

Expansion of Circle of Care scheme to support more disadvantaged children and build capabilities of preschools

- Broadening network to 30 partner preschools and 7 primary schools by 2023
- Building regional clusters in Queenstown, Taman Jurong and Woodlands
- Engaging international experts Centre for Evidence and Implementation and Frank Porter Graham Child Development Institute
- Strengthening child health and development with NUH partnership
- Deepening care for younger children from as young as 2 months old

23 May 2018

- 1) Circle of Care (CoC), a ground-up programme conceived by Lien Foundation and Care Corner Singapore to build a strong support system around a child from a disadvantaged background, will widen its sphere of influence to more preschools and primary schools. The expansion will take place over the next five years, and comes on the back of renewed commitment from the government to tackle social inequality and give every child a good start in life, no matter their family circumstances. At the same time, it will improve its quality of care through strategic partnerships and professional training to impart new skills to social workers, teachers and parents.
- 2) Run by Care Corner Singapore, CoC was piloted in two preschools in 2013 and has grown to 10 preschools and two primary schools. It is by far the first and only intervention care programme locally that combines social work, health specialist services, learning support and parental involvement to render help on different fronts and smoothen the transition from preschool to primary school, where the child is supported until Primary Three.
- 3) In this child-centric model, social workers play a vital role in bringing together different aspects of care to meet the needs of preschoolers. They work with educational therapists, health specialists, teachers and principals – professionals who usually work apart – together as an interdisciplinary team, which is a key feature of the CoC model. They also engage parents as partners and journey with the child into primary school. Through a formalised working relationship with primary schools, regular meetings are held with the school's teachers, allied educators, counsellors and principal. Individual child portfolios summarising the child's background, strengths, needs and learning trajectory are also shared so as to increase the effectiveness and efficiency of support for the child's transition to Primary One.

- 4) By 2023, CoC will have a presence in at least 30 preschools and is projected to serve at least 1,800 children from low-income families. This is an increase from the current 325 children supported by CoC in 10 preschools, of which about a third have progressed to formal schooling. As more preschoolers served by CoC move on to primary schools, CoC will increase its partner primary schools from two to seven.

- 5) About 90 per cent of the children helped by CoC come from families with household incomes of below \$3,000 a month and the majority live in rental flats. This represents one third or less than the median monthly income of \$9,023¹ for Singapore resident households in 2017.

ENGAGING INTERNATIONAL EXPERTISE TO BUILD CAPABILITY

- 6) There is a need to constantly improve CoC's quality of programmes, while ensuring a continuity of support to children and their families. CoC is engaging the Centre for Evidence and Implementation (CEI) and prospective partner Frank Porter Graham (FPG) Child Development Institute at University of North Carolina at Chapel Hill. CEI is an independent, not-for-profit evidence intermediary working to use the best evidence in practice and policy to improve the lives of children, families and communities facing adversity. FPG is one of the oldest multi-disciplinary research institutes in the US devoted to the study of young children.

- 7) Both organisations plan to use a rigorous evidence-based evaluation process to improve effectiveness of the programme. They will also provide ongoing professional development, support in programme implementation and technical assistance within preschools to develop the competence of CoC social workers and preschool staff to serve children and families. The aspiration is for preschool operators to replicate this model and scale up to serve more centres beyond 2023.

REDUCING INEQUALITY THROUGH INVESTMENT IN EARLY CHILDHOOD

- 8) While not a panacea, quality early childhood intervention programmes should be viewed as a necessary and long-term investment in addressing social inequality. This third phase of CoC, which will be carried out over the next five years, will cost over \$12 million. Lien Foundation, which shaped and supported Circle of Care since its inception, will inject \$10 million to finance this project, while Quantedge Foundation has pledged its support with \$2 million. Care Corner Singapore will contribute \$750,000 to the initiative in the form of manpower overheads. Of the \$12 million, 70 per cent of the funds will go towards providing services, 15 per cent will be invested into programme design and professional development while the other 15 per cent will go into evaluation and other costs such as developing an IT system for data collection.

- 9) Mr Lee Poh Wah, Chief Executive Officer, Lien Foundation, said: "Inequality has roots early in life and comprises a myriad of complex issues that can no longer be easily resolved through a

¹ <https://www.channelnewsasia.com/news/singapore/singapore-s-household-income-grew-in-2017-income-inequality-9939710>

conventional approach. Rather than a patchwork of services, which raises additional barriers for families as they have to navigate across different systems, we need a more comprehensive strategy braiding health, social services, schools and community to meet disadvantaged families where they are.”

- 10) Quantedge Foundation, which has a keen interest in programmes that enhance social mobility in Singapore, will contribute to Circle of Care as a co-funder. Mr Lee Yin Chao, Director at Quantedge Foundation, said: “Studies have shown that children from disadvantaged backgrounds, due to multiple risk factors, may already be lagging behind their peers in terms of development by as much as two years, by the time they reach the age of six. We need to prioritise early childhood intervention to better level the playing field for these children.”
- 11) “CoC resonates strongly with us and we hope to be an additional voice to advocate for and demonstrate innovative solutions to tackle inequality in early childhood. High-quality programmes focusing holistically on health and relationships in the early years can have a meaningful long-term impact on children who struggle with the multifarious challenges associated with low-income families,” he added.

MORE SCHOOLS, EARLIER START

- 12) The Circle of Care’s expansion involves deepening existing collaborations with two preschool operators – PAP Community Foundation (PCF) and Singapore Muslim Women’s Association (PPIS) – as well as a new partnership with Presbyterian Community Services (PCS). The team will roll out its services in centres where at least 10 per cent of children come from lower-income households. This number could be as high as 50 per cent in some centres.
- 13) Mr Yap Poh Kheng, CEO, Care Corner Singapore: “It is our vision to see trusted and professional care brought to those in need and the less privileged. Partnering with different agencies who are experts in their own rights will accelerate and make help accessible to these children and their families. The sooner help is rendered, the sooner the gap of inequality can be narrowed. Through CoC, we not only see greater collaboration and concerted efforts across the disciplines, but also leveling up of competencies and unlimited potential of scaling up in Singapore.”
- 14) Ms Agnes Chia, Senior Group Director, Circle of Care, added: “Circle of Care is committed to install updated practices informed by science in multiple domains. This includes healthcare, early childhood expertise, social work, learning support and neuroscience. We are confident this will allow the model to provide children in poverty with a fairer chance to achieve lifelong success.”
- 15) Ms Tan Lee Jee, Assistant CEO of Preschool Services at PCF, said: “We have seen positive results in preschool attendance and development of children in the CoC programme. Through regular discussions, principals and teachers can jointly develop teaching strategies with CoC

social workers and educational therapists to support children and families in the areas of health, finance, academic and social emotional development. Going forward, we are confident that more can benefit from the extension of the programme.” There are currently four PCF Sparkletots preschools under CoC’s support.

- 16) Mdm Rahayu Mohamad, President of PPIS, said: “CoC addresses the social aspect of the child that may impede the child’s development. When parents are able to address their own personal or familial issues, we are able to address the children’s issues like absenteeism from pre-school as well.”
- 17) A new preschool partner to the Circle of Care is Presbyterian Community Services. Its Executive Director, Mr David Lim, said: “The Circle of Care is in line with our outreach to disadvantaged and vulnerable children in the community. The programme, with its professional support, complements one of our strategic positions to provide early detection and intervention. Through CoC, PCS hopes that both parents and teachers are empowered to have a deeper understanding of their respective roles and children’s needs and to provide a supportive and nurturing environment for them to reach their fullest potential. This is a good opportunity for community partners to collaborate and scale up impact to a wider community.”
- 18) CoC will also expand to serve younger children from two months old onwards through services like systematic screening to identify priority areas of health. The CoC team will work with parents to build the foundation for the child’s learning, such as teaching them how to recognise and respond to their baby’s cues and creating opportunities for the child to respond in a positive manner.

TAPPING ON COMMUNITY CLUSTERS TO SUPPORT CHILD AND FAMILY

- 19) Circle of Care will work with centres under the three preschool partners in three regions: Queenstown-Buona Vista (Central), Taman Jurong-Ayer Rajah (West) and Woodlands (North). This strategy of ‘clustering’ aims to form a support system built on strong community ties. A team of social workers and social work associates, led by a senior social worker will oversee each cluster and coordinate access to timely services like health care, student care and grassroots-led enrichment programmes.
- 20) Each CoC cluster will comprise of:
 - a. About 10 CoC partner preschools providing childcare, healthcare and early learning services
 - b. Two to three primary schools: CoC is building a collaborative network of preschools and primary schools to provide a structured transition for children under its care from preschool to primary school, with a specific focus on developing communication and collaboration between the two educational settings.

- c. A community of grassroots and family-support related services: For a start, CoC will tap on Care Corner's existing base of 50 family volunteers who have been trained and are ready to support these families. It will eventually build a pool of volunteers from the community to help parents practise newly acquired parenting skills and form healthy habits.

STRENGTHENING HEALTH SERVICES WITH NUH PARTNERSHIP

- 21) The Department of Paediatrics of the National University Hospital (NUH) has renewed its commitment to provide health and developmental support services for families served by Circle of Care to improve access to early intervention and bridge barriers towards seeking professional help for their children. Dr Chong Shang Chee, Head and Senior Consultant at NUH Child Development Unit, will be Special Advisor to CoC where she will work with the team to refine intervention strategies and support children with greater health and learning needs.

- 22) She said: "Singaporean children enjoy high quality healthcare generally. There are some children from disadvantaged backgrounds who stand to benefit from more timely and early intervention for their development needs. Their parents may be busy working and find it a challenge to bring them for repeated visits to hospitals and clinics, or lack access to information on the services available. Being part of Circle of Care is a significant step for us as paediatricians and doctors to actively serve in a community and customise our services so these children and their families have higher, direct and quick access to healthcare."

- 23) The partnership between NUH and CoC will focus on these areas from 2018 to 2023:
 - a. Fine-tuning targeted health screening in preschools to provide health education through a customised health toolkit.
 - b. Provision of fast-track referral services to its primary care partners to remove systems barriers for families who need further health needs sorted.
 - c. Regular participation in interdisciplinary team meetings of children who have higher developmental learning needs, provide mentoring by specialists such as speech therapists and psychologists to preschool teachers and train those who need specialist guidance for in-class development and behavioural issues.

- 24) Early intervention in children is critical because good physical health and social emotional development are the foundations on which cognitive skills are built upon. From 2017, NUH doctors and nurses performed health and developmental screenings for CoC partner preschools. Dr Chong noted that in the past one year of conducting health and development screenings across nine CoC partner preschools, a high proportion – or 43 per cent – of children screened were found to have a range of definite or probable medical or developmental issues that warranted health interventions at primary care or further detailed assessment by specialists. Among the common issues picked up were delayed language development and undernutrition.

25) Paediatricians from NUH also mentor the CoC team on the application of Brazelton Touchpoints, a well-researched, family-centred approach developed by Harvard Medical School that aims to prime every parent for success. This arrangement will continue for the next five years.

NURTURING SUCCESS

26) While the impact of Circle of Care has the potential to last long beyond childhood, the team has observed all-rounded progress of preschoolers under the programme. These children attended school more regularly and showed an improvement in literacy and numeracy skills – among 30 K2 children in five preschools tracked by CoC, about 90 per cent of them achieved improvements in these two areas. In one of the PPIS preschools, all of the seven children under CoC showed improvements in literacy skills, while in another PCF Sparkletots preschool, 4 of out the 5 children saw progress in their numeracy skills. Those who had health issues were also detected through the Health and Developmental Screening Programme (HDSP), and received timely intervention.

27) Parents, who play an integral role in their child's development, were observed to participate more in school activities and gained new skills that enhanced daily interactions with their children. Going forward, they will be engaged more extensively through support groups and workshops. Such learning journeys are aimed to forge support networks for parents to build confidence and parenting skills to engage their children in a hands-on manner. These include programmes like *Mind in the Making*, developed by US child development expert and work-family researcher Ellen Galinsky, that uses a science-based approach to impart life skills that promote focus, self-control and perspective-taking to children.

28) Reflecting on the learnings from Circle of Care, Lien Foundation's Mr Lee said: "Extending our commitment to CoC can realise our aspirations in changing the game for disadvantaged children, as we enable new capabilities grounded by emerging insights. Together with our partners, we are driven by a shared responsibility to close the widening income achievement gap."

Annex A: Circle of Care 2013-2018 [Factsheet](#)

Annex B: [Case studies](#): P1 transition and health

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ABOUT LIEN FOUNDATION

www.lienfoundation.org | <https://www.facebook.com/JourneywithGeorge/>

The Lien Foundation is a Singapore philanthropic house noted for its model of radical philanthropy. It breaks new ground by investing in innovative solutions, convening strategic partnerships and catalysing action on social and environmental challenges. The Foundation seeks to foster exemplary early childhood education, excellence in eldercare and effective environmental sustainability in water and sanitation. In the area of early childhood development, the Foundation aims to open up opportunities for children from low-income families and those with special needs. In its push for inclusivity in education, the Foundation set up Singapore's first inclusive preschool, Kindle Garden, with AWWA.

It spearheads Circle of Care, a child-centric model of care where teachers, social workers and therapists look after preschoolers from less privileged families in an integrated care approach to mitigate the impact of poverty on their potential. The Foundation, together with KK Women's and Children's Hospital and Thye Hua Kwan Moral Charities, developed the Early Childhood Holistic Outcomes (ECHO), a new family-centred approach to early childhood intervention that focuses on daily functioning of children with special needs for better inclusion to society.

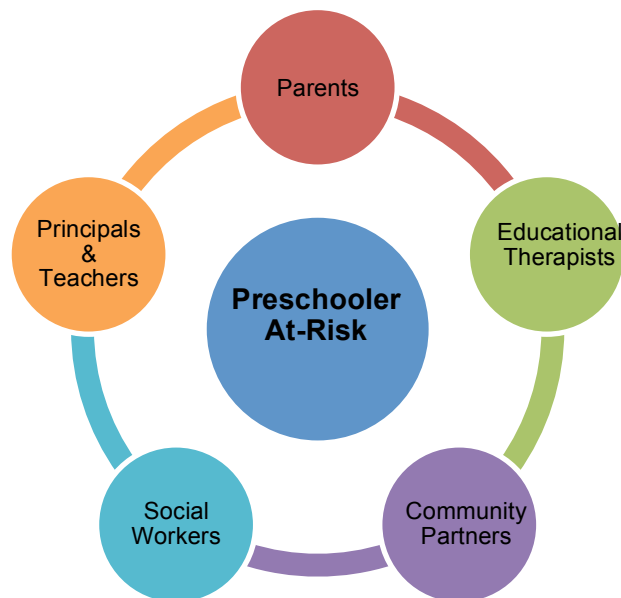
To advocate greater access to quality early childhood education, the Foundation commissioned a study, Vital Voices for Vital Years, that examined leaders' views on improving Singapore's preschool sector and Starting Well, a global benchmark study by the Economist that ranked 45 countries on their provision of preschool education. In 2009, it developed a community-based model of care, Mission I'mPossible, where specialists go into mainstream preschools to help children with learning difficulties. Its success has since inspired a scaled-up version nationwide.

Annex A: Circle of Care Expansion Factsheet

I. About Circle of Care (CoC)

Circle of Care (CoC), a programme conceived by Lien Foundation and Care Corner Singapore to build a strong support system around a child from a disadvantaged background, was launched in 2013 with the help of early childhood expert, Dr Khoo Kim Choo. It is a formal service offered by Care Corner Singapore to preschool operators to address the health and developmental needs of at-risk preschoolers and provide a structured transition from early childhood to primary school.

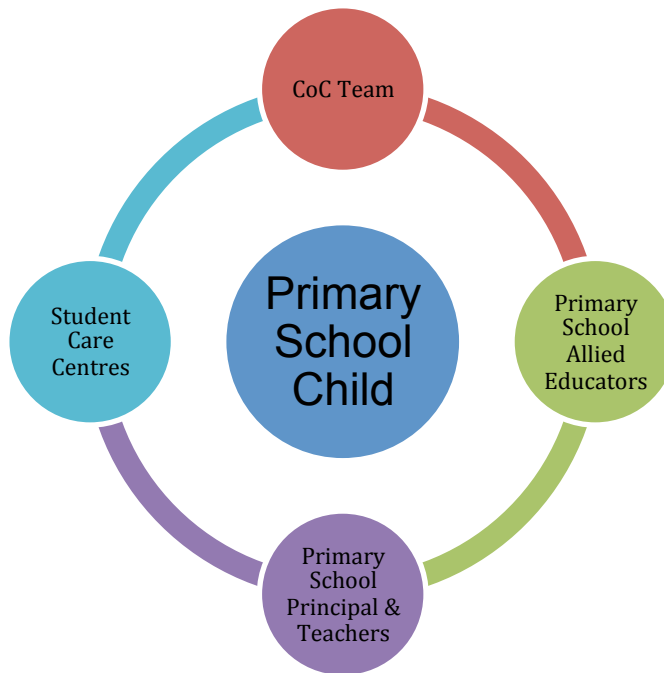
How it works



Circle of Care is by far the first and only intervention care programme locally that combines social work, health specialist services, learning support and parental involvement through an ecological model where social workers, educational therapists, teachers and principals – professionals who usually work apart – come together as an interdisciplinary team (IDT) in a preschool setting. Working hand in glove with parents and the community, a stronger system of support is woven around the child.

Through working closely as a team and sharing a common care plan for each child, the IDT facilitates knowledge exchange as well as discussions on the progress of the child through quarterly meetings. The care plan for the child focuses on his or her learning outcomes, socio-emotional expressive skills, and behaviour. Beyond improving the tangible developmental outcomes for the child, the social work intervention aims to address other issues the family may be facing, such as financial hardship, unemployment or marital instability. Social workers also play a critical role in engaging parents in improving their personal capacities and resourcefulness.

Transition to Primary School



Each child in a preschool under the CoC programme has an individual portfolio drawn up by preschool teachers, educational therapists and social workers summarising his or her strengths, needs and learning trajectory. The portfolio is then shared with counsellors, teachers and allied educators in the primary school. Having a prior understanding of the needs and background of the child increases the effectiveness and efficiency of support for the child's transition to Primary One.

To allow for smooth baton-passing, at-risk children and their families are supported by COC until Primary Three. The CoC team conducts regular meetings with the primary school and engages the child's parents regularly to support and address any concerns.

Having seen positive and promising outcomes from the recipients of care, the Foundation and its partners are embarking on a five-year plan (2018 to 2023) to expand the programme.

Broadly, this will encompass:

1. Broadening the network of CoC to more preschools and primary schools and building regional clusters in neighbourhoods which serve a higher proportion of low-income families
2. Strengthening the provision of specialised health and development support
3. Improving quality of care through strategic partnerships and research insights
4. Professional training to impart new skills to social workers, teachers and parents

II. CoC at a glance

A. HOW MUCH

Investment thus far (2013 - 2018): \$6.14m

Investment for next 5 years (mid 2018 - 2023): over \$12m

B. WHO

Founders

- Lien Foundation (conceived CoC with Care Corner Singapore and funds the programme)
- Care Corner (programme developer and administrator)

New partner with fund injection

- Quantedge Foundation

Child healthcare & development specialist partner

- National University Hospital (NUH) &
- Dr. Chong Shang Chee (NUH Child Development Unit) as Special Advisor

New partners with global research expertise

- Center for Evidence and Implementation
- Frank Porter Graham Child Development Institute

C. COC PRESCHOOLS (2018-2023)

PCF Sparkletots (by PAP Community Foundation)

Existing

- PCF Sparkletots @ Ayer Rajah Blk 48
- PCF Sparkletots @ Ayer Rajah Blk 41
- PCF Sparkletots @ Taman Jurong Blk 161
- PCF Sparkletots @ Taman Jurong Blk 352

Projected by 2021

- 8 new preschools

PPIS (Singapore Muslim Women's Association)

Existing

- PPIS Child Development Centre Bukit Batok
- PPIS Child Development Centre Jurong

Projected by 2021

- 2 new preschools

PCS (Presbyterian Community Services) - new preschool partner

Projected by 2021

- 2 new preschools

Target: Expand to a total of at least 30 preschools by 2023

D. COC PRIMARY SCHOOLS

Existing

- Gan Eng Seng Primary
- Lakeside Primary

Target: Expand to 7 primary schools by 2023

E. NUMBER OF CHILDREN AT-RISK SUPPORTED BY COC

From 2016 - mid 2018: 325 at-risk children (224 preschoolers and 101 primary schoolers)

From mid 2018 - 2023: Targets to support 1,800 at-risk children

F. KEY FEATURES

- Interdisciplinary team (IDT) of social workers, educational therapists, teachers and principals and community partners working closely together and sharing a common care plan for each child
- Regular IDT meetings to facilitate exchange of knowledge and discussions on progress of the child
- Social workers are the main coordinators and provide social work intervention and case management
- Educational therapists provide literacy & numeracy support for K1 & K2 children who need learning support
- IDT works closely with parents and families so that they are actively involved in their children's progress and development
- Community resources are mobilised when necessary to help
- Support for at-risk child's transition to primary school up to P3
- Health & Development Screening programme by NUH
- Training by NUH of CoC team on Brazelton Touchpoints, an approach that focuses on strengthening the families and systems of care around the children at-risk

New features to be introduced:

- Health and development screening by NUH for children from 18 months
- Additional health and development screening for higher-risk children
- Fast-track referral services to NUH's primary care partners
- Health guidance and education through a health toolkit by NUH
- Mentoring support for CoC team by NUH specialists
- Relationship/language-based intervention programme for children from 2 months to 3 years old
- Parents' support groups and workshops to build capabilities of parents
- Child and parent mentoring programme by volunteers

III. What's new in Circle of Care Phase 3: 2018-2023

<p>A. Fresh injection of funds and contributions by</p> <ul style="list-style-type: none"> • New partner Quantedge Foundation (\$2m) • Lien Foundation (\$10m) • Care Corner (\$750,000)
<p>B. Global research expertise & new partners to evaluate and improve quality of practice, and enhance CoC staff competencies</p> <ul style="list-style-type: none"> • Center for Evidence and Implementation • Frank Porter Graham Child Development Institute
<p>C. Build capabilities of CoC team, staff of preschools and parents</p> <ul style="list-style-type: none"> • Enhance competencies of CoC team through collaboration with global partners with expertise on practice design, implementation and research. • Grow expertise of partner preschools through on-the-job mentoring of preschool staff with objective of empowering preschools to implement CoC on their own in future • Support and equip parents through workshops and support groups with techniques on how to better interact with and nurture their children to learn how to focus and make better decisions
<p>D. Expansion to more preschools and primary schools</p> <ul style="list-style-type: none"> • 30 preschools • 7 primary schools
<p>E. Organise regional clusters of care for structured transition from preschool to primary school for at-risk children</p> <ul style="list-style-type: none"> • Queenstown-Buona Vista (Central) • Taman Jurong-Ayer Rajah (West) • Woodlands (North)
<p>F. Deeper care & intervention for children from 2 months to 3 years</p> <ul style="list-style-type: none"> • Relationship/language-based intervention programme for children from 2 months to 3 years old • Health and developmental screening extended by NUH to children from 18 months to identify priority areas of health & development
<p>G. Additional support from NUH</p> <ul style="list-style-type: none"> • Child developmental specialists from NUH provide regular on-site training and mentoring to equip preschool teachers and professional input through participation in regular interdisciplinary team case discussions • Extension of Health and Developmental Screening Programme to children from 18 months • Additional screening for higher-risk children under the annual Health and Developmental Screening Programme • Fast-track referral services to NUH's primary care partners • Health guidance and education through a health toolkit • Head and senior consultant, NUH Child Development Unit, Dr. Chong Shang Chee, will be Special Advisor to CoC. She will work with the CoC team to refine intervention strategies and advise on how to better support children with greater health and learning needs.
<p>H. Enlarged CoC team to include</p> <ul style="list-style-type: none"> • Bigger team of social workers • Volunteer manager and coordinator • Child development specialists • Implementation and research specialists
<p>I. Child and parent mentoring programme by volunteers</p> <ul style="list-style-type: none"> • Train and equip Care Corner's existing base of 50 family mentor volunteers • Through regular visits, volunteers mentor parents and children on parenting skills and forming healthy habits

IV. Lien Foundation's CoC Partners

Quantedge Foundation

Quantedge Foundation is a philanthropic foundation that is registered as a Charity and Institution of Public Character in Singapore. The Foundation aims to deliver impactful solutions to social problems and challenges in Singapore by focusing on areas where the Foundation can achieve the largest amount of social good per dollar spent. As such, the Foundation has a broad range of charitable objects including the relief of poverty and the advancement of education, with a specific focus on Singapore. We aim to find, design and/or fund social projects including research which benefit and enhance the social sector in Singapore.

Care Corner Singapore Ltd

Since 1981, Care Corner has been a voice and catalyst of care, compassion and change, serving the vulnerable, disadvantaged and isolated in the Singapore community without consideration of race, gender or religion. In line with our vision "To bring care to every corner", we build hope and promote the well-being of individuals and families in community through social and health care services. Each year more than 14,500 service users are served by our network of 32 centres located island-wide that support infants from as young as 2 months to seniors over 90 years of age.

National University Hospital (NUH)

The NUH is a tertiary hospital and major referral centre for a comprehensive range of medical, surgical and dental specialties. The Hospital also provides organ transplant programmes for adults (in kidney, liver and pancreas) and is the only public hospital in Singapore to offer a paediatric kidney and liver transplant programme.

Staffed by a team of healthcare professionals who rank among the best in the field, the NUH offers quality patient care by embracing innovations and advances in medical treatment.

In 2004, the NUH became the first Singapore hospital to receive the Joint Commission International (JCI) accreditation, an international stamp for excellent clinical practices in patient care and safety. Today, patient safety and good clinical outcomes remain the focus of the hospital as it continues to play a key role in the training of doctors, nurses and allied health professionals, and in translational research which paves the way for new cures and treatment, offering patients hope and a new lease of life.

A member of the National University Health System, it is the principal teaching hospital of the NUS Yong Loo Lin School of Medicine and the NUS Faculty of Dentistry.

For more information, please visit www.nuh.com.sg

Center for Evidence and Implementation

The Centre for Evidence and Implementation (CEI) is an intermediary organisation positioned between the domains of policy, research and practice within child, youth and family services. CEI is a not-for-profit organisation with a mission to achieve the most desirable life outcomes for vulnerable children, families and communities through informed use of evidence in practice, programming and policy.

Frank Porter Graham Child Development Institute

The Frank Porter Graham Child Development Institute (FPG) is an internationally recognized research institute at the University of North Carolina at Chapel Hill founded in 1966. It is one of the oldest and largest multidisciplinary research institutes in the U.S.A. devoted to enhance the lives of children and families through interdisciplinary research, technical assistance, professional development, and implementation science. Approximately 60 doctoral level investigators, 25 Fellows affiliated with other UNC departments, and 225 staff work on more than 70 projects promoting positive developmental and educational outcomes for children and families of all backgrounds and abilities from the earliest years.

PCF Sparkletots

PCF Sparkletots is operated by the PAP Community Foundation (PCF), a charitable organisation founded by the PAP, committed to nurturing a multi-racial, fair, just and inclusive society by providing educational, welfare and community services. PCF Sparkletots is currently Singapore's largest preschool operator and employer with more than 360 preschools island-wide offering over 40,000 kindergarten and childcare places. Offered across all PCF Sparkletots preschools is the Sparkletots Curriculum, which embraces six learning domains: language and literacy, aesthetics and creative expression, discovery of the world, motor skills development, numeracy, and social and emotional development. This is a child centred holistic curriculum, which embeds important elements of character education and values focused on the environment and family.

Persatuan Pemudi Islam Singapura or Singapore Muslim Women's Association (PPIS)

Founded in 1952, PPIS is a non-profit organisation focused on community services. PPIS is dedicated to working with women of all ages in carrying out their multiple roles in society. PPIS runs three core community services namely Family Services, Student Care and Early Childhood Education (ECE). With 16 centres island wide, the services work together to provide a quality and holistic support as well as developmental programmes for women and their families.

Presbyterian Community Services (PCS)

Presbyterian Community Services (PCS) is a voluntary welfare organization founded in 1974. It is registered with the Commissioner of Charities and a member of the National Council of Social Service. Currently PCS has 27 centres spanning across the island.

PCS is one of the foremost providers of pre-school education and has a wide range of services such as infant care, childcare, special needs, special needs school, residential home for teenage girls, youth-at-risk programme, eldercare services, emergency relief scheme and other services to meet the multi-generational needs of the population.

PCS is an appointed partner operator for children services and centre of specialisation in integrated childcare for children with special needs. PCS is also a foundation member of St. Luke's Hospital.



Annex B: Case Studies

Case study 1: Primary 1 transition

STRONG SUPPORT IN TIMES OF ADJUSTMENT

Jane* is currently a primary one student at Lakeside Primary School (Lakeside). She started on the CoC programme when she was in K1 at a PCF preschool.

Jane's father had passed away suddenly from an illness when Jane was in K1. After his death, she only went to school once a month. She began to forget her alphabets and was unable to participate actively in class.

The CoC interdisciplinary team quickly established a plan for the family. Jane received intervention to deal with her grief over her father's death. She was also put on the FLAIR programme^[1] for language assistance. The team provided parenting and transitional support to Jane's mum in areas like grief management and financial assistance.

Thanks to the intervention of the CoC team, Jane went back to attending school regularly and got back on track in her learning. Her level of confidence and resilience increased both in school and at home.

Jane has also benefited from CoC's P1 transition programme. As her mother was new to Singapore and unfamiliar with the local primary school system, the CoC team helped her with Jane's primary school application. Before starting P1, the mother and daughter attended an orientation session specially organised by CoC and Lakeside.

To facilitate her transition, the CoC team shared Jane's progress report with the primary school and also referred her to the attached student care centre there. They hold quarterly team meetings with Lakeside to discuss Jane's progress and wellbeing. This continued support is to help her cope and adjust to the new environment and demands.

When her mother remarried late last year, the CoC team observed that Jane was able to adapt and build a good relationship with her new stepfather. Her attendance at school and student care has been regular. Her school teachers have given positive feedback that she is a happy, vocal, well-socialised and confident child. Jane will continue to receive support from CoC up to Primary 3.

** not her real name*

[1] Focused Language Assistance in Reading (FLAIR) programme, a programme by AECES and MOE to provide focused language assistance to kindergarten children [https:// www.aeces.org/ project-flair/](https://www.aeces.org/project-flair/)

Case study 2: CoC's health component

STEADFAST SUPPORT ON THE JOURNEY TO BETTER HEALTH

In April last year, four-year old James* went through health screening provided by CoC's health partner, National University Hospital (NUH). The NUH team learnt more about his condition of anaemia from his grandmother, the primary caregiver. She was struggling to get James to follow his doctor's advice of having a more balanced diet, as well as drinking more water. This was to manage the side effects of bad constipation that arose from the iron tablets James had to take for his anaemia.

Unfortunately, he began to develop a phobia of going to the toilet and moving his bowels. He would not pass motion for days and this led to him involuntarily soiling his pants up to five times a day at school. James was plagued by feelings of shame and inadequacy, especially when his classmates teased him each time he had an accident.

The interdisciplinary CoC team took a multi-pronged approach to help James and his family. During the health screening by NUH, the doctors emphasised the importance of good nutrition to James' grandmother. To help them better manage his condition, a CoC social worker accompanied James and his grandmother to all the medical appointments. During these visits, the social worker would share her insights about James' condition in school and at home so as to better inform the doctor's assessments.

The social worker also provided parenting skills support to James' family to help them follow through the paediatrician's recommendations. This included setting routines for bowel movements, ensuring good food intake habits through positive modelling and having a reward system for a healthy diet.

In school, the CoC team worked with James' teacher to come up with classroom strategies to encourage proper toileting behaviour. His teacher purposefully models the right empathetic behaviour towards James so that his classmates would understand and not shame him when he accidentally soils himself. To further help James deal with his fear and feelings of shame, a social worker engages him through therapeutic play to build his emotional resilience.

Now 5 years old, James has made marked improvements. He now explores healthier food options and has increased his protein intake. With a better diet, his blood count and growth percentile are in the healthy range and he no longer needs to take iron supplements. He is less fearful of going to the toilet and no longer resists sitting on the toilet bowl. James is also more emotionally resilient. The CoC team continues to work with James and his family to monitor his diet and regulate his bowel movements.

** not his real name*