

TSAO FOUNDATION SNAPSHOT 2016

FEATURES, FIGURES AND FINANCIALS



Tsao Foundation
Longevity is Opportunity

TABLE OF CONTENTS

Topic	Page
Vision, Mission and Values	3
Founder: Mrs Tsao Ng Yu Shun	3
About Us	4
Preface	5
Progress Journals	7
Event Highlights	17
Corporate Information	20
Statement of Financial Position	22
Statement of Comprehensive Income	23
Statement of Changes in Funds	24
Statement of Cash Flows	25
Policies & Notes	26

VISION, MISSION & VALUES

Vision

Our vision is of an inclusive society for all ages that optimises opportunities in longevity.

Mission

To advance a positive transformation of the ageing experience, we seek constructive mindset and systemic change through innovation and advocacy in community-based eldercare, training and education, policy relevant research and collaboration.

Values

Our approaches and programme models to improve the quality of life of older persons and enable the dividends of longevity to reach all ages are guided by innovation. In the pursuit of excellence, we place our programme innovations to the test and strive to maintain the highest service standards. As a catalyst for constructive change, we promote research on issues in ageing, build collaborative platforms for understanding and action and engage in advocacy.

Founder: Mrs Tsao Ng Yu Shun

At age 86, in honour of her father and father-in-law, Mrs Tsao Ng Yu Shun established the Tsao Foundation in Singapore to enhance the quality of life of the older person. Her concern for the seniors who can neither access nor afford healthcare was matched by her insight into the common aspirations of every person to age at home, in the community among friends and family, and to have information, choice and the exercise of self-determination.

Over the last 23 years, Tsao Foundation has worked towards addressing those concerns and to support ageing in place under the leadership of Mrs Tsao Ng Yu Shun's grand-daughter, Dr Mary Ann Tsao.

For her service and dedication to seniors, Mrs Tsao Ng Yu Shun, at age 94, was honoured at a global conference sponsored by the United Nations (UN) in Montreal in September 1999. The occasion was the first UN Year of the Older Person.

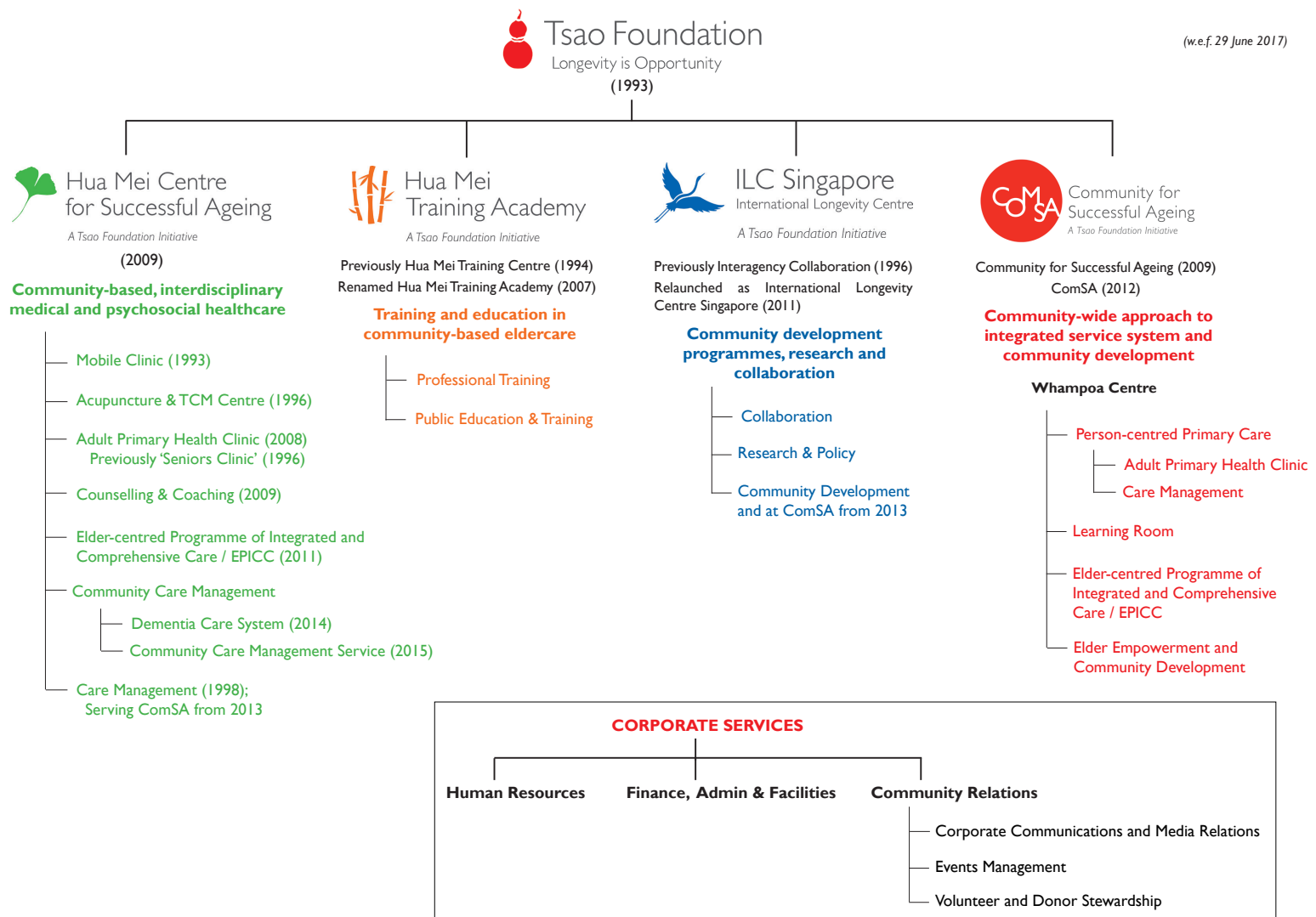
Mrs Tsao Ng Yu Shun passed away in 2001 but her vision and values continue to guide the Foundation, which has earned a reputation for distinction in the eldercare industry for innovation, practice and collaboration.

ABOUT US

Established in 1993, the Tsao Foundation is a Singapore registered charity with IPC (Institute of Public Character) status, engaged in the global response to longevity. Our vision is of an inclusive society for all ages that optimises the opportunities in longevity and strengthens inter-generational solidarity.

The Foundation strives for a transformation of the ageing experience by being a catalyst for constructive systemic and mindset change through four synergistic core initiatives:

- » Hua Mei Centre for Successful Ageing, a one-stop provider of integrated, person-centred medical and psycho-social services to adults from age 40, which pioneers demonstration care models to enable ageing in the community;
- » Hua Mei Training Academy, which is dedicated to capacity building in community-based aged care in the professional and informal sectors and empowering family caregiving and personal growth by providing practitioner-driven training, education and consultancy services;
- » International Longevity Centre Singapore, which supports policy, practice and community development through initiating high impact research and trans-sector collaborations, and elder empowerment and participation programmes; and
- » The Community For Successful Ageing (ComSA), a community-wide approach to forge an integrated system of comprehensive programmes and services with the aim to promote health and wellbeing over the life course and to enable ageing in place.



PREFACE

In another packed year for the Tsao Foundation, 2016 culminated in the start of operations at ComSA Whampoa Centre in November. ComSA – the Community for Successful Ageing (ComSA) - began in Whampoa in 2013 but its new premises at Whampoa Community Club, with design planning from the Foundation, gives it the physical accessibility and facilities to more fully fulfil its vision and serve the Whampoa community.

On Level 2 of the building is the Foundation's second Hua Mei Clinic, a primary healthcare clinic in the mode of a person-centred medical home, offering integrated bio-psycho-social (BPS) services over the life course by way of an information and referral service, ambulatory clinic and care management, especially for mature adults with difficult-to-manage medical and social circumstances.

On Level 3 is the second Hua Mei EPICC, a day care programme similarly providing BPS healthcare but to elders who are frail or nursing-home-eligible. Those services replicate and extend from the ground-breaking, team-managed BPS programme models inaugurated at the Foundation's Hua Mei Centre for Successful Ageing (HMCSA) at Tiong Bahru, which has been empowering ageing in place at optimal wellbeing since 1993.

ComSA Whampoa Centre also houses physical fitness and rehabilitation facilities, training rooms and a café-cum-culinary-studio area.

It serves as a physical anchor for the wider ComSA vision to co-build a multi-faceted system that looks to integrate sustainable, effective person-centred healthcare services over the life course with programmes for personal growth and self-efficacy, elder empowerment and participation, and cutting-edge urban planning of space and services for the growth of vibrant, healthy communities held up by intergenerational solidarity.

Led by the Foundation's International Longevity Centre Singapore (ILC-S), ComSA's efforts at facilitating elder empowerment and participation moved at a brisk pace in 2016. The Self Care on Health of Older Persons (SCOPE), a programme innovation to induct older adults into healthier lifestyles and build peer bonding, became the entry point to the Guided Autobiography (GAB) programme of self-discovery and growth, and the Sharing Wellness and Initiative Group (SWING), a platform for the elders to advocate and implement projects for the enhancement of life in the community. In December, 'Curating Whampoa' a creative and heritage-building intervention which honours older persons as custodians of history and culture and bridges them to the younger generations was launched. It was co-conceived with the architecture don, Prof Thomas Kong, and implemented in partnership with a group of arts practitioners and PhotoVoice Singapore.

"Today, most people, even in the poorest countries, are living longer lives. But this is not enough. We need to ensure these extra years are healthy, meaningful and dignified. Achieving this will not just be good for older people, it will be good of the society as a whole."

– Dr Margaret Chan, Director-General of World Health organization (WHO)

At the end of 2016, the Foundation embarked on a programme innovation for diabetes management using SCOPE's methodology. Developed mainly by HMCSA's nurses and counsellors and implemented by ILC-S, the SCOPE Diabetes Management (SCOPE DM) pilot study is intended to support the country's declared 'war on diabetes'.

One of the proudest moments in the year for the Foundation was the 20th Anniversary of the Hua Mei Acupuncture and Traditional Chinese Medicine Clinic (HMAC) in October. It was started at the suggestion of the then Minister for Health, BG George Yeo, with premises on the grounds of the previous Alexandra Hospital, to offer complementary treatment to allopathic medicine, long before acupuncture services became a regular offering at local hospitals. HMAC does not receive public funding and despite the competitive environment, it has built a service renowned for its professional standards and personalised care.

Harnessing multidisciplinary skills honed over more than twenty years, the Foundation's training arm, the Hua Mei Training Academy (HMTA), launched a Specialist Diploma in Gerontological Counselling course in April 2016. It was Singapore's first certificate course in gerontological counselling for counsellors and social workers to acquire the essential psycho-therapeutic knowledge, skills and attitudes for helping older persons in a community setting. The diploma course was developed by Hua Mei Counselling and Coaching with inputs from HMCSA and the guidance of the distinguished Prof Bob G. Knight, who was then the Merle H. Bensinger Professor of Gerontology and Professor of Psychology at the University of South California Davis School of Gerontology. Besides critical capacity-building, its development has an advocacy intent: psycho-emotional wellness is critical to health at any age and gerontological counselling needs to be incorporated as part and parcel of healthcare particularly because ageing comes with many turning points and challenges in status, relationships, finances and health.

PREFACE

HMTA continued its efforts to support Singapore's drive to build the professional, informal and personal capacity to effect health and healthcare in a rapidly greying society.

Other Tsao-developed 'signature courses' offered by HMTA to promote professional healthcare that is person-centred and in the team-managed BPS mode included the continuing Advanced Primary Care for Homebound Elders (APCHE).

To attract and place mid- and late-career job seekers into the growing eldercare sector, HMTA conducted seven Work Skill Qualifications (WSQ) courses over 2016.

Research was undertaken in collaboration with various partners for better insight into the needs and aspirations of older persons and to improve the efficacy of the Foundation's programme innovations. While most of the research in 2016 centred on ComSA's work, one study was on a matched savings scheme to improve the financial security of mature women. Its results are expected to be released in 2017.

Advocacy for improving the position of women who generally have longer life expectancies but fewer accumulated resources than men saw ILC-S holding the Second Multipartite Regional Meeting on the Financial Security of Women in East and Southeast Asia on 10 and 11 October. With more than 80 participants from eight countries, it was officially opened by Mrs Josephine Teo, Senior Minister of State, Prime Minister's Office and Ministry of Foreign Affairs and Ministry of Transport. Ambassador

Linda Tsao Yang, the 91-year-old daughter of the organisation's Founder, Mrs Tsao Ng Yu Shun made a rare and inspiring appearance, delivering a personal account on overcoming sexism and ageism in a long and distinguished career in public service and international banking.

The year had begun with a joyful party to celebrate partnerships and award the volunteers who had offered five and more years of service to the elders served by the Foundation. Volunteers are key to its para-counselling and para care management services and SCOPE, GAB and SWING programmes, to name but a few of their contributions. As the Foundation reflects its accomplishments in 2016, it is with deep gratitude to all of them and the partners, friends and staff who play such a vital role in its mission.

The Foundation looks forward to their continued support as it welcomes Peh Kim Choo to the post of Chief Executive Officer with effect from 1 Jan 2017. Kim Choo was in the start-up team when the Foundation broke ground as Singapore's earliest advocate for ageing in place with a community-based, person-centred, integrated comprehensive mobile clinic service. With Dr Mary Ann Tsao continuing as Chair of a distinguished and capable Board, the Foundation is well-grounded to take the next curve of innovation, research and partnership towards the realisation of the opportunities in longevity for health, growth and fulfilment for all ages.



Community for Successful Ageing (ComSA) Whampoa Centre

ComSA is a ground-breaking programme innovation to co-build an integrated grounds-up system that promotes population health, healthy ageing, lifelong learning, elder participation and intergenerational solidarity. More than medical health, its health paradigm includes psycho-emotional and social being over the life course and while person-centred, it strives to build vibrant communities through multidisciplinary interventions and intergenerational support to optimise opportunities in longevity for all ages.

In its fully articulated vision, ComSA has three main components: health, community development and urban infrastructure and service.

ComSA took its first exploratory steps in Whampoa in 2013. The ComSA Service Network started forming from 2014 to bring together the different groups involved in eldercare in Whampoa to work together for better service delivery, coordination and integration to plug the gaps that thwart good health outcomes. Optimising resources and relationships in the community, the network also serves as a platform for capacity building. Topics that have been addressed can be categorised into three areas,

- (i) population health issues such as chronic disease management and dementia care
- (ii) health system and community care processes such as care transitions, referrals to preventive or complimentary services
- (iii) long-term care issues such as care coordination and care holding or frail patients as well as caregiver support.



ComSA Service Network meeting

In 2016, the network had more than 20 partners, including the ministries, statutory boards, hospitals, healthcare services and non-profit organisations. One immediate outcome was the increase in joint case management between health and social care providers who collectively planned for care pathways within the community and between the community and the hospital, which significantly averts care gaps.

The relationships built through the network were instrumental to the smooth startup of the purpose-built ComSA Whampoa Centre when it began operating at the newly renovated Whampoa Community Club in late 2016. The centre is a collaboration with the National Healthcare Group, backed by City for All Ages, Whampoa and the Ministry of Health.

Hua Mei Clinic relocated from its makeshift premises at Whampoa Garden Residents Club to Level 2 of ComSA Centre in November, making it possible to increase its days and hours of operations and more accessible. The ComSA team put much effort into reaching out to the Resident's Committees in the Whampoa Constituency to raise awareness of the bio-psycho-social practice of the clinic and its focus on serving elders with complex health and social conditions and supporting their family caregivers, with an additional information and referral service on the way.

The care management team, integrated within the Clinic, attended to some 90 new clients in 2016, bringing the total case files to 278 since 2013.

The para-care manager volunteer programme to train volunteers to help in monitoring the health and psychosocial wellbeing of elderly clients in Whampoa had started in December 2014. By end 2016, 24 Para Care Managers had been recruited and provided with three training and 14 volunteer supervision sessions.

Hua Mei EPICC, an integrated bio-psycho-social care model with day club programme for frail elders, which like Hua Mei Clinic, was piloted at Hua Mei Centre for Successful Ageing (HMCSA) in Tiong Bahru, commenced at Level 3 of ComSA Whampoa Centre in December 2016. Through outreach efforts, which included an introductory 'open house' for Whampoa residents, EPICC successfully admitted its first four clients within the month.

ComSA's elder empowerment and participation thrust, led by the Foundation's International Longevity Centre Singapore, had a busy and fruitful year engaging the Whampoa community.

PROGRESS JOURNALS



Whampoa CC Open House

The team worked with HMCSA's Counselling & Coaching department to introduce the Guided Autobiography (GAB) life review programme to Whampoa. Together with the existing Self Care on Health of Older Persons (SCOPE) programme, which promotes self-efficacy in health and peer bonding, 236 elderly participants were engaged in the year.

Thirty volunteer Community Health and Wellness Trainers were recruited and trained to help in delivering SCOPE and GAB.

Highlights in the 2016 SCOPE calendar included a graduation ceremony for 80 programme participants and a 'Self-Care Day' held on 31 July in conjunction with Whampoa Community Club's Health Carnival 2016. The rousing SCOPE song was performed in English, Mandarin and Punjabi by the elated participants.

With participation in SCOPE and GAB as the springboard, three new programme opportunities were offered to build elder empowerment and participation in the community.

The first of these was SWING (Sharing Wellness and Initiatives Group) Programme, which focuses on empowering the elderly participants to take action on addressing their needs and the needs of those around them. The members of each SWING group make a collective decision on the action to be taken, then plan and implement it, with the ComSA team taking a facilitative role.

The process aims at developing personal and interpersonal skills and facilitating the engagement of residents and especially, older persons, and thus promoting civic mindedness and participation.

Between its inception in March to the end of 2016, SWING had registered 200 enthusiastic participants who had either completed a project or were finalising their decisions on which to pursue. Some of the key areas that they identified for action were the rise in persons living with dementia; safety awareness among users of motorised scooters; the

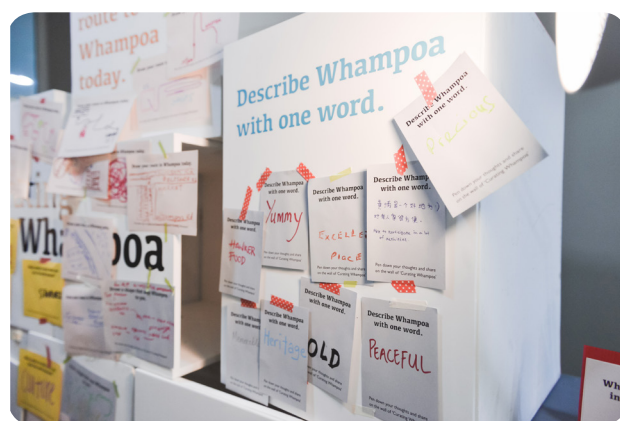
fewer brick-and-mortar bank branches for face-to-face transactions; use of smart phones; benches and shelter along walking paths; and recycling of used items.

The **BIG** (Be Involved and Grow) **SWING** programme is a new monthly platform introduced to let the elders go further with the projects that they had started within their SWING groups or could collaborate with other SWING groups within Whampoa. The key aim of BIG SWING is to mobilise 50 Community Health Partners and identify a core group of 10 Community Health Champions among the participants and to build their capability in managing their groups and implementing their own initiatives.

BIG SWING activities are designed for Community Health Partners to be continuously engaged, as well as to provide a platform for potential ComSA Champions to observe how the ComSA team practise engagement – a modelling phase to help them gain confidence in taking on the role. The programme also aims to develop the capacity building framework as reference for the long term evolution of BIG SWING. By the end of the year, we had identified 20 Health Partners, and together with SWING, BIG SWING and other initiatives, we hope to mobilise some 50 Health Partners for Whampoa.

Going forward, ComSA Champions will undergo further capability building trainings to enable them to eventually carry on with the BIG SWING and the various projects of its members by the first quarter of 2017.

The third elder empowerment and community participation started in 2016 was a community museum project titled 'Curating Whampoa'. While SCOPE and GAB focused on improving physical and psycho-social wellness in a training environment, Curating Whampoa offered a creative heritage-building intervention that could involve Whampoa residents of all ages. The project aimed to:



Curating Whampoa 2016 Sharing Session

PROGRESS JOURNALS

“The proportion of Singaporeans aged 65 and above will double from 1 in 8 today, to 1 in 4 by 2030. How we adjust, and turn this into a source of strength, will shape our society. Together, we must, and will make Singapore a model of successful ageing, and empower all to age with dignity and vitality.”

– Finance Minister Heng Swee Keat (April 2016)



PhotoVoice participant demonstrating calligraphy

- (i) strengthen and enrich the current existing heritage ecosystem in Whampoa by revealing and curating the evolving stories, living wisdoms and vernacular knowledge of the elders;
- (ii) provide resources and content for the establishment of a living museum in Whampoa; and
- (iii) identify and build the capability of community of caretakers who will take on and sustain the initiative started by this project.

Curating Whampoa was introduced on 21 September 2016 via a “Show and Tell” session where residents learned about curating their stories and that of their family members as Whampoa residents through a ‘Tangible Stories’ platform of their physical keepsakes and the personal meaning that these held; and an ‘Everyday Whampoa’ photography platform for documenting the community as seen through their eyes. More than 80 older people from SCOPE, GAB and BIG SWING signed up for the new project.

Prof Thomas Kong from the School of the Art Institute of Chicago is the adviser of the Curating Whampoa Project. Partners include PhotoVoice, Nanyang Technological University, School of The Arts (SOTA) and Community Museum Project HK. It is supported by the National Heritage Board.

At the completion of the Tangible Stories and Photovoice components, a ‘Curating Whampoa 2016

Sharing Session’ was organised on 16 December 2016 at ComSA Whampoa Centre for to launch the initiative to the community and stakeholders in the art and heritage sectors. The Guest of Honour was Mr Heng Chee How, Senior Minister of State and Grassroots Adviser, while the elders took centerstage with their Tangible Stories and Everyday Whampoa photographic works. The event was attended by around 110 persons, including the curators and their families, arts practitioners and the media. The series will culminate in a roving exhibition across Whampoa.

As a means for engaging wider community engagement, a ComSA Volunteer Carnival was held on 10 September 2016 with four service network partners – National Kidney Foundation, St Luke’s Eldercare, Whampoa Family Service Centre and Whampoa Community Club.

ComSA again joined the National Council of Social Services’ (NCSS) commemoration of the International Day of Older Persons in October 2016. Revolving around the theme of gratitude, the event was especially memorable for the contribution from five Administration Officers from various Ministries who were part of the Civil Service College Foundation Course Cares Programme. Around 320 people attended ComSA’s celebration, with an encouraging number of young and mature individuals and community partners among the participants.



ComSA team at one of the outreach activities



Hua Mei Centre for Successful Ageing

A Tsao Foundation Initiative

Hua Mei for Successful Ageing (HMCSA)

HMCSA is an integrated collective of various community-based age care service models pioneered by the Foundation in Singapore since 1993. Its practice of person-centred, holistic healthcare is aimed at enabling individuals to age in place, at optimal health and wellbeing over the life course.

HMCSA serves as a one-stop, first-stop provider of biopsychosocial primary healthcare for community-dwelling adults aged 40 years and above. Clients entering one programme can transfer easily to another as their

care needs change over time, or they may be served simultaneously by more than one programme or clinic.

HMCSA is also a learning centre for community- and institution-based healthcare providers and related stakeholders. It is a sought-after site for professional and student attachment programmes, and frequently hosts policymakers, public and volunteer service agencies, entrepreneurs and IT developers to share the knowledge it has gleaned from its pioneering services and as Singapore's earliest advocate of ageing in place.

Hua Mei Mobile Clinic (HMMC)

Established in 1993, HMMC uses a team-management model comprising a doctor, a nurse and a social worker to jointly assess, formulate and monitor a care plan for the client. Taking a person-centred, care management approach, it works to support the health and wellbeing of home-bound and frail elders and to provide their family caregivers with the necessary information and skill-training.

To give the caregivers a break from their daily routine and a small breather at the busy festive season, a lunch outing and supermarket visit were organised for them.

As a learning ground, HMMC continued to host professional attachments of varying lengths. One was a group of 12 first-year medical students as part of an ongoing collaboration with Lee Kong Chian School of Medicine for their Long Term Patient Project. The students were given an experience of community-based home care with HMMC over the course of a year. HMMC also followed up with the previous batches of students under the same programme. This training and engagement has an advocacy purpose: to encourage interest in caring for older persons in the

"We must make good use of the next few years to plan ahead, and design a system that meets our growing needs in a cost-effective and sustainable manner beyond 2020. We can do so, with three paradigm shifts. First, to move beyond the hospital to the community. Second, to move beyond quality to value, and third, to move beyond healthcare to health."

*– Gan Kim Yong, Minister for Health,
at MOH Committee of Supply Debate 2016*

community, and also to contribute to the development of a future generation of medical practitioners.

As part of their own continuous learning, team members attended relevant courses and conferences which included a training session on Parkinson's Disease Homecare Support by the National Neuroscience Institute; and training as clinical instructors for two senior nurses so as to enhance service standards and skills at training delivery.

In the year, the team served a total of 126 clients, 34 of whom have palliative care needs.

Hua Mei Clinic (HMC)

Hua Mei Clinic is a community-based primary care clinic dedicated to provide a person-centred medical home for our population. Taking a life course approach, it encourages adults aged 40 years and above to take a proactive interest in healthy ageing and start consulting with the doctor for health promotion and disease prevention purposes at an early age. As part of HMCSA, the Clinic is able to offer a comprehensive range of services – including, for instance, counselling and care management – to optimise and manage the chronic health issues. The clinic is also Singapore's first outpatient clinic for primary geriatric care.

The clinic saw a total number of 2192 patients in 2016.

One observed trend was that more children were bringing their elderly parents for assessment of memory issues and usually when the elders start having short term memory losses.

During the year, the clinic also played a supportive role to ComSA, CCMS and DCS as the primary care provider.

"My mum's consultations at other clinics are usually very fast. Dr Tan [Sai Tiang] is very attentive, detailed and patient. She's very knowledgeable about older people and well-versed with my mum's condition. She understands her sensitivities to drugs and will moderate them accordingly. Even my mum likes to come here because of her care and patience. Once, when my mum fainted and was hospitalised, I texted Dr Tan and asked for her advice. Her response is usually very prompt."

- Patricia, caregiver and daughter to Mdm Aw

Patricia started taking her mother, Mdm Aw, to Hua Mei Clinic in 2011. Her aunt was a client of the clinic, and she had also heard good things about its service. After Mdm Aw's heart surgery, Patricia thought it will be a good change to have Mdm Aw followed up by a family doctor who can co-ordinate and integrate her medical care. It is also close to their home, but she said it is the quality of care rather than its location which motivates their return visits.

Hua Mei Community Care Management Services (HMCCMS)

The Foundation had piloted community-based care management in Singapore in 1998 as a multidisciplinary programme model to manage complex medical and psychosocial care needs within an ageing population. Over the last two decades, care management has evolved and taken root in many more care settings.

With the original Hua Mei Care Management incorporating into Hua Mei Clinic at ComSA Whampoa, the need arose for a service within HMCSA to provide for its neighbourhood residents, and the HMCCMS was inceptioned.

Unfortunately, its staffing was a challenge over the course of 2016, and a full team came together only in August. To facilitate intake, HMCCMS focussed on networking and collaborations with external partners, for instance, through outreach to Senior Activities Centres within its catchment areas of Tiong Bahru, Telok Blangah, Bukit Merah, Queenstown, Commonwealth and Chinatown.

The team also collaborated with Habitat for Humanity on 'Project HomeWorks' to improve the living condition of the elderly, the sick and the physically-challenged residing in rental flats, with the aim to improve safety and sanitation of the homes.

Hua Mei Counselling and Coaching (HMC&C)

An integral part of the Foundation's holistic framework for healthcare, HMC&C provides professional support for elders and their families to deal with the emotional challenges that accompany life's transitions, and promotes a life-affirming perspective on realising personal potential.

In the year 2016, the team attended to some 231 individual counselling cases. Of these, 158 were new cases referred by the various HMCSA services (45%) and by external sources (55%) such as social agencies, nursing homes, hospitals and general public. Team members conducted centre- and home-based counselling sessions, and also ran satellite services at nursing and sheltered homes.



A senior counsellor on a home visit

Nine coaching groups were conducted for another 111 participants, covering life review, emotional management and the Guided Autobiography (GAB) programme.

The volunteer para-counselling programme continued to maintain loyal engagement among its participants. They made a significant contribution by attending to another 54 clients, of whom 33 were new.

HMC&C was instrumental in the development of the new course offered by the Hua Mei Training Academy for a Specialist Diploma in Gerontological Counselling. One of its kind, it uses a practice-based, holistic, bio-psychosocial and person-centred methodology that is designed for the counsellor or social worker as an adult learner and professional who employs a multitude of learning tools and resources in the implementation of their clinical work. The 11-module programme commenced on 6 April 2016 with classroom training completed in 9 Nov 2016 and final assessment expected by May 2017.

HMC&C also collaborated with the International Longevity Centre Singapore (ILC-S) to engender elder empowerment and community participation in Whampoa and Central Singapore area.

One avenue was the GAB programme at ComSA. Kicking off in April and ending in September, it drew



Para-Counselling training session

the participation of 54 seniors and the support of 13 volunteer facilitators. GAB provides a safe and encouraging environment for older persons to reflect on their life experiences and appreciate their strengths and resources and gain a more positive view on themselves and their future.

In November, HMC&C took part in developing the SCOPE Diabetes Management (DM) programme. The innovation uniquely combines the Chronic Disease Management Programme (CDMP) model developed by the School of Medicine at Stanford University with the information-motivation-behavioural skills (IMB) approach that tailors health promotion interventions to the needs of older adults with diabetes (Osborn & Egede, 2010). The SCOPE DM programme will be facilitated by health and counselling professionals during the pilot phase in order to distil key learning points for future programme development and facilitator training purposes. It serves to demonstrate how healthcare professionals can infuse counselling elements into behavioral health promotion to boost effectiveness.

"I have been fortunate to be able to learn from a professional team of counsellors at HMCSA... At no time was I made to feel out-of- depth.

One of the most important learning points from this internship is the value of supervision to a counsellor, especially to one learning a new trade. Supervision serves to highlight blind spots, provides alternate and potentially more useful perspectives, encourages and guides a counsellor, among many other benefits. My experience as an intern counsellor at HMCSA and working with the elders was by no means plain-sailing and without challenges, but it was an enriching experience... It has been a privilege."

- Mr Yeo Chong Yuen, an Intern Counsellor with HMC&C since October 2016

Hua Mei Acupuncture and TCM Centre (HMAC)

HMAC offers a complementary approach to health promotion and management alongside HMCSA's western medicine practice. HMAC treats conditions that have been approved for acupuncture therapy by the World Health Organization (WHO), such as stroke and osteoarthritis. It also gives herbal consultation in the Chinese tradition.

As part of its outreach efforts, HMAC collaborated with Bukit Merah View Zone B Residents Committee and Henderson Community Club to bring a series of TCM talks to residents of Bukit Merah View. These were held once a month between July and October at Bukit Merah View Zone B Residents' Corner.



20th Anniversary Celebration of Hua Mei Acupuncture and TCM Centre

HMAC proudly celebrated its 20th anniversary on 22 October 2016, ten years to the day it first started operating at its premises at Block 128, Bukit Merah View. Over the past 20 years, HMAC has attended to nearly 150,000 patient visits. The anniversary party was graced by Ms Joan Pereira, Member of Parliament for Tanjong Pagar GRC as the Guest-of-Honour. Invitees and residents who joined the party were treated to TCM talks and demonstrations, goodie bags and light refreshments while the clinic held an open house.

Continuing its work with women's health, HMAC received 55 women who sought TCM treatment before commencing in vitro fertilization (IVF). Eight of them had successful pregnancies.

HMAC participated at two SWING sessions at ComSA Whampoa, with its physicians holding a talk, "Nurturing Health the TCM Way", on 25 May, and a chair exercise session for senior health on 22 June.

Physician Gu Falong continued to sit on the Complaints Committee of the TCM Practitioners' Board, which reviews complaints and makes recommendations for service improvement. He was also a member of its Examination Committee, which plans and conducts qualifying examinations for the registration of TCM practitioners. Both he and physician Zhu Ping were appointed as examiners in the 2016 Singapore TCM Physicians Registration Examination.

Hua Mei Elder-Centred Programme of Integrated Comprehensive Care (EPICC)

Hua Mei EPICC was piloted at HMCSA in 2011 as a bio-psychosocial health programme with a day club component for frail and nursing-home-eligible elders.

It faced a major challenge in 2016 as extensive renovation works at its location, the Tiong Bahru Plaza, impeded the safety of its participants and forced it to operate at a smaller space provided by the Foundation's training facility at Block 119, Bukit Merah View. The temporary base comprised just two single HDB units although it had the advantage of being on the ground floor, with access to a void deck activity area.

Through tight scheduling, the team managed to continue serving all of its participants, accommodating at least 16 elders daily. Healthcare and assistance with personal hygiene were provided as usual. There was also no interruption to the usual programme of group exercises, individual physiotherapy and group activities, including arts, dance and movement and rhythm wellness exercises. On reflection, the team took pride in their ability to serve the elders 'per normal' despite the less than conducive environment.

EPICC was thankful for the support of the Bukit Merah Residents' Committee, which generously opened its function room and KTV room for the elders' activities such as karaoke and art sessions with visiting students from preschool to tertiary levels.

The temporary relocation was also an opportunity for EPICC to explore new collaborations with other service providers. One cheer-rousing example was the Chinese New Year lunch for elders held in partnership with neighbour, Apex Day Care and Rehabilitation Centre.

Caterpillar Cove Childcare Centre @ Ngee Ann Polytechnic and EPICC also held an intergenerational programme titled "Play", where the elders shared games of their youth with the pre-schoolers, educating them on the rules of play. Those meet-ups between the two generations, which were organised bi-monthly, brought much joy to all involved. The highlight of this collaboration was the opening up of the childcare centre to EPICC elders – despite such challenges as manoeuvring wheelchairs and managing infection control.

Identified by National Arts Council as a champion for arts for frail elders in the sector, EPICC had a standalone arts exhibition during the SilverArts month of September at Jurong East Library. EPICC also presented a seminar jointly with Caterpillar Cove, as part of series of SilverArts talks across the island.

EPICC gladly accepted the invitation of the Agency for Integrated Care (AIC) to participate in its Integrated Home and Day Care (IHDC) pilot on partial capitated funding, which allows the service provider to allocate a fixed sum per participant to their centre-based care and home help needs as personally required. EPICC, which had always provided

transport, centre- and home-based services, had been modelled on the PACE programme in the US, which draws fully capitated funding.

Hua Mei Dementia Care System (DCS)

HMDCS is a care management programme for persons living with dementia, with a special focus on supporting their family caregivers and reinforcing their care ecosystem. Through its work, HMDCS also hopes to bring about a deeper understanding of the disease to those directly affected by it, and to society at large as the number of people in its midst who are living with dementia climbs upwards.

One issue that surfaces in dementia is the immense caregiver stress. Concerned about this, HMDCS uses the Zarit Caregiver's Burden Scale to measure the stress level of the caregivers it supports. An assessment of 2016 saw an average 72% drop in caregivers' stress level among the assisted caregivers.



DCS team and volunteers at fruit-packing project

With the help of two interns from the National University of Singapore's (NUS) Social Work Department (who were concurrently attached to EPICC), DCS started a small fruit-packing project as an avenue for purposeful engagement for clients living with dementia. While packing the fruits engaged their motor skills and cognitive abilities, the pleasant team work and purposeful effort helped to lift their spirits.

The sale of the fruits to the Foundation's supportive staff helped to fund a visit to the Gardens by the Bay for the participants and DCS clients who were socially isolated.

"There is a huge body of evidence and personal experience to support the concern that dementia attracts stigma and social isolation. The first consequence of a diagnosis of dementia is to lose friends and family and opportunities to access to participate in the community and access services."

– Glenn Rees, Chairman of Alzheimer's Disease International (Aug 2016)



Hua Mei Training Academy

A Tsao Foundation Initiative

Hua Mei Training Academy (HMTA)

HMTA, which grew from the Training Centre that the Foundation set up in 1995, is aimed at capacity building in professional and informal community-based, person-centred age care, empowering individuals and families at successful ageing through lifelong learning, and fostering intergeneration understanding and support.

Unique to HMTA are its 'signature courses' developed principally by the Hua Mei Centre for Successful Ageing through its years of experience at providing biopsychosocial healthcare to optimise holistic wellness and enable ageing in place.

In 2016, HMTA launched the Specialist Diploma in Gerontological Counselling course developed by Hua Mei Counselling and Coaching, with expert advice from the distinguished Prof Bob G. Knight, who was then the Merle H. Bensinger Professor of Gerontology and Professor of Psychology at the University of South California Davis School of Gerontology.

Two runs of another signature course, the Advanced Primary Care for Homebound Elders (APCHE), were conducted for 45 participants.

Discussions with Ngee Ann Polytechnic continued on a partnership to launch a new specialist diploma course on community-based gerontological nursing.

HMTA held 26 sessions of the Age Sensitisation and Colours of Life programmes for 850 people from companies and organisations such as SingHealth and the Civil Service College.

There were seven intakes of the Workforce Skills Qualifications (WSQ) courses, training 120 persons for the age care sector. WSQ-type of courses saw an increase in popularity, probably due to the introduction of the SkillsFuture scheme, from which participants can draw a fee subsidy for approved training.

To provide for practicum training in the WSQ framework, HMTA established new attachment partnerships with at least five age care organisations, namely, Montessori for Dementia Care, Filos Community Services, Pacific Healthcare Nursing Home and Activities Centres, Lions Befrienders Association and PAP Community Foundation (PCF) Eldercare Services. Beyond hosting the trainees, these organisations ended up providing employment for some of them. Almost all of the trainees (97%) were new entrants into age care.

In the second half of 2016, HMTA organised five recruitment talks with NTUC Health, PCF Eldercare Services, Thye Hua Kwan Moral Charities and St Hilda Community Services to facilitate the employment of its WSQ graduates.

PCF Eldercare Services endorsed HMTA's training by listing it as an application criteria in their job recruitment advertisements.



Singapore Workforce Skills Qualification Community and Social Services (Senior Services) Graduation Ceremony on 18 November 2016



ILC Singapore
International Longevity Centre

A Tsao Foundation Initiative

International Longevity Centre – Singapore (ILC-S)

ILC-S connects the dots between community, practice, academe, enterprise and policy to promote the actualisation of opportunities in longevity. It is focused on implementing collaborations with local and international agencies and leading professionals for community development, research and learning so as to advocate on the behalf of older persons, improve intergenerational solidarity and inform policy.

The role played by ILC-S in ComSA's elder empowerment and participation thrust through programmes like SCOPE, GAB, SWING, BIG SWING and Curating Whampoa had been covered under the ComSA section of this report (pages 7 to 9)

Outside ComSA, Project SCOPE reached out to 731 participants island-wide for the year. Some 28 partners were involved and the team conducted one round of Training of Trainers for 81 volunteers as well. It also started the development of frameworks and tools for the programme evaluation which will help inform future institutionalisation of the programme.

ILC-S is responsible for the implementation of the SCOPE Diabetes Management programme developed by the Foundation's senior nurses and counselling team. The project implementation timeline is July 2016 to June 2019 and it aims to:

- (i) pilot test a community-based SCOPE Diabetes Management programme targeting older diabetic adults. The 12-week 'Live Well with Diabetes' programme is modelled after SCOPE but tailored specifically for older people with diabetes
- (ii) examine its effectiveness on improving health outcome and health-related quality of life through impact on diabetes knowledge, motivation, self-care activities, self-efficacy, as well as control of HbA1C among community-dwelling older adults with diabetes in Singapore
- (iii) extensively study the structure and processes of this pilot diabetes self-care learning programme in order to deliver – as the final outcome of this project – an effective community-based diabetes self-care teaching program, with variations tailored to the heterogeneous nature of older people with diabetes, recognising ethnic, cultural, socioeconomic and educational differences.

"When you've worked hard, and done well, and walked through that doorway of opportunity, you do not slam it shut behind you. You reach back."

– Michelle Obama

The diabetes management pilot will adopt a similar approach as SCOPE, with focus on three core areas:

- (i) Increase motivation for self-care through helping older diabetics to better understand their own psychology (e.g. attitude and health view) towards diabetes, health and self-care
- (ii) Strengthen knowledge and skills on diabetes self-care
- (iii) Strengthen diabetes self-management through goal setting, self-monitoring and peer support.

On the research and learning front, ILC-S surveyed 291 out of 420 research baseline participants in 2016, for the ComSA community development impact evaluation. AIC and Tote Board approved an extension of the research timeline to March 2018. It also organised two rounds of Learning Journey for Civil Service College, successfully reaching out to 73 senior-level civil servants.

ILC-S organised a 2nd Multipartite Regional Meeting on the Financial Security of Women in East and Southeast Asia on 10 – 11 October 2016 and highlighted the increasing need for old age social protection. The convening focused on presenting the impacts of various national financial security programmes and social protection schemes on older women and sharing some innovative approaches in addressing the issue.

Distinguished speakers during the multipartite meeting included: Mrs Josephine Teo, Senior Minister of State, Prime Minister's Office and Ministry of Foreign Affairs and Ministry of Transport and Ambassador Linda Tsao Yang, Chairman Emeritus, The Asian Corporate Governance Association, Former U.S. Ambassador and Executive Director to the Board of Directors of the Asian Development Bank. The Meeting was attended by more than 80 participants representing eight countries and governments in the region: Indonesia, Hong Kong, Malaysia, Myanmar, Philippines, Singapore, Thailand and Vietnam.

The Asia Women's Forum on Financial Security website was also formally launched on the first day of conference as an online platform that will facilitate continuous learning among network partners as well as the public. On the next day, the Regional Learning Network

PROGRESS JOURNALS



Mrs Josephine Teo, Senior Minister of State, Prime Minister's Office and Ministry of Foreign Affairs, Guest-of-Honour for 2nd Multipartite Regional Meeting on the Financial Security of Women in East and Southeast Asia 2016

gathered to kick-off a collaborative research on women's impoverishment over the life course. Country-level studies were initiated simultaneously and a comparative analysis will also be attempted across all participating countries – Indonesia, Malaysia, Myanmar, Philippines, Singapore, Thailand and Vietnam.

On 7 October 2016, the Partnerships for the ASEAN Committee on Women (ACW), with the support of the Ministry of Social and Family Development, conducted the Forum on Women's Financial Security in Old Age. About 50 ACW members attended the event and agreed that it is important to continue the learning exchange on the issue. They also expressed interest in the potential of rolling out a financial education programme for women too.

The Citi-Tsao Foundation Financial Education Programme for Mature Women presented women and ageing research, programme and advocacy to PAP Women's Wing on 21 June 2016 to MP Rahayu Mahzam (Jurong GRC) and former MP Penny Low. As a result, PAP Women's Wing's policy paper, "SG Future: Women's Perspectives and Aspirations"

included recommendation that financial literacy should be incorporated in the Ministry of Education's 21st Century Competencies, along with recommendations for recognition for unpaid caregivers and assistance. The PAP WW's Financial Security sub-committee has also expressed interest in collaborating to expand programme institutionalisation and conduct research and public forums to further advocate on the issue. ILC-S successfully received funding of \$216,320 via Citi Foundation in July 2016 for the programme from August 2016 to July 2017.

ILC-S also completed the report on the 'Build Your Own Nest' study with the Singapore Management University on a matched savings scheme for mature women and presented it to Ministry of Finance.

The team completed a scoping research and development of theory of change on the Financial Security of Vulnerable Singaporean Males with the Institute of Policy Studies (IPS) researcher. A roundtable discussion with key stakeholders (academe, policy, industry and community-based service providers) was held on 22 March 2016, at IPS. Tsao Foundation and IPS shared the results of a study on the client needs, service gaps and possible solutions to the problem of financially vulnerable older men.



Graduation ceremony for Citi-Tsao Foundation Financial Education Programme for Mature Women

EVENT HIGHLIGHTS

Date	Descriptions
12 January	<p>Celebrating Partnerships in Longevity</p> <p>Tsao Foundation held a party extravaganza at the Sheraton Hotel as a special appreciation of its volunteers and especially those who had served its community of elders for 5 years and more. Around 100 volunteers and partners attended, with 25 receiving Long Service awards.</p>
27 February	<p>Chinese New Year Lunch for (HMCSA) Elders</p> <p>The annual Chinese New Year Lunch hosted 93 elders and 23 caregivers from the Tiong Bahru and Whampoa areas, thanks to the strong support of recurrent and new sponsors. The event included door-to-door transport for the guests, a nostalgic car ride around Singapore River and a fun-filled afternoon of celebration.</p>
22 March	<p>Financial Security of Vulnerable Singapore Males</p> <p>ILC-S held a roundtable discussion with key stakeholders at the Institute of Policy Studies on issues, approaches and collaboration opportunities in improving the financial security of vulnerable men in Singapore.</p>
6 April	<p>Commencement of the Specialist Diploma in Gerontological Counselling</p> <p>HMTA launched a new signature course, the Specialist Diploma in Gerontological Counselling. This is Singapore's first certificate course in gerontological counselling and it is 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. The 11-module programme commenced on 6 April 2016 with classroom training scheduled to end by 9 November 2016 - final assessment was completed in May 2017.</p>
15 May	<p>Open House and Soft launch of refurbished Whampoa Community Club (CC)</p> <p>The ComSA team and volunteers from the Foundation's SCOPE (Self-Care on Health of Older Persons) programme were at the Whampoa CC Open House to spread the word about the various services and programmes at the ComSA Centre to open shortly at Whampoa CC.</p>
31 July	<p>ComSA Self-Care Day</p> <p>Organised in conjunction with City for All Ages Whampoa and Whampoa CC's Health Carnival 2016, the ComSA Whampoa Self Care Day featured a talk on self-care and graduation ceremony for 80 SCOPE graduands.</p>
1 - 25 September	<p>EPICC Exhibition in Silver Arts Festival 2016</p> <p>An exhibition of ceramics, paintings and other works created by the elderly participants of the Hua Mei EPICC programme, most of whom had not previously engaged in art, was held the Jurong Regional Library. The month-long exhibition was part of the Silver Arts Festival organised by the National Art Council.</p>
10 September	<p>ComSA Volunteer Carnival</p> <p>ComSA and community partners held a volunteer carnival to recruit Whampoa residents as volunteers for the Sharing Wellness and Initiatives Group (SWING) and monthly BIG SWING. The programmes facilitate older adults' social engagement and civic participation by bringing them and other residents together to promote wellness and development in the community.</p>

EVENT HIGHLIGHTS

Date	Descriptions
21 September	<p>Start of Curating Whampoa project</p> <p>Curating Whampoa, co-conceived by Tsao Foundation and Prof Thomas Kong, started off with a 'show and tell' activity to share the mission and aims of the 'living museum'. Elderly 'curators' signed on for its PhotoVoice and Tangible Stories platforms to capture their personal and cultural history and experience of Whampoa through photography and keepsakes.</p>
1 October	<p>International Day of Older Persons (IDOP) – celebration with NCSS</p> <p>The Foundation joined the NCSS-led, country-wide annual celebration of older people, aimed at cultivating mutual understanding and appreciation between the generations. A total of 320 participants of all ages attended the carnival held by ComSA Whampoa.</p>
10 - 11 October	<p>2nd Multipartite Regional Meeting on the Financial Security of Women in East and Southeast Asia</p> <p>The 2nd regional meeting focused on presenting the impact of various national financial security programmes and social protection schemes on older women and on sharing some innovative approaches in addressing the issue.</p> <p>Distinguished speakers for meeting included Mrs Josephine Teo, Senior Minister of State, Prime Minister's Office and Ministry of Foreign Affairs and Ministry of Transport and Ambassador Linda Tsao Yang, Chairman Emeritus of the Asian Corporate Governance Association, Former U.S. Ambassador and Executive Director to the Board of Directors of the Asian Development Bank.</p> <p>The Meeting was attended by more than 80 participants representing eight countries and governments in the region: Indonesia, Hong Kong, Malaysia, Myanmar, Philippines, Singapore, Thailand and Vietnam.</p> <p>Asia Women's Forum on Financial Security website was also formally launched on Day 1 as an online platform that will facilitate continuous learning among network partners as well as the public.</p>
14 October	<p>IMC-Tsao Foundation Charity Golf 2016</p> <p>IMC-Tsao Foundation held its annual Charity Golf to raise funds to provide quality healthcare for the disadvantaged elders at Hua Mei Centre for Successful Ageing (HMCSA). The event was held at Tanah Merah Country Club on Friday, 14 October with 116 participating golfers. With the generous support of the sponsors, the Foundation successfully raised about S\$340,000.</p>
22 October	<p>HMAC's 20th Anniversary Party</p> <p>HMAC celebrated its 20th anniversary with TCM health talks and demonstrations and an open house for the clinic. Guest of Honour was Ms Joan Pereira, MP for Tanjong Pagar GRC.</p>
15 November	<p>Opening of Hua Mei Clinic in ComSA Whampoa Centre</p> <p>After more than a year of planning and construction supported by the MOH and collaborating partner, the National Healthcare Group (NHG), ComSA Centre, taking a unit at Level 2 and all of Level 3 at Whampoa CC, became ready for occupation.</p> <p>Hua Mei Clinic, which was a part-time makeshift operation at a converted bomb shelter in Whampoa, opened at Level 2, finding a firmer base from which to operate a full-time primary health clinic. In the mode of a 'Patient Centred Medical Home' (PCMH), it brings bio-psycho-social healthcare, especially for frail elders, closer to Whampoa residents.</p> <p>It makes the Foundation's second Hua Mei Clinic, the first being integrated within the Hua Mei Centre for Successful Ageing (HMCSA) at Tiong Bahru.</p>

EVENT HIGHLIGHTS

Date	Descriptions
18 November	HMTA WSQ Graduation Ceremony On 18 November 2016, some 106 students graduated from our WSQ courses, ready to embark on their career and self-efficacy in caregiving for older persons in the community. Guest of Honour was Mr Ng Cher Pong, Chief Executive, Skillsfuture Singapore and Deputy Secretary (Skillsfuture), Ministry Of Education.
6 December	Commencement of EPICC Hua Mei EPICC – the Foundation’s second, after that at HMCSA – commenced at ComSA Whampoa Centre, Level 3. It offers centre-based, integrated comprehensive care to frail and nursing-home-eligible elders in Whampoa. Also at L3 are fitness equipment and open studio for physical resilience and rehabilitation, training facilities for the ‘Learning Room’ for self-development courses, and a café and culinary studio – in all a home for elder participation and intergenerational engagement.
16 December	Official launch of Curating Whampoa Curating Whampoa was officially launched, graced by Guest of Honour, Mr Heng Chee How, Senior Minister of State and Member of Parliament. Selected participants of the ‘Tangible Stories’ and ‘Everyday Whampoa’ (Photovoice) components were on site to personally share their work with the 110 guests.

CORPORATE INFORMATION

INSTRUMENT SETTING UP THE FOUNDATION Memorandum and Articles of Association of Tsao Foundation
(public company limited by guarantee and not having a share capital)

UNIQUE ENTITY NUMBER OF THE FOUNDATION I99302114W

INSTITUTION OF A PUBLIC CHARACTER HEF 0078/G

REGISTERED ADDRESS 298 Tiong Bahru Road #15-01/06 Central Plaza Singapore 168730

BOARD OF DIRECTORS	Name	Position	Year appointed to Tsao Foundation's Board
	Mary Ann Wai Sheng Tsao	Chairman, President, Tsao Foundation	(from 31/05/2013) (07/04/1993 to 31/05/2013)
	Chavalit Tsao	Chairman, IMC PanAsia Alliance Group	(from 07/04/1993)
	Phillip Tan Eng Seong	Director, EQ Insurance Co Ltd	(from 24/06/2000)
	Ee Chye Hua	Consultant Geriatrician, Elder Care & Health (ECH) Consultancy	(23/09/2010 to 22/06/2016)
	Tan Bee Nah	Audit Partner, PricewaterhouseCoopers LLP, Singapore	(from 10/05/2012)
	Loo Lian Ee	Consultant, Rajah & Tann Singapore LLP	(from 23/12/2013)
	Elsie Low	Board Member, Finance Industry Disputes Resolution Centre Ltd	(from 23/12/2013)
	Abdullah Bin Tarmugi	Director, Islamic Bank of Asia Ltd	(from 26/05/2014)
	Anne Kim So Min	Director, Alphavita Holdings Pte Ltd	(from 23/11/2015)

Continued >

CORPORATE INFORMATION

AUDIT COMMITTEE	Name	Position	Year appointed to Tsao Foundation's Audit Committee
	Elsie Low	Chairman, Audit Committee Board Member, Finance Industry Dispute Resolution Centre	(from 17/06/2014)
	Yuelin Yang	Deputy Group Managing Director, Corporate Office IMC Industrial Group	(from 01/12/2008)
	Cheah Sheau Lan	Chartered Accountant	(from 26/07/2012)
	Tan Peck Sim		(from 23/10/2015)
KEY POSITION HOLDERS	Peh Kim Choo	Chief Executive Officer	(from 01/01/2017)
PRINCIPAL BANKERS	DBS Bank Limited United Overseas Bank Limited Standard Chartered Bank (Singapore) Limited		
INDEPENDENT AUDITORS	Lo Hock Ling & Co. Chartered Accountants Singapore		
STAFFING	As at 31 December 2016, there are a total of 104 staff employed by the Foundation.		

STATEMENT OF FINANCIAL POSITION

TSAO FOUNDATION

(Incorporated in the Republic of Singapore and Limited by Guarantee)
Statement of Financial Position as at 31 December 2016

	2016	2015
	S\$	S\$
ASSETS		
Non-Current Assets		
Property, plant and equipment	473,065	360,513
	<u>473,065</u>	<u>360,513</u>
Current Assets		
Inventories	22,386	23,169
Receivables	1,908,721	2,024,883
Fixed deposits with financial institutions	7,024,829	6,824,609
Cash and bank balances	3,954,036	2,985,894
	<u>12,909,972</u>	<u>11,858,555</u>
Total Assets	<u><u>13,383,037</u></u>	<u><u>12,219,068</u></u>
FUNDS, RESERVES AND LIABILITIES		
Funds and Reserves		
Accumulated reserves	8,872,747	8,587,489
Scholarship fund	124,862	124,634
Total Funds and Reserves	<u>8,997,609</u>	<u>8,712,123</u>
Non-Current Liability		
Provision for restoration costs	271,030	271,030
	<u>271,030</u>	<u>271,030</u>
Current Liabilities		
Grants & donations received in advance	2,862,544	2,392,007
Payables	1,251,854	843,908
	<u>4,114,398</u>	<u>3,235,915</u>
Total Liabilities	<u>4,385,428</u>	<u>3,506,945</u>
Total Funds, Reserves and Liabilities	<u><u>13,383,037</u></u>	<u><u>12,219,068</u></u>

STATEMENT OF COMPREHENSIVE INCOME

TSAO FOUNDATION

(Incorporated in the Republic of Singapore and Limited by Guarantee)
Statement of Comprehensive Income for the year ended 31 December 2016

	2016	2015
	S\$	S\$
Income		
Donations and fund raising income	2,215,276	2,642,374
Programme grants	4,454,958	3,654,482
Consultation fees	717,579	747,392
Training fees	485,662	652,276
Other income	362,097	264,703
	8,235,572	7,961,227
Less: Expenditure		
Employee benefits expense	6,742,638	5,792,707
Depreciation on property, plant and equipment	189,838	167,090
Fund raising expenses	43,881	49,746
Other expenses	2,662,818	2,287,333
	9,639,175	8,296,876
Operating deficit	(1,403,603)	(335,649)
Donations matching grants	1,688,861	1,633,518
Surplus for the year	285,258	1,297,869
Other Comprehensive Income		
Items that will not be reclassified subsequently to profit or loss:		
Net movement in restricted funds:		
Scholarship fund	228	6,496
Other comprehensive income for the year	228	6,496
Total comprehensive income for the year	285,486	1,304,365

STATEMENT OF CHANGES IN FUNDS

TSAO FOUNDATION

(Incorporated in the Republic of Singapore and Limited by Guarantee)
Statement of Changes in Funds for the year ended 31 December 2016

	<u>General funds</u>	<u>Restricted funds</u>	
	<u>Accumulated reserves*</u>	<u>Scholarship fund</u>	<u>Total funds</u>
	S\$	S\$	S\$
Balance at at 1 January 2015	7,289,620	118,138	7,407,758
Surplus for the year	1,297,869		1,297,869
Other comprehensive income	-	6,496	6,496
Total comprehensive income for the year	1,297,869	6,496	1,304,365
Balance as at 31 December 2015	8,587,489	124,634	8,712,123
Surplus for the year	285,258		285,258
Other comprehensive income	-	228	228
Total comprehensive income for the year	285,258	228	285,486
Balance as at 31 December 2016	8,872,747	124,862	8,997,609

* The accumulated reserves are presented net of accumulated programme deficits of \$460,873 (2015: \$405,496) representing the excess of expenditure over income arising wholly and exclusively from Enhanced Counselling and Coaching Programme for Hua Mei Centre for Successful Ageing. Any deficit in this programme will be met by the unrestricted accumulated reserves. In the event the programme reserve is in surplus, the reserve is restricted for the operations of such programme only, for the benefit of its intended clients and will not be transferred out of the programme for other purposes in keeping with the funders/donors' intended use of monies.

STATEMENT OF CASHFLOWS

TSAO FOUNDATION

(Incorporated in the Republic of Singapore and Limited by Guarantee)
Statement of Cash Flows for the year ended 31 December 2016

	<u>2016</u>	<u>2015</u>
	S\$	S\$
<u>CASH FLOWS FROM OPERATING ACTIVITIES :</u>		
Surplus for the year	285,258	1,297,869
Adjustments for :		
Amortisation of deferred capital grants	-	(412)
Depreciation on property, plant and equipment	189,838	167,090
Interest income	(78,406)	(54,980)
Property, plant & equipment written off	243	3,682
	<u>111,675</u>	<u>115,380</u>
Operating surplus before working capital changes	396,933	1,413,249
Decrease in inventories	783	5,011
Decrease in receivables	125,346	11,863
Increase in payables	878,483	960,928
Changes in working capital	<u>1,004,612</u>	<u>977,802</u>
Cash generated from operations	1,401,545	2,391,051
Net movement in scholarship fund	<u>228</u>	<u>6,496</u>
Net cash from operating activities	1,401,773	2,397,547
<u>CASH FLOWS FROM INVESTING ACTIVITIES :</u>		
Interest received	69,222	34,160
Purchase of property, plant and equipment	(302,633)	(215,293)
Increase in designated fixed deposit for scholarship fund	(228)	(6,496)
Net cash used in investing activities	<u>(233,639)</u>	<u>(187,629)</u>
Net increase in cash and cash equivalents	1,168,134	2,209,918
Cash and cash equivalents at beginning of the year	<u>9,685,869</u>	<u>7,475,951</u>
Cash and cash equivalents at end of the year	<u><u>10,854,003</u></u>	<u><u>9,685,869</u></u>

POLICIES & NOTES

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 Tsao Ng Yu Shun Trust and sustainable income from consultation fees, the Foundation targets to maintain a level of accumulated reserves equivalent to 1 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 profitability, projected operating cash flows and projected capital expenditures.

The Foundation is not subject to externally imposed capital requirements.

There were no changes to the Foundation's approach to reserves management since the previous financial year.

Conflicts 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 of Directors 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 of Directors.

The Foundation has in place policies relating to the management and avoidance of conflicts of interest. All directors and senior management are required to declare their interests yearly. All directors are volunteers and receive no monetary remuneration for their contribution, except for the reimbursement of out-of-pocket expenses.

Whistle Blowing Policy

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

Principal Funding Sources of the Charity

Tsao Ng Yu Shun Trust

Programme grants and donations matching from government

Notes

- » No Board members are remunerated for their Board services.
- » The annual remuneration of the highest paid staff classified by remuneration bands are as follows:

	<u>No. of staff</u>	
	<u>2016</u>	<u>2015</u>
Annual remuneration		
- between \$200,001 and \$300,000	2	2
- between \$100,000 and \$200,000	1	1

- » There is no paid staff who are close members of the family of the Executive Head or Board Member, who receives more than \$50,000 during the year.

© Tsao Foundation, 2017
No reproduction without permission
UEN 199302114W

298 Tiong Bahru Road
#15-01/06 Central Plaza
Singapore 168730
Tel: 6593 9500
Fax: 6276 7128

www.tsaofoundation.org