



## **De-institutionalising the shunned institution: New care approach & reforms to put more 'heart' & 'home' into the nursing home**

***Lien Foundation, Khoo Chwee Neo Foundation and The Salvation Army Peacehaven Nursing Home pioneer innovative and affordable model for persons living with dementia amid government push for more nursing homes***

***New \$15m building for 60-bed nursing home and a Centre of Excellence for dementia care***

12 February 2015

1. Returning autonomy, dignity and a sense of well-being to the elderly in nursing homes – this is the vision and care philosophy for the 'Jade Circle' project by the **Lien Foundation, Khoo Chwee Neo Foundation and The Salvation Army's Peacehaven Nursing Home**. The timing is urgent: With the ageing population and increasing incidence of dementia, the government is increasing the number of nursing home beds from the 10,652<sup>1</sup> beds by 60% to 17,150<sup>2</sup> beds by 2020; while the number of persons living with dementia is projected to more than double to 103,000 by 2030<sup>3</sup>. The partners are championing a new philosophy of care with the aim to shift the paradigm from a structured regiment of institutionalised care to person-centred and relationship-based care. Designed like a cosy home, its architecture and grounds will have technology and features to enhance privacy, independence and safety.

### ***Designed to put more 'heart and home' into nursing homes***

2. Doing away with the usual six to eight-bed 'hospital ward' style of layout, 'Jade Circle' will create a home-like environment designed to offer more privacy, social living spaces and recreation. With interiors by President Design Award winner

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<sup>1</sup> Health Facilities – 2013, Ministry of Health

[https://www.moh.gov.sg/content/moh\\_web/home/statistics/Health\\_Facts\\_Singapore/Health\\_Facilities.html](https://www.moh.gov.sg/content/moh_web/home/statistics/Health_Facts_Singapore/Health_Facilities.html)

<sup>2</sup> More nursing home beds by 2020; 6% may be run directly by Health Ministry, The Straits Times, 31 July 2014.

<sup>3</sup> Estimate for Singapore as projected in *Dementia in the Asia Pacific Region*, published by the Alzheimer's Disease International, November 2014.

(Designer of the Year) Peter Tay and architecture by S.A Chua Architects, the nursing home will offer 24 single rooms and 18 twin-sharing rooms – all with ensuite bathrooms, family-like dining areas, lounges, rooms and facilities for interaction and relaxation. The twin-share rooms will enable couples or family members to live together.

3. Setting 'Jade Circle' apart as a next-generation nursing home are its principles of design and philosophy of care that offer:

<b>Intimacy</b>	Closeness of contact with small teams of care staff and privacy features in rooms and living areas for relationship building
<b>Autonomy</b>	Residents are free from fixed schedules, with the flexibility to plan their day and access social and shared spaces whenever they wish
<b>Warmth</b>	Physical layout of home is designed to encourage social activity and interaction, homely décor and furnishings
<b>Smart Technology</b>	Use of assistive or adaptive devices, sensors, mobile technologies
<b>Green Living</b>	Creating the natural world with sunlight, plants, outdoor access
<b>Caring for Carers</b>	Conducive environment for staff to learn and work together, with access to peer support network and better staff facilities ,

4. The 4,000 square metres, four-storey extension block to be built next to Peacehaven Nursing Home will comprise:

<b>Living Space</b>	Homes for 60 persons living with dementia (PWDs) at Level 3 & 4
<b>Learning Space</b>	Dementia simulation room, laboratories and seminar rooms for training, workshops and hands-on learning on dementia care
<b>Community Space</b>	SPICE Dementia Daycare Centre (for 30 PWDs), hair salon, grocery store, al fresco café, outdoor senior fitness circuit and indoor gym, and nostalgia garden.

#### **Why 'Jade Circle'**

5. Highlighting the debasement that nursing homes can unintentionally cause, Mr Lee Poh Wah, CEO of Lien Foundation said, "Why are we warehousing our vulnerable elderly in hospital-like settings where they have little privacy, autonomy, sense of control and socialisation? While safety & institutional efficiency are important, what is even more critical is to create an environment where they can grow old with grace,

comfort and dignity. Jade Circle aims to put back the heart and home into our nursing homes, and redefine how we support our dependent elderly and the staff who care for them.”

**Alternative care approach**

6. ‘Jade Circle’s’ innovative model removes the regiment of schedules and top-down nursing-directed care. Its philosophy is to empower residents to make decisions, offer choices and greater social interaction, as well as provide homely comforts and an atmosphere for the elderly to live meaningful, dignified lives.
7. The project draws lessons from the success of Hope Residential Living Area (RLA), a 2006 collaboration between Peacehaven Nursing Home and the Lien Foundation, and the much-lauded America’s Green House model of long-term care. Elaborating on these unconventional approaches, Peacehaven’s Executive Director, Mdm Low Mui Lang said, “We saw good results from Hope RLA’s hostel-type of environment that gave its residents with dementia the freedom to choose their activities and mealtimes, and personalise their rooms. They were better able to retain their daily functions and slow down the progression of dementia.” Hope RLA has since expanded to 56 beds, and the demand for its services continues unabated.
8. Mdm Low added, “We are also inspired by the Green House model<sup>4</sup> and the way its home-like setting and empowered staff offer nurturing and person-centred care to residents. As a result, outcomes among residents are markedly improved. This has led to more homes in America adopting this model. So we want to re-think and review how we can care for our elderly. Instead of giving top-down care from the perspective of care professionals, could we not reform our care model from the perspective of the elderly, who are often powerless at the receiving point?”
9. Research in best practices for eldercare have identified that “flexibility is crucial: residents must be able to choose when and what to eat, when to bathe, the types of household activities, and whether to participate in them. The result is a community

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<sup>4</sup> <http://thegreenhouseproject.org/green-house-model>

in which residents and [professional caregivers] all have choices and can make meaningful contributions to their environment.<sup>5</sup>

10. The novel approach and concept of care developed for 'Jade Circle' is a result of the feedback and suggestions gathered from different groups of stakeholders such as staff and patients from various nursing homes, families and caregivers and domain experts in dementia care. They share a common wish for personal touch and care to be restored for the elderly to live meaningful lives in nursing homes.

### ***Empowered Care Staff***

11. Staff at "Jade Circle' are organised as smaller self-managed Care Teams, as opposed to rigid structures of top-down roles and responsibilities. The Care Team shares care and household responsibilities. Each Carer is empowered with greater responsibilities for the elderly under their charge.
12. Caring for persons with dementia can be challenging and stressful and often takes a physical and emotional toll. To support the Carers they will be provided with continual training, access to senior staff, and the peer support network of Peacehaven Nursing Home.

### ***Deepening and increasing dementia care capabilities in Singapore***

13. Currently, there is a huge shortage of dementia care professionals and practitioners in Singapore, and there is no single institution or academy here offering tertiary education in dementia care. Ms Peggy Goh, Chairman of the newly formed Khoo Chwee Neo Foundation underscored the project's dual aims that address this. She said, "Besides introducing a new care approach, Jade Circle will start a Centre of Excellence at the nursing home. This is to fast-track and deepen dementia care capabilities in Singapore so as to meet the needs of the growing numbers of persons living with dementia." This project is the first for the Foundation, started in 2015 with the mission to show God's love by creating lasting solutions to poverty and social injustice in aid of the elderly poor and underprivileged children.

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<sup>5</sup> Perkins, B., & Hoglund, J. D. (2013). *Building type basics for senior living* (2nd Ed.). Hoboken, NJ: John Wiley & Sons, Inc. Page 42.

***Professional development to boost care standards***

14. To raise the standards and knowledge of dementia care in Singapore, 'Jade Circle' will develop leadership in dementia education and research, , as well as deepen expertise in dementia care practices for current nursing home staff. Its training centre will offer courses, practical attachments, workshops and seminars, as well as professional diplomas and degrees through tie-ups with overseas universities. It will partner Wicking Centre, the dementia research and education centre from University of Tasmania, to provide such professional education in Singapore.
15. Workgroups with expertise in dementia care will be started at 'Jade Circle' to drive and harmonise dementia care standards, review training curriculum and improve quality of courses. This Centre of Excellence for dementia care will promote knowledge sharing and data collection for research in dementia care. Insights gained from this will be used to identify and better understand, as well as tackle the underlying issues of dementia care.

***More freedom and better safety***

16. Technology will be a key enhancer of person-centered care at 'Jade Circle'. Practical and non-intrusive technology will be used to improve and support 'Jade Circle' in the areas of hospitality, health & wellness, and the safety and comfort of residents. Ken Tan, Founder and Managing Director of PulseSync, the key I.T enabler for 'Jade Circle' said, "We are mindful of our overarching mission to bring the element of "home" to 'Jade Circle' through technology. For instance, residents will be able to enjoy greater independence as if they were in their own homes. Their multi-function wristband lets them explore the nursing home grounds without fear of getting lost and they can use it to buzz for help anytime. These bands also allow the Carers to track them remotely and can be used for other touch points like meal orders, appointments or when using fitness equipment."

***Smart technologies boost productivity***

17. Better data collection and analysis of residents' clinical data, exercise patterns and activities could help improve quality of care. The information could trigger alerts of potential falls, challenging behaviour, or conflicts. This way, the level of care can be improved or tweaked for each resident as they go through the stages of dementia. Some of the latest technologies that 'Jade Circle' will deploy include the smart bed,

assistive or adaptive devices, memory rehabilitation, mobile technologies, as well as simulation and interactive applications to improve residents' interaction with their surroundings. These efforts will boost productivity for the nursing home as it fights the manpower crunch.

***Affordable Fees, Comparable Costs***

18. 'Jade Circle' is expected to be completed by 2Q 2016 and to start operations by 3Q 2016. As part of Peacehaven Nursing Home, it will enjoy some rationalisation of resources and services. It will also adopt standards that exceed the Government's enhanced nursing home standards and existing planning norms for nursing homes.
19. The evaluation of similar models overseas has shown that the cost of operating such innovative models of care are comparable to that of conventional nursing homes. Typically, this is due to better cost efficiencies arising from the reconfiguration of resources and staffing. Instead of the traditional hierarchy, the typical manpower staffing is reorganised into self-managed teams that take charge of serving a small group of elders under their care.<sup>6</sup>
20. 'Jade Circle' will admit those with moderate & severe dementia for the residential home whether on private or subsidised fee basis. Needy PWDs will be eligible for government subsidies. Estimated fees could range between \$2800 and \$3500 per month ***before*** means testing, depending on the level of care needed.

***Growing incidence of dementia***

21. Mdm Low estimates that about 60% of residents in Peacehaven Nursing Home suffer from dementia. If other nursing homes in Singapore mirror this trend, it suggests that current care models and approaches have to be adjusted and improved to cater to the widespread and growing incidence of persons living with dementia.
22. "We owe it to our Pioneer Generation to provide better places to spend their golden years," said Lien Foundation's Mr Lee "Aging baby boomers with better education and higher expectations will desire higher service standards. The time for change is

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<sup>6</sup> Senior Housing & Care Journal, 2011, Volume 19, No. 1, Pages 20-21.

now. The nursing homes being built today will dictate the kind of lives our elderly will have in future.”

*Annex A - A Day at 'Jade Circle'*

*Annex B - Factsheet on Project 'Jade Circle'*

*Annex C – 'Jade Circle' compared with Nursing Homes*

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#### **ABOUT THE LIEN FOUNDATION**

[www.lienfoundation.org](http://www.lienfoundation.org)

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. They support innovative models of eldercare, advocate better care for the dying and greater attention on dementia care.

Since 2005, the Foundation has harnessed IT for capacity building and enhanced the quality of care in healthcare nonprofits like hospices and nursing homes. In 2010, the Foundation commissioned the first-ever global Quality of Death index ranking 40 countries on their provision of end of life care. It has published research that unveiled the views of doctors and thought leaders on what would improve end-of-life care in Singapore.

#### **ABOUT THE KHOO CHWEE NEO FOUNDATION**

The Khoo Chwee Neo Foundation was incorporated in January 2015 to achieve its Founder - Peggy Goh's philanthropic aspirations. The Foundation's mission is to put God's love into action by creating lasting solutions to poverty and social injustice through the Foundation's well-rounded care programmes for the elderly poor, and education and rehabilitation programmes for children.

The Foundation's main programmes are to provide care for the physical and emotional needs of the elderly poor, and to provide access to education for underprivileged children and children with special needs in Singapore, as well as from other developing countries in Southeast Asia. The Foundation was named after the Founder's mother, Khoo Chwee Neo, to remember Madam Khoo's passion in helping the poor and needy.

#### **ABOUT THE SALVATION ARMY PEACEHAVEN NURSING HOME**

[sg.salvationarmy.org](http://sg.salvationarmy.org)

With a current capacity of 401 beds, The Salvation Army Peacehaven Nursing Home provides compassionate, individualized, holistic care to all regardless of race, language or religion. It offers a comprehensive gamut of services to care for the sick, frail and elderly who have physical or mental disabilities with minimal or no appropriate caregiver support at home.

## Annex A

### Mdm Tan's Day at 'Jade Circle'

*Mdm Tan wakes up to the sight of her bedside photo frame that captures her first birthday celebration at Jade Circle. In the photo are her son and two grand children, and her favourite persons at the nursing home – Dr Goh her physician, Miss Ng the dietician and Betsy the carer.*

*Reaching out for her remote control, she lowers the bed and gets out by leaning on the "Smart Bed's" retractable hand-bar. Dr Goh pops in to check on her low-grade fever and confirms she is well enough to attend her physiotherapy and speech therapy sessions in the afternoon.*

*At breakfast, Mdm Tan enjoys kaya toast prepared by a fellow resident Mrs Lee, who loves baking with the help of the nursing home's carers. In the afternoon, Miss Ng the physiotherapist helps Mdm Tan with her post-surgery knee exercises and charts the progress from her iPad. After the exercises, Betsy comes over to Mdm Tan's room to check and note down her daily vital signs record.*

*In the evening, Mdm Tan's son visits and they have an early dinner together at the residents' lounge with some of Mdm Tan's friends. After dinner, they join other residents from Peachaven Nursing Home for a pre Chinese New Year 'lo-hei' party. Noticing she looked rather tired, Betsy suggests Mdm Tan retire to bed early. Before Mdm Tan's son takes his leave, he arranges with Betsy for his mother to have a haircut at the nursing home's salon tomorrow.*



# 'JADE CIRCLE'

## A About 'Jade Circle'

### 1. WHAT IT IS

'Jade Circle' has two main areas of focus—providing home-like residential living to the elderly with dementia, and boosting capacity and capabilities in dementia care in Singapore through training and research.

It will pioneer a new philosophy of care aimed to transform the nursing home into an oasis of care with a homely environment designed to restore autonomy, dignity and a sense of wellbeing to the elderly.

As a Centre of Excellence for dementia care, 'Jade Circle' will be hosting training facilities and programmes to deepen and increase capabilities and capacity in this area. It will also convene dementia care expertise and promote knowledge sharing and innovations in dementia care.

### 2. WHO ARE INVOLVED

Catalysed and made possible by the **Lien Foundation** and **Khoo Chwee Neo Foundation**

Key Partner **The Salvation Army Peacehaven Nursing Home**

IT & Technology by **PulseSync**

Architecture by **S A Chua Architects**

Interior Design by **Peter Tay Studio**

### 3. WHERE

This 4-storey purpose-built dementia care facility is built as an extension to the existing The Salvation Army Peacehaven Nursing Home at 9 Upper Changi Road North

### 4. WHEN

Estimated to be ready by 3Q 2016

### 5. WHO IS IT FOR

Persons living with dementia

### 6. FACILITIES

- Residential home for persons living with dementia
- Learning space to train healthcare professionals and conduct research
- Community space and day services centre

### 7. TYPES OF CARE

- Residential care
- Day services care

### 8. CAPACITY

#### RESIDENTIAL CARE

60 beds

24 Single Rooms

18 Twin Sharing Rooms

#### DAY SERVICES CARE

30 persons

### 9. NUMBER OF STAFF

- 23

### 10. SIZE

GFA - approximately 4000 m<sup>2</sup>

#### **Single Room**

16 m<sup>2</sup> (excludes bathroom)

#### **Twin-sharing Room**

21 m<sup>2</sup> (excludes bathroom)

#### **Training Centre**

279 m<sup>2</sup> (excludes common areas; classrooms for training centre double up as activity/multi-purpose rooms for the residents)

#### **Daycare Centre**

105 m<sup>2</sup>

## B Nursing Homes in Singapore<sup>1</sup>

No. of nursing homes	66
No. of nursing homes' beds	10,652
No. of nursing homes' beds planned <sup>2</sup>	17,150 by 2020
No. of Day Rehabilitation Centres / Day Care Centres	50
No. of Home Nursing Providers	11
No. of Home Medical Providers	10

<sup>1</sup> Health Facilities in 2013, [bit.ly/MOHHealthFacilities](http://bit.ly/MOHHealthFacilities)

<sup>2</sup> The Straits Times, 2 Aug, 2014, *More nursing home beds to cater for rising demand*

## C Dementia in Singapore<sup>1</sup>

Number of persons with dementia <sup>3</sup>	28,000 (2013)
Estimated number of persons with dementia <sup>4</sup>	45,000 (2015) • 103,000 (2030)
Estimated costs of dementia care in 2015 <sup>5</sup>	US\$1.664 billion
No. of Dementia Day Care Centres <sup>4</sup>	14

<sup>3</sup> Speech by Minister for Health, Mr Gan Kim Yong, at the 3rd Singapore International Neurocognitive Symposium, 5 Apr 2013, [bit.ly/GanKimYongspeech](http://bit.ly/GanKimYongspeech)

<sup>4</sup> Dementia in the Asia Pacific Region, Pg 53, [bit.ly/dementiainAPR](http://bit.ly/dementiainAPR)

## D 'Jade Circle' Estimated Charges

'Jade Circle' admits private and subsidised residents.

Estimated fees could range between \$2800 and \$3500 per month before means testing, depending on the level of care needed. Needy persons living with dementia will be eligible for government subsidies.

## E Financial Commitment by the Foundations

Lien Foundation	\$5m
Khoo Chwee Neo Foundation	\$5m

# HOW 'JADE CIRCLE' COMPARES TO THE CURRENT NURSING HOMES

## CURRENT NURSING HOMES VS 'JADE CIRCLE'

**ENVIRONMENT**


 Institutional, hospital ward setting.
 



 Residential, homely environment and small group setting.


**PHILOSOPHY**

Emphasis on the provision of nursing care and assistance in activities of daily living.
 

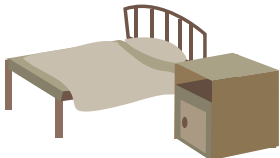
 Emphasis on person-centred care and aging with dignity.

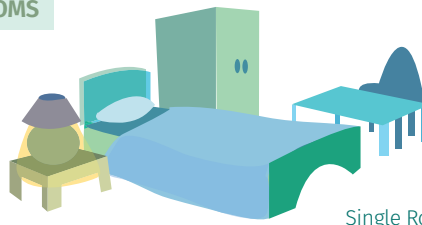
**TYPES OF WARDS/ROOMS**


 Typically 8-bedded wards with approximately 5% being single or twin-sharing rooms. Single rooms are usually for infection control. Wards are segregated by gender.
 



 Single and twin-sharing only, for added privacy. Twin-sharing rooms may be used by couples or siblings.


**SIZE OF ROOMS**


 Follows MOH's proposed minimum space of 6 m<sup>2</sup> per patient bed (MOH Guidebook on Nursing Homes).
 

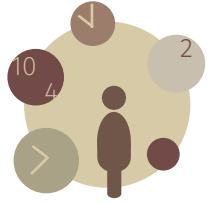

 Single Room: 16 m<sup>2</sup>  
Twin-sharing Room: 21 m<sup>2</sup>


**BATHROOMS**


 Typically shared bathrooms.  
1 WC, 1 shower, 2 wash basins to 16 beds (MOH Guidebook on Nursing Homes).
 


 Ensuite bathrooms for better privacy.  
1 WC, 1 shower, 1 wash basin to 1 or 2 beds.

**INDEPENDENCE / AUTONOMY / PERSONALISATION**

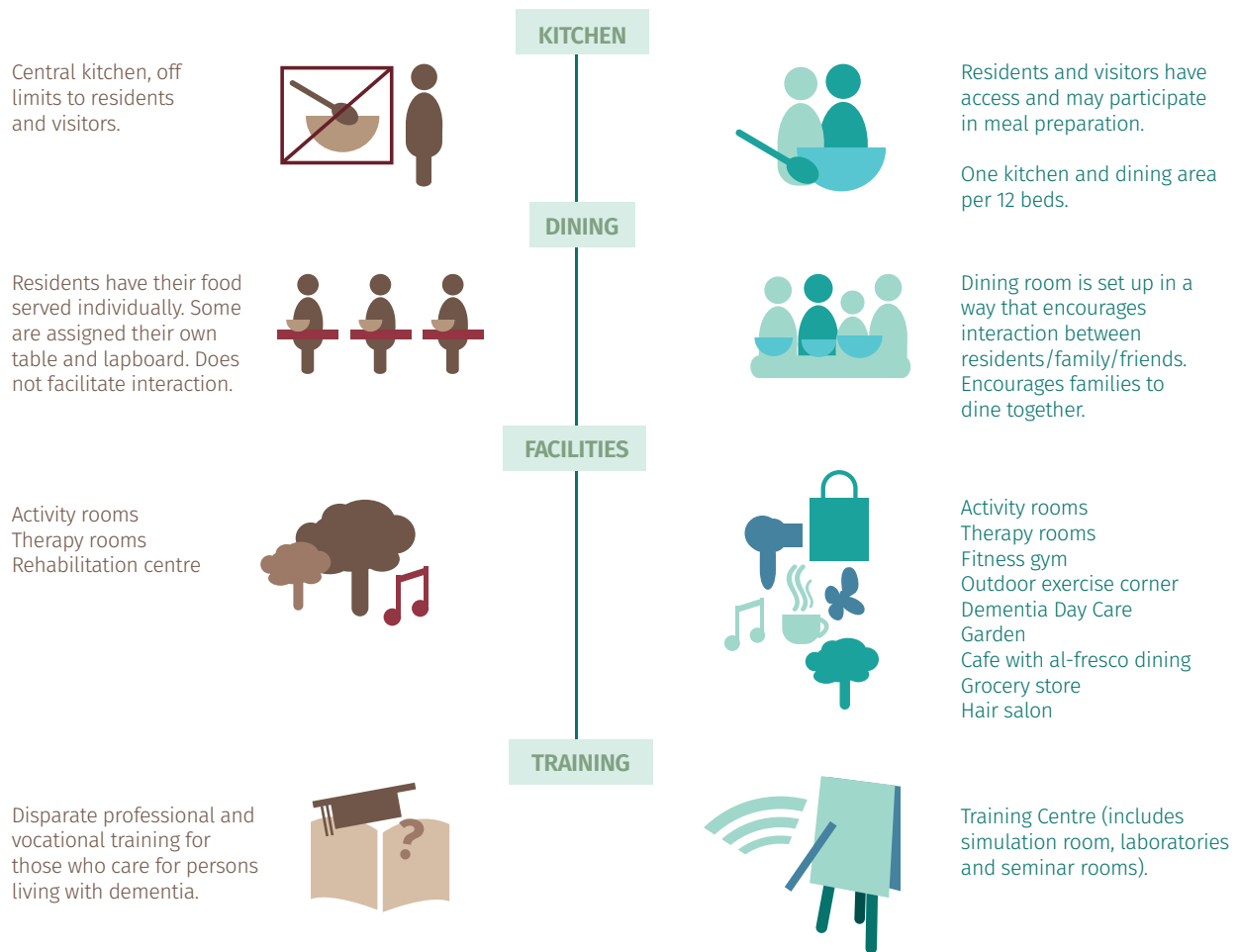

 Regimented meals. Activities, including waking, sleeping and bathing times are scheduled.  
Limited space for personal items.
 


 More autonomy in choice of activities, including waking, sleeping and bathing times.  
Ample place for personal items and effects.

**CARE STRUCTURE/ STAFF**


 Nurses provide direct care to the residents and also act as case managers.
 


 Care teams manage the day-to-day care of small groups of residents in partnership with doctors, nurses and allied health professionals.



## GUIDELINES / STANDARDS ON ROOM SIZE

	AUSTRALIA	US	UK	JAPAN	SINGAPORE
MINIMUM SIZE (EXCLUDING ENSUITE FACILITIES)	14 m <sup>2</sup> (Single) 27 m <sup>2</sup> (Double)  Majority are single rooms <sup>1</sup>	14 m <sup>2</sup> (Single) 23 m <sup>2</sup> (Double)	12 m <sup>2</sup> (Single) 16 m <sup>2</sup> (Double)  Only single rooms for nursing homes built after 2000 <sup>2</sup>	13 m <sup>2</sup> (Single)	6 m <sup>2</sup> per bed
MAXIMUM IN ROOM	2	4	2 (Residents must agree to share the room)	2 (Only spouse or close relatives)	Typically 8-bedded
SOURCE	Australian Cost of Residential Aged Care Research, <i>Service Costs in Modern Residential Aged Care Facilities</i> , January 2012 <a href="http://bit.ly/GTcare">http://bit.ly/GTcare</a>	Nursing home care requirements, <i>Code of Federal Regulations</i> , Title 38, Chapter 1, Part 59, Section 59.140 <a href="http://bit.ly/USnursing">http://bit.ly/USnursing</a>	<i>Care Homes for Older People, Minimum National Standards, Care Home Standards</i> , 3rd Edition, Pg 24 <a href="http://bit.ly/UKcareMinStds">http://bit.ly/UKcareMinStds</a>	<i>Regulations for Residential Eldercare Facilities</i> , 2013 <a href="http://bit.ly/JapGuide">http://bit.ly/JapGuide</a>	<i>A Guidebook on Nursing Homes</i> , MOH, 2002 <a href="http://bit.ly/MOHguideNH">http://bit.ly/MOHguideNH</a>

<sup>1</sup> State-level regulations, e.g. Victoria, recommends that bedroom should be large enough to accommodate two to three chairs, ensuite must not be less than 5 m<sup>2</sup>. (<http://bit.ly/VICgeneric>)

<sup>2</sup> Minimum room furnishings include seating for two, enclosed space for clothes, screening (for privacy in older developments with twin-sharing rooms).