



Staying Ageless

THROUGH THE SEASONS

Annual Report 2021

INTRODUCTION

Life can be evergreen when we have youth in our hearts. Indeed, our seniors have continued to stay active and do things they enjoy; one of which is gardening! Come rain or shine, our seniors at our Active Ageing Hub (Kampung Admiralty) lovingly nurture the plants they have grown from seedlings. The garden even earned a recent nod from NParks with a Platinum Award and Outstanding Community Engagement Garden Award!

This year's annual report features stories of seniors who stay ageless by celebrating life and the good things it continues to offer. The seed paper insert (on next page) is an ode to the timeless qualities of hope and wonder, that enable our seniors to adapt and thrive. Plant the paper and watch it grow into wild flowers!

INSTRUCTIONS ON HOW TO PLANT THE SEED PAPER:

Step 01

Soak seed paper (on next page) overnight, to germinate seeds. Prepare a shallow tray with 5cm of potting soil.

Step 02

Place soaked seed paper in tray and cover with at least 3mm of soil. Water till it is nicely damp.

Step 03

Keep tray in indirect sunlight. Mist with water for the first 10 days. Watch seeds sprout in 2-3 weeks!



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JOINT MESSAGE BY



CHAIRMAN

Mr Lim Boon Heng

&



CEO

Ms Chan Su Yee

As we progressed through a second year of the pandemic, Singapore took further steps towards our COVID-19 resilient strategy and adjusted to a new normal. At NTUC Health, this meant staying on course to serve the needs of a growing elderly population.

SERVING MORE SENIORS

In 2021, we opened two new nursing homes, with co-located senior care and day rehabilitation centres, at Jurong Spring and Tampines, expanding options for seniors requiring day care and residential care services.

18 of our elderly centres are embarking on the Ministry of Health's new ABC model where Active Ageing, Befriending and Care services are holistically offered, all within a single centre. In the past, these centres were more closely associated with vulnerable seniors in rental flats. With the new model, we can now reach out more broadly to all seniors living in designated neighbourhoods, to encourage them to stay active and connected to the community through exercise or activities.

Some 35,000 seniors can look forward to being served at these centres in the next three years.

We also took steps to reach out to more seniors to encourage them to lead an active lifestyle and to incorporate exercise into their routine. With more locations offering fitness programmes such as Circuit Training, Gym Tonic and Functional Strength Training, seniors can now find a class they enjoy more easily.

A new programme called DayCare+ was also piloted to offer our seniors the option of taking part in centre activities from the convenience and comfort of their homes.

ENHANCING OUR CARE MODEL

We believe it is important to provide not just good care, but also experiences that enhance the quality of life for our elderly clients. To do this, our team embarked on several initiatives empowering seniors to live with purpose and passion. Many of these focus on encouraging our seniors to exercise choice and to remain as independent as possible.

The staff at our nursing homes came up with several initiatives to improve our residents' daily lives. These include giving residents the option to dine communally, similar to a family gathering, rather than eating from standard plated meals. For those who do not wish to sleep early, they can take part in post-dinner activities such as beer pong or board games.

Residents were also pleased to see that dressing tables and grooming kits had recently been installed in each ward, allowing them to see to their personal grooming and prepare for the day ahead. Over at the pantry, residents can prepare their own beverages to their liking throughout the day.

Similarly, at our Day Centres for Seniors, clients are encouraged to take on simple tasks such as storing cutlery and activity materials, or light housekeeping such as sweeping the floor under the DECE (Dignity, Purposeful Engagement, Choices, Enabling Environment) programme.

Such activities are also beneficial for seniors with dementia, where such clients take on work-like responsibilities such as upkeeping the cleanliness of the day centre or serving meals, under the THOR (Therapy Through Occupational Roles) programme. Members of the public looking for dementia care can now also enrol in our Enriched Programme. The programme comprises weekly sessions conducted by professional therapists over three months, and ranges from physical exercises to music and art therapy.

KEEPING UP THE DIGITAL MOMENTUM

In 2020, we started working with volunteers and partners such as Singtel to equip our seniors with digital skills. This effort was scaled up in 2021 and we have reached over 3,000 seniors to date and continue to reach more seniors.

One of the things which continues to encourage us greatly is the willingness of many seniors to embrace technology.

Technology has helped us to improve our work processes and achieve our business objectives. We applied Robotic Process Automation (RPA) to several workflows, saving more than half of the time otherwise spent on repetitive or manual tasks. Staff trained in RPA can now identify opportunities for productivity gains across NTUC Health.

With split teams and work-from-home arrangements becoming more common, we also introduced new platforms such as our intranet, *The Hive*, to help staff stay connected. Through it, staff can easily access information and shared resources; and stay up to date on the latest news and events.

THANK YOU FOR YOUR SUPPORT

We would like to express our heartfelt gratitude to all our shareholders, Board members, unions, community partners, management, and volunteers for your unwavering support.

Finally, we'd like to thank our staff for staying true to our mission of making a difference in our community. In recognition of their efforts and dedication, we received three Team Merit Awards and 148 individual staff awards at this year's Singapore Health Quality Service Awards, our highest number of awards ever won at this event. NTUC Health was also recognised as one of the winners in the HR Asia Best Companies To Work For In Asia Awards 2021!

Let us work together to continue improving lives and building a stronger community of ageless seniors!

BOARD OF DIRECTORS



Mr Lim Boon Heng
Chairman



Ms Adeline Sum
Deputy Chairman



Ms Chan Lai Fung
Director



Mr Willie Cheng
Director



Mr Andrew Chong
Director



Dr Christopher Lien
Director



Mr Ng Chee Yuen
Director



Ms K Thanaletchimi
Director

YEAR IN REVIEW



MORE SENIORS HAVE ACCESS TO ESSENTIAL CARE SERVICES AND ARE SUPPORTED TO STAY WELL

We opened two nursing homes in Jurong Spring and Tampines to cater to over **400** residents with higher care needs. Soon after opening, our nursing home in Tampines was converted into a temporary COVID-19 Treatment Facility to aid the nation in our fight against the pandemic.



A new Day Centre for Seniors in Jurong Spring brings our total number of day centres to **24**.



Home Nursing sessions grew **15%** to over 3,000 sessions in 2021.



Fitness programmes such as Circuit Training and Functional Strength Training for older adults have extended to **7** locations.



18 centres have embarked on the new Ministry of Health model to support residents in their neighbourhoods with Active Ageing, Befriending and Care services.



ENHANCED OUR CARE MODEL TO ENABLE FULFILLING LIVES AT ANY AGE



Fun After Seven was introduced for our nursing home residents who prefer to stay up for post-dinner activities such as ball games or even beer pong (non-alcoholic version of course)!



Seniors with dementia can now take on occupational roles such as light housekeeping at our Day Centres for Seniors, to maintain physical and cognitive functions under our new **THOR (Therapy Through Occupational Roles)** programme.



SENIORS AND STAFF CONTINUE TO EMBRACE TECHNOLOGY IN THE NEW NORMAL



Since the start of the pandemic, we have been tapping on various digital tools to provide care to our seniors and keep them engaged. Last year, we worked with partners such as IMDA and Singtel to train more than **2,500** seniors with digital skills.



Zoom exercise sessions for seniors from our Senior Activity Centres have grown to an average of **1,000** participants per month.



Technology solutions such as **food delivery robots** and **Automated Guided Vehicles** were piloted to improve efficiency and allow staff to spend more time on clients.



Google 360° virtual tours were introduced to enable caregivers and seniors to "visit" the centres even when an in-person visit is not possible.



Seniors at our Day Centres for Seniors can now take part in their favourite activities such as art and craft or gardening, anytime and anywhere!

Our new **DayCare+** programme features a mix of live sessions and pre-recorded videos, complemented with take-home kits and pre-packed materials for hands-on activities.



Digitalisation of work processes through **Robotic Process Automation (RPA)** has saved more than half of the time otherwise spent on repetitive or manual tasks.



The Hive - our very own staff portal - was launched to help staff access essential information and shared resources easily and stay updated on what is happening.



MAINTAINING EXCELLENCE AND LEADERSHIP IN THE SECTOR

CELEBRATING
50
Years

Denticare turned 50 in 2021! Denticare was established in 1971 to provide affordable dental care to the man on the street. Today, our 18 clinics islandwide continue to deliver quality and affordable dental care. 2021 saw a **19%** increase in patients, counting close to **100,000** smiles last year.



Clients can now identify our services more easily as we brought our portfolio of brands under **a single 'NTUC Health' brand**.



We also launched a **new recruitment website** to better engage job seekers who are looking to make a difference in the lives of others.

It was a proud moment for the volunteers of our Active Ageing Hub at Kampung Admiralty when the community garden they look after won the **Platinum Award** and **Outstanding Community Engagement Garden Award** in **NParks' Community in Bloom Awards 2021**. Our Nursing Home at Jurong West also celebrated with a **Silver Award** for their rooftop garden managed by residents and staff.



Senior Nurse Manager Nicholas Chung was awarded the **Nurses' Merit Award 2021**, given to nurses in recognition of their outstanding performance and contribution to the profession. This is especially significant as Nicholas is a mid-career switcher who has found his passion in supporting residents at our Nursing Home.



In recognition of our staff efforts last year, we received **148 individual staff awards** and **3 team merit awards** for Covid Management, Joy-At-Work and Caregiver Transition, at the **Singapore Health Quality Service Awards**.



NTUC Health was also named one of the **Best Companies to Work for in Asia by HR Asia in 2021**. The winning companies for this award were selected based on the company's best HR practices, high levels of employee engagement and excellent workplace culture.

MDM GOH

STEPS TOWARDS A BRIGHTER FUTURE

Due to a neurological condition, 63-year-old Mdm M. Goh was unable to walk or do simple chores. She could not stand unassisted for more than 15 seconds, and had to use a wheelchair to move about the house.

Mdm Goh was also unable to do the things she used to love such as preparing daily meals, or even washing and cutting fruits for her husband and daughter. She felt inadequate as a mother and wife as she had to depend on her husband, John, to care for her and the family.

Mdm Goh was also anxious about therapy because she was worried she would not be able to improve or complete the programme. However, with John's encouragement, she decided to take the first step to regain her independence by enrolling in our Active Rehabilitation programme. Nonetheless, Mdm Goh continued to be weighed down by her fears and teared up during the first few sessions of therapy.



The team of therapists assured her that they will be with her throughout this process, and that if she stuck to the plan they had customised for her, she should see improvement. Our Physiotherapist continued to work with Mdm Goh to strengthen her lower limbs, while our Occupational Therapist guided her to re-learn basic activities of daily living, such as folding towels, preparing food, washing dishes and personal grooming.

After six months of therapy, Mdm Goh was able to stand and balance on her feet for up to half an hour without assistance, and was able to use a walking aid rather than a wheelchair to move around. Today, Mdm Goh is able to do the laundry and prepare meals for her family without assistance!

“After every session, I can go home with a smile. The therapists make me work hard at rehab, and I know it’s for my own health and well-being. I am very comforted and encouraged by how warm and loving they are.”

— Mdm Goh.



“Mdm Goh has improved a lot in her confidence and abilities. She felt at home in our centre and knew that she was in a safe environment. This played a big part in her journey toward recovery,” said Senior Therapy Assistant Ms Ama Georgina.

MR FONG

GOES TO WORK

58-year-old Mr Fong A. C. is a busy man. Starting as early as 11am daily, he works on a fixed schedule of tasks at our Day Centre for Seniors at Kampung Admiralty. These tasks include helping to serve water and lunch to fellow clients, folding blankets after nap time, disinfecting materials such as table surfaces and lanyards in the afternoon, and preparing art and craft materials for use the next day.

As one of the first participants in our THOR (Therapy Through Occupational Roles) programme, designed for patients with mild dementia or Alzheimer’s disease, Mr Fong now looks forward to coming to the centre. He feels a sense of accomplishment at the end of each day when he has completed his tasks.



“I feel happy doing these tasks, especially when staff and fellow clients say thank you to me.”

— Mr Fong.

Mr Fong’s Work Schedule

Time	Task
11:00am	Help serve water to clients
11:30am	Help serve lunch to clients
12:30pm	Return soiled dishes to kitchen pantry after lunch
1:30pm	Fold blankets and keep deck chairs (after nap time)
2:00pm	Help serve water to clients
3:00pm	Disinfect activity materials (e.g. puzzles, dolls)
4:00pm	Collect and clean lanyards
5:00pm	Prepare art and craft materials



THOR (Therapy Through Occupational Roles) was piloted for people with early dementia or Alzheimer’s disease. The programme empowers them via purposeful engagement in occupational roles within the centres such as housekeeping or meal serving. THOR aims to slow the decline of cognitive and physical functions by promoting a sense of purpose and dignity.

MR POO

EMBRACES TECHNOLOGY AND LIFELONG LEARNING

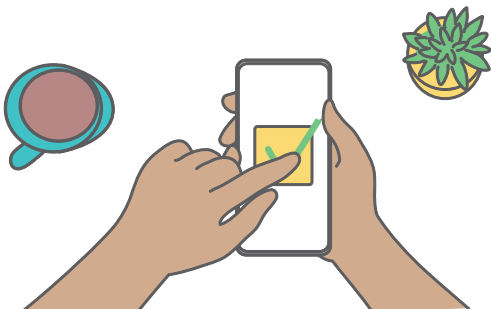
From the way Mr Poo C. C. navigates his smartphone, you would never have imagined that he was apprehensive about technology a year ago!

“The salesperson who sold me the phone told me that if I am not familiar with apps, it is better not to use them as I may click the wrong buttons and my phone bill may go up.”

Today Mr Poo has learnt how to safely enjoy the convenience of smartphone apps, which have opened up a new world of staying in touch with friends and family, as well as getting errands done.

With the help of digital literacy programmes by Singtel and IMDA, along with the support of his son and staff at our Active Ageing Hub (Kampung Admiralty), Mr Poo successfully learned how to use several apps such as Zoom, WhatsApp and DBS PayLah.

“If you don't take the first step out of your comfort zone, you will not grow.”



Wanting to share the conveniences and connectivity of what technology had to offer, the 75-year-old even took on the role of assistant teacher to teach fellow seniors how to use smartphone apps and tablets at the centre.

Today, Mr Poo continues to stay connected with friends and family via video calls on Whatsapp, as well as easily share his many holiday photographs or images of his favourite hobby - Paint By Numbers - all thanks to his new found skills.

“I was scared to use apps, but you just have to learn slowly. Now I am more confident and I still want to learn more.”

In many ways, Mr Poo's experience reflects the journey of many seniors at NTUC Health who have embraced learning and technology to stay relevant and connected.

MDM CHU

FINDS FRIENDSHIP IN OUR COMMUNITY

You may be lucky enough to catch a glimpse of the beautiful flutter of pink fans and graceful bodies moving in tune with classical Chinese music when you visit our Active Ageing Hub at Bukit Batok West. This is a dance session led by volunteer Mdm S. L. Chu. At 84 years old, Mdm Chu is still doing what she loves and does best – dancing and making friends!

Mdm Chu's stage career started at the tender age of 9 years old, when she performed around the region with her dance troupe. In 1994, she decided to settle on Singapore's shores for good.

While being a dance teacher had helped her eke out a living, Mdm Chu constantly sought fulfilment and friendship as she juggled the pressure of having too many students.

During a walk through the Bukit Batok West estate one day, Mdm Chu chanced upon our Day Centre for Seniors. NTUC Health staff there referred her to the Active Ageing Hub upstairs.



Upon walking through those doors, it was 'love at first sight' for Mdm Chu, who was immediately drawn in by the warmth and comfort of the community of seniors and volunteers.

Mdm Chu's retirement from performing for a living was not the end of the road, but rather, the start of her golden years to come. Today, Mdm Chu runs dance classes for her fellow seniors and is affectionately referred to as 'Teacher Chu'.

“Everyone is a big family, coming together to learn all kinds of things.

I feel emotionally supported by the community that cares for me.”

— Mdm Chu.

What activities do seniors want? Those that they love and will make time for of course! At NTUC Health Active Ageing Hubs, activities are initiated and run by seniors themselves. For this reason, you will seldom find the very same activities across our centres because each programme caters specially to the seniors in that community.



NICHOLAS FINDS HIS CALLING IN COMMUNITY CARE



Few people have what it takes to explore an entirely different career route, especially when you're close to 40 years old. Yet this was what Senior Nurse Manager Nicholas Chung did. Despite his friends dissuading him from leaving his stable position in IT for a nursing job, he found courage in the call he felt and the encouragement of his wife, to do so.

“I made my boldest decision ever to switch from an IT engineer to be a nurse at a hospital. I recall being older than most of my nursing colleagues and being unfamiliar with the job, but I was very passionate about it.”

Eight years later, he ventured into community care and joined NTUC Health. The role presented to him its own set of opportunities for learning.

“Community care nurses have more responsibilities, but also more autonomy. I made it a point to persevere, be proactive, and continuously learn from fellow nurses.”

Recalling a moment that touched him deeply, Nicholas shared a story about a resident who had difficulty adapting to the new environment. Nicholas spent more time bonding with him. Before passing on, the resident confided that he had thought it was impossible to find someone he could trust in his last days, till he met Nicholas. “This touching exchange reaffirmed my commitment to nursing,” said Nicholas.

In 2021, the Ministry of Health awarded Nicholas with the Nurses' Merit Award in recognition of his outstanding performance and contribution to the profession. Upon looking back at his career, the 53-year-old has no regrets on his decision and shared that his greatest satisfaction comes from caring for patients.

“I am privileged to be able to care for and improve the lives of many seniors. Seeing the smiles of our residents and their family drives me to give my best every day.”



We are thankful for the contribution of all our staff. Apart from Nicholas, NTUC Health staff also received **our highest number of awards ever** at the **2021 Singapore Health Quality Service Awards (SHQSA)**. SHQSA is Singapore's first dedicated platform to honour outstanding healthcare professionals who have delivered quality care and excellent service to patients.

#NTUCHEALTHUNITED

Our heartiest thanks to our staff who went the extra mile for our clients! Your kindness and efforts did not go unnoticed as caregivers and clients alike share their appreciation.

“ During the pandemic, staff put in great effort to call each and every client and their families to ensure their well-being despite having to serve quarantine orders themselves. Their actions and fortitude have moved me tremendously and gave me great assurance that my dad will have a good time at the centre. I really appreciate everything that the centre has done, giving me such a pleasant experience! ”



- M. Lee, daughter of client at Day Centre for Seniors



“ Nursing Aide Rozy has always been attentive and patient with my parents. She took really great care of my father after he was discharged from the hospital. She went beyond her job scope to trim my father’s nails and even brought him to the barber downstairs for a haircut. Thank you Rozy for going beyond your duties and making my father comfortable during his last days. Even after my father’s passing, my mother still talks about Rozy and the great care that she provided. ”

- A. Chua, son of Home Care client

“ Kudos to the staff for being able to oblige my fusspot granny as she is rather persistent in her ways. I appreciate the effort to persuade my granny to eat, drink and even mingle with other elderly in the centre. My granny really enjoys the activities. I appreciate the attentive care, support and calls from the centre to enquire on her well-being when she is not present for more than two days. Thank you very much. ”



- C. Lee, granddaughter of client at Day Centre for Seniors



“ A big thank you to Ms Karen and all the staff at Day Centre for Seniors (Fengshan) for their respect and loving care to all elderly folks. Your service has brought happiness to my mum, Mdm Liew, after the Circuit Breaker period with all the activities and interactions at the centre. This brought great relief to my family. We are glad that she is able to reconnect and engage in exercises together with her centre friends whom she misses alot - which improves her well-being, both physically and mentally. We really appreciate the calls made by staff to check on my mum, as well as the effort to prepare small gifts such as the mini receiver that has brought her joy, as it allows her to listen to Chinese dialect songs all day long. ”

- Esther K., daughter of client at Day Centre for Seniors

“ Kiran affectionately addresses my mother as ‘Amma’, which means mother in Tamil. I am really thankful to Kiran for always being there for my mum. She constantly provides us with reassurance and comfort. She also gives me advice on how to better care for my mum. Many thanks Kiran, I hope that you will continue to be of service to others! ”



- S. D. V. Kannusamy, daughter of Home Care client



“ One day, my mum's sandal broke while she was at the centre. The staff tried to mend the sole with glue but it did not hold. Centre Supervisor Ivanne then went out to buy a similar pair for my mum as a gift for her. Such deeds and actions of the staff speak for themselves. ”

- Goh T. K., daughter of client at Day Centre for Seniors

“ The Circuit Training programme here is very effective - the trainers encourage and motivate us to work those muscles and push ourselves to the limit. They are very patient and correct our posture while we follow along to the exercises. Through this programme, we got the opportunity to make new friends too. ”



- H. Leong, client of Active Ageing Services

BE AGELESS

Spend your days purposefully, doing what you love.

be ageless



We believe that everyone has a story to tell, and each year that passes makes that story so much richer and more interesting! In fact, every stage in life holds fresh opportunities to develop interests, make new friends, pursue dreams and most importantly, embrace who you are.

No matter your age or physical condition, life can be filled with purpose and passion. At NTUC Health, we call this ageless living. We believe we can encourage our seniors to stay ageless by promoting choice, independence and purpose.

Ageless seniors may require some support but they strive to stay independent as far as possible, and retain enthusiasm and vigour for life. They also seek to contribute meaningfully to the lives of others.

@heymissyola

be ageless

This is my granny's homemade plum juice. She just found the recipe on YouTube (all by herself) last month and went ahead to make this awesome beverage for us! We really enjoyed it and also found out how to make it with granny's tips!





@summertimecheer

My mom, 72 this year is retired from work, but not from life. She constantly visits old folks to provide free haircuts and grooming services. This is something that gives her intense meaning and purpose in life. She often tells me, "she who serves benefits more than she who is being served".

Contest submissions from the public sharing how their elderly loved ones embody ageless living.

Our aspiration to enable ageless seniors drives much of the work we do at NTUC Health.

This includes our programmes and services, as well as ongoing efforts to inspire seniors in our community to live their best selves in their golden years.



Mdm Teo proudly presents her curry chicken after a Facebook live stream cooking demonstration.



In 2021, we ran our Be Ageless social media campaign to challenge the stereotype that seniors were limited by their age. Be Ageless won Marketing Campaign of the Year at the **Asia Pacific Eldercare Innovation Awards 2021**.

SPECIAL THANKS

TO OUR PARTNERS

We are grateful for our partners who have generously contributed to supporting the needs of our seniors during these challenging times. A big thank you to all of you who make it possible for us to do the work that we do everyday.

HELPING TO ENHANCE OUR SENIORS' WELL-BEING:



Singapore Maritime Officers' Union

Donated to NTUC Health (Jurong West) - Nursing Home and supported renovation works at our Senior Activity Centre (Henderson), as well as provided appreciation gifts to our staff and other partnership efforts.



FairPrice Foundation

Sponsored LED lights for two nursing homes, and a van for our nursing home in Jurong Spring.



National Heritage Board (NHB)

Signed a Memorandum of Understanding with NTUC Health to bring inter-generational arts and heritage-based activities to our seniors and pre-schoolers.



National Gallery of Singapore

Provided virtual gallery tours for seniors through our inter-generational programme.

YOUR KINDNESS AND GIFTS TO OUR SENIORS AND STAFF:



DBS



Foodatious



Healthcare Services Employees' Union



Lendlease



New Creation Church



Republic Polytechnic (School of Hospitality)



Singtel



SOTA



SportSG



SERVICES

Senior Day Care | Home Care | Nursing Home | Active Ageing
Rehabilitation and Physiotherapy | Family Medicine | Dental

COMMUNITY SUPPORT

Senior Activity Centres | Community Care | Henderson Home

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