

Three Social Service Agencies and Lien Foundation Partner on a New Approach to Innovation

*Allkin Singapore, Care Corner Singapore, Fei Yue Community Services and Lien Foundation join forces
to launch the Innovation Collective*

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SINGAPORE, 28 July 2026 – Allkin Singapore, Care Corner Singapore, Fei Yue Community Services and Lien Foundation today announced the formation of the Innovation Collective, a new sector-led partnership to build innovation capabilities across the three major social service agencies (SSAs). The Collective embeds new capabilities within each SSA, building the muscle to anticipate, adapt and respond to evolving community needs. The three SSAs will also collaborate on strategic joint projects to drive systemic change, taking a key step towards building a shared culture of innovation and exploring joint solutions together.

Allkin, Care Corner and Fei Yue signed a Memorandum of Understanding (MOU) to formalise their joint commitment to the Collective, backed by a S\$3.9 million investment from Lien Foundation over three years. The signing was held on the side of Care Corner's Learning Festival and Ideathon 2026 and was witnessed by Mr Goh Pei Ming, Senior Minister of State for Social and Family Development.

The Innovation Collective

The Innovation Collective marks a deliberate shift in approaching innovation within Singapore's social service sector. Conventional funding schemes are often directed towards specific programmes which determine service headcount, leaving little bandwidth to look into unmet service user needs and tackle long-term issues holistically.

To address this, Lien Foundation is supporting the hiring of three dedicated innovation teams, one housed within each of the three SSAs, which together form the Innovation Collective. Each team brings in new talent with capabilities typically found outside of social service such as technology, design, and product management. Working closely with social work professionals, they co-develop new solutions to complex issues, while also building a culture within their organisations that encourages experimentation. The funds also cover practical support for the innovation process such as prototyping tools, user research and leadership workshops.

A Four-Way Partnership to Demonstrate a New Model of Collaboration

Rather than pursue occasional knowledge-sharing sessions or one-off joint pilots, the three SSAs are committing to build innovation capability together in a sustained way, with Lien Foundation providing strategic support and access to expertise from the technology industry.

This marks a shift away from agencies developing solutions independently, often resulting in duplicated effort and higher costs, towards a collaborative model where they jointly identify shared challenges, co-design solutions, and scale successful innovations across their combined networks. Together, the organisations employ more than 1,700 staff and serve over 154,000 clients across every life stage, from children and families to frail seniors.

The Collective's initial focus is on addressing common priorities like strengthening integrated service delivery, enhancing the use of data to enable more preventive planning and interventions, and creating a more seamless client journey. By developing innovations such as streamlined intake processes, smarter triage tools and integrated care models, the partnership has the potential to improve service delivery for tens of thousands of beneficiaries across Singapore.

Two flagship joint projects have been identified:

- **Integrated Case Intake & Triage Solution**

Today, each SSA's intake and triage processes differ across services, with separate forms, assessment criteria, and referral workflows that may slow down service delivery. Limited visibility into clients' service history can lead to repeated assessments, while high administrative demands results in less time for practitioners to spend on direct client engagement. The Collective envisions a different experience: one where practitioners have a holistic, real-time view of each client across agencies and services, referrals move seamlessly between organisations, and administrative friction gives way to more time for what matters most — the client relationship. By integrating and presenting client profiles, highlighting issues, and historical data across agencies, the joint solution aims to make triage faster, more accurate, and centred on the client's full journey, not just a single service touchpoint.

- **Regional Data Analytics**

Despite existing data systems across the sector, restricted access, limited interoperability, and siloed information continue to make it difficult to see the full picture of a client's journey across providers. The Collective aims to build towards a future where standardised data structures across agencies give the sector a region-wide understanding of clients and their needs, and unlock insights no single agency could uncover alone. This could reveal overlaps in services, unmet demands, and emerging trends across the community. Over time, this lays the foundation for a genuinely data-driven sector, where insights shape how services are planned, delivered, and continuously improved for the people who need them most.

Alongside the joint projects, each SSA will also address its own priorities with its own innovation initiatives.

Why Now, Why Together

Since October 2022, Lien Foundation and Care Corner partnered on a multi-year transformation journey, to build an Innovation Squad at Care Corner, testing and exemplifying what a future-directed SSA might look like.

Some of the outcomes from the first phase of that journey include (Refer to Annex A):

- Staff readiness for change rose from 67.5% to 81% between 2022 and 2025
- Care Corner Innovation Squad's project release cadence grew from four to 14 deliverables per quarter
- The Innovation Squad has translated innovation intent into working tools and practice. These include DeScribe, a conversational AI data analytics solution piloted to help leaders query Care Corner's own data for insights, reflecting the Squad's approach of building capability from within and testing it against real operational needs.

To test the value of an innovation team across diverse organisations, Lien Foundation and Care Corner convened The Innovation Collective, with Allkin and Fei Yue coming onboard, and building on Care Corner's lessons so far. Consolidating efforts across three major SSAs enables them to pool resources, strengthen collective influence, address scalability challenges, and shape future funding models around innovation. The Collective is timely — as Singapore's social service sector

moves towards a regional model of care delivery, SSAs now have a rare opportunity to reimagine how they work together and deliver more integrated services.

The Collective is also a necessary response to the growing complexity of the sector's needs. Challenges such as fragmented service journeys, siloed client data, and a workforce under pressure to do more with less are well recognised across the sector. The Innovation Collective brings together three established SSAs with the scale and credibility to act on these challenges together, backed by Lien Foundation's long-standing commitment to strengthening capability across the sector, and aligned with Singapore's national social service transformation roadmap.

Luo Ren, Programme Director, Lien Foundation, says: "The addition of Allkin and Fei Yue is critical to strengthening the SSA voice at the table. One agency innovating can be dismissed as an exception. Three of the sector's leading agencies rewiring how they work is a different proposition entirely. Social and health care delivery in Singapore is moving towards a regional model, and cross-SSA coordination is now urgent — organisations cannot keep fighting the same battles in their own trenches. The Collective is a bet that SSAs are stronger building together, and what the three create must ultimately serve the broader sector. This is where philanthropy can act as risk capital: giving SSAs the room to develop the culture and expertise to be agile and future-ready."

Leadership Perspectives

Christian Chao, Chief Executive Officer, Care Corner, says: "The Innovation Collective represents a different mindset, one that recognises that some of the sector's toughest challenges, from fragmented service journeys to more effective use of data and technology, require us to innovate together, not separately. This partnership is about moving from isolated efforts to shared capability-building, where we learn together, develop solutions together, and scale what works together. Ultimately, our goal is not to build a stronger organisation, but to help build a stronger sector for the communities we serve."

Arthur Ling, Chief Executive, Fei Yue Community Services, says: "At Fei Yue, we believe the social service sector's challenges cannot be solved by any one agency alone. The Innovation Collective reflects our commitment to shared learning, co-creation and collective impact. Together with Care Corner and Allkin, we hope to use data, technology and innovation to strengthen the sector and create solutions that are more accessible, practical, and scalable. Our goal is to help build a stronger social service ecosystem for individuals, families and communities in Singapore."

Fareez Fahmy, Chief Executive Officer, Allkin Singapore, says: "At Allkin, we believe that unity magnifies impact. The challenges facing our communities are increasingly complex, and meaningful solutions require organisations to move beyond working in silos. Through the Innovation Collective, we are building collaborative advantage with Care Corner and Fei Yue to co-create solutions for sector-wide challenges and strengthen innovation capability across the social service sector. We hope this partnership will inspire more organisations to come together in pursuit of greater collective impact for the communities we serve."

Care Corner Learning Festival and Ideathon 2026

The MOU signing was held on the second day of Care Corner's Learning Festival and Ideathon 2026. The two-day event is part of a year-long series of initiatives marking the organisation's 45th anniversary. The Festival and Ideathon brought together staff, sector partners, and community stakeholders to learn, exchange, and build together, and served as a fitting occasion for the four organisations to bring the Innovation Collective to life.

Day One's Learning Festival featured 12 innovation showcase booths from Care Corner highlighting ground-up ideas and new approaches to service delivery, alongside breakouts covering AI and data in social services, design thinking, low-fidelity prototyping, and the human dimensions of organisational change.

Day Two's Ideathon convened 72 participants from healthcare, social services, community partners, and government ministries to work in cross-sector teams on real, unsolved challenges facing families in the North and North-East of Singapore, and seniors in the Central region. Problem statements span:

- Preventive support for families with limited bandwidth;
- Seamless care navigation for children with complex needs;
- Tackling rising frailty among younger seniors; and
- Keeping seniors who live alone safe and connected within their communities.

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About Allkin Singapore

Founded in 1978, Allkin Singapore (formerly known as AMKFSC Community Services) is a community-centric social service agency that believes everyone can create positive change, including those who seek help.

Each year, the organisation journeys with over 30,000 vulnerable individuals, including children, youth, families, seniors, and persons facing mental health challenges.

Beyond immediate support, Allkin unlocks opportunities for them to grow their potential, strengthen support networks, and shape their communities – helping them overcome challenges, build a brighter future, and inspire others to do the same.

Discover more about Allkin Singapore at www.allkin.org.sg

About Care Corner Singapore

Established in 1981, Care Corner is a non-profit organisation providing social and health care services to build hope and promote well-being for those in need. With more than 46 service points across Singapore, we help children with special learning needs or from disadvantaged backgrounds, youths at risk, troubled families, vulnerable seniors, and individuals with counselling and mental health needs. Woven into the fabric of our community, we aim to provide a holistic continuum of care to the marginalised across their life stages and major transitions.

Visit www.carecorner.org.sg for more information.

About Fei Yue Community Services

Fei Yue Family Service Centre was established in 1991, followed by Fei Yue Community Services in 1996.

Fei Yue is committed to its mission, "To Effect Life Transformation", through the provision of high-quality social services. Over the years, Fei Yue has remained steadfast in serving and supporting children, youths, families, seniors and individuals in need through a comprehensive range of programmes and services.

Each year, Fei Yue serves more than 90,000 beneficiaries through a network of 42 centres across Singapore, impacting lives and strengthening communities.

Visit www.fyccs.org to find out more.

About Lien Foundation

The Lien Foundation is a Singapore philanthropic house noted for its model of radical philanthropy. It breaks new ground by investing in innovative models of care, convening strategic partnerships and catalysing action at the intersection of health and social care. The Foundation's focus areas include palliative care, eldercare, rehabilitation and maternal & child health. The Foundation has been investing in technology since 2005, starting with mobile electronic patient records for home care nurses, IngoT - an ERP system used by leading community care providers, as well as the software powering Gym Tonic, a strength training programme for seniors aimed at delaying frailty, now operating across 30 sites. Many of our programmes across various domains include technology to support professionals and improve the end user experience. In the field of design, the Foundation has been a strong proponent for many years and has collaborated with various design partners. Our projects won the 2025 and 2023 President's Design Award. For more information, visit www.lienfoundation.org.

Annex A: Care Corner Learnings

1. Upfront investment in internal capabilities provided speed and agility

In building the Innovation Squad (Inno Squad) team, two capabilities were identified as critical: design and technology. These specialised skillsets were essential for building products and executing projects effectively.

In corporate contexts, product management is usually the third role in such teams. However, in Care Corner's (CCS) context, many of the product management functions such as providing vision, prioritising efforts and navigating diverse stakeholder interests, were embodied in the Head of Innovation Squad role. More critically, CCS saw a need for data expertise to unlock the opportunities that reside in the vast amounts of data that SSAs have, and to catalyse collaboration with partners in the sector. Separately, organisational development capability proved important for service innovation projects, where success depended on engaging a wide network of ecosystem partners and building shared ownership for change.

2. Structured innovation processes introduced new ways of working and mindset shifts

The Inno Squad worked with service groups to form multidisciplinary teams that tackled issues end-to end. Each project followed a structured process: defining intent, engaging users, ideating, prototyping and finally implementing. This process emphasised two practices that were often under-utilised in the social service sector.

First, talking directly to users to uncover unmet needs instead of relying on existing assumptions, and second, maintaining a bias towards action by prototyping in smaller ways before piloting. CCS chose projects that required cross-functional collaboration. In the Family Service Centre (FSC) Dashboard project, all five FSCs worked together, comparing how each handled the case management process and sharing best practices across the centres. While cross-silo work was initially tedious and uncomfortable, it created valuable opportunities to propagate improvements across the organisation.

3. Pilots as a valuable opportunity to build organisational readiness

The funding gap between pilot and scale is widely recognised within the sector, often resulting in "pilot fatigue". Nevertheless, CCS' experience shows that pilots play a crucial role in building organisational readiness, even when they do not directly lead to large-scale implementation.

With the AI Care Notes project, we launched a small pilot to explore how AI could reduce documentation burden for practitioners. The pilot created space to surface and address supervisors' concerns, such as whether AI would dilute critical thinking skills amongst our practitioners. The training sessions held also helped staff build confidence in using new technologies in direct client practice. These intangible outcomes unknowingly prepared CCS for scale when the opportunity arose.

Although AI Care Notes has since been sunsetted, its value lies in the organisational readiness it created. It also showed that scaling does not always depend on large external grants. In this instance, the rollout was made possible through a partnership model where Open Government Products (OGP) provided the infrastructure, security and advanced AI models, while CCS contributed insights and on-the-ground implementation experience.

Together, the two organisations shaped a practical pathway that other SSAs can now learn from and adapt.

4. Extending learnings into service innovation

In CCS' innovation journey, digital innovation projects gained momentum more rapidly than service innovation. This was largely because productivity and efficiency gains could be tracked and quantified more easily, while outcomes such as resilience and social mobility are inherently more complex and less straightforward to measure. Nevertheless, CCS sought to uncover new service models with the belief that it can bring about better outcomes for our clients.

Journeying with Families, which aimed to support lower-income families in Woodlands to attain their aspirations towards social mobility, gave CCS the opportunity to experiment with new forms of engagement with ecosystem partners. Using a structured model, they systematically involved stakeholders in the Woodlands region, including the Social Service Office (SSO), Northwest Community Development Council (CDC), Woodlands Health Campus and social work and behavioural insights experts from the National University of Singapore (NUS) to co-shape the service model.

Compared to digital products, they also learned that service models tend to have “chunky” releases, requiring a lot more development effort before a feature can be released to gather immediate real-world user feedback. As a result, the process of continuous quality improvement is key, where insights from early cohorts are used to refine the model for the next. This experience highlighted that beyond the specialised skillsets in Inno Squad, strong practice research and

service implementation capabilities are also needed. In recognition of this, CCS combined Inno Squad and the Practice Research and Implementation Unit (PRIU) to form a larger Service Development and Innovation (SDI) team, ensuring that they have the capacity to drive both digital and service innovation in tandem.