectures on TCM to the public. These lectures aimed to increase awareness and understanding of TCM, covering various topics such as the principles of acupuncture, herbal medicine, and their applications in modern healthcare.

### Professional Contributions

#### National TCM Examination

Dr Gu and Dr Zhu played an essential role in the professional development of TCM practitioners in Singapore. They were involved in setting questions for the national TCM examination conducted by the TCM Practitioners Board. Their contributions ensured the examination standards remained high and relevant to current TCM practices.

#### Peer Review and Mentoring

Both doctors also participated in peer review sessions and mentoring programmes for TCM practitioners, providing valuable feedback and guidance to help them improve their clinical skills and knowledge.

The Hua Mei Acupuncture and TCM Centre made significant strides in 2023, both in patient care and in promoting the benefits of TCM to the wider community. Through continued education and professional contribution to the community the clinic aims to further its impact and improve health outcomes for its patients.

## Hua Mei EPICC\* (Centre-Based Comprehensive Care)

### Pottery Classes 2023





EPICC Gift Session and Christmas Party,  
20-21 December 2023

\* Elder-Centred Programme of Integrated Comprehensive Care





# COMMUNITY FOR SUCCESSFUL AGEING (ComSA)

## ComSA WHAMPOA'S 2023 REPORT CARD

- 7,600+** Attendances
- 570** Café Kawan Sessions
- 100+** AAC(Care) Sessions
- 400+** ComSA Club Seniors\*
- 371** AAC (Care) Seniors\*

*\*Unique Figures*



# 2023 ComSA Whampoa Programmes and Activities



ComSA Seniors participating in Baduanjin exercises



Intergenerational collaboration between ground-up non-profit youth-run GenLab Collective, and ComSA seniors to co-share ideas addressing seniors' aspirations and employment needs



“daSH to ComSA: TikTok and Hop Hop” dance workshops



Singapore Chinese Cultural Centre (SCCC)'s “My Food Memory Journey” workshops





National Day 2023 celebrations  
at ComSA Whampoa



Big Swing block-based activity in November

Celebrating International Day of Older Persons  
(IDOP) 2023

## Singapore Community Engagement Initiative Award 2023

ComSA's EMPOWER (Enriching and Mobilising Participation of Whampoa's Elder Residents) programme's impact on the senior volunteerism landscape in the community was recognised at TTSH's Singapore Patient Conference 2023 through the Singapore Community Engagement Initiative Award.



## Hua Mei Training Academy

We introduced the SCTP WSQ Diploma in Social Service in 2023.

## AIC Course Development

This list of courses offered in 2023 shows how the Training Academy, as a certified Learning Institute of AIC courses, continued in 2023 to develop their courses to enhance capacity-building in community eldercare.

### AIC Courses in 2023

Community Befriending of Seniors (CBS) - (Volunteer)

Community Befriending of Seniors (Basic)

Community Befriending of Seniors Specialist

Enabling Family Caregivers for Supporting Older Person Living in Community (Intermediate)

Working with Families (Intermediate)

Activities Planning and Implementation for Day Care and Nursing Home (Cognitive)

Activities Planning and Implementation for Day Care and Nursing Home (Community Re-Integration)

Essential Foundation in Volunteer Management (Intermediate)

Basic Counselling Skills in Addressing Emotional Needs for Older Persons (Basic)

Self-Care for Community Care Professionals

Essentials of Gerontology for Community-Based Professionals (Intermediate)

Managing Elderly Abuse in Nursing Homes (Intermediate)

Activities Planning and Implementation for Day Care and Nursing Home (Psychosocial)

## Learning Room

### Longevity Preparation

Aligned with the Healthier SG initiative, the Training Academy's Learning Room programmes espouse the belief that the older person can be empowered to take charge of their own life journey and prepare for longevity. A proposal comprising 55 courses was approved for development early 2023, to be offered from April 2023 to March 2024.

2 ComSA Volunteer Training programmes were to be developed for ComSA Volunteers:

- Tsao Philosophy, Befriending & Communication with Seniors
- ComSA Biological, Psychological and Social (BPS) Risk Screening

## Corporate Training Courses

Learning Room’s work also involves corporate training. Its portfolio of corporate training programmes in 2023 reveals the varied versatility of its elder-focused programmes and their far-reaching impact:

Organisation	Workshop	Participants
NEA	My Life, My Care, My Wishes	293
WINGS-Women’s Initiative for Ageing Successfully	Confinement Food Cooking	15
Montfort Care GoodLife!	Befriending Older Persons	20
Great Eastern Life	Cross-Generational Awareness	20
Singapore Airline (SIA)	Cross-Generational Awareness	28
Adream Foundation	Guided Autobiography (GAB)	26
Prudential Assurance Company Singapore	Financial Literacy Workshop for Seniors	335

As a result of its wide coverage of training in eldercare and longevity, it is no surprise that the Learning Room traversed a large area of coverage that served as their training ground:

Agency	Training Places
SkillsFuture Singapore	600
Council for Third Age (C3A)—Learning Room Courses	2311
AIC	629
Corporate Training	428
ComSA—Learning Room Courses for Seniors	186



# Our People

## SALUTING OUR 11 LONG SERVICE STARS!

Tsao Foundation Long Service Awards 2023

### 25 years



**Wendy Khon Won Chu**  
Relationship Officer  
Community Development,  
ComSA Whampoa

### 5 years



**Joyce Hor Chui Chui**  
Senior Staff Nurse  
Hua Mei EPICC, Whampoa



**Eric Cheong Fook Seng**  
Programme Assistant  
Hua Mei EPICC,  
ComSA Whampoa

### 20 years



**Raymond Loke Siew Pang**  
Driver  
CEO Office



**Yvonne Chua Sau-Fern**  
Manager, Marketing &  
Partnerships  
Hua Mei Training Academy



**Susan Teo Sock San**  
Staff Nurse  
Hua Mei Dementia Care System

### 15 years



**Cecilia Ho Ngerng Seng**  
Receptionist  
Shared Administration Services



**Sharon Wong Hui Shan**  
Senior Social Worker  
Hua Mei EPICC, Tiong Bahru



**Liow Yu Qi**  
Care Manager, Social Work  
Hua Mei Care Management

### 10 years



**Tan Chee Kiat**  
Driver  
Hua Mei EPICC, Tiong Bahru



**Chua Hui Keng**  
Manager  
Hua Mei Care Management

## Supporting Our Staff in Personal Growth and Lifelong Learning

### Community Care Manpower Development Award (CCMDA)

The Community Care Manpower Development Award (CCMDA) is a funding programme administered by the Agency for Integrated Care (AIC), which aims to support the attraction, development, and retention of manpower in the Community Care sector.

In 2023, five members from the mighty Tsao Foundation team completed the challenge to study part-time for a diploma/ degree under the CCMDA scheme while being in service to the Foundation, motivated by the goal of enhancing their professional capacity in the delivery of eldercare.

#### Testimonial from Dr Tan Sai Tiang, Senior Assistant Director, Hua Mei Clinic

I completed the Graduate Diploma in Palliative Medicine in 2023, under the CCMDA programme. Knowledge of palliative care empowers the family physician to provide continuing, comprehensive, and holistic care for our patients right to the end. The lectures and attachments to various palliative-care settings gave me confidence to manage patients with life-limiting conditions such as dementia and chronic organ failure.

The exposure to these settings and role-play in communicating bad news and difficult conversations have made me a better doctor, more able to empathise and guide the patient and their family in shared decision-making.

#### Testimonial from Ms Chua Hui Keng, Care Manager, Hua Mei Care Management

I am fortunate to have been given the opportunity to receive training in counselling to further my clinical skills. The course I have undertaken is towards a Graduate Diploma in Counselling Practice, and aims to equip social service professionals with the knowledge and skills essential to competent counselling.

While it is sometimes tough juggling work with my studies, it has been a fulfilling journey knowing that the course will enhance my ability to support our seniors and their families. We often see clients and family members who require a lot of emotional support. The course, with an emphasis on clinical practice, allows me to better connect with our seniors and their caregivers, and deepen my engagement with them in order to provide support which gives due consideration to varying circumstances, and which addresses the differing needs among the complex cases we frequently see.

# CELEBRATION AND THE WAY AHEAD

## Marking 30 Years of **Tsao Foundation**

### Longevity Forum May 2023

The 30th anniversary festivities kicked off with the Longevity Forum as a nod to the Foundation's DNA as a catalyst for positive change and as a change agent with an eye to the future.



Renowned international thinkers and innovative local practitioners gathered to explore cutting edge ideas and perspectives of living a hundred-year life. Stanford's Laura Carstensen delivered a keynote on the future of longevity by unveiling a new roadmap of life where people will learn, work and play in a totally different way than today, and other speakers discussed how ageing societies can benefit from the longevity dividend by harnessing labour-force participation by older people, as well as a new social compact between the generations, where the old and the young learn from each other as "menterns" (a mindset where mentoring and interning occur at the same time between the generations).

### Learning Festival August 2023

A weekend-long Learning Festival on longevity was held in Tiong Bahru Plaza where the Hua Mei Training Academy's Learning Room was re-launched to emphasise the importance of health literacy, healthy lifestyle, selfcare and self-efficacy in line with Healthier SG. Graced by Mr Ong Ye Kong, Minister for Health, the Learning Room team organized workshops curated specially for seniors, their families and members of the community with the theme of "designing your life" to emphasise the importance of planning and focused on four key areas\*: avoiding disease and disability, maintaining mental and physical fitness, building strong relationships and social networks, and planning one's finances for old age. The aim is to empower and equip older people with the awareness, knowledge and skills to maintain optimal health for as long as possible and to be intentional in their preparations for longer, healthier and happier lives.



### ComSA Symposium July 2023

We also held the ComSA Symposium, highlighting our experience over the past 10 years building ComSA, highlighting the ComSA concept as well the implementation of the ComSA Whampoa.



As mentioned earlier, ComSA was conceived in 2009 as a population health, community development, prevention and life course approach to ageing well in the community. At the Symposium, the ComSA journey was shared - starting with research to better understand the community and throughout as needed, building relationships with the grassroots and the community to earn their trust, establishing partnerships with key stakeholders and so on, through the setting up of the ComSA Whampoa as a one-stop longevity Central for the Whampoa community, and providing an integrated health and social care system. The Symposium focused on the importance of community outreach and creating platforms for an activated community of seniors who take charge of their own well-being.

\*Based on Rowe & Kahn, *Successful Ageing*, 1985

## ComSA Festival July 2023

The seniors in Whampoa also celebrated the 30th anniversary with the Foundation by hosting a ComSA Festival for the community. The highlight of the festival was a dance performance choreographed and performed together with dancers across generations. The dance fest involved ten seniors from ComSA Club's TikTok group, six students from Raffles Girls School, one intern and five staff from the Foundation, with ages ranging from 12 to 70 years old. It was joyful and fun for the performers and the audience.



## Celebrations with the Foundation's Team



The Foundation Team also had fun together, including a Walkathon and Sports Carnival on 30 Sep where various teams walked through various places that were part of the Foundation's history, such as its first office in Shaw Tower (which is no longer in existence) and Alexandra Hospital's Community Complex where most of the clinical services were housed. There was also a fun Art Jam on 28 October 2023 as well as an appreciation dinner for staff and all the alumni (since 1993) on 12 Jan 2024.

## 30th Anniversary Gala Dinner 24 November 2023



Our year-long celebration culminated in a formal dinner to mark the occasion of our 30th year and to express our appreciation for the many friends and supporters who have journeyed with us, without whom we would not have arrived at where we are today. Graced by Mr Tan See Leng, Minister of Manpower, the dinner was also the platform to highlight two issues close to our heart—the well-being and vulnerability of older women, as well as the benefits of longevity and possibilities for being able to live a longer life.

Dr Rintaro Mori of UNFPA presented a lecture on the situation of older women globally, and highlighted the fact that women are at risk of financial insecurity and poverty in their old age. Women live longer than men with more years of disability, are almost always single (from widowhood, divorce or never being married) in their late life and have fewer financial resources due to curtailed earning opportunities due to caregiving responsibilities. With fewer children



and greater mobility required for work, many older women will not have sufficient support in their old age. With population ageing, there is the phenomenon of the feminization of ageing, because women out live men, and is most stark among the old-old. Singapore faces the same scenario for the generations of older women to come. Mrs Tsao Ng, the founder of the Foundation, had been particularly concerned about the situation of older women and wanted the Foundation to focus on this issue, but unfortunately, this issue is still omitted from policy agendas worldwide. There is still much to be done.

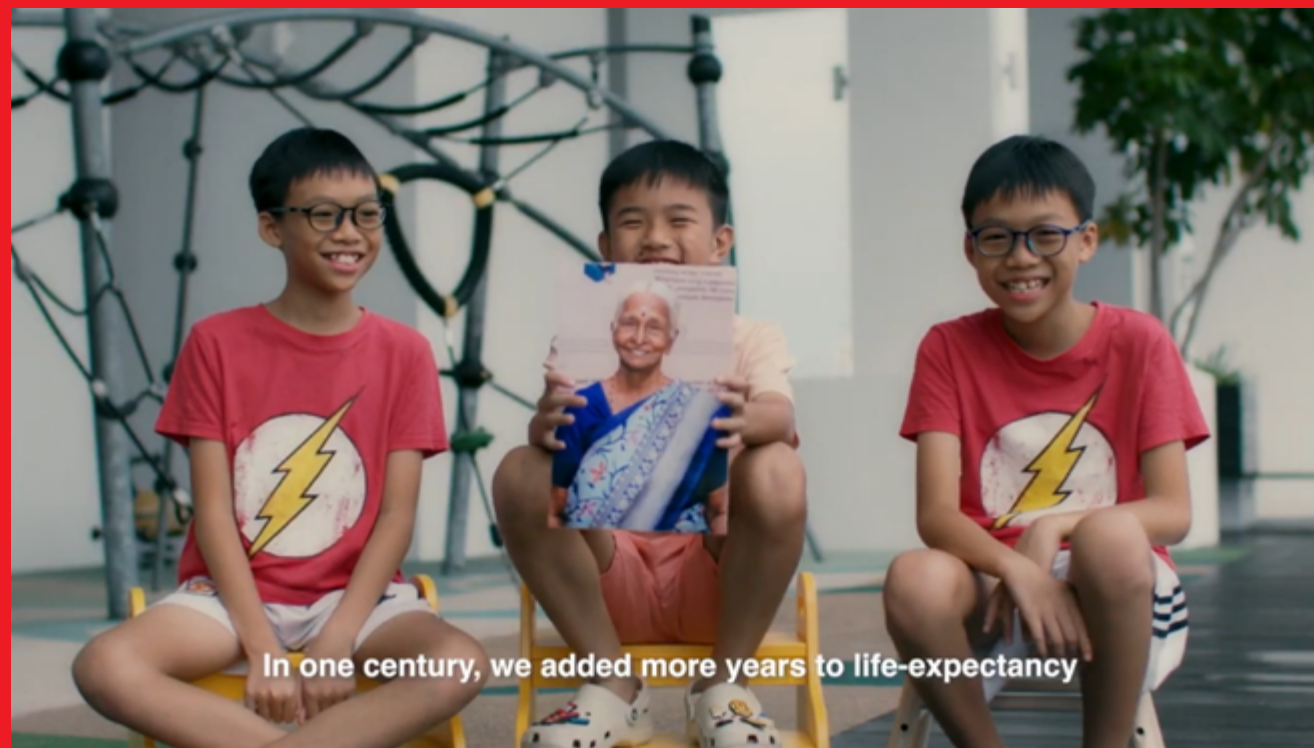
The evening also debuted a documentary short, “Route 100,” which showcased a view of what the future may look like if we invest in it today.

## The Way Ahead

2023 marked our 30th anniversary and we celebrated with establishing new programmes and events that exemplified our past and reflected our future in promoting healthy longevity for our older people and the community. As we chart our course into the next five years, our strategic focus areas are:

- **WorkWise**, enabling decent work with fair pay for mature and older people -

### “Route 100” Documentary



↳ To initiate the video playback, click on the image. If it doesn't activate, please enable “trust this document” in the options of Acrobat Reader. Alternatively, click [here](#).

- ↳ Integrate the Centre for Seniors (CFS) into the Foundation's WorkWise pillar by building on CFS' current platform
- ↳ Enhance job matching by implementing an AI-driven platform
- ↳ Research and develop intervention strategies on women returning to work and PMETs
- ↳ Work with employers to expand age-appropriate employment opportunities





Finally, we will continue to strengthen Tsao Foundation as an organisation, investing in:

- Our capacity and capability in resource mobilisation to secure an even stronger financial position
- Our people through improvements in our HR policies and processes as well as training and development; an HR consultant will be working on this moving ahead
- Aligning our culture and values as a person centred, family centric and prevention-oriented service provider as well as a thinking and learning organisation; a Chief of Learning & Culture position has been created to strategise, lead and coordinate this effort and a Knowledge Manager position has also been created so we can develop a systematic approach to how we harness, harvest and manage our learnings
- Our work processes and procedures to create greater consistency and quality assurance; a Quality Assurance Manager position has been established
- IT and tech to improve efficiency and productivity as well as to enhance the well-being of our clients and staff (including volunteer management, learning and training management, staff onboarding, blended learning with stronger online capability); such systems are being evaluated for implementation



CORPORATE INFORMATION,  
BOARD MATTERS &  
GOVERNANCE

In 1993, Tsao Foundation was incorporated as a public company limited by guarantee in Singapore. The Foundation is governed by its Constitution and has been an Institution of a Public Character since 14 September 2002.

#### INSTRUMENT SETTING UP THE FOUNDATION

#### MEMORANDUM AND ARTICLES OF ASSOCIATION OF THE TSAO FOUNDATION

UEN No.	199302114W
Registered Address	298 Tiong Bahru Road #15-01 Central Plaza Singapore 168730
Bankers	DBS Bank Limited United Overseas Bank Limited Standard Chartered Bank (Singapore) Limited
Auditors	Lo Hock Ling & Co. (Chartered Accountants, Singapore)
Company Secretary	Ms Yvette Lim Pei Yung
Staff Strength	As at 31 December 2023, there were a total of 121 staff employed by the Foundation

Tsao Foundation is governed by a Volunteer Board whose members are appointed in accordance with its Memorandum and Articles of Association. Board members are each appointed for a term of three years. The appointment is renewable for up to two terms. The Board also includes family directors who do not have fixed-term limits.

As the Foundation's highest policy and decision-making body, the Board is responsible for ensuring that the Foundation is governed and managed effectively and credibly and that it is sustainable.

Board members' responsibilities include the following:

- Approving broad policies; periodically reviewing and approving strategies and objectives to ensure that they are consistent with the Foundation's vision and mission
- Providing a strategic overview to ensure that the activities and support for the programmes of each initiative are in line with the objectives of the Foundation
- Overseeing the processes for evaluating the adequacy of internal controls, financial reporting and compliance
- Approving annual budgets
- Implementing corporate governance to ensure that there are adequate resources to sustain the Foundation's operations and that such resources are effectively and efficiently managed.



The Foundation has a total of 10 board members, of whom four are family directors, namely, Dr Mary Ann Tsao, Mr Chavalit Frederick Tsao, Mr Phillip Tan and Mr Goh Yong Leng. Family directors do not have fixed-term limits as it is difficult to find appropriate family candidates to serve as directors. Dr Tsao, Mr Tsao and Mr Tan have each served on the Board for more than 10 consecutive years.

The Board meets at least twice a year, with a quorum of at least one-third of the Board (and at least half of the one-third of the directors present not being family directors) at each meeting.

The number of meetings attended by the Board members during the financial year is set out below:

Board Members	Designation	Number of Board Meetings Attended
Dr Mary Ann Wai Sheng Tsao	Chairperson	3/3
Mr Chavalit Frederick Wai Teh Tsao	Family Director	0/3
Mr Phillip Tan Eng Seong	Family Director	2/3
Mr Goh Yong Leng	Family Director	1/3
Ms Cheah Sheau Lan	Director	3/3
Mr Eddie Chau Shing Chi	Director	2/3
Mr Woon Sac San Saxone	Director	3/3
Ms Tan Bee Nah	Director	2/3
Ms Marie Elaine Teo	Director	2/2
Assoc Prof Thomas Kong Kwok Hoong	Director	2/2

All members of the Board of Directors are volunteers and receive no monetary remuneration for their contribution, except for the reimbursement of out-of-pocket expenses. No staff member serves on the Board as a Director.

Tsao Foundation is committed to lawful and ethical behaviour in all its activities, and requires its Board of Directors, employees, and volunteers to conduct themselves in a manner that complies with all applicable laws and regulations, as well as the Foundation's internal policies. In keeping with this commitment, the Foundation has complied with the Code of Governance for Charities and IPCs, as required by the Charity Council.

The Board of Directors is responsible for ensuring that the Foundation has appropriate internal controls in place to safeguard stakeholders' interests and the Foundation's assets. The external auditors, during their annual statutory audit, review and test the operating effectiveness of the internal controls, to enable them to arrive at their audit opinion. The Foundation also engages internal auditors to audit the Foundation's operations and procedures. The Board considers the recommendations made by the external and internal auditors and implements changes as appropriate. Implementation of recommendations by the external and internal auditors is reviewed and monitored by the Audit & Risk Committee, and the Finance & Investment Committee.

The Finance & Investment Committee works closely with the Finance Team to ensure that cash resources

are managed in an efficient and effective manner, within an acceptable risk framework approved by the Board. The Foundation's Investment Policy aims to invest its excess funds prudently in a manner that seeks to ensure the preservation of the capital in the overall portfolio while targeting to achieve a market rate of return in consideration of prevailing economic conditions, investment risks and constraints. The Foundation invest and diversify its portfolio in accordance with the investment policy and limits approved by the Board of Directors.

### RESERVES POLICY

The Foundation's reserves management objective is to ensure that it maintains strong and healthy capital ratios in order to support its operations and future growth. In view of the assured funding from the Tsao Ng Yu Shun Trust and sustainable income from consultation fees and eligible subsidies, the Foundation targets to maintain a level of accumulated reserves equivalent to one year of budgeted total expenditure.

The Foundation regularly reviews and manages its reserves to ensure an optimal structure, taking into consideration the future capital requirements of the Foundation and capital efficiency, prevailing and projected revenue, projected operating cash flows and projected capital expenditures.

The Foundation is not subject to externally imposed capital requirements. There have been no

changes to the Foundation's approach to reserve management since the previous financial year.

### RESTRICTED FUND POLICY

The restricted fund named "The Tsao Ng Yu Shun Health Scholarship" was set up in 1993 by the family of the late Mrs Tsao Ng Yu Shun, the founder of the Foundation, for the purpose of awarding scholarships at the master's degree and diploma levels to geriatric health professionals. Upon completion of their studies, these scholars will be bonded for two years with the Foundation if an appropriate position is offered.

The fund is placed in designated fixed deposits earmarked for the purpose of awarding scholarships. Any interest derived from the fund is used to defray administrative costs incurred.

The fund will be drawn down as and when qualifying applicants are identified.

### CONFLICT OF INTEREST POLICY

The Foundation is governed by the Board of Directors, which is the final authority and has overall responsibility for policy making and determination of all activities. The Board delegates duties to the Executive Committee, which include conducting and overseeing the Foundation's activities and affairs in line with the overall strategy as determined by the Board. The Foundation has in place policies relating to

the management and avoidance of conflict of interest. All members of the Board of Directors and senior management are required to declare their interests yearly.

### WHISTLE-BLOWING POLICY

The Foundation is committed to fostering a workplace conducive to open communication regarding the Foundation's business practices and to protecting employees from unlawful retaliation and discrimination for their cooperation in disclosing or reporting illegal or unethical conduct. The Foundation has a process in place for the reporting of illegal or unethical conduct.

### DISCLOSURE AND TRANSPARENCY

Annual reports are prepared, which include up-to-date information about our programmes, activities, performance and finances, as well as a listing of the Board's key office bearers. Audited financial information is available on our website, [www.tsaofoundation.org](http://www.tsaofoundation.org), as required by the Commissioner of Charities.

### PRINCIPAL FUNDING SOURCES OF THE CHARITY

- The Tsao Ng Yu Shun Trust
- Government programme grants and subsidies
- Government matching grants
- Philanthropic grants

## LOAN, DONATION AND OTHER POLICIES

It is the policy of the Foundation not to extend loans to any party. The Foundation allows donations to be made to other organisations for a worthy cause. For a donation up to \$10,000, it is sufficient to obtain approval from the Chairman of the Board and to inform the Executive Committee. Any donation more than \$10,000 needs to be approved by the Board of Directors.

## MANAGEMENT TEAM

- Say Kwee Neng  
Chief Executive Officer (until August 2023),  
Mary Ann Tsao (from September 2023)
- Paul Ong  
Chief Strategy Officer (from February 2023)
- Bitu Seow  
Chief Operating Officer (from December 2023)
- Chan Yoke Theng  
Director, Finance (until March 2023);  
Wong Yin Ling (since July 2023)

## NOTES

- No Board members were remunerated for their Board services during the financial year
- There were no paid staff who were close members of the family of the executive head or board members.
- The annual remuneration of the 3 highest paid staff (classified by remuneration band) for the past two years is set out below.

Annual Remuneration	No of Staff	
	2023	2022
Between \$400,001 and S\$500K	1	1
Between \$300,001 and S\$400K	-	1
Between \$200,001 and S\$300K	-	-
Between \$100,001 and S\$200K	1	1
Between \$1 and S\$100K	1	-

## TECHNOLOGY COMMITTEE

- Mr Eddie Chau Shing Chi (Chairperson)
- Mr James Woo
- Mr Charles Fan
- Mr Glen Francis

## EXECUTIVE & NOMINATION COMMITTEE

- Dr Mary Ann Wai Sheng Tsao (Chairperson)
- Mr Phillip Tan Eng Seong
- Ms Tan Bee Nah

## FINANCE & INVESTMENT COMMITTEE

- Ms Cheah Sheau Lan (Chairperson)
- Mr Goh Yong Leng
- Ms Anne Kim So Min

## AUDIT & RISK COMMITTEE

- Ms Tan Bee Nah (Chairperson)
- Mr Chan Hiang Tiak
- Mr Yuelin Yang (resigned during the year)

# DIRECTORS' STATEMENT



The directors present their statement to the members together with the audited financial statements of Tsao Foundation (the “Foundation”) for the financial year ended 31 December 2023.

In the opinion of the directors,

- (a) the accompanying financial statements are drawn up so as to give a true and fair view of the financial position of the Foundation as at 31 December 2023 and the financial performance, changes in funds and cash flows of the Foundation for the financial year covered by the financial statements; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Foundation will be able to pay its debts as and when they fall due.

### Directors

The directors of the Foundation in office at the date of this statement are as follows:

Mary Ann Wai Sheng Tsao  
Tsao Chavalit Wai Teh Frederick  
Phillip Tan Eng Seong  
Goh Yong Leng  
Chau Shing Chi  
Cheah Sheau Lan  
Woon Sac San Saxone  
Tan Bee Nah  
Teo Marie Elaine  
Kong Kwok Hoong Thomas

### Arrangements to enable directors to acquire benefits

Neither during nor at the end of the financial year was the Foundation a party to any arrangement whose objects are, or one of whose object is, to enable the directors of the Foundation to acquire benefits through the acquisition of shares in, or debentures of any other body corporate.

### Directors’ interests in shares or debentures

As the Foundation is a public company limited by guarantee and has no share capital, matters relating to the directors’ interests in shares, debentures, and share options for the Foundation are not applicable.

### Auditors

The Auditors, Messrs Lo Hock Ling & Co., have expressed their willingness to accept re-appointment.

On behalf of the Board of Directors,



Director



Director

Singapore, 6 June 2024

# FINANCIAL STATEMENT

## STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2023

	2023 \$	2022 \$		2023 \$	2022 \$
<b>ASSETS</b>			<b>FUNDS, RESERVES AND LIABILITIES</b>		
<b>Non-Current Assets</b>			<b>Funds and Reserves</b>		
Plant and equipment	180,978	197,620	Accumulated reserves	13,610,144	14,601,049
Intangible assets	115,594	162,814	Scholarship fund	98,375	106,012
Financial assets, at FVPL	6,039,224	5,665,528			
Right-of-use assets	229,410	522,395	<b>Total Funds and Reserves</b>	<b>13,708,519</b>	<b>14,707,061</b>
	<b>6,565,206</b>	<b>6,548,357</b>			
<b>Current Assets</b>			<b>Non-Current Liabilities</b>		
Inventories	43,141	55,170	Lease liabilities	40,399	140,674
Receivables	2,311,180	4,817,079	Provision for restoration costs	505,530	505,530
Fixed deposits with financial institutions	6,655,030	106,012	Grants and donations	131,370	296,382
Cash and bank balances	7,588,890	11,811,400		<b>677,299</b>	<b>942,586</b>
	<b>16,598,241</b>	<b>16,789,661</b>			
<b>Total Assets</b>	<b>23,163,447</b>	<b>23,338,018</b>	<b>Current Liabilities</b>		
			Grants and donations	6,872,991	5,566,938
			Payables	1,788,225	1,894,641
			Lease liabilities	116,413	226,792
				<b>8,777,629</b>	<b>7,688,371</b>
			<b>Total liabilities</b>	<b>9,454,928</b>	<b>8,630,957</b>
			<b>Total Funds, Reserves and Liabilities</b>	<b>23,163,447</b>	<b>23,338,018</b>

The accompanying notes form an integral part of these financial statements

**STATEMENT OF COMPREHENSIVE INCOME**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

	2023 \$	2022 \$
<b>INCOME</b>		
Donations and fund raising income	3,702,464	6,752,535
Programme grants and subsidies	4,863,978	5,452,987
Consultation fees	1,055,491	1,138,300
Training fees	970,992	906,013
Other income	1,539,364	1,510,542
	12,132,289	15,760,377

**OTHER GAINS/ (LOSSES)**

Fair value gains/(losses) on financial assets, at FVPL	373,696	(368,426)
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**EXPENDITURE**

Amortisation of intangible assets	(120,184)	(179,200)
Employee benefits expense	(10,318,209)	(10,661,303)
Depreciation of plant and equipment	(109,245)	(111,217)
Depreciation of right-of-use assets	(330,608)	(277,537)
Fund raising expenses	(18,794)	(154,450)
Finance cost	(10,266)	(15,559)
Other expenses	(3,724,971)	(3,476,096)
	(14,632,277)	(14,875,362)
Operating (deficit)/surplus	(2,126,292)	516,589
Donations matching grants	1,135,387	2,874,618
(Deficit)/surplus for the year	(990,905)	3,391,207

**OTHER COMPREHENSIVE (LOSS)/ INCOME:**

Items that will not be reclassified subsequently to profit or loss:

Net movement in restricted funds:  
-Scholarship fund

Other comprehensive (loss)/ income for the year

**Total comprehensive (loss)/ income for the year**

	2023 \$	2022 \$
Net movement in restricted funds: -Scholarship fund	(7,637)	680
Other comprehensive (loss)/ income for the year	(7,637)	680
<b>Total comprehensive (loss)/ income for the year</b>	<b>(998,542)</b>	<b>3,391,887</b>

*The accompanying notes form an integral part of these financial statements*



**STATEMENT OF CHANGES IN FUNDS**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

	General Funds Accumulated reserves* \$	Restricted Funds Scholarship Fund \$	Total Funds \$
Balance as at 1 January 2022	11,209,842	105,332	11,315,174
Surplus for the year	3,391,207	-	3,391,207
Other comprehensive income	-	680	680
Total comprehensive income for the year	3,391,207	680	3,391,887
Balance as at 31 December 2022	14,601,049	106,012	14,707,061
Deficit for the year	(990,905)	-	(990,905)
Other comprehensive loss	-	(7,637)	(7,637)
Total comprehensive loss for the year	(990,905)	(7,637)	(998,542)
<b>Balance as at 31 December 2023</b>	<b>13,610,144</b>	<b>98,375</b>	<b>13,708,519</b>

\* Included in the accumulated reserves are:

(a) accumulated programme deficits of \$815,817 (2022: \$907,365) represented the excess of expenditure over income arising wholly and exclusively from Enhanced Counselling and Coaching Programme for Hua Mei Centre for Successful Ageing; and

(b) accumulated programme deficits of nil (2022: \$29,249) represented the excess of expenditure over income arising wholly and exclusively from Enriching and Mobilising Participation of Whampoa's Elder Residents.

Any deficits in these programmes are met by the unrestricted accumulated reserves. In the

event these programme reserves are in surplus, these reserves are restricted for the operations of such programmes only, for the benefit of its intended clients and will not be transferred out of these programmes for other purposes in keeping with the funders/donors' intended use of monies.

**STATEMENT OF CASH FLOWS**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

	2023 \$	2022 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
(Deficit)/surplus for the year	(990,905)	3,391,207
Adjustments for:		
Amortisation of intangible assets	120,184	179,200
Depreciation of plant and equipment	109,245	111,217
Depreciation of right-of-use assets	330,608	277,537
Loss on disposals of plant and equipment	92	1,833
Fair value (gains)/losses on financial assets, at FVPL	(373,696)	368,426
Interest income	(81,586)	(210)
Finance cost	10,266	15,559
	115,113	953,562
Operating (deficit)/surplus before working capital changes	(875, 792)	4,344,769
Decrease/(increase) in inventories	12,029	(6,362)
Decrease/(increase) in receivables	2,505,899	(735,784)
Increase in grants and donations received in advance	1,141,041	1,289,441
(Decrease)/increase in payables	(106,416)	136,384
Changes in working capital	3,552,553	683,679
Net cash from operating activities	2,676,761	5,028,448

	2023 \$	2022 \$
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Interest received	81,586	210
Purchase of intangible assets	(72,964)	(22,026)
Purchase of plant and equipment	(92,695)	(80,527)
Proceeds from disposals of financial assets, at FVPL	368,984	-
Purchase of financial assets, at FVPL	(368,984)	-
Net cash used in investing activities	(84,073)	(102,343)
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Payment of interest relating to lease liabilities	(10,266)	(15,559)
Repayment of principal portion to lease liabilities	(248,277)	(214,231)
Net cash used in financing activities	(258,543)	(229,790)
Net increase in cash and cash equivalents	2,334,145	4,696,315
Cash and cash equivalents at the beginning of the year	11,811,400	7,115,085
<b>Cash and cash equivalents at end of the year</b>	14,145,545	11,811,400

*The accompanying notes form an integral part of these financial statements*

THIRTY YEARS OF  
SUCCESSFUL LONGEVITY



### Our Journey Thus Far

The Tsao Foundation's purpose is to strive towards Founder Mrs Tsao Ng Yu Shun's vision for an inclusive society, where older people can thrive, intergenerational solidarity is strengthened, and society can optimise the opportunities in longevity. We aim for this positive transformation of the ageing experience through mindset, systems and societal change.

The Foundation's work over the last three decades is chronicled in the following milestones that, together, chart our evolution as a catalyst for constructive change, through innovations in service, training, education, research and collaboration.



## 1993

Tsao Foundation formally launched in November 1993. It had been founded by Mrs Tsao Ng Yu Shun (1905 – 2001) to enable older persons to have better quality of life, and live in dignity as masters of their own destiny. She was 87 then.

Hua Mei Mobile Clinic established as the first eldercare service in Singapore dedicated to delivering medical and socio-emotional care to homebound frail elders in the community, with a newly-hired team of five and its office at a rent-free space at an old disused sports hall in Teban Gardens.



*Dr Mary Ann Tsao (far right) and her mother, Mrs Maisie Chow Tsao, paying a home visit in 1993 to one of the elders, Sister Gui, with Mobile Clinic's first Medical Director, the late Dr Lee Kng Swan (partially hidden) and Ms Susan Mende (far left), a member of the Foundation's pioneering team*

## 1994

Launched first incarnation of Hua Mei Training Academy, the Training and Education Division. It aimed to build capacity in the ageing sector for professionals, caregivers and volunteers, as well as promote successful ageing for individuals. One of the earliest training portfolios to be introduced by the academy to the public was dementia care.

Hua Mei Mobile Clinic relocated to newly-formed community services centre at Alexandra Hospital.



*Pioneer staff with Hua Mei Mobile Clinic's first van, 1994. From left: Mr Lim Boon Tiong, Dr Mary Ann Tsao, Ms Low Mui Lang, Ms Peh Kim Choo, and Ms Cathryn Tan*

## 1995

Tsao Foundation's inaugural Chinese New Year lunch at Mee Toh School for 100 frail, isolated, and financially-challenged elders in

the care of Hua Mei Mobile Clinic, with the late Mr Wee Kim Wee, former President of Singapore, as the Guest-of-Honour in 1995. This yearly tradition continues today.



In its early work with dementia, Tsao Foundation held a series of talks, a forum and an exhibition titled 'Forget Me Not' to commemorate World Alzheimer's Day.

## 1996

Hua Mei Seniors Clinic established as Singapore's first outpatient age-friendly clinic dedicated to providing person-centred primary healthcare to adults 60 years old and above.

Hua Mei Acupuncture and TCM Centre was set up in Alexandra Hospital with the aim to provide complementary treatment for a variety of diseases and chronic conditions in accordance with World Health Organisation (WHO) principles.

## 1997

Hua Mei Mobile Clinic introduced its advanced nursing clinical attachment programme with the first cohort of nursing students from Nanyang Polytechnic's Advanced Diploma in Nursing on clinical attachments.

## 1998

Pioneered Hua Mei Care Management to provide a one-stop coordination and management of medical and social services for frail and at-risk older persons and their families.

## 1999

Mrs Tsao Ng Yu Shun honoured at the UN-sponsored Global Conference on Ageing, for her contributions as an older person to the field of ageing.

Started the "Expert Series on Successful Ageing" in partnership with MCYS with Dr James Birren, Professor Emeritus of Gerontology and Psychology, University of Southern California, widely known as the founding father of the Psychology of Ageing, among the eminent guests. Concurrent launch of Prof Birren's "Guided Autobiography" (GAB) training programme, a tool to help older people release their potential in later life.

## 2001

Training and Education division renamed Hua Mei Training Academy, established to expand its capacity to raise standards of eldercare among professional, volunteer and family caregivers, and enhance awareness of self-care for seniors to age successfully.

## 2002

Hua Mei Senior Clinic lowered its admitting age to 40 to optimise the effectiveness of its preventive and life-course approach to healthy ageing.

## 2004

Partnered World Health Organization (WHO) to launch the Age-Friendly Primary Health Care Initiative. The then-Hua Mei Seniors Clinic was chosen as the first of five international pilot sites to test out WHO's care guidelines for an age-friendly primary healthcare clinic for elders. It was the only site in Singapore.

## 2005

Commissioned report together with AWARE, "Older Women in Singapore: Changes and Challenges between 2005-2015," on the status of older women in Singapore, to highlight key disparities between men and women at older ages, pointing towards the need for gender mainstreaming in ageing policy.

## 2007



... Inaugural graduation of Citi-Tsao Financial  
... Education Programme for Mature Women, 2009

Started "Citi-Tsao Financial Education Programme for Mature Women" partnership, to run a 60-hour, five-month long financial literacy programme to empower older women, and a Train-the-Trainer programme.

## 2008

All Foundation's services and programmes—with the exception of Hua Mei Acupuncture and TCM Centre—relocated to new premises in Tiong Bahru.

Hua Mei Seniors Clinic renamed Hua Mei Clinic.

Hua Mei Training Academy appointed by Singapore Ministry of Manpower's then-Workforce Development Agency (WDA) to be the first Continuing Education and

Training (CET) Centre in Community and Social Service (Senior Services Sub-Sector), developed to meet the growing demands of the aged care sector.

In line with its appointment, the Academy launched a series of Workforce Skills Qualifications (WSQ) training programmes.

The Academy was also registered by then-Council for Private Education (CPE) under the Enhanced Registration Framework in 2011, receiving a six-year licence for its operations, which was extended for another six years in 2017.

## 2009

The late President S R Nathan officiated the launch of Hua Mei Centre for Successful Ageing (HMCSA), which brought together the medical and psycho-social healthcare services that the Foundation had pioneered since 1993, offering a one-stop continuum of community eldercare services and multidisciplinary care.

Hua Mei Counselling and Coaching services launched with pilot funding from the National Council of Social Service (NCSS).

## 2011

The Foundation joined multi-national think tank, International Longevity Centre (ILC)

Global Alliance, to launch ILC Singapore. It sought to drive constructive change in how society approaches and responds to ageing by initiating research and stakeholder collaborations as well as through community development programmes.

Hua Mei Elder-centred Programme of Integrated Comprehensive Care (EPICC) officially opened its doors to its first clients. With a daycare programme as its centrepiece, EPICC delivers person-centred, team-managed primary health and psychosocial care to nursing-home eligible elders, enabling them to age in the community at optimal health and well-being. It is modelled after the American PACE (Programme of All-Inclusive Care for the Elderly) which has served as an inspiration for the Foundation since its inception in 1993.



## 2012

Invited by Whampoa's City For All Ages (CFFA) Committee to be the anchor NGO

working with grassroots leaders and the community to transform Whampoa into an elder-friendly neighbourhood.

Project Name: ComSA @ Whampoa

## 2013

In conjunction with CFAA and working with grassroots leaders and the Ministry of Health's Ageing Planning Office (APO), the Community for Successful Ageing (ComSA) was initiated in Whampoa to take a "whole community" approach to develop a care management system, pilot a neighbourhood person-centred medical home, strengthen active ageing and aged care services, and mobilise community involvement. At-risk elders were identified through the EasyCARE geriatric screening tool now known as the Bio-Psycho-Social Risk Screener.

## 2014

Introduced Hua Mei Dementia Care System at ComSA using a person-centred care management approach to provide health and psycho-emotional care to elders living with dementia and critical support to their caregivers.

Started ComSA Whampoa Centre Primary Health Clinic (later Hua Mei Clinic at Whampoa), at Block 115 (Whampoa)



Garden Residential Council) for frail and at-risk elderly residents who have difficulty accessing the care that they need.

Door-to-door “ComSA Health & Quality of Life” survey of 1,375 residents aged 60 and above in Whampoa found that 50% of seniors reported feeling socially-isolated.



## 2015

Officially launched ComSA Whampoa initiative through seven Longevity Parties for the residents.

Symposium titled “Towards a Community-Wide Strategy for Successful Ageing” held in conjunction with launch.

“Self-Care on Health of Older Persons in Singapore (SCOPE)” introduced in COMSA as a pilot efficacy-based training and peer mentorship programme to empower older people’s capacity for self-care.

“Older Women in Singapore: Changes

and Challenges between 2005-2015,” commissioned by the Foundation with AWARE published, presenting evidence supporting the case for integrated policy approaches to ageing that take Singapore’s population trends and gender disparities into account, and the need for a framework that supports the specific needs of older women.

## 2016

ComSA Whampoa Centre began operating at the newly renovated Whampoa Community Club.

Started an integrated Bio-Psycho-Social care model with day club programme for frail elders at the ComSA Whampoa, and shifted Hua Mei Clinic from Whampoa Garden Residents Club to the centre on Level 2.

Introduced “Curating Whampoa,” community art and heritage project to collect, curate and present the rich cultural and living heritage of Whampoa. Involving both the old and young, as well as local residents, artists, designers, students and community-based workers, the initiative was supported by the National Heritage Board (NHB).

One year after the launch of ComSA’s Community Development programmes,

a follow-up survey on social isolation found that the percentage of seniors who felt isolated was 26.02% (door-to-door survey of 1,103 residents aged 60 and above in Whampoa).

Launched the Specialist Diploma in Gerontological Counselling, a first for Singapore and specially designed for counsellors and social workers to acquire the essential psycho-therapeutic knowledge, skills and attitudes for helping older persons in a community setting.

## 2017



Introduced Singapore to its first Specialist Diploma in Community Gerontology Nursing, in partnership with Ngee Ann Polytechnic, to provide quality healthcare to elders living at home.

Official opening of ComSA Whampoa, an integrated centre of primary clinic, daycare



services, care management, community activity, learning and Café Kawan, a community café and social gathering space for the seniors of Whampoa, with weekly programmes facilitated by the ComSA team, for elderly residents and volunteers to gather and exchange their knowledge, experiences and stories. Rolled out Learning Room courses at ComSA to promote lifelong learning and self-care towards successful ageing through comprehensive preventive health that covers Bio-Psycho-Social aspects.

Together with Women's Initiative for Ageing Successfully (WINGS), submitted a joint report on "Status of Older Women in Singapore" at the 68th session of the United Nations Committee for the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW).

Appointed Centre of Excellence and Knowledge Partner by Asian Development Bank (ADB) for its project on "Strengthening Developing Member Countries' (DMC) Capacity in Elderly Care."

## 2018

Launch of Sharing Wellness and Initiatives Group (SWING) at ComSA, a Community Development strategy that facilitates older people's

participation in their own community.

Guided Autobiography Group (GAB) programme implemented in ComSA.

Three years after the launch of ComSA's Community Development programmes, another survey on social isolation found that there was 36% increase in quantity and quality of social networks among seniors who participated in our Guided Autobiography programme (compared to non-participants of a similar profile).

Results of an 18-month long study, "Financial Security of Older Women: Perspectives from Southeast Asia" released, alongside the announcement of the newly-formed Singapore Alliance of Women in Ageing (SAWA).

Released findings of Singapore's first study on matched savings schemes for lower income, older women, "Build Your Own Nest (BYON)." This continued Foundation's work to enhance the well-being and financial security of older women. Launch of "To a Future Without Worries: Women's Journey to Financial Freedom," first road show and public education on financial literacy for older women, in collaboration with Jurong GRC, Yuhua and Bukit Batok SMCs, Community Clubs and Women Executive Committees (WECs).

Collaborated with Ngee Ann Polytechnic's School of Health Sciences to offer the Specialist Diploma in Community Gerontology Nursing Course.

## 2019

ComSA introduced "Enriching and Mobilising Participation of Whampoa's Elder Residents (EMPOWER)," a 3-year pilot programme that aimed to build a ground-up peer leader empowerment programme for catalysing community-based active aging, community participation, action in health and wellness.

## 2020

Hua Mei Counselling and Coaching (HMCC) team become part of the COMmunity Intervention Team (COMIT), under the COMIT programme by AIC, working with the Dementia Care System of ComSA Whampoa to deliver integrated care to help



clients with Dementia and their caregivers despite the challenges of COVID-19. Café Kawan, with the Infocomm Media Development Authority (IMDA) and Youth Corps Singapore, launched digital literacy lessons to teach more than 40 seniors, bridging the digital divide among seniors in the community and empowering them to remain connected and engaged digitally despite the pandemic. To date, Café Kawan continues to conduct some courses and activities in digital/ hybrid format.

A phone survey on social isolation conducted during the COVID-19 Circuit Breaker reported that 28% of our participants reported feeling lonely “sometimes’ or ‘most of the time.”

ILC Singapore completed the 10-year impact evaluation of the Citi-Tsao Foundation Financial Education Programme for Mature Women in 2020, with majority of participants reporting that they had gained positive financial outcomes from the programme.

## 2021

Partnered Central Provident Fund (CPF) Board on the Singapore government’s newly-launched Matched Retirement Savings Scheme (MRSS), to help Whampoa’s eligible senior citizens from Blocks 20, 21

and 22, save more for their retirement. Hua Mei Training Academy (HMTA) appointed as programme partner by SkillsFuture Singapore for the SGUnited Skills (SGUS) Programme which aimed to create jobs and training opportunities for workers impacted by COVID-19. HMTA conducted seven runs of the SGUS Programme in Community Eldercare in 2021.

HMTA was reappointed by AIC as one of eight Learning Institutes since 2018, for the period of 1 January 2021 – 31 December 2024.

## 2022

Chairperson Dr Mary Ann Tsao hailed by the United Nations as one of 50 inspirational global leaders for transforming the world into a better place for older persons. The Healthy Ageing 50 list is part of the UN’s Decade of Healthy Ageing initiative which recognises champions of healthy ageing. Dr Tsao was honoured for her contributions to fostering healthy ageing in Singapore at the national level, particularly in integrated care through ComSA.

Official launch of ComSA Club. Run by seniors in Whampoa for their peers and the community, this initiative gives the seniors a space of their own to initiate activities, plan

outings and learn new skills. Members also enjoy access to the Foundation’s medical services, health screenings, and subsidies for Learning Room courses.

A series of Active Ageing courses were added in Learning Room to equip older persons and their caregivers in self-care and positive ageing.

7 years after the launch of ComSA’s Community Development programmes, the social isolation survey reported a 16% decrease in feelings of loneliness among our seniors, after their participation in ComSA’s EMPOWER programme.

Release of findings from “Resilience in Southeast Asian Communities” Study, focusing on resilience research, frameworks, and good practices for programme-development in ageing communities.

## 2023

Tsao Foundation commemorates 30 years of its work as a Catalyst for Change, from providing holistic eldercare to championing Ageing in Place, playing a significant role in improving the landscape for eldercare and advocating for mindset, systems and societal change, to transform the ageing experience into one that embraces longevity.

## **TSAO FOUNDATION**

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Tsao Foundation is a Singapore-registered charity with an  
Institution of a Public Character (IPC) status.