

# **Tsao Foundation Snapshot 2010: Features, Figures and Financials**

# Contents

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3	Vision, Mission and Values
3	Founder, Mrs Tsao Ng Yu Shun
4	Progress Journals
12	Event Highlights
14	Corporate Information
15	Balance Sheet
16	Statement of Comprehensive Income
17	Statement of Changes in Funds
18	Statement of Cash Flows

## Vision

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Our vision is to foster a society for all ages that supports active ageing, values the contributions of older people, and provides for a secure old age. We foster this vision by advancing services, skills and knowledge of individuals and communities in eldercare; facilitating older people's participation in society; and promoting their views for policy planning.

## Mission

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We are dedicated to enhancing the quality of life for older people by alleviating the hardships of ageing through our community health and social services; promoting successful ageing; and pioneering new approaches to ageing and eldercare throughout Singapore and the region. We aim to be a catalyst for constructive change by addressing population ageing and eldercare issues at the policy level. We actively pursue our mission by focusing our work on these three pillars of eldercare: Service, Education and Collaboration.

## Values

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We are motivated by the spirit of innovation to find ways to improve the eldercare landscape and the quality of life for older people. In the pursuit of excellence, we set high professional standards for ourselves and for the services we provide to older people, their caregivers, and our professional colleagues. As a catalyst for constructive change, we actively promote scholarly research on ageing issues; invite distinguished scholars to share their expertise; and support policy planners with regular feedback, dialogue and recommendations for possible solutions.

## Founder, Mrs Tsao Ng Yu Shun

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

Over the last 17 years, Tsao Foundation and its Hua Mei community-based health and social services have worked towards addressing those concerns and to support ageing in place, under the leadership of Mrs Tsao Ng Yu Shun's grand-daughter, Dr Mary Ann Tsao.

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

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

# Progress Journals

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## **Hua Mei Seniors Clinic**

HMSC served more than 1,800 seniors in 2009 and 2,400 seniors in 2010. Most of the patients had more than one chronic illness, the most common of which were hypertension, diabetes, hyperlipidaemia, ischemic heart disease, stroke and degenerative joint diseases.

More women than men sought our services, the majority of whom were between 50 and 74 years old. Most of the patients were independent in self-care, while two or three out of 10 patients required assistance and tended to have caregivers. There was also an increasing number of patients with common geriatric conditions such as falls, urinary incontinence, depression, dementia and polypharmacy.

In 2009, when Hua Mei Clinic moved to its present location in Central Plaza (Tiong Bahru), patients gained on site access to a state-of-the-art, age-friendly gymnasium and the guidance of our in-house exercise fitness instructor, boosting its capacity in active health promotion.

In August 2009, we invited Dr Harrison Bloom, a respected American geriatrician, to conduct a six-day clinical session and symposium titled, "Primary Geriatric Care". It was open to medical health and allied health professionals outside Tsao Foundation as well, to contribute to capacity-building in the country's eldercare sector.

## **Hua Mei Acupuncture and TCM Centre**

In 2009, patient attendance at the Hua Mei Acupuncture and Centre (HMAC), situated in Bukit Merah, was 6,103. The majority (84%) sought acupuncture treatment. The number seeking herbal treatment alone or in combination with acupuncture was comparatively small.

With effect from January 2010, HMAC added a half-week, satellite service at HMCSA at Central Plaza. This second clinic specializes in herbal treatment, which traditionally, has been sought to bolster general wellness and not necessarily for 'curative' purposes. As such it has a role in proactive health management over the life course that parallels the objective of Hua Mei Clinic, the 'western medical practice' at HMCSA, to promote preventive medicine.

By year end, the combined patient attendance at HMAC's two locations was 7324, a 12% increase over the previous figure.

In terms of treatment type, there continued to be a predominance of acupuncture cases (at 77% of the total), followed by acupuncture and herbal treatment, and lastly, herbal treatment alone.

In its role as health educators, in 2009, HMAC partnered with neighbourhood community clubs (such as Radin Mas and Joo Seng), and with commercial organisations to deliver 12 talks on Traditional Chinese Medicine on topics such as diabetes, menopausal syndrome, arthritis and stroke management.

In 2010, we delivered 14 talks at hospitals, libraries and venues such as the Bishan Community Club on the use of TCM in promoting fertility and managing pain.

### Hua Mei Mobile Clinic

The patient intake of Hua Mei Mobile Clinic (HMMC) is quite stable from year to year as the high level of care it offers keeps numbers fairly small. In 2009 as well 2010, it served more than 130 homebound seniors.

Most of them were from the lower income group and eligible for 75% of government subsidy for chargeable fees. While some patients were clinically stable and had sufficient care at home, others had multiple medical problems and were frail or at risk. Besides providing direct medical care, HMMC helped those in need to receive regular donations of adult diapers and nutritional feeds.

With grant support from the Tote Board, HMMC started the pilot for an End of Life Care Programme and an Integrated Home Care Programme for its patients. Through these, HMMC developed the operational capacity to better manage dying patients and other patients in a more integrated way. The add-on services included round-the-clock medical consultation for registered patients. Among the 16 patients who passed away due to complications of their chronic debilitating illnesses, 13 of them died at home according to their wishes.

In the last two years, HMMC had many opportunities to contribute to practice standards and policy decision-making in the area of community elder healthcare. Besides showcasing its work at professional forums locally and overseas, staff sat on national advisory boards that help in the development and translation of national policies governing health and social services.

HMMC's expertise, gleaned through 16 years of fieldwork, was also channelled into developing a Community Geriatric Nursing Course. Offered through the Hua Mei Training Academy, the course was attended by more than 30 community nurses.

HMMC took the lead on the implementation of IngoT, an electronic medical record system for registering patients and tracking care plans, medications, auxiliary health services and outcomes. The system improves medical management and has the potential to be a platform for voluntary organisations to enhance care integration in the community. IngoT was operationalized in February 2010.

### Hua Mei Care Management

In 2009, Hua Mei Care Management (HMCM) assisted 231 frail seniors. All the patients had at least one chronic illness requiring medical follow-up, while 75% needed coordination of at least three services to meet social, psycho-emotional and medical needs. Their medical problems commonly included hypertension, diabetes, hyperlipidaemia and stroke, eye disorders and diseases of the nervous, circulatory, respiratory and genitor-urinary systems.

A partial study in that year, entitled "Effectiveness of Community Care Management Service (CCMS) in reducing hospital utilization for frail older persons", reviewed the situation of 74 cases under HMMC's care. Comparing the clients' acute care service utilization 18 months before and after CCMS intervention, there appeared to be an overall reduction in total acute care cost.

In 2010 the programme delivery model transited from the Community Case Management Service (CCMS) under the National Council of Social Services to the Assessment for Enabling (ACE) pilot project under the Centre for Enabled Living. With this change and a smaller service team, the number of clients served was 132.

Nonetheless, HMMC continues to serve socially disadvantaged, medically complex elders, mostly aged 70 years and above, and living on their own. Work continues to be very challenging with the care managers frequently having to deal with complicated psycho-social issues and dysfunctional family dynamics interfacing with a less than seamless care continuum from hospital to community and vice versa, and bureaucratic admission criteria to services, all in the context of limited service supply but high service demand.

Over the last two years, the general profile of HMMC's clients has remained largely unchanged. Operating under the terms of the ACE pilot,

- 82% of the clients were aged 70 and above
- 92% did not have any designated caregiver, and were either single, divorced or widowed
- 74% suffered from 4 or more medical conditions
- 27% were on public assistance but for the other 73%, financial sustainability was often an issue as they often did not meet the very stringent government financial aid criteria.

In the on-going challenge to enable its clients to live in the community at optimal health, HMCM will continue to:

- Engage and develop a working relationship with other relevant community health and social care services stakeholders such as the Home Nursing Foundation, Senior Activity Centres and Home Help Services towards building a sustainable care provision system
- Engage and develop a working relationship with the relevant hospital and community physicians to build a sustainable primary healthcare system for our clients.

### **Hua Mei Counselling & Coaching**

In 2009, 86 persons received individual and family counselling through the Hua Mei Counselling and Coaching service. Eight coaching groups for a total of 55 participants were also held.

With better outreach and more referrals, the numbers served grew in 2010. Clients for individual and family counselling increased by 12% to 102 while attendance at coaching groups rose by 15% to 83 persons.

The presenting problems common to our counselling clients were depression, grief and loss arising from degeneration and loss of physical functions, as well as changes in role and identity related to ageing; and caregiver's stress and family relationship issues related to care arrangements for the older person.

However, old age is not all about problems. And it is certainly not the end of personal aspiration or growth. Focusing on the life-long innate potential of every person, the team designed an eight-session, individual life review programme to help participants to -

- Affirm and validate their strengths and internal resources;
- Identify their hopes and aspirations;
- Gain greater clarity on their progress in life; and
- Set meaningful goals for the years ahead.

The in-house developed coaching programmes for individual and small group participation are particularly suitable for life-skill acquisition. To meet different needs, we conducted a "Successful Relationship Series", which focused on inter-generational connections; and a "Caregivers' Wellness and Support Series", which provided training in effective communication with families and professional care providers.

As gerontological counselling is a relatively new field in local eldercare, we initiated a 2-year investigative study on three areas of interest:

- the perception of counselling among elders,
- the effectiveness of counselling on the clients, and
- the impact of coaching on the participants

To suit the communication style of the elders, the survey was conducted through in-depth personal interviews. The results of the study are due in 2011.

### **Hua Mei Training Academy**

Hua Mei Training Academy (HTMA) had a fruitful 2009, training a total of 2,673 participants, of whom 1,512 were mature working adults and 1,161 were seniors in the community. It improved its record by more than 30% in 2010, training 3,502 adults who included 897 eldercare practitioners.

Backed by the Foundation's practice standards in the delivery of medical and social care to elders in the community, HMTA was privileged to work with various government and private agencies to develop and deliver professional training in the field.

Among the significant collaborations of 2009, HMTA:

- was appointed by the Singapore Workforce Development Agency as Continuing Education and Training (CET) Centre for the Community and Social Service (Senior Services) Sub-Sector;
- worked with NTUC Eldercare to customize Workforce Skills Qualification modules for staff who provide direct services and non-medical home care services to seniors;
- was awarded the title of 'Centre of Specialisation for Train-the-Trainer on Befriending Older People' from the National Council of Social Service;
- partnered with the Social Service Training Institute (SSTI) to conduct skill-upgrading for age care professionals, and to raise the awareness of ageing among a general audience; and
- conducted 30 workshops for the Civil Service College (CSC), to meet the increased demand for training in health promotion and management, pre-retirement preparation and caregiving.

In our direct engagement with elders in the community to promote successful ageing, we continued with these popular programmes:

-Guided Autobiography (GAB) - a self-affirmative process created by Professor James Birren (University of Southern California), through which seniors reflect, share and document their life-stories, and set their future goals;

-Senior's Talkshop, which trains and finds placement for seniors to hold talks and conduct training for their peers, equipping them with new skills and empowering self-validation;

-Senior Fitness Programme on Exercise Therapy, which promotes exercise as a necessary ingredient in good health.

Over the year, HMTA also worked with private corporations to launch 15 workshops, which offered 352 older working adults the skills to manage retirement, and conducted talks to support health promotion in the workplace.

Among the milestones in 2010, another busy year, HMTA -

- launched the first in-house developed 'Certificate in Geriatric Care for Community Nurses' (16 to 27 August 2010), which was well received by the 30 nurse participants;
- produced the senior fitness programme, "La La Exercise", and its companion DVD, and conducted training for more than 1,600 appreciative adults, far exceeding the set target;
- developed 58 competency units under the Assessment Only Pathway (AOP) initiative by the Workforce Development Agency (WDA) to certify recognition of persons who have gained a critical level of skills through their own learning and work experience;
- found work placement for 72% of its 207 participants who had obtained Workforce Skill Qualification (WSQ) certification;
- introduced a "Befriending with older people" skills workshop to 92 participants attending WSQ Level 3 & 4 qualifications, and launched three more WSQ modules through SSTI; and
- clinched a 5-year contract with SingHealth to deliver training on developing an "Age-Friendly Service Culture", which anticipates the needs of a greying population.

Promoting learning among community service agencies, a 3-day, designed-to-needs workshop on "Care Giving Skills for Informal Caregivers" was conducted for the Society of Moral Charities, amid shorter training sessions and talks on health promotion and awareness topics such as fall prevention and age sensitisation.

### Interagency Collaboration

#### Our Goal

The underlying goal of all our efforts is to support active and successful ageing and to help older people realize their desire to age with grace and dignity in their own homes and communities. Specifically the Interagency Collaboration Division (IC) was set up in 1996 to:

- Develop strong **partnerships with local and regional agencies** involved in age care through networking, information exchange, and collaboration on projects that will raise awareness and address the needs of older people;
- Contribute to **policy planning on ageing** by engaging policy makers in constructive dialogue, and providing feedback from the ground and research information; and
- Promote **quality integrated systems of care** for older people in Singapore.

#### Our Approach

We work 'horizontally' with age care agencies and 'vertically' with policy makers – through active engagement, consultation and sharing of expertise and knowledge. We believe that with greater interagency collaboration and increased input into policy planning, we can facilitate the development of an integrated system of services for older people, thereby enabling their continued participation and engagement in society. The Foundation has therefore invested its resources in creating systems, strengthening networks and opening up channels for partnerships, consultation and resource sharing.

Over the two years, the **Interagency Collaboration (IC)** Division focused its support and contribution to the Foundation's overall mission and goal in the following areas:

- created strong partnership with community organisations and volunteer trainers that translated into direct training and participation in the 'Citi-Tsao Foundation Financial Education Programme for Mature Women'

engaged and enhanced the understanding, knowledge and appreciation of ageing and its issues among civil servants from various ministries and government agencies in Singapore through the 'CSC Foundation Course Programme and the Civil Service College Strategic LEAD Programme' - reaching out to 202 of the cohort in 2009 and 144 of the same in 2010.

- promoted the participation of seniors through the Voices of Older People programme through a focus group project on falls prevention with Health Promotion Board and the Lien Centre for Palliative Care.
- encouraged the development of the Health Working Group of the HelpAge Asia Pacific network by leading, facilitating and supporting the germination of a regional pilot project on self-care of older people in four Asian countries. With 'SCOPE' as its acronym, this project holds great promise for the older people it serves and the cross-border partnerships it involves, with implications for policy-making in the future.

Reaching out to policy-makers in the international arena, IC also

- Engaged and enhanced the understanding, knowledge and appreciation of ageing issues, situation of older people and policies on ageing in Singapore of about 50 representatives from the Shanghai Civil Affairs Bureau and the Ministry of Social Affairs Indonesia; and
- Created strong partnership with YayasanINDO by facilitating the conduct of a 'Training of Trainers' in Jakarta for its staff from the Senior Club Indonesia as well as its partner government agency and other community partners

### **The Citi-Tsao Foundation Financial Education Programme for Mature Women**

Women generally outlive men. But their comparative inexperience in money matters (attributable to gender roles and inequities), and the sheer costs of living longer expose them to acute financial vulnerability. The plight of women in their late years dealing with failing health and straitened means had deeply touched our organisation's founder, Mrs Tsao Ng Yu Shun.

That context and the success of our partnership with Citi Foundation and Citi Singapore have made the Citi-Tsao Foundation Financial Education Programme for Mature Women one of our most significant collaborations since its inception.

The Programme was piloted in April 2008, and aims to help 1,400 Singaporean women manage their finances better. It intends to provide practical suggestions for understanding how money works for those women to take charge of their finances to be financially independent, and able to negotiate such that they have a clear financial plan for their own old age.

Its target group is women aged between 40 and 60 years old. These women are financially vulnerable with monthly household incomes ranging from \$1,500 to \$3,500 and are either:

- a. Married and working to help supplement the household income, or
- b. Housewives with the potential to earn extra income, or
- c. Single working women.

The series of workshops aimed at equipping the participants with such skills as saving and planning for the long term, growing their small surpluses and negotiating for their financial options successfully.

## The Curriculum

The curriculum spans a total of five modules with 20 weekly sessions. Each session is conducted for 3 hours and designed to include training, workshops and support groups.

The curriculum focuses on two major areas: personal finance and social empowerment. Personal finance covers topics such as savings, debt, investments and insurance, among others. Social empowerment aims to build the women's capability to understand their roles and the relationship dynamics within their families; to negotiate for support among their family members; to be equipped with the appropriate knowledge in having transactions with financial institutions; and to be adequately prepared for old age.

## Outreach to date

Highly rated by participants for the skills it imparts and the social relationships it fosters, the Citi-Tsao Financial Education Programme for Mature Women reached out to 310 individuals in 2009, and drew a total participation of 736 by 2010.

Other activities and events organised by the team under this programme reached 400 women in 2009, and had engaged 1023 women by 2010.

## International Longevity Centre (ILC) Singapore

### Our Goal

In September 2009, Tsao Foundation launched a new initiative, the International Longevity Centre (ILC), Singapore, when it joined the prestigious International Longevity Centre Global Alliance. The mission of the multi-national consortium is to help societies address longevity and population ageing through research and action.

ILC-Singapore aims to promote the well-being of older people and contribute to national development through undertaking research and forging collaborations which inform policy, facilitate policy-action translation and promote quality, effective practice in Singapore and the region. Within the Foundation, ILC Singapore would also absorb substantially the roles held by the Interagency Collaboration division.

### Our approach

ILC Singapore's activities focus on:

1. stimulating high impact, policy- and programme-relevant, *interdisciplinary research* on ageing to identify important emerging trends and to generate the necessary evidence and knowledge to inform policy and practice
2. engaging with/and creating *stakeholder platforms and networks between researchers, practitioners, policy-makers, community and private organisations* for knowledge exchange on trends, issues, and possible solutions
3. piloting *innovations* that can serve as catalysts for positive change in how we view and work with older people, identify their needs and address their issues
4. promoting *awareness and knowledge* of ageing issues in Singapore and the region and learning from the international arena
5. supporting policymakers, community leaders and service providers in *strengthening service delivery* - both in improvement of current models as well as development of new models and systems of effective services
6. contributing to the *development of leadership* in the area of ageing

To spearhead ILC-Singapore's research, the Tsao Foundation Ageing Research Initiative was established in collaboration with the National University of Singapore's Faculty of Arts and Social Sciences. A strategic research partnership was also started with the Duke-NUS Department of Health Services Research.

Six areas for investigation were identified, with a few studies launched immediately. The key areas were healthy ageing, social isolation, caregiving, long-term care financing, older women and financial security, and self-care in health management among older persons, in a project titled 'SCOPE'.

In the build-up to the launch of ILC-Singapore and the Ageing Research Initiative, these events were held:

- **The inaugural Asia Forum on Ageing 2009: Extending the Frontiers of Ageing in Place – Options and Possibilities in Housing and Community Care (10 – 13<sup>th</sup> January 2009)**

The Asia Forum on Ageing (AFA), a platform for Asia's policy makers, private and public service providers and academics to meet on cutting edge and innovative approaches to ageing issues, was planned as a signature, recurring event in the ILC Singapore calendar.

AFA 2009, where 15 international experts made presentations to 277 participants from Singapore and the region, highlighted these policies and programme models which have been transforming age care radically:

- the Eden Alternative's person-centred approach and its Green House movement which freed the developmental potential of frail elders through de-institutionalizing care, while saving costs;
- PACE – the 'Programme for All Inclusive Care of the Elderly' a US-wide capitated benefit that features a comprehensive and cost-effective service delivery system which enable seniors to continue living at home rather than be institutionalized;
- the Spark of Life Approach which has made significant inroads into working with dementia patients
- **Tsao Foundation Experts Programme on Ageing 2009 : The policy, planning and financing frameworks for client-centred long-term care (13– 15 January 2009)**

Some of the speakers from AFA 2009 joined an Experts Programme in closed door consultation with key stakeholders from the private and public sectors, including Minister Lim Boon Heng. Under discussion were issues such as a framework for providing client-centred long-term care and "Care Integration across the Continuum and PACE".

- **Keynote Address by Dr Robyn Stone, Executive Director, Institute on the Future of Aging Services, "Building the infrastructures for ageing and development – The role of research and inter-sectoral collaborations" (1 September 2009)**

The occasion, with a thought-provoking and galvanising lecture by Dr Robin Stone, marked the 'soft launch' of ILC Singapore and the Ageing Research Initiative.

By 2010, ILC Singapore was on target to create avenues for interdisciplinary exchange and deliver early research findings as it organised these events:

- **Round Table and Closed Door Discussions on Caregiver Issues (18-19 May 2010)**

The preliminary research results on caregivers were the basis of a round table conference for 86 researchers, providers and policy-makers, and subsequent closed door session with key policy makers.

- **Healthy Ageing Conference 11-15 October 2010 in collaboration with Duke-National University of Singapore Medical School and Visa (the Virtual Institute on Ageing, NUS)**

The 5-day symposium gathered international and local leading authorities in multiple disciplines - gerontology, medicine, nursing, economics, sociology, social work, public policy – to address and delve into the issues encompassed in healthy ageing. Comprising lectures, presentations of papers and posters and site visits, the event included a research grant competition for a multi-disciplinary team of participants based on proposals submitted on healthy ageing for the Pacific Rim.

## Event Highlights

Date	Events	Descriptions
6 Mar	UWC-Tsao Foundation CNY Lunch	An annual CNY lunch organized by the Tsao Foundation and UWCSEA (United World College South East Asia) for around 80 elderly clients under the Hua Mei Clinical Services. The lunch aims to promote inter-generational relationship and cultural bonding between the older people and the K1 & K2 students at UWCSEA School of Infants.
26 Mar	110 Eldercare-trained Participants Graduated from Hua Mei Training Academy	<p>The first batch of 110 participants graduated from the Singapore Workforce Skills Qualifications (WSQ) in Community and Social Services (Senior Services) from the Higher Certificate, Advanced Certificate and Professional Diploma awarded by Hua Mei Training Academy, the first Continuing Education and Training (CET) Centre appointed by the Singapore Workforce Development Agency (WDA).</p> <p>The graduates received their Certificates and Professional Diplomas from Guest-of-Honour, Dr Vivian Balakrishnan, Minister for Community Development, Youth and Sports (MCYS).</p> <p>The courses provide a structured training pathway for adults with work experience to acquire the skills required by a growing job market in the Community and Social Services sectors <u>Singapore prepares for a rapidly ageing society.</u></p>
23 Apr	Queen Elizabeth II Cup 2010 (Fundraising)	<p>For the third consecutive year since 2008, Tsao Foundation partnered with the Singapore Turf Club to raise \$320,000 in aid of Hua Mei Mobile Clinic's frail, homebound and disadvantage patients at the prestigious Queen Elizabeth II Cup 2010. Mr Sam Tan, Parliamentary Secretary, Ministry of Trade and Industry and Ministry of Information, Communications and the Arts was the Guest-of-Honour.</p> <p>This year, Singapore Turf Club went the extra mile by donating a wheelchair friendly van to Hua Mei Centre for Successful Ageing as part of their "Driving for Care" initiative, to meet the transport needs of wheelchair- and home- bound seniors.</p>
18 May	Inaugural Roundtable Discussion on Social Support Programmes to Address Unmet Needs of Caregivers for Older Adults	<p>Organised by the Tsao Foundation Ageing Research Initiative in collaboration with Duke-NUS Graduate Medical School's Program in Health Services and Systems Research, the inaugural roundtable discussion is the first of a 'dialogue on ageing' series, as a platform that brings researchers, policy makers and care providers to discuss the critical issues on ageing and to share best practices on conducting research, designing policy and implementing social programmes for caregivers for older adults.</p> <p>Experts from the US, Hong Kong and Singapore also shared and addressed caregiving issues from social science, clinical and policy perspectives.</p>

16-27 Aug	Launch of Community Gerontology Nursing course	Hua Mei Training Academy launched the first intake of Certificate in Geriatric Care for Community Nurses conducted by eminent geriatrician and primary healthcare specialist, Dr Harrison Bloom, Director of Clinical Education Consultation Service of International Longevity Centre, USA.
13-17 Sept	Eden Alternative Training and Dementia Beyond Drugs	<p>Tsao Foundation invited Dr Allen Power, an Eden Mentor and Associate Professor of Medicine at the University of Rochester to share on the concept, values and ten principles of Eden Alternative. A game-changer in the American elder nursing home arena, the Eden Alternative holds that ageing should be a continued stage of development and growth, rather than a period of decline, and by putting the older person at the heart of what it does, has been transforming traditional nursing homes and other eldercare facilities into human habitats imbued with warmth, meaningful relationships and growth.</p> <p>During this period, Dr Power also gave a 2-day talk on ‘Dementia Beyond Drugs – Changing the Culture of Care’ on 13 and 14 September, named after his recently published book.</p>
21 Sept	Citi-Tsao Foundation Financial Education Programme for Mature Women Impact Assessment Study	<p>The Citi-Tsao Foundation Financial Education Programme for Mature Women did an impact study on its programme to evaluate the change in knowledge, attitudes and behaviour of the participants who attended and completed the 20 weekly sessions.</p> <p>Almost all of the participants surveyed have either established emergency savings or are on their way to accomplishing this goal. More than half now have a clear retirement plan with a heightened awareness of the importance of planning for their silver years.</p>
9 Oct	Citi-Tsao Foundation Financial Education Programme for Mature Women Expands Community Partnership	<p>In a concerted effort to address the needs of mature women to be more financially literate, the Citi-Tsao Foundation Financial Education Programme for Mature Women expanded its community partnerships to make financial education readily available to mature women in the community.</p> <p>Seventy-six women from the first learning groups of Fuchun, Serangoon, Yio Chu Kang and Zhenghua Women’s Executive Committee-Community Clubs graduated from the programme. Gracing the graduation ceremony was Guest-of-Honour Mrs Lim Hwee Hua, Minister, Prime Minister’s Office who presented tokens of acknowledgement to the course participants and programme partners.</p>

# Corporate Information

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INSTRUMENT SETTING UP THE FOUNDATION	Memorandum and Articles of Association of Tsao Foundation (public company limited by guarantee and not having a share capital)
UNIQUE ENTITY NUMBER OF THE FOUNDATION	199302114W
INSTITUTION OF A PUBLIC CHARACTER	HEF 0078/G
REGISTERED ADDRESS	298 Tiong Bahru Road #15-01/06 Central Plaza Singapore 168730
BOARD OF DIRECTORS	Franklin Tsao Mary Ann Tsao Robert Chow Phillip Tan Frederick Tsao Er Kwong Wah Shabnam Melwani-Reis Locknie Hsu Goh Lee Gan Ee Chye Hua
AUDIT COMMITTEE	Er Kwong Wah Yuelin Yang Julian Hung
PRINCIPAL BANKERS	DBS Bank Limited United Overseas Bank Limited
INDEPENDENT AUDITORS	Lo Hock Ling & Co. Public Accountants and Certified Public Accountants

**TSAO FOUNDATION**  
(Incorporated in the Republic of Singapore and Limited by Guarantee)  
Balance Sheet as at 31 December 2010

	<u>2010</u>	<u>2009</u>
	S\$	S\$
<b><u>ASSETS</u></b>		
<b><u>Non-Current Assets</u></b>		
Property, plant and equipment	<u>761,850</u>	<u>951,553</u>
<b>Total Non-Current Assets</b>	<u>761,850</u>	<u>951,553</u>
<b><u>Current Assets</u></b>		
Inventories	28,450	35,621
Receivables	522,258	271,311
Fixed deposits with financial institutions	844,394	845,032
Cash and bank balances	<u>3,306,206</u>	<u>2,802,647</u>
<b>Total Current Assets</b>	<u>4,701,308</u>	<u>3,954,611</u>
<b>Total Assets</b>	<u><b>5,463,158</b></u>	<u><b>4,906,164</b></u>
<b><u>FUNDS, RESERVE AND LIABILITIES</u></b>		
<b><u>Funds and Reserve</u></b>		
Accumulated funds	3,698,410	3,100,125
Health endowment fund	19,629	19,854
Training Fund	356,000	
Scholarship fund	<u>144,440</u>	<u>145,077</u>
<b>Total Funds and Reserve</b>	<u>4,218,479</u>	<u>3,265,056</u>
<b><u>Non-Current Liabilities</u></b>		
Deferred capital grant	242,237	410,781
Provision for restoration costs	<u>233,030</u>	<u>233,030</u>
<b>Total Non-Current Liabilities</b>	<u>475,267</u>	<u>643,811</u>
<b><u>Current Liabilities</u></b>		
Deferred capital grant	167,556	164,195
Deferred grant	44,096	44,096
Payables	<u>557,760</u>	<u>789,006</u>
<b>Total Current Liabilities</b>	<u>769,412</u>	<u>997,297</u>
<b>Total Liabilities</b>	<u>1,244,679</u>	<u>1,641,108</u>
<b>Total funds, reserve and liabilities</b>	<u><b>5,463,158</b></u>	<u><b>4,906,164</b></u>

**TSAO FOUNDATION**  
(Incorporated in the Republic of Singapore and Limited by Guarantee)  
Statement of Comprehensive Income for the year ended 31 December 2010

	<u>2010</u>	<u>2009</u>
	S\$	S\$
<b>Income</b>		
Donations and fund raising income	2,804,916	3,019,871
Grants/fundings/subsidies Income	2,614,551	2,465,159
Consultation fees income	562,681	571,977
Training fees income	289,497	414,962
Other income	87,104	226,691
	<b>6,358,749</b>	<b>6,698,660</b>
<b>Less: Expenditure</b>		
Employee benefits expense	3,252,112	3,194,985
Depreciation on property, plant and equipment	338,089	333,048
Fund raising expenses	21,209	93,147
Other expenses	1,793,054	2,158,971
	<b>5,404,464</b>	<b>5,780,151</b>
<b>Surplus of Income over expenditure</b>	<b>954,285</b>	<b>918,509</b>
<b>Other comprehensive income:</b>		
Net surplus from		
- health endowment fund	(225)	2,177
- scholarship fund	(637)	2,978
<b>Other comprehensive income for the year</b>	<b>(862)</b>	<b>5,155</b>
<b>Total comprehensive income for the year</b>	<b>953,423</b>	<b>923,664</b>
<b>Total comprehensive income attributable to:</b>		
<b>Unrestricted fund:</b>		
Accumulated fund	598,285	918,509
Health endowment fund	(225)	2,177
Training fund	356,000	-
<b>Restricted fund:</b>		
Scholarship fund	(637)	2,978
	<b>953,423</b>	<b>923,664</b>

**TSAO FOUNDATION**

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

Statement of Changes in Funds for the year ended 31 December 2010

	<----- Unrestricted ----->			Restricted	
	Accumulated fund	Health endowment fund	Training fund	Scholarship fund	Total
	S\$	S\$	S\$	S\$	S\$
Balance at 1 January 2009	2,181,616	17,677	-	142,099	2,341,392
Surplus of income over expenditure for the year	918,509	-	-	-	918,509
Net surplus from health endowment fund	-	2,177	-	-	2,177
Net surplus from scholarship fund	-	-	-	2,978	2,978
Total comprehensive income for the year	918,509	2,177	-	2,978	923,664
Balance at 31 December 2009	3,100,125	19,854	-	145,077	3,265,056
Surplus of income over expenditure for the year	954,285	-	-	-	954,285
Transfer of fund	(356,000)	-	356,000	-	-
Net surplus from health endowment fund	-	(225)	-	-	(225)
Net surplus from scholarship fund	-	-	-	(637)	(637)
Total comprehensive income for the year	598,285	(225)	356,000	(637)	953,423
Balance at 31 December 2010	3,698,410	19,629	356,000	144,440	4,218,479

**TSAO FOUNDATION**

Incorporated in the Republic of Singapore and Limited by Guarantee)

Cash Flows for the year ended 31 December 2010

	<u>2010</u>	<u>2009</u>
	S\$	S\$
<b><u>CASH FLOWS FROM OPERATING ACTIVITIES:</u></b>		
Surplus of Income over expenditure	954,285	918,509
Adjustments for :		
Accretion of deferred capital grant	(167,486)	(161,321)
Depreciation on property, plant and equipment	338,089	333,048
Gain on disposal of property, plant and equipment	720	(3,499)
Property, plant and equipment written off	-	-
Interest income	(2,118)	(1,878)
	<u>169,205</u>	<u>166,350</u>
Operating surplus before working capital changes	1,123,490	1,084,859
(Increase)/decrease in inventories	7,171	(14,866)
Decrease/(increase) in receivables	(250,380)	218,750
(Decrease)/increase in payables	(228,943)	(56,624)
Changes in working capital	<u>(472,152)</u>	<u>147,260</u>
Cash generated from operations	651,338	1,232,119
Payment of awards and scholarships from scholarship fund	(1,000)	(500)
Increase in health endowment fund	<u>(225)</u>	<u>2,177</u>
	650,113	1,233,796
<b><u>CASH FLOWS FROM INVESTING ACTIVITIES:</u></b>		
Purchase of property, plant and equipment	(151,106)	(179,589)
Interest received	1,914	4,789
Proceeds from disposal of property, plant and equipment	2,000	3,500
Net cash used in investing activities	<u>(147,192)</u>	<u>(171,300)</u>
Net cash used in investing activities	502,921	1,062,496
Cash and cash equivalents at beginning of the year	<u>3,647,679</u>	<u>2,585,183</u>
Cash and cash equivalents at end of the year	<u>4,150,600</u>	<u>3,647,679</u>