



Tsao Foundation

Longevity is Opportunity

TSAO FOUNDATION SNAPSHOT 2015

FEATURES, FIGURES AND FINANCIALS

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VISION, MISSION AND 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

We are motivated by the spirit of innovation to find ways to improve the quality of life of older persons. In the pursuit of excellence, we set high professional standards for ourselves and for the services we provide. As a catalyst for constructive change, we actively promote scholarly research on ageing issues, invite distinguished scholars to share their expertise, and support policy planners through dialogue and feedback.

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 22 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 UNYear of the Older Person.

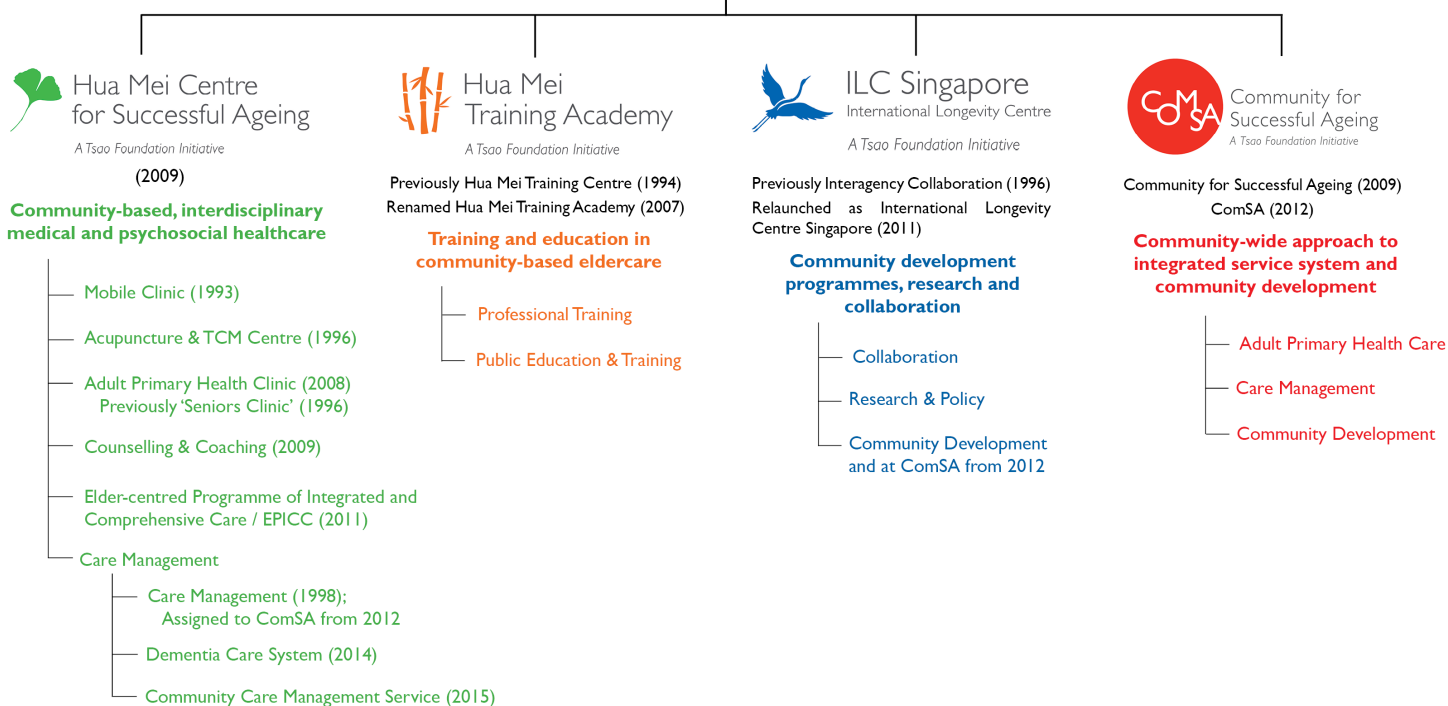
Mrs Tsao Ng Yu Shun passed away in 2001 but her vision and values continue to guide the Foundation, which has earned a reputation for distinction in the eldercare industry for innovation, practice and collaboration.

ABOUT TSAO FOUNDATION

The Tsao Foundation strives to help older persons realise opportunities in longevity by being a catalyst for constructive systemic and mindset change. This mission is undertaken through four synergistic core initiatives:

- Community for Successful Ageing (ComSA) takes 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.
- Hua Mei Centre for Successful Ageing which enables ageing-in-place by pioneering replicable, community-based, integrated health and psychosocial age care service models grounded in person-centered principles
- Hua Mei Training Academy, dedicated to capacity building in professional community-based age care, informal and family caregiving, as well as personal development and community action in successful ageing through providing practitioner-driven training, education and consultancy services
- International Longevity Centre Singapore which supports policy, practice, advocacy and community development through initiating high impact research and collaborative platforms in population ageing issues and related action

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.



PREFACE

“What the Tsao Foundation was championing in the early 1990s, ideas such as ageing in place and a person-centred medical model... have taken almost 20 years to come into the limelight.”

*– Excerpt from
Tsao Foundation’s
20th Anniversary book,
2013*

In 2015 the Tsao Foundation further harnessed our multidisciplinary skills, which have been honed over more than two decades, towards improving the wellbeing of older persons and engaging opportunities in longevity for all ages.

This was prominent especially in the development of ComSA, the Community for Successful Ageing project underway in Whampoa, where all the Foundation’s principal initiatives – the Hua Mei Centre for Successful Ageing (HMCSA), Hua Mei Training Academy (HMTA) and International Longevity Centre, Singapore (ILC-S) – have a stake. The three hold the Foundation’s knowledge and expertise in community-based person-centred bio-psychosocial healthcare, capacity-building in professional, informal and personal caregiving and continuous learning, and in elder empowerment, community development, research and collaboration.

Synergies between our in-house disciplines also empowered the development and delivery of unique practitioner-to-practitioner training in community-based eldercare, building capacity where it was most urgently needed as the number of older persons in Singapore continued to climb.

Within HMCSA itself, the alignment and integration of the services enabled the provision of more comprehensive and effective care to support ageing in place. This was seen, for example, in the counselling team contributing their skills to the dementia care programme to help the caregivers of people living with dementia manage their expectations and ease the burden of care.

Throughout 2015 the Foundation was active in promoting elder empowerment and engagement and in seeking collaboration and policy support to address the financial vulnerability of women. The regional forum organised by ILC-S in 2015 hold promise for further knowledge-exchange and action on this critical issue in the feminization of ageing.

We continued to pursue research, working with various parties to gain better insight into the needs and aspirations of older persons and to improve the efficacy of our own services and interventions. One significant outcome was the development of a bio-psychosocial risk screener which can be used by anyone with training and has the potential for case finding to improve population health.

More than ever, we counted on the contribution of volunteers to widen and deepen the scope of our service to the community. New joiners were provided with training and guidance to take the role of para-care managers and facilitators in self-care learning especially to meet ComSA’s growth.

We also worked closely with a wide range of service providers as well as researchers, academic institutions, public agencies and enterprises who continuously demonstrated that together we can unleash the potential in longevity for the benefit of all society.

We are grateful to all our partners, friends and well-wishers for coming with us on this journey of positive change.



Community for Successful Ageing (ComSA) at Whampoa

"We need to re-imagine our city, and make concrete efforts to improve both hardware and software to make this city a city for all ages."

*- Mr Gan Kim Yong,
Minister for Health,
at the SG50 Scientific
Conference on Ageing,
19 March 2015*

Work on ComSA at Whampoa progressed briskly in 2015. The Foundation's latest multidisciplinary project, ComSA takes a community-wide approach to forge a system of services and partnerships that would enable a population approach to health and empower the common aspiration to live at optimal health with opportunities for personal growth and social engagement over the life course.

The community survey of some 1,400 elderly Whampoa residents in 2014 served as a case finding exercise that enabled us to offer elders at high risk with care management and primary healthcare at a conveniently located mobile clinic at the Whampoa Gardens RC. To deepen and expand the scope of the care management service, volunteers were provided with training and on-the-job guidance as para-care managers to support elders whose conditions had stabilised but who nonetheless needed continued assistance. Some of these personnel were volunteers from Brahms Centre and Blossoms Seeds. At the end of 2015, the ComSA care management team was serving 188 frail and at-risk elders with the support of more than 20 volunteers.

The 2014 community survey also provided the data for the development and validation of a Bio-Psychosocial Risk Screener in partnership with the NUS Saw Swee Hock School of Public Health. The goal was to create a risk-identification tool that could be administered easily by anyone with the appropriate training for the widest reach in the community. It would thus promote early identification of bio-psychosocial risks and lead to timely intervention. Training in the use of the risk screener has since been held for volunteers and community partners.

While the blueprint for ComSA was formulated by the Foundation in 2009 and implemented at Whampoa in 2012, its official launch was held only on 11 April 2015 when it had found its stride. Held in conjunction with the launch at the Ramada at Zhongshan Park was a symposium titled, "Towards a community-wide strategy for successful ageing". Mr Alex Ross, Director, World Health Organisation Centre for Health Development, Kobe, Japan, delivered the keynote address, "Global movement for inclusive societies for older persons: Innovations in community-based strategies". Speakers included Tsao Foundation staff and representatives from ComSA's key partners: City for All Ages, Whampoa, National Healthcare Group and the Ageing Planning Office at the Ministry of Health. The launch was also attended by the various community partners, social service representatives, civil servants and academics.

In keeping with its kampong spirit, ComSA was introduced to the Whampoa community through a series of 'longevity parties', starting with the first on 16 May, graced by Mr Heng Chee How, Whampoa's Grassroots Advisor, Member of Parliament and Senior Minister of State for Prime Minister's Office, as the Guest-of-Honour. At the party, nurses held an eye screening and easily-adjustable focus

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(From left to right) Mr Aziz Shaik, Chair, City For All Ages Whampoa; Mr Heng Chee How, Whampoa's Grassroots Advisor and Member of Parliament and Senior Minister of State, Prime Minister's Office; Dr Mary Ann Tsao, Chairman, Tsao Foundation; Ms Peh Kim Choo, Director, Hua Mei Centre for Successful Ageing and Project Leader of ComSA@Whampoa; and Dr Tan Yong Seng PBM, Chairman, People's Association Active Ageing Council & Whampoa Active Ageing Committee

glasses were given away to those who needed them, with compliments from Adlens.

Over the following two months, seven more 'longevity parties' were held, reaching out to 740 elders through seven Resident Committees in Whampoa. These provided opportunity for the community development team (led by ILC Singapore / ILC-S) to engage with the older residents, promote their awareness of the then newly introduced Pioneer Generation Package, and introduce them to the ILC-S-initiated health promotion programme, the Self Care on health of Older Persons in Singapore (SCOPE).

In all, the team organised four SCOPE Learning Groups and reached out to about 50 participants. The first round of Training of Trainers for SCOPE was conducted from 25 July 2015 to 31 July 2015 with 31 participants. Some of these participants began to facilitate their own Learning Groups in partnership with a senior group of trainers.

From the engagement, some 80 elders registered for the complimentary influenza and pneumococcal vaccinations that were offered as part of a study by Tan Tock Seng Hospital's Institute of Infectious Diseases and Epidemiology.

During the year, our research partner, the NUS Saw Swee Hock School of Public Health, completed their data collection for an ethnographic study of Whampoa elders. Preliminary results were shared with Tsao Foundation and key community partners in November 2015, followed by a synthesis report in early 2016. It would serve as a key reference for planning the strategy to develop a core group of 50 active Volunteer Community Health Champions.

Underlying the progress at ComSA is the power of partnerships. Its service network continued to meet over the year, with its more than twenty constituents learning from and working with one another as we shared a common agenda to help improve the lives of older people and optimise the opportunities in longevity for all ages.

Around August/ September 2015, an offer was made for ComSA to take a space at the Whampoa Community Club when it completed its extension and renovation works the following year. The Foundation thus began the process of applying for programme funding to operate at the Whampoa location a primary healthcare clinic cum care management service in a 'Person-centred Medical Home' model, and a day club integrated with comprehensive healthcare and psychosocial services in the Hua Mei EPICC model.

Commemorating the International Day of Older Persons (IDOP) 2015, celebrations were held at the four Resident Committees where SCOPE was being conducted. These were attended by around 212 SCOPE participants and their family and friends. The SCOPE participants co-hosted the parties, contributing ideas towards the event organisation and entertaining the guests on the event days. These activities were in alignment with the National Council of Social Services' IDOP theme of 'Appreciating Togetherness', which encouraged the older person to take the lead to express appreciation for friends and family members.

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“... good health is a state of complete physical, social and mental well-being, and not merely the absence of disease or infirmity. Health is a resource for everyday life, not the object of living, and is a positive concept emphasizing social and personal resources as well as physical capabilities.”

– World Health Organization, 1946



Hua Mei Centre for Successful Ageing

A Tsao Foundation Initiative

The Hua Mei Centre for Successful Ageing (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 and at optimal health and wellbeing over the life course.

HMCSA serves as a one-stop, first-stop provider of primary medical and psychosocial 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, Hua Mei Mobile Clinic (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, the team looks not only at the medical health but also the social support environment of the client.

In 2015 HMMC served 128 clients, with 39 cases discharged or lost to death and 43 new referrals. The total number of active clients managed by HMMC as at 31 December 2015 was 89, inclusive of 16 registered for palliative care. As part of grief recovery support, the team held an Evening of Remembrance on 24 November 2015 for families and friends of the elders who had passed away in the year. The event invited participation from the other HMCSA services as well.

Besides contributing to the curriculum development and teaching of the professional ‘signature’ courses conducted by the Foundation’s Hua Mei Training Academy, HMMC oversaw service attachments for medical students, nurses, doctors and geriatricians from both local and overseas agencies.

HMMC took the lead in organising the year’s Tsao Foundation Experts Series, inviting Dr Samir Sinha, Director of Geriatrics, Mount Sinai and the University Health Network Hospital, Provincial Lead, Ontario’s Seniors Strategy, to present the evidence on the positive outcomes and challenges in home-based primary care. In the interest of building capacity in homecare provision, two professional

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seminars and a closed door session with community partners and policy makers were held.

As a further contribution to capacity-building in community-based eldercare, Dr Ng Wai Chong, the Foundation's Director, Medical Affairs and Sister Fong Yoke Hiong, our Assistant Director of Nursing, both sat on national committees looking into standards and practices in primary healthcare and home-based care for community-dwelling elders.

Sister Fong received the Nurses Merit Award from the Ministry of Health in 2015 for her outstanding performance and dedication to the nursing profession.

Hua Mei Clinic (HMC)

Hua Mei Clinic is a community-based primary care clinic for ambulant mature adults. 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 its clients a comprehensive range of services in collaboration with colleagues from, for instance, counselling and care management, so as to support holistic bio-psychosocial health.

Since its establishment in September 1996 as Singapore's first outpatient clinic for primary geriatric care, HMC has seen a steady annual growth in patient intake. Its number of registered clients in 2015 topped 3,174, a significant 13.1% increase from previous year. Clinic visits increased by 11% to 3,728 over the same period, Reflecting the integrated care available at HMCSA, the rise was partly due to internal referrals.

To ensure that clients receive the most appropriate service in a cost-effective and timely manner, the Clinic's physician, nurse clinicians and advanced nurse practitioner manage the extent of their engagement with the client on the basis of a stratified risk assessment. The number of nurse encounters increased to 1,460 in 2015, a 13% increase from last year's figure. The health status of the patients had not been compromised and they expressed satisfaction with the care they received.

The Clinic had noticed an uptrend in the incidence of memory issues and forgetfulness among its clients. The impact of these and other medical issues could be aggravated for elders without adequate family or other social support so care management services are vital to their overall healthcare. Thus, in 2015, under the Agency for Integrated Care's Health Manpower Development Programme, a HMCSA team comprising a doctor and two staff nurses visited Edmonton, Canada to understand the various options for long term care in the community, including the role of care managers. The team also saw how Inter-Rai was being put to use as an assessment and resource allocation tool.

"Launched in September 1996, Hua Mei Clinic was Singapore's first outpatient clinic for primary geriatric care."



Dr Tan Sai Tiang, Assistant Director, attending to an elderly patient at Hua Mei Clinic

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Care Management at HMCA; Hua Mei Care Management (CM), Hua Mei Community Care Management Service (CCMS) and Hua Mei Dementia Care System (DCS)

The existent Hua Mei Care Management team was fully deployed to help set up a care management system at ComSA which had Whampoa as its catchment area. Continuing with its distinctive intra-disciplinary modality, a new team of social work and nurse care managers was recruited in August 2015 to continue to reach out to frail and at-risk elders living in south-west/ central Singapore in the Bukit Merah/ Tiong Bahru/ Chinatown/ districts that had been HMCSA's traditional service area. Operating as the Hua Mei Community Care Management Service (CCMS), the team will likewise help to create an eco-system of social support and medical and psychosocial health services relevant to each client so that he might age well in the community, avoiding unnecessary consumption of care and early institutionalisation.

Hua Mei Dementia Care System (DCS)

Dementia is a major public health concern as it is the most prevalent neurodegenerative disease and is expected to affect 55,000 patients in Singapore by the year 2020.

To specifically address the needs of persons living with that condition, in April 2014, a separate team was recruited to create a demonstration model of a dementia care system in central Singapore. It strives to help improve the life of older persons living with dementia and to empower their caregivers to be competent and confident, thus minimising the avoidable use of hospital resources and residential nursing facilities.

The DCS framework rests on the recognition that dementia does not impact just the individual but his entire network of family and friends and his living environment. The multidisciplinary team is made up of a social worker, staff nurse and programme assistants who are trained in basic dementia geriatrics and caregiving, and they have recourse to the assistance of a medical doctor.

Hua Mei DCS managed 70 new cases in 2015. They also called on the support of Hua Mei Counselling & Coaching to facilitate two support groups for the caregivers of DCS clients. In all, 16 sessions were held with the aim to help these caregivers cope better with the emotional challenges and stress that they might encounter.

Hua Mei DCS collaborated with Hua Mei EPICC to test run a short Spark of Life Club Programme for EPICC clients. Its purpose was to facilitate meaningful engagements with people living with moderate stage dementia. A brief evaluation of the four sessions suggested an improvement in physical and cognitive reflexes among the participants, besides offering them a joyous time.

"Dementia. Ruth puzzled over the diagnosis. How could such a beautiful-sounding word apply to such a destructive disease? It was a name befitting a goddess, Dementia, who caused her sister Demeter to forget to turn winter into spring."

- Amy Tan, "The Bonesetter's Daughter", Random House, 2001

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Hua Mei Counselling and Coaching (HMC&C)

“The counsellors and para-counsellors from Hua Mei Centre are very dedicated and committed and often go beyond the call of duty to meet the needs of cases referred to them. Their patience, care and dedication has reached and impacted the lives of many of our residents.”

*– Mr. Goh Beng Hoe,
General Manager,
St. John’s Home for
Elderly Persons*

An integral part of the Foundation’s holistic framework for healthcare, HMC&C provides 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.

Being part of the Hua Mei Centre for Successful Ageing facilitates HMC&C’s efficacy within an integrated comprehensive approach to health optimisation.

Between April 2015 and March 2016 (the financial year for the funding of the Counselling and Coaching service) HMC&C provided individual counselling to 243 clients, and conducted 10 coaching groups for another 103 clients. Its para-counsellors attended to 71 clients. The team exceeded its key performance targets for the year.

Among the individual counselling clients, 51% were referrals from within HMCSA. Another 32% were from external sources, such as residential institutions, acute and community hospitals, polyclinics and other social service agencies. Self-referrals and by friends, family and the public accounted for 17 % of the year’s clientele.

Presenting issues among the individual counselling clients concentrated on grief and loss (28%), emotional issues / suicide ideation / low mood (18%) and relationship issues (15%). The group coaching conducted in the year dealt mostly with life review and emotional management, with two groups conducted for caregivers support.

One of the new areas that HMC&C ventured into in 2015 was working with caregivers to persons living with dementia. The counselling intervention focused on helping them to manage their expectations, improve self-care and find alternative ways to connect with their loved ones who live with dementia. Concurrently, para-counsellors were mobilised to support clients of Hua Mei Dementia Care System (DCS) and to facilitate meaningful engagements with them.

For its para-counselling programme, HMC&C provided on-going support and learning to volunteers through monthly group supervision sessions and group learning sessions. In June 2015, a special training was conducted to better equip the para-counsellors with knowledge and skills to provide support to clients living with dementia. The team also conducted the Guided Autobiography (GAB) programme for two groups of participants - internal staff and para-counsellors. These trainings were to equip them to apply life review skills when working with clients so as to help the clients appreciate their life experiences, recognise their strengths and resources, enhance their self-esteem and optimise their potential.

For its coaching programme, HMC&C outreached to community partners and their members. Conducted on a group basis, the coaching focused on life skills acquisition and mind-set change to help participants who were keen especially to improve their emotional wellbeing and their relationship with their children and other people. During the year, the team also conducted support groups for

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caregivers of persons living with dementia. Conducted in English and on Saturdays too meet the needs of working caregivers, the sessions received a great deal of positive feedback.

In 2015, the counselling team also worked with Hua Mei Training Academy to develop a Specialist Diploma in Gerontological Counselling. This course aims to train counsellors and social workers in the essential gerontological, psycho-therapeutic knowledge, skills and attitudes within a community setting, using a practice-based, holistic, bio-psychosocial, person-centred approach.

HMC&C has a longstanding interest to see gerontological counseling mainstreamed within eldercare so that intersectional issues in biophysical, social and psychological health can be dealt with effectively.

Hua Mei Acupuncture and TCM Centre (HMAC)

HMAC offers a complementary approach to health promotion and management alongside western medicine. The Clinic treats conditions that have been approved by the World Health Organisation for acupuncture therapy, such as stroke and osteoarthritis. It also gives herbal consultation in the Chinese tradition.

Patient registration and number of visits to the clinic saw little change in 2015. However, attempts to attract more patients were met with various challenges.



Our Herbalist prepares the traditional herbal mixture for our patients

For instance, the CHAS and Pioneer Generation schemes that can be used to offset the cost of allopathic treatment are not usable for consultations in Traditional Chinese Medicine.

The clinic contributed to the practice of TCM in Singapore through the appointment of its Assistant Director, Mr Gu Falong, to the TCM Examination Committee and Complaint Committee. Both Mr Gu and Senior Physician

and Acupuncturist, Ms Zhu Ping, were also appointed by the TCM Board as TCM examiners while Mr Gu had an additional role in the preparation of TCM examination papers (STRE 2014, 2015).

For professional development, its physician, Ms Junie Tay, was sent on a 6-month attachment with Shu Guang Hospital, an affiliate of the Shanghai University of Chinese Medicine, from 1 August 2014 to 30 January 2015. Ms Tay and Mr Gu attended the Singapore Health and Biomedical Congress 2015 organised by the National Healthcare Group on 1 Oct 2015. A clinic assistant and a TCM physician also attended the certificate Basic Cardiac Life Support course.

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

"I love all you... Thank you for having me. We never know if all of us can be together again"

*– Mdm. Wong Y. C.,
EPICC participant during
a 'Rhythm Wellness'
music session*

Hua Mei EPICC was piloted in 2011 to provide team-managed primary health and psychosocial care that is integrated, comprehensive, person-centred and customised to meet the individual's health and development targets so that he gets the right service in the right amount at the right time. A centrepiece of the programme is the day club which each elder attends according to his need. It enables the 'eyeballing' that makes robust healthcare provision and monitoring possible while giving the participants a space for stimulating activity and social interaction. The EPICC team comprises a physician, nurse, social worker, physiotherapist, consultant occupational therapist, day centre manager, programme assistants, administrative assistant and driver, and a group of volunteers provided with the appropriate training.

EPICC's primary clientele are frail and at-risk elders with complex medical and social issues, eligible for nursing home admission, but wishing to remain in the familiarity of home and community.

In July 2015, EPICC temporarily relocated to the Foundation's training facility at Block 119, Bukit Merah View, to wait out the extensive renovation works at its home location at Central Plaza which had restricted the movement and access of its elderly participants. The temporary centre was approximately the size of a typical 5-room HDB flat, thus EPICC could only comfortably accommodate 16 elders daily. Enrolment in EPICC fell to 35 elders a month.

The limited space also challenged the team to re-think its operations and re-organise its programmes and activities. For example, space within the makeshift centre was creatively partitioned to give more privacy to elders who require personal hygiene or nursing care while some of the physiotherapy workouts were conducted at the housing estate's void deck. More outdoors activities were also planned, such as marketing at a nearby disability-friendly supermarket, trips to the nearby temple, and even participation in a dance production with Arts Fission at the Esplanade.

The EPICC team, while serving less than the projected number of elders, took the opportunity to strengthen their professional capabilities. Training in nursing care was provided by nurses from other departments in the Foundation, and that in movement and exercise was held by a physiotherapist. An occupational therapist also reviewed the centre activities and provided appropriate re-training to the staff.

EPICC collaborated with the art activism group, Photo Voice, in pairing up 14 mentor photographers to EPICC participants in November 2014. The photo-dialogue between them resulted in some evocative and stunning artwork that was deservedly displayed from 8 April to 26 April 2015 at the Orange Thimble Café, Tiong Bahru, which had as generously hosted another EPICC art exhibition in 2013.

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Hua Mei
Training Academy

A Tsao Foundation Initiative

“Old age is like everything else. To make a success of it, you've got to start young”.

*– Theodore Roosevelt,
1919*

Tsao Foundation set up Hua Mei Training Academy (HMTA) in 1995 with an aim to promote successful ageing, provide education and skills development in elder care, and foster inter-generational understanding and relationships. The Academy pursues its mission through its continuous effort to develop and provide a portfolio of courses on successful ageing.

To support the common aspiration of Singaporeans to age in place, there is need to enhance the numbers and competency levels in professional community-based age care, but most of the current training available is institution-based. The unique value of HMTA's signature courses is that it is developed and trained by HMCSA which has more than two decades of pioneering experience in community-based age care and a tradition of excellence in person-centred, interdisciplinary practice.

In 2015, the signature courses offered included the Advance Primary Care for Homebound Elders (APCHE) – Singapore's first multidisciplinary roadmap for professionals in home-based primary care. Each module is targeted at a specific profession in homecare while one is focused on improving practice in interdisciplinary teams. The APCHE courses in 2015 were attended by 101 care professionals.



Trainers and participants of Advance Primary Care for Homebound Elders - Nurses course taking a group photo

The other signature course was the Certificate in Community Gerontological Nursing (CGN), which had its third intake in 2015. Launched in 2012, with accreditation by the Singapore Nursing Board (SBN), the CGN was designed to enhance the skills of practicing registered nurses to work independently and effectively within a person-centred and holistic care management approach that would optimise the wellbeing of older persons in the community.

Over the course of the year, 74 persons attended HMTA's Work Skills Qualification (WSQ) courses and the team helped to place 26 of them in relevant positions within the eldercare services industry. A graduation ceremony was held for them on 21 November, with the distinguished Mr Abdullah Tarmugi, a member of the Tsao Foundation Board, as the Guest-of-Honour.

Addressing the need for dementia-specific care, HMTA invited and organised a series of workshops by Jane Verity who is renowned for her 'Spark of Life' approach which had proven effective at re-engaging the person who seemingly recedes behind the disease. The sessions were attended by 176 participants.

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For customised training, HMTA conducted 'Colours of Life', a series of regular health talks for Div 1, 2, 3 and 4 Officers for the Civil Service College. The fun-filled health promotion talks provided the 500 participants with practical approaches and tips to achieving health and well-being. The sessions equipped participants with new skills to promote their own health and well-being at home and in their work place. The talks were highly interactive, filled with practical skills and action plans that the participants could use immediately.

The year saw Age Sensitisation workshops held for 380 frontline staff of the Singapore Health Services (SingHealth). The series introduced the participants to normal ageing and what to expect of its different stages so that they could become more aware of their own development and considerate in their interactions with older persons.

HMTA also facilitated the week-long study trip of a group of gerontology students from the Chinese University of Hong Kong. The aim of the engagement was to help the students develop an international perspective on issues in population ageing. It also provided them with an opportunity to observe the innovative multidisciplinary, person-centred approach to community-based eldercare as practiced at the Tsao Foundation.



Attachment students from Chinese University of Hong Kong

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ILC Singapore
International Longevity Centre

A Tsao Foundation Initiative

International Longevity Centre Singapore (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 collaboration 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. Originating from the Foundation's Interagency Collaboration department, it is a member of the prestigious multinational research consortium, the International Longevity Center Global Alliance.

ILC-S inaugurated the First Multipartite Regional Meeting on the Financial Security of Older Women in East and Southeast Asia on 15 - 16 January 2015. More than 50 representatives from Brunei Darussalam, Hong Kong, Indonesia, Malaysia, Philippines, Singapore and Vietnam – representing policymakers, programme practitioners and researchers in the areas of ageing, finance, economy and population planning – participated in this inaugural convening. The key speakers included Dr Donghyun Park, Principal Economist, Asian Development Bank (ADB); Professor Elaine Kempson, Emeritus Professor & Director, Personal Finance Research Centre, University of Bristol; and Dr Joanne Yoong, Director, Center for Economic and Social Research (East), University of Southern California. The regional convening's Guest of Honour, Senior Minister of State Dr Amy Khor (Ministry of Health and Ministry of Manpower & Member of Parliament) and Adviser to the largest local organization of women's grassroots leaders emphasized the government's concern and commitment to addressing the challenge.

During the same event, the representatives held an inaugural meeting as the Regional Learning Network on Women's Financial Security, kicking off with strong interest and support among stakeholders from various sectors. The Network defined its goals and priorities as a learning platform and identified initiatives that can be implemented both at the country and regional levels.

Moving forward, ILC-S will focus on improving partners' expertise on ageing matters and building their capability for monitoring and evaluation, model-building and collaborating with each other and across stakeholders.

The team had an on-going Build Your Own Nest (BYON) project in Singapore which was a demonstration study meant to support effective policy formulation for financially vulnerable women to save for their old age through their CPF Accounts. This was a collaboration to study the effectiveness of a matched savings scheme in encouraging savings behaviour among lower income women in Singapore. In June 2015, BYON completed 18 months of savings with matching.



Dr Amy Khor, Senior Minister of State for Ministry of Manpower and Ministry of Health and Member of Parliament, Guest of Honour, First Multipartite Regional Meeting on the Financial Security of Older Women in East and Southeast Asia

PROGRESS JOURNALS



SCOPE session at Havelock Road

Thereafter, the participants were observed for 6 months to see if they continued saving without the matching amount. The project was expected to be completed in January 2016, with data analysis ready for sharing by March 2016.

ILC-S organised its inaugural Ageing Research Forum 2015 on May 27 to share results and learnings from the evaluation conducted of various Tsao Foundation programmes and create a platform to improve and broaden practice for community-based research. More than 80 participants from the academe, policy and practice were in attendance. Presenters were researchers and Tsao Foundation representatives who collaborated on these programmes. The forum aimed to create greater interest on ageing research through the Graduate Programme Researchers Panel. Two graduate students from SIM University presented their studies and benefited from feedback from various sectors.

Island-wide, a total of 322 elders participated in the Self-Care on Health for Older People in Singapore (SCOPE) Programme in 2015.

ILC Singapore's contribution to community development in Whampoa is reported under the ComSA section of this report.

EVENT HIGHLIGHTS

| Date | Descriptions |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 15 - 16 January | <p>First Multipartite Regional Meeting on the Financial Security of Older Women in East and Southeast Asia</p> <p>The First Multipartite Regional Meeting on the Financial Security of Older Women in East and Southeast Asia gathered together key policymakers with particular interest in finance and the economy from the ten member countries and country partners of the ASEAN Plus 3, relevant NGOs, policy think-tanks and international organizations and leading academics, to bring attention and action on the issue of financial security among older women.</p> |
| February to April | <p>Advanced Primary Care for Home-Bound Elders</p> <p>The APCHE presents a unique ground-breaking roadmap to comprehensive training for professionals in home-based eldercare. In February, HMTA conducted the APCHE module for social workers, following which was a course introductory workshop and the module for nursing professionals.</p> |
| 11 April | <p>Community for Successful Ageing (ComSA) – Presentations at ComSA@Whampoa Launch</p> <p>The blueprint for ComSA was formulated by the Foundation in 2009 and commenced at Whampoa in 2012 but its official launch was held only on 11 April 2015 when it had found its stride. In conjunction with the launch, we held a symposium titled, “Towards a community-wide strategy for successful ageing”. Mr Alex Ross, Director, World Health Organisation Centre for Health Development, Kobe, Japan, delivered the keynote address at the event attended by the Whampoa grassroots and various community partners, social service representatives, civil servants and academics.</p> |
| 8 - 26 April | <p>Photography Exhibition (Photo Voice and Hua Mei EPICC in dialogue)</p> <p>EPICC collaborated with the art activism group, Photo Voice, in pairing up 14 mentor photographers to EPICC participants in November 2014. The photo-dialogue between them resulted in some evocative and stunning artwork that was deservedly displayed from 8 April to 26 April 2015 at the Orange Thimble Café, Tiong Bahru, which had as generously hosted another EPICC art exhibition in 2013.</p> |

EVENT HIGHLIGHTS

| Date | Descriptions |
|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 16 May | <p>ComSA@Whampoa Longevity Party</p> <p>In keeping with its kampong spirit, ComSA was introduced to the Whampoa community through a series of 'longevity parties', starting with the first on 16 May, graced by Mr Heng Chee How, Whampoa's Grassroots Advisor, Member of Parliament and Senior Minister of State for Prime Minister's Office, as the Guest-of-Honour. Over the next two months, around 720 residents attended seven longevity parties.</p> <p>The longevity parties gave opportunity for the ComSA team to engage with the residents on the newly launched Pioneer Generation Package and to introduce them to ILC Singapore's self-efficacy in health programme, the Self Care on health of Older Persons in Singapore (SCOPE). The first training in SCOPE commenced in April 2015 and extended to four Residents' Committee (RC) locations.</p> |
| 27 May | <p>ILC Singapore's Ageing Research Forum</p> <p>ILC Singapore organised its inaugural Ageing Research Forum 2015 on May 27 to share the results and learnings from the evaluation of various programmes implemented by the Tsao Foundation. The forum sought to create a platform to improve and broaden practice for community-based research. More than 80 participants from academe, policy and practice attended it.</p> |
| 24 June - 3 July | <p>Advanced Primary Care for Home- Bound Elders –The Practice for Teams</p> <p>The final module of the suite of signature APCHE workshops commenced on 24 June. This module guided the clinician-participants on the steps to developing and working in intra-disciplinary teams which can effectively provide integrated bio-psychosocial healthcare in the community.</p> |
| August | <p>Hua Mei Community Care Management Service (CCMS)</p> <p>Hua Mei Community Care Management Service (CCMS) commences as the third care management team at HMCSA. Like its precedents, it has a team-managed social-work-and-nursing-care modality, but its catchment area is in south-west Singapore, in the area of Bukit Merah, Tiong Bahru and Chinatown.</p> |
| 16 October | <p>IMC-Tsao Foundation Charity Golf 2015</p> <p>For the ninth year, IMC-Tsao Foundation held a Charity Golf event to raise funds in support of the quality healthcare for disadvantaged elders provided by the Hua Mei Centre for Successful Ageing (HMCSA). Held at the Tanah Merah Country Club with 134 participating golfers, it raised around \$570,000 after including the dollar-for-dollar matching by the Community Silver Trust.</p> |

EVENT HIGHLIGHTS

| Date | Descriptions |
|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 20 & 24 October | <p>Tsao Foundation Experts Series 2015: Dr Samir Sinha “Home-based Primary Care”</p> <p>The flagship Tsao Foundation Experts Series invited Dr Samir Sinha, Director of Geriatrics, Mount Sinai and the University Health Network Hospital, Provincial Lead, Ontario’s Seniors Strategy to share his expertise in home-based primary care. Two forums and a closed door session were held, attended by practitioners, researchers and policymakers.</p> |
| 22 - 29 October | <p>IDOP Mini Parties 2015</p> <p>From October 2015, several parties were organised at the four SCOPE learning groups to celebrate the International Day of Older Persons (IDOP) with elderly residents and participants. The SCOPE participants were encouraged to invite and host their families and friends at the parties and to express their appreciation to them, in alignment with the IDOP initiative by the National Council of Social Services.</p> |
| 21 November | <p>WSQ Community and Social Science (Senior Services) Graduation Ceremony</p> <p>A graduation ceremony was held for four cohorts of students who successfully completed the Workplace Skills Qualification (WSQ) Advanced Certificate and Diploma in Community & Social Services (Senior Services). Many of the graduates had already found employment in the eldercare sector.</p> <p>The Guest-of-Honour was the distinguished Mr Abdullah Tarmugi who is a member of the Tsao Foundation Board.</p> |

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 199302114W

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 | (from 23/09/2010) |
| | Tan Bee Nah | Audit Partner, PricewaterhouseCoopers LLP, Singapore | (from 03/10/2011) |
| | Loo Lian Ee | Senior Consultant, IRAS | (from 23/12/2013) |
| | Elsie Low | Director, Finance Industry Dispute Resolution Centre | (from 23/12/2013) |
| | Abdullah Bin Tarmugi | Director, Islamic Bank of Asia | (from 26/05/2014) |
| | Anne Kim So Min | Director, Healthcare Investments, IMC PanAsia Alliance Group | (from 23/11/2015) |

Continued >

CORPORATE INFORMATION

| AUDIT COMMITTEE | Name | Position | Year appointed to Tsao Foundation's Audit Committee |
|----------------------|-----------------------------------------------------------------------------------|------------------------------------------------------------|-----------------------------------------------------|
| | Elsie Low | Director, Finance Industry Dispute Resolution Centre | (from 17/06/2014) |
| | Yuelin Yang | Transport Logistics, IMC Industries Group | (from 01/12/2008) |
| | Cheah Sheau Lan | Certified Public Accountant | (from 26/07/2012) |
| | Tan Peck Sim | | (from 23/10/2015) |
| KEY POSITION HOLDERS | Peh Kim Choo | Chief, Programmes | (from 01/01/2016) |
| PRINCIPAL BANKERS | DBS Bank Limited United Overseas Bank Limited Standard Chartered Bank | | |
| INDEPENDENT AUDITORS | Lo Hock Ling & Co. Public Accountants and Certified Public Accountants | | |
| STAFFING | As at 31 December 2015, there are a total of 91 staff employed by the Foundation. | | |

BALANCE SHEET

TSAO FOUNDATION
(Incorporated in the Republic of Singapore and Limited by Guarantee)
Balance Sheet as at 31 December 2015

| | 2015 | 2014 |
|-----------------------------------------------|-------------------|------------------|
| | S\$ | S\$ |
| <u>ASSETS</u> | | |
| <u>Non-Current Assets</u> | | |
| Property, plant and equipment | 360,513 | 315,992 |
| Total Non-Current Assets | 360,513 | 315,992 |
| <u>Current Assets</u> | | |
| Inventories | 23,169 | 28,180 |
| Receivables | 2,024,883 | 2,015,926 |
| Fixed deposits with financial institutions | 6,824,609 | 4,218,114 |
| Cash and bank balances | 2,985,894 | 3,375,975 |
| Total Current Assets | 11,858,555 | 9,638,195 |
| Total Assets | 12,219,068 | 9,954,187 |
| <u>FUNDS, RESERVES AND LIABILITIES</u> | | |
| <u>Funds and Reserves</u> | | |
| Accumulated reserves | 8,587,489 | 7,289,620 |
| Scholarship fund | 124,634 | 118,138 |
| Total Funds and Reserves | 8,712,123 | 7,407,758 |
| <u>Non-Current Liability</u> | | |
| Provision for restoration costs | 271,030 | 271,030 |
| Total Non-Current Liability | 271,030 | 271,030 |
| <u>Current Liabilities</u> | | |
| Deferred capital grants | - | 412 |
| Grants & donations received in advance | 2,392,007 | 1,527,870 |
| Payables | 843,908 | 747,117 |
| Total Current Liabilities | 3,235,915 | 2,275,399 |
| Total Liabilities | 3,506,945 | 2,546,429 |
| Total Funds, Reserves and Liabilities | 12,219,068 | 9,954,187 |

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 2015

| | <u>2015</u> | <u>2014</u> |
|----------------------------------------------------------------------|------------------|------------------|
| | S\$ | S\$ |
| Income | | |
| Donations and fund raising income | 2,642,374 | 3,318,132 |
| Programme grants | 3,654,482 | 2,992,773 |
| Consultation fees | 747,392 | 755,218 |
| Training fees | 652,276 | 535,489 |
| Other income | 264,703 | 180,234 |
| | 7,961,227 | 7,781,846 |
| Less: Expenditure | | |
| Employee benefits expense | 5,792,707 | 5,096,895 |
| Depreciation on property, plant and equipment | 167,090 | 143,400 |
| Fund raising expenses | 49,746 | 48,358 |
| Other expenses | 2,287,333 | 2,217,930 |
| | 8,296,876 | 7,506,583 |
| Operating (deficit) / surplus | (335,649) | 275,263 |
| Donation matching grants | 1,633,518 | 1,951,987 |
| Surplus for the year | 1,297,869 | 2,227,250 |
| Other Comprehensive Income | | |
| Items that will not be reclassified subsequently to profit and loss: | | |
| Net movements in designated funds: | | |
| Scholarship fund | 6,496 | (8,246) |
| Other comprehensive income for the year | 6,496 | (8,246) |
| Total comprehensive income for the year | <u>1,304,365</u> | <u>2,219,004</u> |

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 2015

| | <----- Unrestricted funds -----> | | Restricted funds | |
|-----------------------------------------|----------------------------------|-------------------------|----------------------------|-----------------------|
| | Accumulated <u>reserves</u> | Training <u>fund</u> | Scholarship <u>fund</u> | Total <u>funds</u> |
| | S\$ | S\$ | S\$ | S\$ |
| Balance at at 31 December 2013 | 4,982,370 | 80,000 | 126,384 | 5,188,754 |
| Surplus for the year | 2,227,250 | | | 2,227,250 |
| Other comprehensive income | - | - | (8,246) | (8,246) |
| Total comprehensive income for the year | 2,227,250 | | (8,246) | 2,219,004 |
| Training fund utilised | 80,000 | (80,000) | - | - |
| Balance as at 31 December 2014 | 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 |

STATEMENT OF CASH FLOWS

TSAO FOUNDATION

(Incorporated in the Republic of Singapore and Limited by Guarantee)

Statement of Cash Flows for the year ended 31 December 2015

| | 2015 | 2014 |
|------------------------------------------------------------|-------------------------|-------------------------|
| | S\$ | S\$ |
| <u>CASH FLOWS FROM OPERATING ACTIVITIES :</u> | | |
| Surplus for the year | 1,297,869 | 2,227,250 |
| Adjustments for : | | |
| Depreciation on property, plant and equipment | 167,090 | 143,400 |
| Amortisation of deferred capital grant | (412) | (5,344) |
| Interest income | (54,980) | (15,365) |
| Property, plant & equipment written off | 3,682 | 135 |
| | <u>115,380</u> | <u>122,826</u> |
| Operating surplus before working capital changes | 1,413,249 | 2,350,076 |
| Decrease/(Increase) in inventories | 5,011 | (538) |
| Decrease/(Increase) in receivables | 11,863 | (1,184,796) |
| Increase/(Decrease) in payables | 960,928 | (1,300,817) |
| Changes in working capital | <u>977,802</u> | <u>(2,486,151)</u> |
| Cash generated from/(used in) operations | 2,391,051 | (136,075) |
| Net scholarship fund refunded/(disbursed) | 6,496 | (8,246) |
| Net cash from/(used in) operating activities | 2,384,555 | (144,321) |
| <u>CASH FLOWS FROM INVESTING ACTIVITIES :</u> | | |
| Interest received | 34,160 | 5,945 |
| Purchase of property, plant and equipment | (215,293) | (249,026) |
| (Increase)/decrease in fixed deposits for scholarship fund | (6,496) | 8,246 |
| Net cash used in investing activities | <u>(174,637)</u> | <u>(234,835)</u> |
| Net increase/(decrease) in cash and cash equivalents | 2,209,918 | (379,156) |
| Cash and cash equivalents at beginning of the year | <u>7,475,951</u> | <u>7,855,107</u> |
| Cash and cash equivalents at end of the year | <u><u>9,685,869</u></u> | <u><u>7,475,951</u></u> |

RESERVE POLICY

Reserve Policy

The primary objective in the management of the Foundation's reserves is to ensure that it maintains strong and healthy capital ratios in order to support its operations and future growth.

The Foundation targets to maintain a minimum level of accumulated fund which is equivalent to 1 year of its expenditure in view of the assured funding from Tsao Ng Yu Shun Trust and sustainable income from consultation fees.

The Foundation regularly reviews and manages its reserves to ensure 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 reserve management during the year.

Principal Funding Sources of the Charity

Tsao Ng Yu Shun Trust

Programme grants and donations matching from government

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UEN 199302114 W

298 Tiong Bahru Road
#15-01/06 Central Plaza
Singapore 168730
Tel: 6593 9515
Fax: 6593 9522

www.tsaofoundation.org