



CHANGE FOR GOOD

TSAO FOUNDATION

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ANNUAL REPORT 2022

REFLECT. REIGNITE. REIMAGINE.

OUR PEOPLE WITH PASSION

2022 was a year of change.

The Foundation continued its transformational journey in 2022. In its 29th year, and supported by a team of 111 dedicated professionals, the Foundation spent the year mapping out the strategies that will ensure that older people in Singapore and across the region enjoy every opportunity that can and should arise from longevity.

We sought inspiration from our trailblazing past, revisited our original vision and mission, and found new pathways that reignited our dreams of being changemakers for the good of older people.

By intent and design, ours will always be the path less travelled.

Change is never easy. However, if we were to hold ourselves to the standard of meeting the dreams and aspirations of older people, then change we must. This is the path the Foundation is committed to, and we look forward to the journey of fleshing out these changes in the coming years.

The hope is that our efforts will result in a world where older people can truly thrive, free from the fears of ageing, and embrace all the joys and opportunities that come from productive, purpose-filled longevity.

Reflect

We remain rooted in our DNA — the values, principles and philosophies our Founder and Chairperson hold dear.

OUR DNA

A Catalyst for Change

How we make a difference

We are **person-centred** with a holistic bio-psycho-social approach to care.

We provide strong **support to caregivers** in the caring journey.

We take a **family-centred approach** in helping families.

We take a **development and creative approach** to day care programming.

We involve **all stakeholders**.

We advocate **healthy longevity**.

REFLECT. REIGNITE. REIMAGINE.

OUR PEOPLE WITH PASSION

Reignite

Even as we worked hard to serve the community, we also invested time in ourselves, in team-building, talent-spotting and playing equally hard. Through Foundation-wide get-togethers, we gathered and aligned ourselves as One Foundation.

WHAT:
LET'S TAKE A WELL-DESERVED BREAK!
WHERE:
OASIA RESORT SENTOSA
WHEN:
25-27 FEBRUARY 2022

Good food and great conversations kept everyone relaxed and rejuvenated throughout the night.



Strike a pose, smile, or just take in the sun and fresh air! Here we are stretching our legs, flexing our teamwork muscles and attempting to win the Amazing Race, Tsao Foundation style!



Team HR who took care of all our needs at the retreat.



(clockwise from top)
Long-serving staff Dr Zhu,
Best Singer Chee Kiat,
lucky draw winner Polly and
many others enjoyed their
moment on stage receiving
their awards and prizes
from Dr Tsao and Mr Say



Sporting colleagues dressed in Hawaiian theme!



No question about it —
The entire Training
Academy team deserved
the Best Dressed Award!

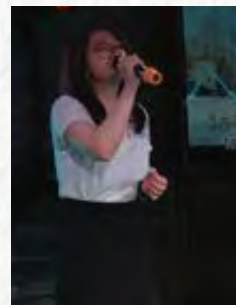
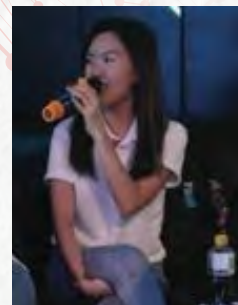


Take a walk with us...

REFLECT. REIGNITE. REIMAGINE.

OUR PEOPLE WITH PASSION

WHAT:
STAFF APPRECIATION TEA
WHERE:
SAFRA TOA PAYOH
WHEN:
13 DECEMBER 2022



**An afternoon of
Bingo, bowling
and singing!**



Reimagine

The Next Lap

Envisioning an empowered and exciting future for older persons in 2050

We are setting our sights on building a future of joyful longevity, where growing older means more opportunities for older persons to fulfil their aspirations.

What will the world be like in 2050? What will growing old be like in the future? With these questions in mind, we took time out for a strategic huddle to plan our moves to harvest the dividends of longevity.

Conducted by external consultants, the Visioning Workshop held in 2022 aimed to inform, energise and inspire our people to think about what life for older people could be like in 2050. The insights gleaned from the workshop will help us chart our Foundation's course in the coming decades. The workshop's discussions also provided rich fodder for the documentary commissioned for our 30th anniversary celebrations in 2023.

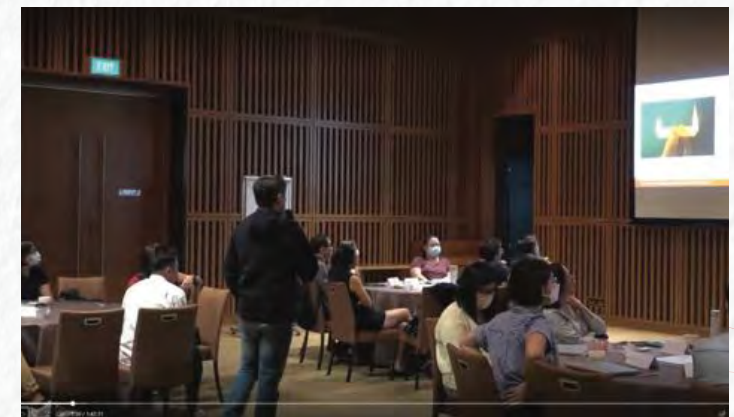
To better support our vision of happier and healthier longevity, we kickstarted a new initiative to enable purposeful, productive and longer working lives. The 5-year "Productive Longevity" plan envisions a supportive environment where older persons enjoy ample paid work opportunities, multiple pathways to flexible paid work and avenues for phased retirement. We have started engaging key external partners to achieve this vision.



John Chua (left) and Samuel Tan (right) from Hua Mei Training Academy articulating their vision of what an ideal day in the life of an empowered senior may be like.



Everyone took time out from their hectic work responsibilities for a huddle to strategise for the future of longevity — to dream an exciting future for older persons in 2050.



Galen Yeo, The Moving Visuals Co CEO and Creative Director joined in the group discussions.

VISION, MISSION AND VALUES

CONTENTS

VISION

Our vision is of an inclusive society for all ages that optimises the opportunities in longevity and strengthens intergenerational solidarity.

MISSION

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

VALUES

Our approaches and programme models for improving the quality of life of older persons and enabling the dividends of longevity to reach all ages are guided by innovation. In the pursuit of excellence, we put 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.

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ORGANISATION STRUCTURE



COMMUNITY-BASED, INTERDISCIPLINARY MEDICAL AND PSYCHOSOCIAL HEALTHCARE

- Mobile Clinic
- Acupuncture and TCM Centre
- Adult Primary Health Clinic
- Counselling and Coaching
- Elder-centred Programme of Integrated Comprehensive Care
- Care Management

TRAINING AND EDUCATION IN COMMUNITY-BASED ELDERCARE

- Courses for In-Service Professionals
- Courses for Mid-Career Changers
- Customisable Programmes for Corporates

COMMUNITY DEVELOPMENT PROGRAMMES, RESEARCH AND COLLABORATION

- Collaboration
- Research and Policy
- Community Development at ComSA

COMMUNITY-WIDE APPROACH TO INTEGRATED SERVICE SYSTEM AND COMMUNITY DEVELOPMENT AT WHAMPOA CENTRE

- Person-Centred Medical Home
 - Adult Primary Health Clinic
 - Care Management
 - Dementia Care System
 - Intellectual Disability Service
- Elder-centred Programme of Integrated Comprehensive Care
- Learning Room
- Café Kawan
- Elder Empowerment and Community Development

CORPORATE SERVICES

- Community Relations
 - Corporate Communications and Media Relations
 - Corporate Partnerships
 - Volunteer and Donor Stewardship
- Finance
- Human Resources and Operations
- IT and Tech
- Strategic Engagements

FOUNDER'S STORY

Mrs Tsao Ng was honoured at the Fourth Global Conference on Ageing, held in Montreal in 1999, which the United Nations had declared as the International Year of Older Persons.



Mrs Tsao Ng Yu Shun was 86 when she decided to honour two of the greatest influences in her life – her father and father-in-law – by leaving a lasting public legacy that would enable older persons to achieve a better quality of life and to shape their own destinies.

Her own experience as a caregiver had shown her that everyone wants to grow old with dignity, in their own home and community, among family and friends.

She set up the Tsao Foundation in 1993 to bring that vision to fruition, by driving initiatives to champion successful ageing, so people can lead healthy and fulfilling lives even as they grow older.

Since then, the Foundation has worked to address these concerns and to support ageing in place by pioneering eldercare programmes that take a whole community approach, under the leadership of her granddaughter, Dr Mary Ann Tsao.

For her dedicated service and her commitment to creating a society for all ages, Mrs Tsao Ng was honoured at the Fourth Global Conference on Ageing, held in Montreal in 1999, which the United Nations had declared as the International Year of Older Persons.

Mrs Tsao Ng passed away in 2001, but her vision and values continue to guide the Foundation, whose efforts to achieve excellence in innovation, practice and collaboration have established it as a leader in the eldercare sector.

CHAIRPERSON'S MESSAGE

THE NEXT LAP: LONGEVITY THAT UNLOCKS FULL POTENTIAL



On the cusp of our Foundation turning 30, I ask myself: What would my grandmother think about how we have done?

I think she would have been proud of what Tsao Foundation has achieved. From providing holistic geriatric care to championing ageing in place, we have played a significant role in improving the landscape for eldercare by acting as a catalyst for change. We added value by looking into issues that were not addressed and creating solutions that work. There is, of course, still room for us to do more.

CAREGIVERS, FAMILIES AND THE COMMUNITY

Beyond functional care, how do we better support families and older people in greater self-care? We can do more to improve health literacy and connect seniors to prevent the ills of social isolation and loneliness. Empowering and equipping them to take charge of their wellness and the well-being of their peers can recharge them with energy and fresh purpose. In 2022, we added a series of Active Ageing courses in our Learning Room to equip older persons and their caregivers in self-care and successful ageing. We continue to share our insights on how Singapore and other ageing societies can better support the aspirations of older persons, for example, by bridging intergenerational gaps and mapping the path towards healthy longevity.

Because service providers and the government can't do everything, it has got to be a whole-of-community effort where seniors play an active role too. Once again, we have put seniors in the driving seat. The Community for Successful Ageing (ComSA) Club in Whampoa is run by seniors, for seniors. Our team also joined hands with Thye Hua Kwan Moral Charities, the Agency of Integrated Care and Sage Counselling Centre to offer a robust network of resources for seniors in Beo Crescent, including job placements.

Integrated Care and Sage Counselling Centre to offer a robust network of resources for seniors in Beo Crescent, including job placements.

CONNECTING THE DOTS AND BUILDING CAPACITY LOCALLY AND REGIONALLY

We are known for our systems approach where we create an entire integrated care model centred around longevity by connecting a cluster of essential services with networks of other providers. This is piloted successfully in Whampoa, showing Singapore and the region, how it can be done.

We can further connect the dots, here and in the region. We co-hosted the launch of the US National Academy of Medicine's Global Roadmap for Healthy Longevity report and pioneered the formation of the Alliance on Longevity in Asia-Pacific to advance and redefine regional opportunities in longevity. We also launched an interactive website to share good practices and resilience frameworks gleaned from our two-year Regional Community Resilience Project across Singapore, the Philippines and Thailand.

ADVOCATING HEALTHY LONGEVITY

Last but not least, let's amplify our voices to advocate for everyone to embrace opportunities in longevity. We need to move away from using the word "ageing" to describe growing old. Everyone ages; it is just a biological process defined by time and the number does not indicate how old or well we feel.

As people live longer, we need to find ways to keep everyone healthier and more active, both mentally and physically. For example, creating meaningful and paid job opportunities for older persons. We will continue making inroads on this through our thought leadership, insights, and collaborations with like-minded partners.

No matter their physical or psychological age, older persons can be maximally engaged with their community, environment and people around them, to live the way they want to live and be supported to fulfil their potential and aspirations.

I am excited because we have built a strong Foundation over the last 29 years. As we head into our 30th anniversary, we are brimming with excitement to reimagine the future of joyful longevity. Backed by the strong support of my board, staff, friends and supporters, we are looking forward to making life even better for older people in Singapore, and beyond, for the next 30 years!

Dr. Mary Ann Tsao

CEO'S MESSAGE

REIMAGINING A FUTURE OF JOYFUL LONGEVITY EMBRACED BY ALL



When I first joined the Foundation in 2021, I did not fully realise how much the Foundation meant to the community it served, and the patients and families we have cared for. I did not realise how much blood, sweat and tears my colleagues (past and present) have put into their work, and the passion and dedication it takes to make, and keep making, a difference in an older person's journey.

I am wiser now.

As such, to embark on a journey of transforming a beloved institution such as Tsao Foundation will require careful consideration of its past, an unbiased appraisal of its present, and an adventurous prognostication of its future.

As I reflect on the work ahead, the 3Rs of Reflect, Reignite and Reimagine succinctly describe our efforts in 2022.

Reflect:

There is a rich vein of excellence in the Foundation's annals of achievements to inform and educate us on our raison d'être, our reason for being. So many firsts to inspire, so many breakthroughs in advocating for, and building ground-breaking care and service models. You would therefore be surprised to learn that the Foundation's practitioners remember the stories of patients whom they have cared for more readily than any accolades they may have received. And this is the essence of our Foundation: The heart for the individual. To move forward, we must be driven by the founding principles that have made us who we are.

Reignite:

Three decades of unrelenting service can take its toll. However, you would never see it in the passionate way Tsaoettes go about their work in caring for our older people.

But throw in the effects of toiling through a pandemic, add a dash of unrelenting change in the health and social care sectors, and you have a recipe for individual and corporate fatigue.

This is why as we embark on our transformational journey, we are ever mindful of the well-being of our team. We worked hard to make sure that our team was able to take on the challenges of building a new future for our Foundation. As we bring in new Tsaoettes to join this transformational endeavour, we will work hard to curate the integration of the new and the old, to extract the very best from a truly intergenerational team.

The journey ahead will be long and will pose numerous challenges. This is why we took pains to ensure that the bonds that bind us as one team remain robust, and that our passion and dedication to build a better world for older people remain undiminished.

Finally, we come to the last, but possibly the most critical R, **Reimagine**.

At Tsao Foundation, we envision a future where longevity is opportunity - where older people can live long, independent, and joy-filled lives, where they are empowered to seek fulfilment, purpose, and maximise their potential for growth.

We stand on the shoulders of giants, our predecessors who were trailblazers in identifying care gaps, introducing new service models and delivery systems to bring about a positive transformation of the longevity experience through mindset and societal change.

As the torch is passed to a new team, it is a task we approach with care, and a fair amount of expectation.

Over the next decade or so, the Foundation will focus its energy on delivering on the promises of longevity by answering the following questions:

1. Can a community-wide, integrated model of care like the one we have been developing in Whampoa (called the Community for Successful Ageing or ComSA) be the answer to ensuring older people enjoy a fear-free, joy-filled longevity, an especially relevant topic in light of the Government's HealthierSG initiative?
2. As life expectancy rises, what is the future of work? Can a transformation in society's lifecourse framework give new definitions to the concept of learning, work and retirement? Would this lead to greater opportunities for productive engagement for older people, giving them much needed purpose and engagement in the second half of their life's journey?
3. How can technology transform our approach to managing our longevity journey? What are the applications of technology that can truly empower older people to live connected, engaged and inspired lives?

It is this never-ending quest to seek answers to the challenges of ageing to unlock the true potential and opportunities of longevity that have inspired the Foundation for the last 30 years. It will be the same burning passion and ambition that powers us forward for the next 30.

Say Kwee Neng

OUR IMPACT IN 2022: THOUGHT LEADERSHIP

UNVEILING THE GLOBAL ROADMAP FOR HEALTHY LONGEVITY

US NATIONAL ACADEMY OF MEDICINE REPORT

In August 2022, the US National Academy of Medicine's (NAM) Global Roadmap for Healthy Longevity Report was launched at its Singapore summit. The event was co-hosted by Tsao Foundation in partnership with Singapore's Ministry of Health (MOH), the National University Health System (NUHS) and the National University of Singapore (NUS). Local and international experts in the field from countries like the US, UK, Japan and China gathered to discuss the report's key findings and how it can be implemented in Asia.

How can we live longer, and what are the steps needed to ensure longer and more meaningful lives? Key considerations according to NAM's Global Roadmap for Healthy Longevity Report include:

1

Economic benefits generated by people living, working, volunteering and engaging longer

2

Social infrastructure, institutions and business systems that enable safe and meaningful work and other community engagements at every stage of life

3

Education and training opportunities that promote participation in lifelong learning and growth

4

Social cohesion augmented by intergenerational connections and the creation of opportunities for purposeful engagement by older people at the family, community and societal levels

5

Social protection and financial security that mitigate the effects of financial vulnerability at older ages

6

Physical environments and infrastructure that support functioning and engagement for people at older ages

7

Integrated public health, social service, person-centred healthcare, and long-term care systems designated to extend years of good health and support the diverse health needs of older people

8

Quality long-term care systems to ensure that people receive the care they require in the setting they desire for a life of meaning and dignity



Present at the forum were: Front row: (from left) Prof Tan Chorh Chuan, Prof Linda Fried, Dr Victor Dzau, Mr Heng Swee Keat, Dr Mary Ann Tsao, Prof John Eu-Li Wong, Prof Yeoh Khay Guan Back row: (from left) Prof Brian Kennedy, Dr Eduardo Klien, Prof Chan Heng Chee, Dr Srinivas Tata, Dr Wendy Walker



(From left) Prof Zhao Yaohui (on screen), Dr Mary Ann Tsao, Dr Eduardo Klien, Dr Wendy Walker, and Mr Tan Meng Dui in a panel discussion on the policies, principles and projects in Asia that support an ageing population.

“There are common challenges that all societies face. Healthy longevity is one of them... Across countries, we should continue to expand collaboration on major challenges that affect all of humanity, such as ageing, pandemics, and climate change. Instead of frittering away our energies in conflicts and discord, let us work together to advance science, technology and innovation, to address our common challenges.”

Mr Heng Swee Keat,
Deputy Prime Minister of Singapore,
graced the occasion as the
Guest of Honour

OUR IMPACT IN 2022: THOUGHT LEADERSHIP

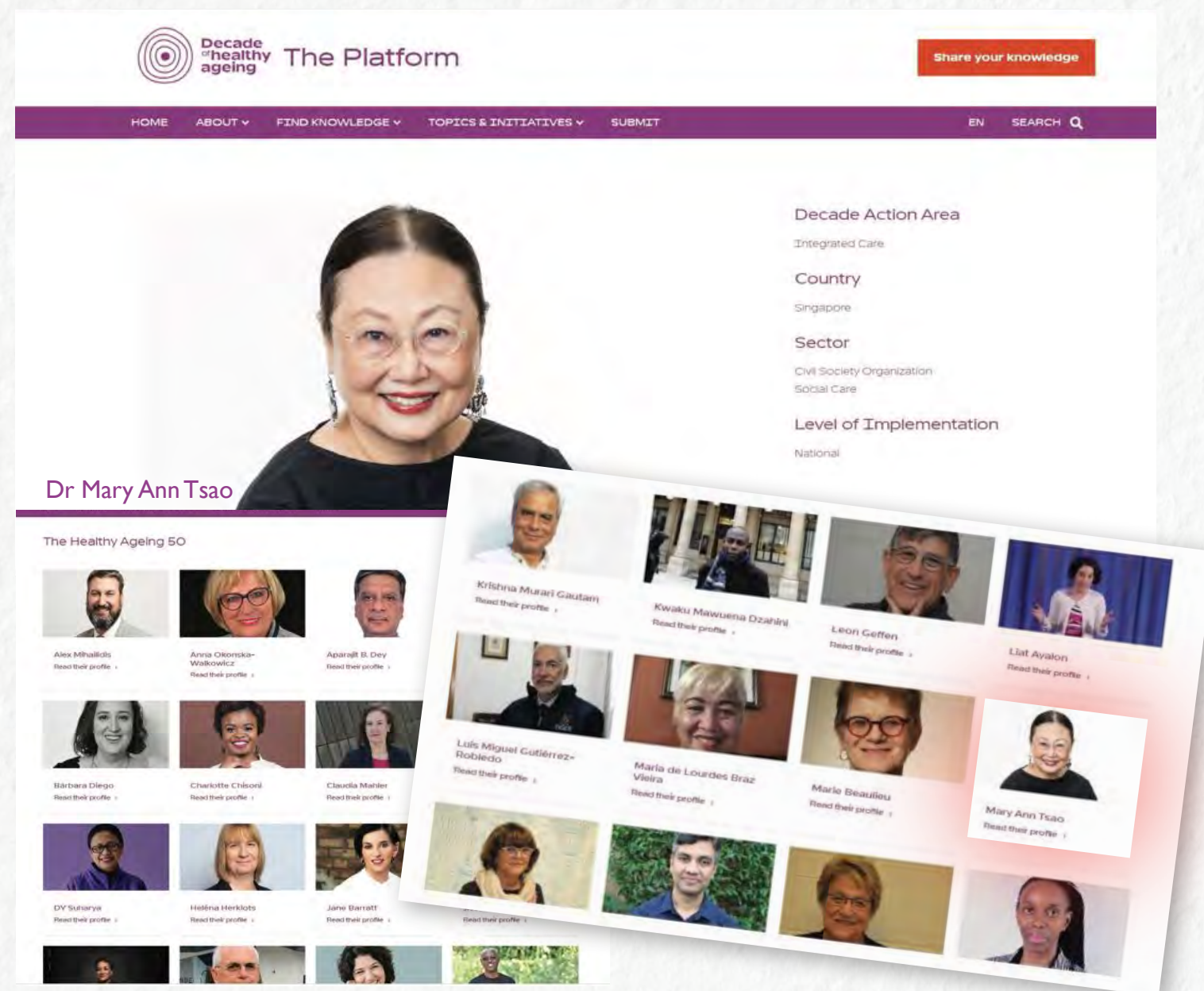
WINNING INTERNATIONAL RECOGNITION

DR TSAO ON GLOBAL HEALTHY AGEING 50 HONOUR ROLL

We are delighted that Dr Mary Ann Tsao was hailed by the United Nations in 2022 as one of the 50 inspirational leaders globally for transforming the world into a better place for older persons.

The Healthy Ageing 50 list is part of the UN's Decade of Healthy Ageing initiative which recognises champions who demonstrate what is possible in the area of healthy ageing, whether at local, national, regional, or global levels.

The only representative from Singapore, Dr Tsao was honoured for her contribution to fostering healthy ageing in Singapore at the national level, particularly in integrated care through the Community for Successful Ageing (ComSA).



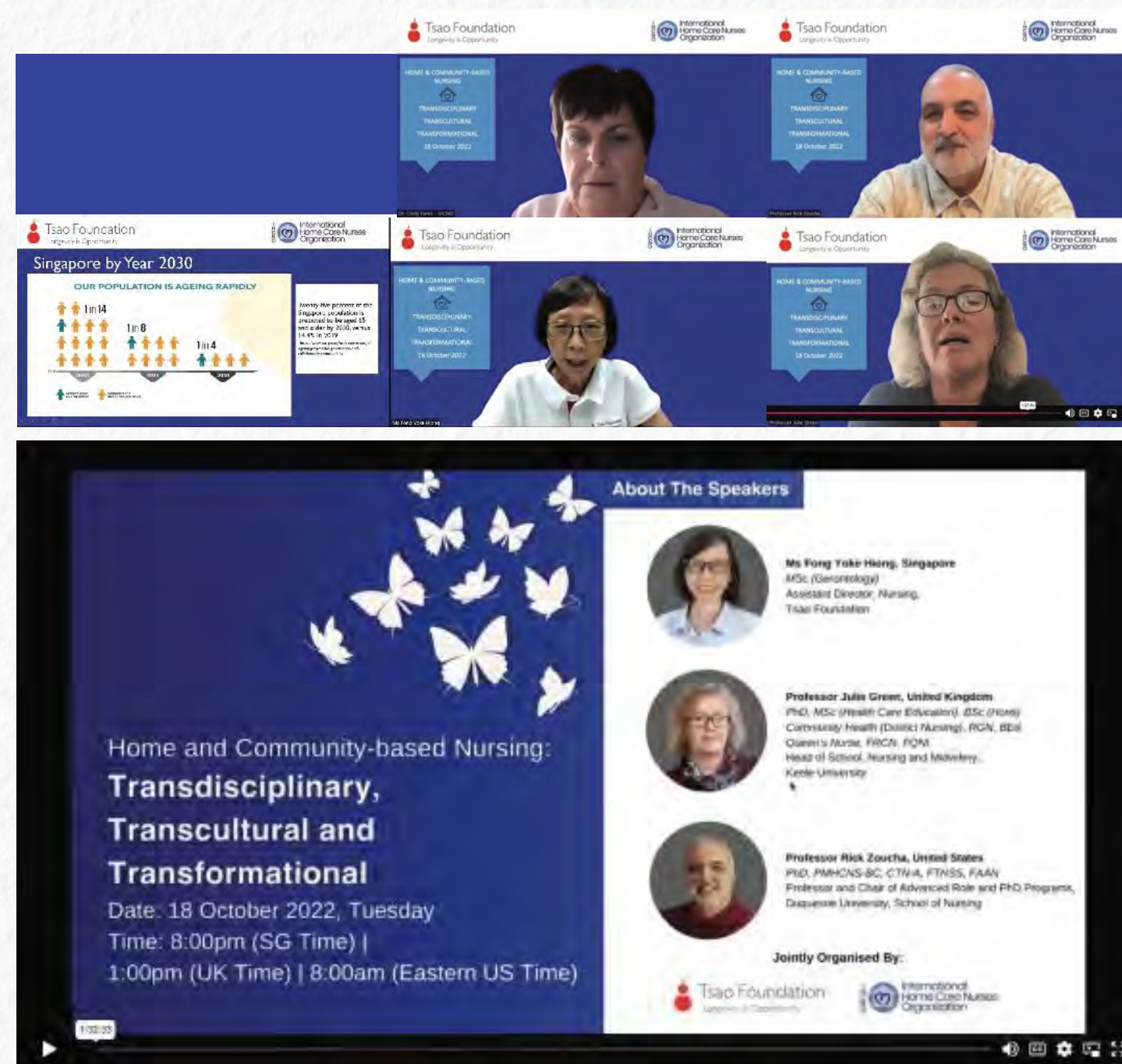
IMPROVING HOME AND COMMUNITY-BASED NURSING

JOINT WEBINAR WITH INTERNATIONAL HOME CARE NURSES ORGANISATION



Ms Fong Yoke Hiong

Our Assistant Director of Nursing, Ms Fong Yoke Hiong, spoke at a webinar on the global trends transforming home and community-based care. The event, jointly organised by Tsao Foundation and the International Home Care Nurses Organisation, was attended by local as well as international and regional participants hailing from USA, UK, Switzerland, Cyprus, Greece, Italy, Hong Kong, Taiwan, Indonesia, the Philippines and Thailand.



OUR IMPACT IN 2022: THOUGHT LEADERSHIP

AGEING AND THE INTERGENERATIONAL GAP

HELPING OLDER PERSONS BRIDGE THE DIVIDE

Dr Mary Ann Tsao shared her insights on ageing and the intergenerational gap at the 2022 Festival of Ideas: Asia at the Crossroads, organised by the Lee Kuan Yew School of Public Policy (LKYSPP), National University of Singapore (NUS) held in October 2022.

She joined a panel of experts to discuss the growing number of issues facing older persons today: from being ill-prepared for retirement and the wish to extend their working age, to ageism and adjusting to technology at the workplace.



(From left) Dr Zeewan Lee, Assistant Professor, LKYSPP; Dr Mary Ann Tsao, Chairperson, Tsao Foundation; Dr Joelle Fong, Assistant Professor, LKYSPP; Mr Christopher Gee, Senior Research Fellow, Institute of Policy Studies at LKYSPP and Professor Jean Yeung, Provost-Chair Professor, NUS Sociology Department and Yong Loo Lin School of Medicine



OUR IMPACT IN 2022: THOUGHT LEADERSHIP

OUR COUNSELLORS REACH OUT

YEAR-LONG OUTREACH TO OVER 500 STUDENTS, CAREGIVERS AND OLDER PERSONS

In addition to their day jobs providing one-on-one counselling to clients, the Counselling and Coaching team conducted 5 workshops in 2022, imparting knowledge and useful tips on dementia, caregiving, self-care as well as ways to find purpose in life.

April:

Counsellors Loh Yan Zhu and Gladys So were speakers in the COMNET Care Avengers (Dementia) Enrichment series organised by Ang Mo Kio FSC which was attended by over 30 older persons. In the one-hour session, in addition to providing useful caregiving tips, they encouraged those caring for people living with dementia to keep their chins and spirits up, thrive and “put a smile to caregiving”.

September:

Head of the Counselling & Coaching team, Wang Jing, took centre stage on the topic of caregiving twice in the month. On 14 September, she provided the student leaders of Republic Polytechnic an overview of the caregiving landscape in Singapore and shed light on recognising and supporting female caregivers. On 17 September, she participated in the Caregiving Symposium titled “CARE-TITUDE: The motivational force in caring for our loved ones”, which was attended by over 150 family caregivers and professional staff. The event by the Silver Caregivers Co-operative aimed to empower family caregivers to be more prepared for challenges on their caregiving journey and help them gain positive and meaningful caregiving experiences.



Silver Caregivers Co-operative
Caring for Carers

A Symposium that celebrates Caregivers
CARE-TITUDE
The motivational force in caring for loved ones

17 September 2022 (Sat)
9.30am – 1pm
Lifelong Learning Institute,
11 Jalan Eunos S496621

*Fees (Per individual):
\$50 for physical attendance
\$40 for virtual attendance (via Zoom)

[Click Here to register](#)

Guest of Honour
Mr Lim Joo Koh
Honorary Secretary, Singapore Council of Social Service (SCSS)
Honorary Secretary, Singapore Council of Social Service (SCSS)

Invited Speakers
Dr Tan Heng
Executive Director, Singapore Council of Social Service (SCSS)
Dr Tan Heng
Executive Director, Singapore Council of Social Service (SCSS)

CAREGIVING IS EVERYBODY'S BUSINESS!
Organised by Silver Caregivers Co-operative Limited, this symposium features INSPIRING SPEAKERS WHO WILL SHOW YOU HOW TO be a conscious and confident caregiver.

Join us and learn more as we look to...
Get a chance to interact with the speaker Lim Joo Koh, an intelligent and experienced caregiver who will be an inspiration to all.
Highlight the challenges faced by internal caregivers.
Share coping strategies among caregivers.
Enable caregivers with technology and innovative resources and solutions.

*You have a choice for Physical attendance or Virtual participation.
For enquiries: Call or WhatsApp 98303185 (during office hours only)

October:

Participants who attended Gladys So's talk gleaned practical caregiving tips to prepare them for the challenging road ahead when a loved one is diagnosed with dementia. Organised by the National Library Board (NLB) alongside the Singapore University of Social Sciences (SUSS), this annual event aimed to provide ample opportunities for seniors to continue learning and thriving — to understand the common challenges faced by caregivers and find out how to tackle them, as well as learn more about a different perspective of self-care.

November:

For the second consecutive year, Gladys So was invited to be a part of the CPF Board's “Ready for Life” Digital Festival. “Penning your life story is a simple but powerful way to find new meaning in life and to put life events into perspective,” she explained. In the one-hour workshop, she guided over 300 participants to reflect on and appreciate moments in their life and re-energise themselves to move forward with new directions and optimism. This annual event aimed to inspire Singaporeans to see retirement as a vibrant and meaningful life stage.

Watch the replay here: <https://youtu.be/Ym343GuqEws>




Digital Festival
12-13 Nov 2022

The Power of Your Life Stories

Information Accurate as at Nov 2022

Gladys So
Senior Counsellor, Tsao Foundation

GOING BEYOND OUR SHORES

INFLUENCING ELDERCARE IN THE REGION WITH OUR INSIGHTS

Working with the Asian Development Bank, Tsao Foundation hosted a visit to ComSA from 25 — 29 July 2022 by local and national government officials from Indonesia responsible for piloting community care programmes.

Fong Yoke Hiong, Assistant Director for Nursing, alongside Peh Kim Choo, Advisor to Tsao Foundation, customised a programme for the participants that included learning workshops, and home and site visits. They also had the chance to watch our case management team in action — helping older persons age in their own homes. They shadowed our team of care managers, nurses and social workers for half a day, and took part in the daily clinical team meetings and huddles, and saw how the day's case notes were documented. In addition to visiting the Foundation's day care centres in Tiong Bahru and Whampoa, the Indonesian officials visited community partners such as PCF Sparkle Care@Eunos and Lions Befrienders, which gave them a glimpse of how every stakeholder in the community care system plays a crucial role in helping seniors thrive in the community.

Amid new friendships fostered, we hope the ADB team went away with:

- Skills to plan community-based active ageing programmes from a life-course approach
- Knowledge of how inter-connectedness between programmes can affect the strength of integrated care and development of the care ecosystem
- Understanding of policy translation in Singapore for community-based care
- Insights on the role of government in funding and organising community-based eldercare services in Singapore



Resilience in Southeast Asian Communities: Research and Practice webinar

As communities in Southeast Asia age and face greater risks from natural disasters as well as economic hardships and other stressors, there is an urgent need to promote and develop resilience in these societies so that older persons can bounce back quickly and continue to flourish.

Our International Longevity Centre Singapore team held a webinar on 27 September 2022 convening over 50 participants from Singapore, the Philippines and Thailand to share and discuss resilience research, frameworks, and good practices for programme development in ageing communities. Using the different models of resilience-building in our respective countries, we developed a checklist from the best practices to devise a framework to promote resilience in ageing communities.



Host, CEO Mr Say Kwee Neng (top row, extreme right), presenters, Susana Harding, Aw Su and Jocelin Lam (top row from left) and webinar participants from the region

When given ample opportunities to work together, the community and older persons can use their “assets” and capacities to cope, adapt or transform the risks they face. In doing so, they build greater individual and community resilience that is critical for ageing societies. For more resources, check out this interactive website: <https://tsaofoundation.org/ilcs-community-resilience/>.

OUR IMPACT IN 2022

MAKING A DIFFERENCE: IN THE COMMUNITY

TSAO FOUNDATION IN THE NEWS

Thank you media friends and partners for amplifying the work we do. Here is a selection of stories and contributions on the topics close to our hearts.



YOUNGER GENERATIONS JOINING THE ELDERCARE SECTOR

— THE SUNDAY TIMES AND AIC PORTAL



HOW SENIORS INSPIRE US TO “LIVE A LONGER, FULLER LIFE”

— THE STRAITS TIMES, TAMIL MURASU AND LIANHE ZAOBAO



NEED FOR AN INCLUSIVE SOCIETY AND STRONG INTERGENERATIONAL TIES

— DUKE-NUS MAGAZINE



LIFELONG COMMITMENT TO COMMUNITY AND CHAMPIONING AN AGEING POPULATION

— PRESTIGE SINGAPORE



SUCCESSFUL AGEING IN THE COMMUNITY

— PEOPLE'S ASSOCIATION FACEBOOK AND NCSS PORTAL



GEN Y SPEAKS: I run a cafe for seniors. They teach me it's not too late to start being brave and happy



Finding my place under the sun



LIVING WELL WITH TCM

— LIANHE ZAOBAO AND INFLUENCER'S SOCIAL MEDIA

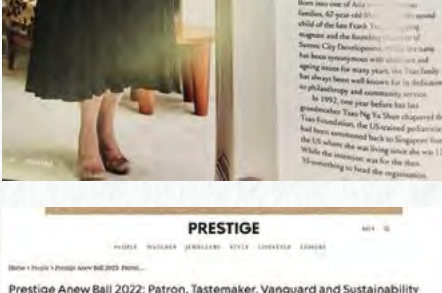


IN CONVERSATION WITH

Dr. Mary Ann Tsao, Chairperson, Tsao Foundation



EMPOWERING THE ELDERLY



It's never TOO LATE to make FRIENDS



LEARN LIFE HACKS FROM SENIORS

— TODAY, SHINMIN DAILY



老舍合群社区咖啡馆

餐饮不设价 食客随意捐



Lin Youyi 林育慈

Did you know that in Singapore, on average, one person suffers a stroke every hour?



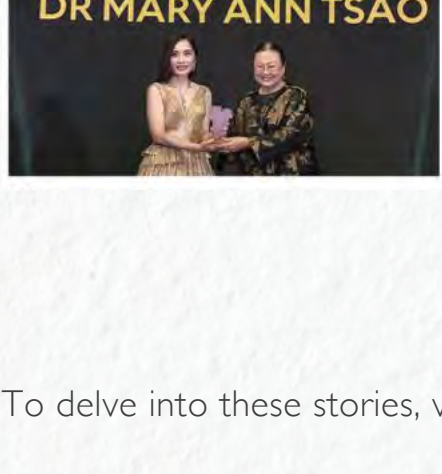
PRESTIGE

PATRON AWARD 2022: Patron, Tastemaker, Vanguard and Sustainability Award winners

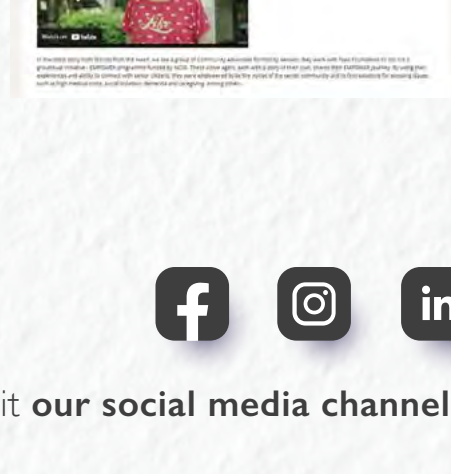


PATRON AWARD

DR MARY ANN TSAO



Stories from the Heart: Community Advocates, Tsao Foundation



To delve into these stories, visit **our social media channels.**

OUR IMPACT IN 2022

MAKING A DIFFERENCE: OUR FORCE FOR GOOD

DONORS AND VOLUNTEERS, THANK YOU FOR PARTNERING US

In 2022, we continued to engage existing and new supporters of our Foundation digitally and physically. More importantly, we value the opportunity to express our heartfelt appreciation to all our friends, donors and volunteers for their generous giving. Thank you for bringing joy and comfort to our beneficiaries.

May & June

Our first online fundraising campaign 'No Greater Love' raised \$12,793 for the homebound, frail, isolated and at-risk seniors under our care.

First online fundraising campaign

No Greater Love

Older persons need our love then, and now.

HOW YOUR DONATION MAKES A DIFFERENCE

\$10	Provides 1 lunch and 2 tea breaks for 1 senior per day
\$30	Provides 1 lunch and 2 tea breaks for 3 seniors per day
\$50	Provides 1 lunch and 2 tea breaks for 5 seniors per day
\$250	Provides transport for 10 seniors to our day centre per day

Not really, any amount counts!

First to bring medical and social care into homes of older persons.
First to dedicate a clinic to attend solely to older persons' needs.
First to push for socio-medical care for older persons.

Tsao Foundation
Lengua in Community

August

We organised a Friends of Tsao Foundation Gathering in association with Goshen Art Gallery, giving our long-time friends and supporters a chance to bond over fine art by Fan Shao Hua and good company. Goshen Art Gallery also generously donated a portion of the proceeds from the exhibit to our Hua Mei Centre for Successful Ageing and ComSA Centre.

Friends of Tsao Foundation

AN INVITATION
A Friends of the Tsao Foundation Gathering
Featuring a collection by Fan Shao Hua - The Goshen Art Gallery
30 August, 6-7pm
Si Chuan Dou Hua Restaurant, PAPERSHAW on Beach Road
7500 Beach Road Singapore 109554

About the Artist:
A professional and award-winning artist, Fan Shao Hua is constantly experimenting and evolving. He generously contributes to the Chinese techniques of ink, wash and colour, and is known for his traditional Chinese ink wash painting. His works are displayed in many galleries and museums, and he has received numerous awards and recognitions for his art.

Tsao Foundation
Lengua in Community



August

We resumed our annual in-person appreciation of volunteers with a tea-time treat at Andaz Singapore, where long-serving volunteers were honoured with 5-year and 10-year awards.

As our CEO, Mr Say Kwee Neng, aptly put it, we could not have done it without these "extended family members", who complement the medical and social care given by our Foundation, by offering joy, love and friendship to the seniors.



We raised \$520,000



IMC Charity Golf

September

Another signature event, our IMC Charity Golf, made a comeback last year at Sentosa Golf Club.

We raised \$520,000, which allowed the seniors under the care of Hua Mei Centre for Successful Ageing to receive much-needed medical and social care services, enabling them to continue to live at home and thrive in the community.

We could not have done it without everyone's generosity and strong support, especially our biggest and long-time partner IMC.



OUR IMPACT IN 2022: OUR PARTNERS

MAKING A DIFFERENCE: OUR TREASURED BRIGADE

VOLUNTEERS WITH GOLDEN HEARTS AND HANDS

Who are they? What skills do they bring to the table? How do they support our colleagues in meeting the biological, psychological and social needs of the seniors we serve?

5 INSIGHTS ABOUT OUR VOLUNTEERS



Majority of volunteers are female



Median age is 61



The most mature volunteer is 87 years old



1 in 5 are retirees



They hail from all walks of life: accountant, former corporate executive, homemaker, lecturer, manager, nurse, trainer, etc.

WHERE AND HOW OUR VOLUNTEERS MAKE A DIFFERENCE

At our **Day Care Centres** attending to seniors in their daily meals, exercises and activities that keep them physically and mentally fit

At our **Cafe Kawan** organising and running programmes such as cooking classes, crafting and gardening, so that more seniors are encouraged to share their skills and step out of their homes

Assisting our **Counsellors** by offering a listening ear and useful tips to help seniors cope with the ageing journey including loss of spouses, jobs, etc.

At **ComSA Club** curating, publicising and running meaningful “for seniors by seniors” programmes that aim to foster friendships and build older persons’ resilience so that they can age well in the community

Helping our **Research team** to conduct one-on-one and group interviews through house visits, telephone interviews and focus group discussions

Providing our **Clinics and Corporate Services** (Finance, Community Relations, etc) with administrative support to lighten their load

MEET OUR VOLUNTEERS



Yi Xuan
Student

Yi Xuan loves learning beyond the classroom. Helping seniors at the Hua Mei Clinic in Whampoa gives the young student insights into interacting with older people.



Ee Mei
Homemaker and master crafter

Ee Mei lends her nifty fingers and creative mind to create knick-knacks from lanyards for masks, to pots of roses simply to add some cheer to seniors’ lives.



Max
Former CEO, now wellness coach

Max is joyful whenever he spends time with seniors. By conducting exercise classes such as yoga, he helps them grow old with strength and confidence.



Magdalene
Part-time tour guide and actress

Magdalene’s bubbly and warm personality makes her the perfect befriender to seniors. As a para counsellor, she helps seniors cope with the challenges they face as they grow older.



Oon Chye
Retired police officer

Oon Chye listens intently, and with empathy, to offer practical solutions to the seniors who share their stories with him. The insights he gains prepare him for the challenges of growing older too.



Gomathi
Nurse

Gomathi taps on her patience and compassion — qualities of a good nurse — to conduct interviews with seniors living in Whampoa, where the data become insights and help improve the way they age in the community.

OUR IMPACT IN 2022: DELIVERING A CONTINUUM OF CARE SERVING ALL SEASONS OF OLDER LIFE

INTEGRATED CARE AND SUPPORT AT EVERY STAGE

Tsao Foundation aims to walk with our senior clients at every stage of their health journey — from preventive strategies to support them with medical and social care, to enabling them to grow old in familiar surroundings and around their loved ones. We integrate our range of clinical and psycho-social care services and programmes to provide medical, social and holistic support to older persons and their caregivers.

Active seniors can volunteer with us, pick up new knowledge and skills or forge more friendships through ComSA Club, Learning Room and Café Kawan. Our person-centred medical home care philosophy aims to deliver a continuum of coordinated and comprehensive care in the community. Frail and at-risk seniors would have their chronic conditions better managed through our integrated care system offered by the multi-disciplinary teams from the Hua Mei Clinic, Dementia Care System, Care Management, Counselling & Coaching, EPICC*, and Mobile Clinic**.

*Elder-centred Programme of Integrated Comprehensive Care (EPICC) is an integrated home and day-care programme
**Mobile Clinic provides end-of-life care to seniors with neurodegenerative diseases

How Our Person-Centred Comprehensive Care Model Supports Older Persons in Tiong Bahru and Whampoa

Impact Delivered in 2022

	Hua Mei Clinic, Tiong Bahru	Hua Mei Clinic, Whampoa	Hua Mei Acupuncture & TCM Centre	Hua Mei Mobile Clinic
Clinics				
Client Visits	2897	4963	5632	998 (Home Visits)
Unique Clients	542	689	526	69
Service & Programmes				
Client Visits		1804	4234	7323
Unique Clients		222	36	48
Care Management				
Unique Clients		96	100	

Journey of an Older Person



Meet Aunty Jasmine:

- A hale and hearty 80-year-old
- Lives alone, widowed
- Middle-aged daughter Victoria checks in on her regularly

(Aunty Jasmine and her daughter Victoria are fictional composite patients – an amalgam of different actual patient profiles)

Healthy

Even though she hates seeing doctors, Aunty Jasmine does not mind going to the **Hua Mei Clinic (Whampoa)** near her flat as the doctors are always warm and patient. She sees them regularly to manage her diabetes.



She loves ShioK Tuesdays where she learns new recipes and shares some of her own, at **Café Kawan**, a hangout frequented by seniors in Whampoa. Once a week, she tries her hand at crafting too.



Like her friends in **ComSA Club**, she took part in the annual influenza vaccination exercise to stay healthy. Club members meet regularly to plan and run activities like museum visits and park excursions.



Victoria noticed her mother was getting listless from watching TV all day and no longer cooked, often missing her meals and medication. She quickly enrolled Aunty Jasmine into the **Day Care Centre** where staff could supervise her medication and meals and ensure she took part in stimulating activities daily, such as strengthening exercises and singalong sessions led by volunteers and students.



Ill but coping

To cope with her achy joints and indigestion, her doctor at **Hua Mei Clinic** suggested she try traditional Chinese medicine at their **Acupuncture and TCM Centre**.



When the staff at the **Day Care Centre** noticed that Aunty Jasmine seemed withdrawn and downcast for weeks, they checked in with her and realised that she was missing her husband, and often felt lonely and useless. They connected her with **counsellors** who listened to her and taught her ways to find purpose and cope better.



When Aunty Jasmine was diagnosed with dementia, her daughter quickly signed up for courses offered by the **Learning Room** to learn how to be a caregiver to someone living with this condition. As Victoria travelled often, the **Dementia Care and Care Management teams** stepped in to arrange for hot meals and medication to be delivered to Aunty Jasmine. They also taught her helper how to administer insulin.



End of life

When Aunty Jasmine's dementia reached the severe stage, the **Mobile Clinic** was activated to provide medical and psychosocial support to her in the comfort of her home. They advised Victoria and the helper on what to do when Aunty Jasmine started behaving strangely. Courses at the **Learning Room** also gave them a greater understanding of how to be better and happier caregivers, as well as end-of-life care when the time comes.



CATALYSING OPPORTUNITIES IN LONGEVITY

A PLACE CALLED HOME

WHERE SENIORS TAKE CHARGE — COMSA AT WHAMPOA

Reflect

Looking back at 2022, what were the best moments and/or achievements for you and your team?



“What’s notable was the launch of ComSA Club in June 2022. It is the next phase of the 3-year EMPOWER programme started in 2019 to rally seniors in Whampoa to come together to identify issues facing older persons living in the community. What distinguishes this Club from others is that this is a space for seniors to become community advocates to help improve their daily living and well-being. It is a club that is run by seniors, for seniors and for the community.”

ComSA was also awarded the Transition Grant Elder Centre Service Model from October 2022 to March 2024, giving us the resources and runway to adjust our service model to that of an Active Ageing Centre (Care), to meet the evolving and complex needs of older persons.

We also successfully organised the first annual influenza vaccination exercise on 22 November 2022, with a total of 62 seniors taking up the jabs.”

Mei Amurao

Assistant Director

Community for Successful Ageing (ComSA)

Empowering the Community for Successful Ageing — Launch of ComSA Club on 18 June 2022

This club for seniors is not like any other recreational clubs out there. Its purpose is clear: for members to become community advocates by encouraging them to identify issues in the community, and resolve them by working with stakeholders in Whampoa.

As a club that is run by seniors, for seniors and for the community, its vision is to empower and build resilience in older persons to build a vibrant Whampoa neighbourhood. Seniors will be given the opportunities and space to initiate activities, outings and learn new skills. Its members will also enjoy access to ComSA’s medical services, health screenings and subsidised Learning Room courses. A total of 286 seniors signed up to be members at the time of the launch.



Launch of ComSA Club on 18 June 2022



Celebrating International Day of Older Persons (IDOP) with Community Partners — 1 October 2022

In conjunction with the United Nations’ overall theme on resilience, Tsao Foundation’s celebrations highlighted “The Resilience and Contributions of Older Women” in successfully navigating today’s myriad of global challenges.

Dr Andy Hau Yan from the School of Social Sciences, Nanyang Technological University, gave a presentation on mental health and resilience, while ComSA Club members did a demonstration on resilience exercises and wowed the audience with a dance performance.

What’s a celebration without a carnival? Organisations such as Health Promotion Board, Breast Cancer Foundation, Singapore Civil Defence Force, Women’s Executive Committees and Tan Tock Seng Hospital joined in the fun, showcasing their services and expertise at various booths at the IDOP Carnival.



A Café like no other: Building social capital at Café Kawan

The barista of the café on level 3 of Whampoa Community Club is not a millennial entrepreneur eager to jump in on the café hopping scene in Singapore — as one might expect.

76-year-old Wendy Khon helms the bustling Café Kawan with such a deft hand that its activities throughout the week have been attracting a different kind of crowd. Instead of drawing young hipsters ever ready to take Insta-worthy shots of their cups of joe, this café has been a hit with seniors in their 70s and 80s.



Wendy (centre) with participants of Shioh Tuesdays.



Seniors bonding over activities at Café Kawan

“I enjoyed the outing to the Istana Heritage Gallery. Usually, I do not go out by myself. I enjoy giving my time to help out at Café Kawan as it gives me a sense of belonging.”

Mary Koh

CATALYSING OPPORTUNITIES IN LONGEVITY

A PLACE CALLED HOME

WHERE SENIORS TAKE CHARGE — COMSA AT WHAMPOA



Seniors showing deft finger work through floral arrangements

A magnet for seniors

And rather than whiling their time away by facing the four walls of their flats or nursing homes, seniors such as Madam Lai Kum Yoong, 83, and Madam Lily Kow, 74, have taken up the mantle of being anchor cooks for the café's ShioK Tuesdays' cooking sessions. They are joined by a team of 12 other cooks (with an average age of 76) who organise cooking sessions for their peers to gather and take turns to explore recipes.

Other programmes at the café create opportunities for seniors to step up by peer-leading. As a result, seniors are empowered and a greater diversity of activities — from making one's own mask chain to learning how to troubleshoot mobile phone issues — have been offered to their friends in 2022.

Through such ground-up interest groups, friendships are forged and the seniors confide in one another more readily. When they pick up each other's physical or mental health issues and alert the staff from Tsao Foundation, their peers could then receive timely care management or counselling services.

“I feel empowered to be able to cook for others, such as cooking pizza at Café Kawan. I get to learn new handicraft skills too.”

Mong Yuet Lin

Strengthening bonds with the grassroots and community

Apart from acting as a “listening post”, Café Kawan enables ageing-in-place by strengthening community and grassroots bonds. In 2022, it collaborated with Kallang Women's Executive Committee and Ladies of the Sikh Temple to organise a trip to Sentosa and the Singapore Civil Defence Force. It also partnered Whampoa Indian Activity Executive Committee to host a Deepavali event where seniors tried their hand at wearing sarees and sampling delicious Indian food. During such collaborations, seniors from the café not only mingled among themselves but also gained familiarity with the grassroots leaders in the community.



Our seniors in Café Kawan learnt from their Indian friends how to make vadai, a popular Indian snack

Leading the charge as proud hosts

Besides peer-led programmes, older persons have been empowered to showcase this pioneering model of a social café to both local and international visitors by playing the host themselves. For instance, in a documentary by a Thai TV station, they demonstrated activities such as basket weaving using recycled wrappers and games such as Sudoku to stimulate the brain. The seniors curated goody bags for Indonesian delegates from the Tsao-Asian Development Bank programme with their handicrafts. They also played host to visitors from the Lee Kuan Yew Centre for Innovative Cities, Singapore University of Social Sciences (SUSS), doctors from local hospitals and regional leaders by whipping up local cuisines.



Seniors trying their hand at weaving baskets from recycled paper

Seniors who serve and give back

The seniors at Café Kawan do not see themselves solely as “beneficiaries”. Instead, they continually give back to the café by coming up with creative ideas for financial sustenance.

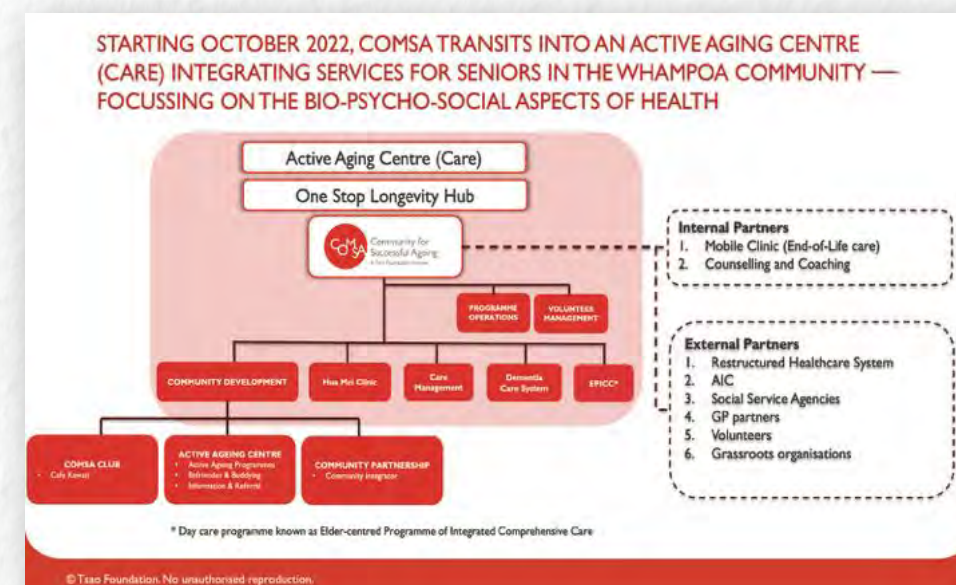
Every two Fridays of the month, Café Kawan seniors hold a #TGIF lunch-in affair where they cook for fellow seniors and staff of Tsao Foundation. In June 2022, over 60 bowls of tasty lontong and laksa were sold; and during the IDOP celebration in October, the Café Kawan seniors capitalised their culinary and craft skills by selling their products at the carnival.

“Though I live in Hougang, I would travel to Whampoa just to join the activities that I enjoy the most — beading and cooking.”

Ang Geck Kee



Café Kawan is just one key node in Tsao Foundation's ComSA initiative. ComSA offers an integrated system of comprehensive programmes and services to foster healthy ageing.



Here are the key milestones scored by ComSA in 2022:

	Milestone
Learning Room	Grew partners from 12 Senior Activity Centres in 2021 to 30 in September 2022.
Café Kawan	Attracted an average of 80 to 90 unique seniors per month; the activities are organised by 18 core senior volunteers. ComSA Club was launched in June and has more than 400 members to date.
Community Development	Provided shuttle bus services to 7,257 households from 47 HDB blocks in collaboration with 10 community partners, including National Council of Social Service (NCSS), SUSS, James Cook University Singapore and Handicaps Welfare Association. The annual International Day of Older Persons (IDOP) celebrations drew over 400 people across the indoor and outdoor activities at Whampoa Community Club.

CATALYSING OPPORTUNITIES IN LONGEVITY

ENHANCING HEALTHY AGEING, RESILIENCE AND LONG-TERM CARE

INTERNATIONAL LONGEVITY CENTRE-SINGAPORE

In 2022, we used observations gathered from key challenges faced by seniors in Whampoa to co-create solutions and share best practices with regional partners to improve community and individual resilience.

We reached 2,765 seniors. Of these, 77% were from our 3-year pilot programme in Whampoa. We also formed the first-ever regional alliance across 7 countries to develop community and individual resilience in ageing societies.



EMPOWER leaders discussing the issues faced by seniors like themselves in Whampoa

Re-ignite

What sparked the progress or transformation you & your team have made?



"Empowerment of seniors is at the root of everything that we do. We seek to enable them to age in place and enjoy a long and fruitful life.

We use data and outcomes from our research and programmes to inform policy and put into practice effective measures that promote the well-being of older persons."

From organising wellness programmes for seniors and community museums for intergenerational bonding, we graduated to co-creating solutions and programmes with seniors (e.g. EMPOWER and ComSA Club) where they can take charge of their wellness positively.

EMPOWER, short for Enriching and Mobilising Participation of Whampoa's Elder Residents, is a three-year pilot programme co-funded by the Tote Board Social Service Fund and supported by the National Council of Social Services (NCSS). It equips and enables senior peer leaders in Whampoa to tackle issues concerning their well-being."

Susana Harding
Senior Director
International Longevity Centre-Singapore

EMPOWERED TO OVERCOME

During the pilot, the seniors in EMPOWER identified four key issues (see boxes below). Various solutions were conceived for the challenges via the programme's Community Design Thinking Workshops.

Challenges navigating the built environment

Social isolation among seniors

Caregiving stress and high medical costs for seniors

Age-based job discrimination

Group formed to tackle social isolation

Under EMPOWER, we saw the formation of The Loving Care Friends' Group to overcome the issue of social isolation among seniors. The group was trained by staff from SAGE Counselling Centre on how to befriend seniors and perform a mini need assessment.



Circumventing the problem of getting around

To address the difficulties that seniors on wheelchairs face navigating the built environment like overhead bridges and other structural barriers, participants partnered with the Handicaps Welfare Association (HWA) to co-create a community shuttle bus service with routes that catered to older residents in the Whampoa estate. To get the project up and running, the seniors took on various roles — from being team leads and managing the marketing and outreach, to planning and coordinating with vendors, setting and monitoring service quality standards and reviewing transport routes.



The team of Whampoa Community Advocates who worked hard to get the shuttle bus service up and running.

Coping with caregiving stress and high medical costs

To alleviate caregivers' stress, a caregiver support group was established. This group went on to create public education videos featuring stories of local caregivers taking care of persons with dementia. The video production was entirely handled by the seniors, who created the storyboard, acted in the video, and also worked with the film maker to edit the video.

When the 3-year pilot came to a close in June, the Community for Successful Ageing (ComSA) Club was launched. Run by seniors in Whampoa for their peers and the community, this initiative gives the seniors a space of their own to initiate activities, plan outings and learn new skills. Members also get to enjoy access to our Foundation's medical services, health screenings, and subsidies for our Learning Room courses.

Despite the difficulties in implementing EMPOWER during the pandemic, the programme had multiple positive effects.

- Post one-year, participants reported increased collective efficacy (i.e. belief in the group's ability to achieve community goals) and confidence in influencing community issues. These outcomes were less apparent for seniors of comparable health and socio-economic profile who did not take part in EMPOWER during the pandemic period.
- While self-efficacy was lower for both participants and non-participants during the pandemic, EMPOWER participants reported a smaller decrease, suggesting a buffering effect of the programme.
- This could be attributed to the Community Design Thinking Workshop sessions, which equipped participants with the necessary knowledge and skills to implement civic action initiatives and also provided them with a platform to communicate with government agencies.

More importantly, qualitative findings showed that EMPOWER provided a safe and inspirational space for seniors to develop their voice and gain confidence, listen and engage the government, and work collaboratively for the collective good of the community.

Seniors created a short video to showcase dementia caregivers' plight

年长者制作短片表达出看护者在照顾失智症患者的困难



CATALYSING OPPORTUNITIES IN LONGEVITY

ENHANCING HEALTHY AGEING, RESILIENCE AND LONG-TERM CARE

IN THE REGION

Capacity Building to Strengthen Community Resilience

In 2022, we also completed the two-year Regional Community Resilience Project (RCRP) among three partner countries in Southeast Asia (Singapore, the Philippines, and Thailand). RCRP aims to understand what works to build the capacity of older persons and their community, such that they can mutually support one another.

Our goal is to develop frameworks, measurement domains and good practices to promote resilience in ageing communities, particularly in the Southeast Asia context, as well as create networks for knowledge sharing and creation.

To disseminate the good practices checklist and resilience framework gleaned from each partner's community development and resilience work in the three countries, an interactive website was launched:

<https://tsaofoundation.org/ilcs-community-resilience/>.



All three participating countries expressed appreciation for how this project created a platform for participatory knowledge creation and capacity-building, not only in terms of research skills but also in the understanding of the different cultural contexts that influence resilience-building in the three countries.

Members commented that they learnt from one another the resilience capacities and practices that work best in their respective countries' context. The good practices that each country presented can be used as referral points to adopt good practices.

Alliance on Longevity in Asia-Pacific Advances Longevity

With the support of the United Nations Economic and Social Commission for Asia and the Pacific (UN ESCAP), we led the formation of the Alliance on Longevity in Asia-Pacific (ALAP) to advance and redefine regional opportunities in longevity. Members in the Alliance include non-profit organisations working with older persons from these countries:

- | | | |
|-------------|---------------|------------|
| ■ Cambodia | ■ Philippines | ■ Thailand |
| ■ India | ■ Singapore | ■ Vietnam |
| ■ Indonesia | | |



The Tsao Foundation team in Bangkok



Representing her peers in Singapore, 85-year-old Madam Ratnam joined the Tsao Foundation entourage at the United Nations event in Bangkok.



Older people from Singapore, Malaysia, Japan, Nepal, Vietnam and others were invited to the Asia Pacific Intergovernmental Meeting on the fourth review and appraisal of the Madrid International Plan of Action on Ageing (MIPAA) in Bangkok in 2022. Spot Madam Ratnam and the Tsao Foundation team!

Since November 2022, Tsao Foundation has become a member of the UN ESCAP-led Asia-Pacific Regional Network of Focal Points on Ageing, which comprises representatives from the United Nations Population Fund (UNFPA), the World Health Organisation (WHO), the International Labour Organisation, the International Telecommunications Union, the Office of the United Nations High Commissioner for Human Rights (OHCHR), HelpAge International and Asian Development Bank (ADB).

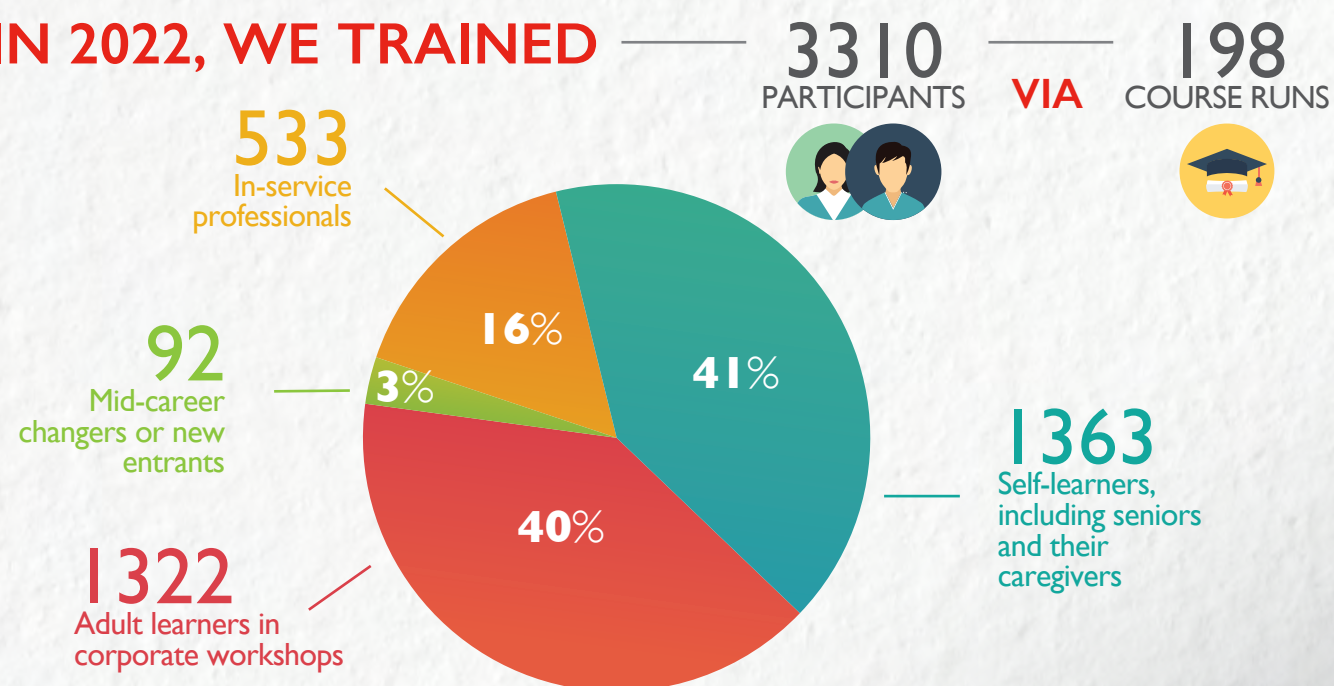
As the recognised representative and voice of older persons in Asia Pacific, ALAP will be focusing on the following themes (see figure below):



CATALYSING OPPORTUNITIES IN LONGEVITY

BOOSTING
CAPACITY IN COMMUNITY CAREEMPOWERING THE SECTOR AND OUR SENIORS — HUA MEI TRAINING
ACADEMY AND LEARNING ROOM

IN 2022, WE TRAINED



Reflect

Looking back at 2022, what
were the best moments
and/or achievements for
you and your team?

"One of the best moments was being able to conduct physical classes again after more than 2 years of running classes (and even attachments) virtually! We also held our first graduation show during the pandemic.

I'm proud of my team for stepping up to the challenge of dealing with sudden and unexpected changes brought on by the pandemic to continue delivering quality, practical and relevant training to boost the community care sector.

Our hope is that as we share our passion and expertise in eldercare with both industry professionals as well as seniors, the community and caregivers will catch that 'joyful caregiving spirit' and many older persons are strengthened to achieve practical mastery in self-care."

Terell Lee
Director
Hua Mei Training Academy

HIGHLIGHTS

Physical Classes Resumed!

In-person classes returned to our Blk 119 classroom in May 2022 with the easing of COVID-19 restrictions last year, resulting in a total of 23 courses conducted on-site.



Proud graduates received their certificates in our first graduation show since the pandemic.

First Graduation Show

We held our first Graduation Show for 248 graduands of the SGUnited Skills (SGUS) Programme in Care and Coordination (Community Eldercare) on 15 September 2022. The 103 who attended received their certificates from Ms Loh Gek Khim, SkillsFuture Singapore's Director of Industry Development Division 1, and Mr Say Kwee Neng, Chief Executive Officer of Tsao Foundation.

Many of our alumni have reported that they learnt a lot through our courses and gained practical knowledge which was useful in their eventual roles in the eldercare sector.

Mr John Lim, a HMTA alumnus and programme associate at NTUC Health Active Ageing Centre, added: "The strong bonds built between my fellow course mates, facilitators and myself enabled us to form a Community of Practice, which provided us with a continual source of support for one another, and allowed informal industry-related discussions and updates, and possible future collaborations."



Mr John Lim, a HMTA alumnus and programme associate at NTUC Health Active Ageing Centre

New WSQ Diploma in Social Service

We kicked off a new Workforce Skills Qualification (WSQ) course in Social Service under the SkillsFuture Career Transition Programme (SCTP) in October 2022.

Raising Industry Standards as
CET Centre till 2025

Tsao Foundation was reappointed a Continuing Education & Training (CET) centre from July 2022 to June 2025 by SkillsFuture Singapore (SSG).

As a CET centre since 2008, we support mid-career changers, new entrants, and in-service professionals to upskill themselves for the healthcare industry through a structured competency-based training roadmap. We also provide consultancy services for enterprise transformation.

Reappointed as Learning Institute for
Community Care Sector

The Agency for Integrated Care (AIC) reappointed Tsao Foundation as a Learning Institute for Community Care Sector for a 2-year period, starting 1 January 2023.

This allows us to continue offering our signature courses drawn from Hua Mei Centre for Successful Ageing's two decades of expertise in community eldercare and the robust collaboration and research of our International Longevity Centre-Singapore (ILC-S).

Partnership to Offer a Network of
Resources for Vulnerable Elderly

In August 2022, Tsao Foundation joined hands with Thye Hua Kwan Moral Charities (THKMC), AIC and Sage Counselling Centre in an MOU to offer a network of resources to improve the lives of seniors living in Beo Crescent.

The Foundation will train THKMC staff on eldercare as well as help seniors in job placements.



The MOU signing was witnessed by Health Minister, Mr Ong Ye Kung (standing, in white).

Job Outreach via SSG Online Career Fair

248 HMTA graduands and alumni took part in a 4-day online career fair for the community care sector organised by SSG. 14 social service partners and organisations shared on job opportunities available.

New Courses for Learning Room

We introduced eight new courses under the Learning Room Active Ageing Series to assist seniors and their caregivers in their journey of mastery in self-care and successful ageing. Participants can personalise and map out a learning journey that is most suited to their needs and interests.



Seniors rapt in attention during a course run by the Learning Room — this is lifelong learning!

Vital to Stoke Passion for Lifelong
Learning

Given Singapore's rapidly ageing population, training is vital in improving eldercare and advocating self-care. We need to urgently build up more capacity in the community care sector to optimise care resources, and at the same time strengthen seniors' resilience by empowering them to be part of the solution for longer, healthier lives.

CATALYSING OPPORTUNITIES IN LONGEVITY

NURTURING OUR BIGGEST ASSETS

OUR PEOPLE

Reflect

What sparked the progress or transformation you and your team have made?



“Our ability to serve is only as good as our people. Thus, while we work hard on building up capacity for the eldercare sector, we also ensure that we invest in growing the mettle and capabilities of each Tsaoette.”

Ahead of our upcoming 30th anniversary in 2023, we’ve redesigned the way we onboard new staff and huddled together so we can align ourselves to better serve the community. Together as One Tsao, we’ll continue striving to optimise the opportunities in longevity for our society.”

Leong Siew Yin

Director

Human Resources and Operations



A team that plays together stays together. Staff from across different departments getting ready for an amazing race at Sentosa.

Refreshed Framework to Onboard New Staff for Accelerated Learning and Assimilation

We redesigned a robust and structured onboarding framework which is aimed at speeding up new hires’ learning and assimilation into the new environment and for work across the Foundation.

The pre-boarding process was digitised and automated through our new Human Resource Management System (HRMS) to facilitate pre-employment administration. In addition to the Meet & Greet by our Human Resources (HR) team on the first day, a comprehensive On-Job-Training (OJT) plan was also introduced. This helps hiring managers facilitate OJT learning and gives new Tsaoettes the best chance of success during their probation.

As part of the elevated experience for new joiners, a dedicated Orientation Day is also organised quarterly with engagement activities that quickly introduce them to other programmes, initiatives, and colleagues across the Foundation. Since June 2022, we successfully held two of such Orientation Days which received an overwhelming 90% positive feedback from participants.

In addition, HR also worked with programme leads to facilitate immersive learning experiences (e.g., site tours, attachments or client home visits) and hands-on/ first-hand exposure to the diversity of the Foundation’s work.

Working Together as One Tsao Foundation

We embarked on an organisation-wide exercise in 2022 to align ourselves as One Tsao for a seamless and strong Foundation.

The staff bonded over a series of purposeful engagement and alignment activities and emerged with a common set of desirable behaviours anchored on our core values. Kicking off with the Cultural Values Assessment (CVA) Survey in June 2022, we followed up on the poll results with a series of five workshops in September that brought all staff together to discuss and give feedback on our aims and hopes for attaining the desirable behaviours.

Later in December, our leadership team huddled together to forge our inaugural set of Tsao behavioural statements. To set these statements in motion, we will launch a campaign in 2023 to put in action opportunities for all Tsaoettes to walk the talk.

Let’s raise a toast to these 11 stars for their long service and dedication:

20
years



See Woon Chee Germaine

Clinic Manager, Hua Mei Acupuncture & TCM Centre



Susana Concorde Harding

Senior Director, International Longevity Centre — Singapore

10
years



Ho Fei Ling Lynn Esther

Counsellor, Hua Mei Counselling & Coaching



Sheng Huibin

Senior Enrolled Nurse, Hua Mei EPICC



Zamima Be Jais

Programme Assistant, Hua Mei EPICC

5
years



Chai Li Yen

Programme Assistant, Dementia Care System (COMIT)



Chia Wu Yit Aristol

Facilities Manager, Central Operations



Lim Teck Heng Ruth

Programme Manager, Hua Mei EPICC



Neoh Lay Leng Adeline

Programme Assistant, Hua Mei EPICC



Nur Shahirah Binte Mohamad Shahrim

Programme Assistant, Hua Mei EPICC



Yeo Chong Yuen

Manager, Hua Mei Counselling & Coaching

MEET OUR BOARD



**Dr Mary Ann
Wai Sheng Tsao**

Chairperson



**Mr Tsao Chavalit
Wai Teh Frederick**

Family Director



**Mr Phillip Tan
Eng Seong**

Family Director



**Mr Goh
Yong Leng**

Family Director



**Ms Cheah
Sheau Lan**

Director



**Mr Chau
Shing Chi**

Director



**Mr Woon
Sac San Saxone**

Director



**Ms Tan
Bee Nah**

Director

CORPORATE INFORMATION, BOARD MATTERS & GOVERNANCE

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

INSTRUMENT SETTING UP THE FOUNDATION	MEMORANDUM AND ARTICLES OF ASSOCIATION OF THE TSAO FOUNDATION
UEN No.	199302114W
Registered Address	298 Tiong Bahru Road #15-01 Central Plaza Singapore 168730
Bankers	DBS Bank Limited United Overseas Bank Limited Standard Chartered Bank (Singapore) Limited
Auditors	Lo Hock Ling & Co. (Chartered Accountants, Singapore)
Company Secretary	Ms Yvette Lim Pei Yung
Staff Strength	As at 31 December 2022, there were a total of 111 staff employed by the Foundation.

CORPORATE INFORMATION, BOARD MATTERS & GOVERNANCE

The Board of Directors as at the date of this report consisted of:

NAME	POSITION	DATE APPOINTED TO THE BOARD	OCCUPATION
Dr Mary Ann Wai Sheng Tsao	Chairperson	7 April 1993	Chairperson, Tsao Foundation
Mr Tsao Chavalit Wai Teh Frederick	Family Director	7 April 1993	Chairman, IMC Pan Asia Alliance Group
Mr Phillip Tan Eng Seong	Family Director	24 June 2000	Director, EQ Insurance Co Ltd Chairman, Kinetics Pte Ltd
Mr Goh Yong Leng	Family Director	17 June 2019	Chief Executive Officer Tsao Family Office
Mr Chau Shing Chi	Independent Director	1 September 2022	Founder and Chairman, Neeuro
Ms Cheah Sheau Lan	Independent Director	1 September 2022	Director, Thye Hua Kwan Nursing Home Ltd
Mr Woon Sac San Saxone	Independent Director	1 September 2022	Independent Consultant, SpecialProjects.Asia
Ms Tan Bee Nah	Independent Director	16 July 2020	Partner, PricewaterhouseCoopers LLP

CORPORATE INFORMATION, BOARD MATTERS & GOVERNANCE

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

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

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

EXECUTIVE COMMITTEE

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

AUDIT & RISK COMMITTEE

Ms Tan Bee Nah
(Chairperson)
Mr Yuelin Yang
Mr Chan Hiang Tiak
Ms Elsie Low
(Resigned during the year)
Ms Tan Peck Sim
(Resigned during the year)

FINANCE & INVESTMENT COMMITTEE

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

TECHNOLOGY COMMITTEE

Mr Chau Shing Chi
(Chairperson)
Mr James Woo
Mr Charles Fan
Mr Glen Francis
Mr Chua Ah Leng
(Resigned during the year)

The Foundation has a total of 8 board members, of whom four are family directors, namely, Dr Mary Ann Tsao, Mr Frederick Chavalit Tsao, Mr Phillip Tan and Mr Bryan Goh. Family directors do not have fixed-term limits as it is difficult to find appropriate candidates to serve as directors. Dr Tsao, Mr Tsao and Mr Tan have each served on the Board for more than 10 consecutive years.

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

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

BOARD MEMBERS	DESIGNATION	NUMBER OF BOARD MEETINGS ATTENDED
Dr Mary Ann Wai Sheng Tsao	Chairperson	3/4
Mr Tsao Chavalit Wai Teh Frederick	Family Director	1/4
Mr Phillip Tan Eng Seong	Family Director	3/4
Mr Goh Yong Leng	Family Director	4/4
Ms Cheah Sheau Lan	Director	3/4
Mr Chau Shing Chi	Director	4/4
Mr Woon Sac San Saxone	Director	3/4
Ms Tan Bee Nah	Director	4/4
Ms Jacqueline Wong May Fong (Resigned 3 Mar 2022)	Director	0/4

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

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

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

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

CORPORATE INFORMATION, BOARD MATTERS & GOVERNANCE

RESERVES POLICY

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

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

The Foundation is not subject to externally imposed capital requirements. There have been no changes to the Foundation's approach to reserves management since the previous financial year.

RESTRICTED FUND POLICY

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

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

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

CONFLICT OF INTEREST POLICY

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

The Foundation has in place policies relating to the management and avoidance of conflict of interest. All members of the Board of Directors and senior management are required to declare their interests yearly.

WHISTLE-BLOWING POLICY

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

DISCLOSURE AND TRANSPARENCY

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

PRINCIPAL FUNDING SOURCES OF THE CHARITY

- The Tsao Ng Yu Shun Trust
- Government matching for programme grants and donations

LOAN, DONATION AND OTHER POLICIES

It is the policy of the Foundation not to extend loans to any party.

The Foundation allows donations to be made to other organisations for a worthy cause. For a donation of up to \$10,000, it is sufficient to obtain approval from the Chairman of the Board and to inform the Executive Committee. Any donation in excess of \$10,000 needs to be approved by the Board of Directors.

MANAGEMENT TEAM

- Say Kwee Neng - Chief Executive Officer
- Danny Chan Yak See - Chief Operating Officer (resigned 30 Jun 2022)
- Wong Chek Hooi - Chief, Clinical Affairs and Research (resigned 31 Oct 2022)
- Chan Yoke Theng - Director, Finance

NOTES

- » No Board members were remunerated for their Board services during the financial year.
- » The annual remuneration of the 3 highest-paid staff (classified by remuneration band) for the past two years is set out below:

	NO. OF STAFF	
	2022	2021
Annual Remuneration		
- between \$400,001 and \$500K	1	-
- between \$300,001 and \$400K	1	-
- between \$200,001 and \$300K	-	1
- between \$100K and \$200K	1	2

- » There were no paid staff who were close members of the family of the executive head or board members, who received more than \$50,000 during the financial year.

DIRECTORS' STATEMENT

The directors present their statement to the members together with the audited financial statements of Tsao Foundation (the “Foundation”) for the financial year ended 31 December 2022.

In the opinion of the directors,

- (a) the accompanying financial statements are drawn up so as to give a true and fair view of the financial position of the Foundation as at 31 December 2022 and the financial performance, changes in funds and cash flows of the Foundation for the financial year covered by the financial statements; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Foundation will be able to pay its debts as and when they fall due.

Directors

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

Mary Ann Wai Sheng Tsao
Tsao Chavalit Wai Teh Frederick
Phillip Tan Eng Seong
Goh Yong Leng
Chau Shing Chi
Cheah Sheau Lan
Woon Sac San Saxone
Tan Bee Nah

Arrangements to enable directors to acquire benefits

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

Directors’ interests in shares or debentures

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

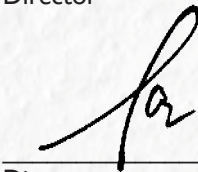
Auditors

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

On behalf of the Board of Directors,



Director



Director

Singapore, 14 July 2023

STATEMENT OF FINANCIAL POSITION

AT 31 DECEMBER 2022

	2022 \$	2021 \$
ASSETS		
<u>Non-Current Assets</u>		
Plant and equipment	197,620	230,143
Intangible assets	162,814	319,988
Financial assets, at FVPL	5,665,528	6,033,954
Right-of-use assets	522,395	222,348
	<u>6,548,357</u>	<u>6,806,433</u>
<u>Current Assets</u>		
Inventories	55,170	48,808
Receivables	4,817,079	4,081,295
Fixed deposits with financial institutions	106,012	105,332
Cash and bank balances	11,811,400	7,115,085
	<u>16,789,661</u>	<u>11,350,520</u>
Total Assets	<u>23,338,018</u>	<u>18,156,953</u>
<u>FUNDS, RESERVES AND LIABILITIES</u>		
<u>Funds and Reserves</u>		
Accumulated reserves	14,601,049	11,209,842
Scholarship fund	106,012	105,332
Total Funds and Reserves	<u>14,707,061</u>	<u>11,315,174</u>
<u>Non-Current Liabilities</u>		
Lease liabilities	140,674	104,217
Provision for restoration costs	505,530	271,030
Grants and donations	296,382	455,499
	<u>942,586</u>	<u>830,746</u>
<u>Current Liabilities</u>		
Grants and donations	5,566,938	4,118,380
Payables	1,894,641	1,758,257
Lease liabilities	226,792	134,396
	<u>7,688,371</u>	<u>6,011,033</u>
Total Liabilities	<u>8,630,957</u>	<u>6,841,779</u>
Total Funds, Reserves and Liabilities	<u>23,338,018</u>	<u>18,156,953</u>

STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

	2022 \$	2021 \$
Income		
Donations and fund raising income	6,752,535	3,480,636
Programme grants and subsidies	5,452,987	6,848,595
Consultation fees	1,138,300	1,175,944
Training fees	906,013	778,884
Other income	1,510,542	1,619,115
	15,760,377	13,903,174
Other gains/(losses)		
Fair value (losses)/gains on financial assets, at FVPL	(368,426)	33,954
Expenditure		
Amortisation of intangible assets	(179,200)	(152,503)
Employee benefits expense	(10,661,303)	(9,343,086)
Depreciation of plant and equipment	(111,217)	(99,692)
Depreciation of right-of-use assets	(277,537)	(130,030)
Fund raising expenses	(154,450)	(68,330)
Finance cost	(15,559)	(13,711)
Other expenses	(3,476,096)	(3,003,925)
	(14,875,362)	(12,811,277)
Operating surplus	516,589	1,125,851
Donations matching grants	2,874,618	1,751,926
Surplus for the year	3,391,207	2,877,777
Other Comprehensive Income:		
Items that will not be reclassified subsequently to profit or loss:		
Net movement in restricted funds:		
Scholarship fund	680	(1,071)
Other comprehensive income/(loss) for the year	680	(1,071)
Total comprehensive income for the year	3,391,887	2,876,706

STATEMENT OF CHANGES IN FUNDS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

	General funds	Restricted funds	
	Accumulated reserves*	Scholarship Fund	Total Funds
	\$	\$	\$
Balance as at 1 January 2021	8,332,065	106,403	8,438,468
Surplus for the year	2,877,777	-	2,877,777
Other comprehensive loss	-	(1,071)	(1,071)
Total comprehensive income/(loss) for the year	2,877,777	(1,071)	2,876,706
Balance as at 31 December 2021	11,209,842	105,332	11,315,174
Surplus for the year	3,391,207	-	3,391,207
Other comprehensive income	-	680	680
Total comprehensive income for the year	3,391,207	680	3,391,887
Balance as at 31 December 2022	14,601,049	106,012	14,707,061

* Included in the accumulated reserves are:

(a) accumulated programme deficits of \$907,365 (2021: \$1,092,434) represented the excess of expenditure over income arising wholly and exclusively from Enhanced Counselling and Coaching Programme for Hua Mei Centre for Successful Ageing; and

(b) accumulated programme deficits of \$29,249 (2021: \$29,249) represented the excess of expenditure over income arising wholly and exclusively from Enriching and Mobilising Participation of Whampoa’s Elder Residents.

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

STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

	2022 \$	2021 \$
<u>CASH FLOWS FROM OPERATING ACTIVITIES:</u>		
Surplus for the year	3,391,207	2,877,777
Adjustments for:		
Amortisation of intangible assets	179,200	152,503
Depreciation of plant and equipment	111,217	99,692
Depreciation of right-of-use assets	277,537	130,030
Loss on disposal of plant and equipment	1,833	-
Fair value losses/(gains) on financial assets, at FVPL	368,426	(33,954)
Interest income	(210)	(8,102)
Finance cost	15,559	13,711
	953,562	353,880
Operating surplus before working capital changes	4,344,769	3,231,657
Increase in inventories	(6,362)	(7,806)
Increase in receivables	(735,784)	(1,952,848)
Increase in grants and donations received in advance	1,289,441	405,956
Increase in payables	136,384	340,340
Changes in working capital	683,679	(1,214,358)
Net cash from operating activities	5,028,448	2,017,299
<u>CASH FLOWS FROM INVESTING ACTIVITIES:</u>		
Interest received	210	8,114
Purchase of intangible assets	(22,026)	(153,104)
Purchase of plant and equipment	(80,527)	(137,774)
Purchase of financial assets, at FVPL	-	(6,000,000)
Net cash used in investing activities	(102,343)	(6,282,764)
<u>CASH FLOWS FROM FINANCING ACTIVITIES:</u>		
Payment of interest relating to lease liabilities	(15,559)	(13,711)
Repayment of principal portion of lease liabilities	(214,231)	(131,116)
Net cash used in financing activities	(229,790)	(144,827)
Net increase/(decrease) in cash and cash equivalents	4,696,315	(4,410,292)
Cash and cash equivalents at the beginning of the year	7,115,085	11,525,377
Cash and cash equivalents at end of the year	11,811,400	7,115,085

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