



**FROM EARLY CHILDHOOD
TO END-OF-LIFE CARE.
FROM THE CRAFT OF LEARNING
TO THE ART OF DYING.**

Life-changing projects
and ground-breaking research,
all rolled into one good read.

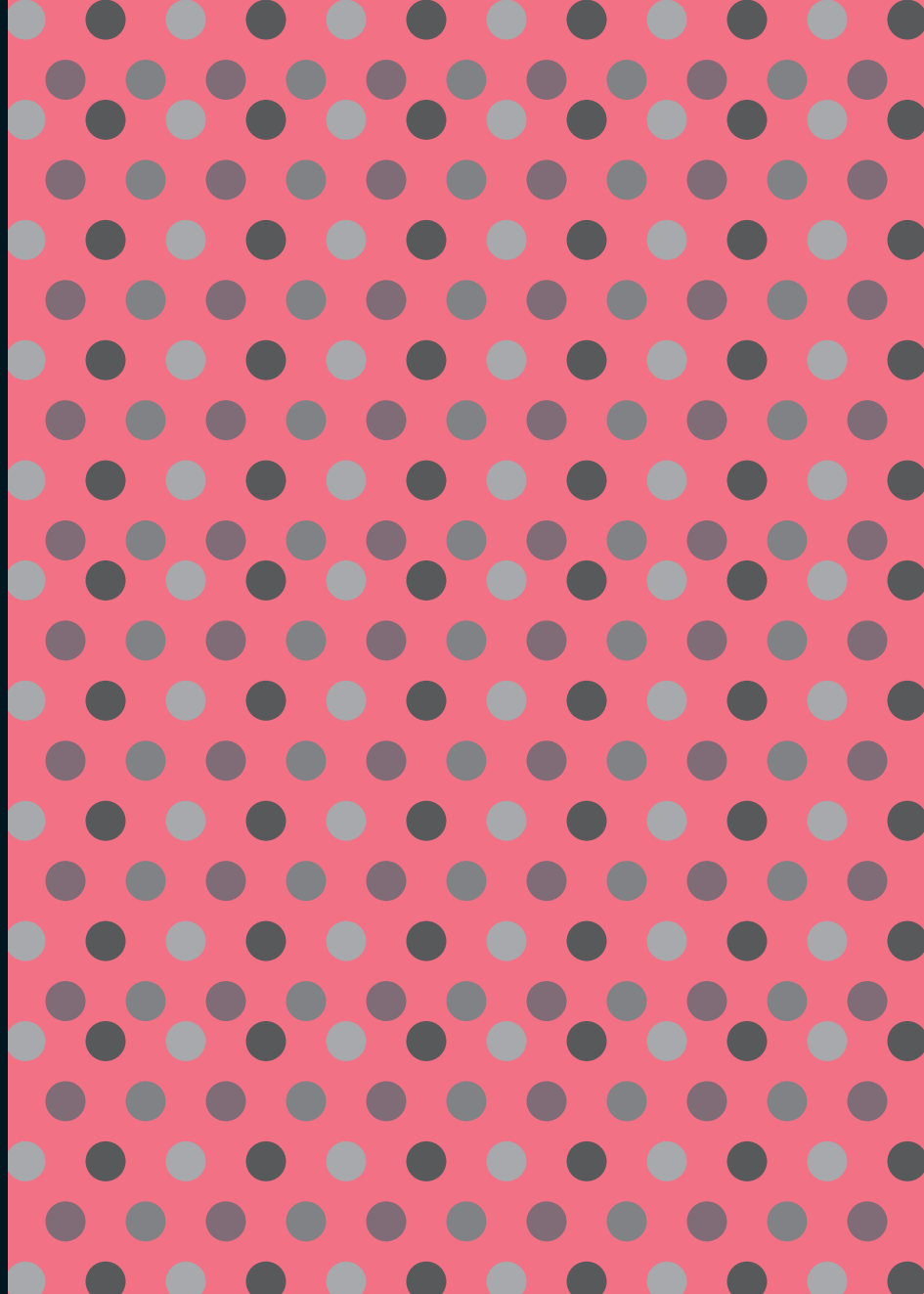


In nature, circles appear in galaxies and atoms, wind movements and ripples.

In mathematics, the understanding of the circle has helped inspire the development of geometry, astronomy, and calculus.

In life, circles echo a latent but powerful rhythm. The birth of a new life goes through stages. The stages culminate in death. But death regenerates life in the natural world.

In philanthropy, circles are symbolic of Lien Foundation's approach: well-rounded, complete, whole-istic.



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VISION

The Lien Foundation is committed to Lead, Innovate, Empower and Network for the benefit of society.

MISSION

The Foundation's key areas of focus are Early childhood education, Eldercare, and Environmental sustainability in water and sanitation. Within these areas, we seek:

- Exemplary early childhood education
- Excellence in eldercare
- Effective environmental sustainability in water and sanitation



**LIFE AND DEATH
COME FULL CIRCLE**

Life,
learning, living and
leaving: The Lien Foundation's
radical philanthropy encompasses
the entire circle of life. Living well starts
with quality preschool education for the
less privileged, so they have a better chance
to do well later on in life. For poor villagers
in the region, safer drinking water and better
sanitation leads to a better life. Leaving
well focuses on our endeavours to improve
end-of-life care for the elderly and the
terminally ill. From cradle to grave, we
strive to make the circle of life
richer, happier, and better,
for all.



PRESCHOOL
ORBIT



*Level the field,
understand the needs,
align support to
fill gaps.*



The early years of a child's life are the most formative. Parenting, home-learning environment, and health all play far-reaching roles in the child's development. Poverty puts a child's early development in serious jeopardy.

Together with Care Corner, the Lien Foundation started the Circle of Care in February 2013. This new model of care combines high-quality early childhood education with other social services such as social work, learning support, health services and parental engagement. In one of the centres, 40% of the children come from families with monthly income of \$1,000 and below. In all, 280 children are expected to directly benefit over the four-year programme. About half the budget is committed to hire extra teachers for the centres and towards their training and resources. Early childhood education pioneer Dr Khoo Kim Choo is the consultant for this initiative. She reviewed existing curriculum to help boost a child's development and helps to enhance teachers' training and learning resources. The initiative also brings in social workers who will act as case manager to families who require additional assistance.

The initiative was featured prominently on the front page of *The Straits Times*. The story focused on the learning gaps in children from low-income families who tend to fall behind those from rich and middle-income groups when they entered Primary One. It also highlighted the experience of other countries that have shown that early intervention to provide holistic support and quality preschool education for children from disadvantaged backgrounds have more positive and lasting effects. With staff support, parents also start to be more involved. This is possible because social workers, teachers and therapists meet regularly to review and follow up. Social workers also provided support to teachers when they faced stressful situations at work, and played a mediation role when tension occurs between parents and teachers.

In his 2013 Budget Speech, Deputy Prime Minister Tharman Shanmugaratnam cited the Circle of Care as an example of “bright spots of goodness” to help the disadvantaged in the community. In a way, Circle of Care has seeded conversation on doing more for children from low-income families.











EduNation, a bilingual publication which focuses on education, credited the Lien Foundation's 2012 Starting Well study for spurring long-term commitment in favour of the preschool sector. This includes:

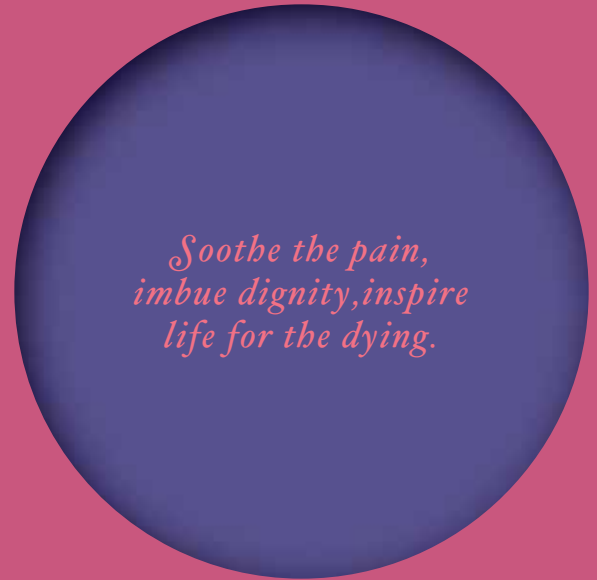
- Doubling preschool spending to S\$3 billion over the next five years.
- Establishing the Early Childhood Development Agency as the regulatory and developmental authority overseeing all aspects of children's development below the age of seven.
- Setting up 15 pilot kindergartens under the auspices of the Ministry of Education, with one-third of places set aside for children from lower-income homes.

At the international front, the Starting Well Index has also been used in countries such as Chile. The Chilean President made a major announcement to improve the quality of preschool education in the country. Since then, the report has also been frequently referenced to by leading experts in the country.

Another researcher from the US has used the findings as part of a new documentary cum multimedia series about early education called "Raising of America".



SPHERE OF MORTALITY



*Soothe the pain,
imbue dignity, inspire
life for the dying.*

REAL HEROINES IN REEL

*After Cicely explores
the legacy left by five
intrepid palliative
care pioneers.*



Commissioned by the Foundation, *After Cicely* was launched to mark International Women's Day 2013. It follows the journey of five female palliative care pioneers in Bangladesh, Mongolia, Singapore, Taiwan and Vietnam. The multimedia project was directed and produced over seven months by two young Singaporean women, Jean Loo and Yang Huiwen. In two weeks, around 6,000 people from 80 countries had viewed the 20-minute online documentary while the female protagonists were interviewed by BBC World News and national TV stations in Mongolia, Singapore and Vietnam.

Following the launch, local screenings were held in several community organisations, and public events. The film was shown at the opening of the 2013 Palliative Care Seminar organised by Fei Yue Community Services. The seminar reached out to the Chinese-speaking community, drawing around 650 participants. There were also screenings in Australia, Mongolia, Taiwan and Hong Kong. In Taiwan, the film was used for lectures and outreach purposes, reaching over 5,000 people through university lectures, Kang Tai Foundation (a prominent NGO that educates the elderly on end-of-life matters) outreach programmes, and symposium workshops where it was shown to nurses, doctors and participants from faith-based groups. It will be screened in Bangkok at the 10th Asia Pacific Hospice Conference.

"What a wonderful film. What a tribute to Cicely and her successors. I wept tears of gratitude as I watched these compassionate women demonstrating the heart of palliative care. I was especially touched watching Chantal Chou talk to the four-year-old boy. And all this despite her own battle with cancer. It reminds me of the prayer of St Francis of Assisi 800 years ago: It is in giving that we receive, it is in pardoning that we are pardoned, and in dying that we are born to eternal life," said Professor Doug Bridge, Palliative Care Physician from Perth, Australia.

Watch the compelling documentary at www.aftercicely.com

Mrs Salma
Choudhury

Bangladesh



**Dr Odontuya
Davaasuren**
Mongolia





Sister
Geraldine Tan
Singapore

Professor
Chantal Chao
Co-Shi

Taiwan



Dr Thuy
Bui Thi Bich
Vietnam







An obituary is a channel for the grieving family and friends to pay tribute to someone whom they care about.

For the living, it is a natural outlet for affection, gratitude and respect. It gives meaning to the loss while remaining as a tangible memento of a cherished legacy.

Termed “Obitcheery”, the Foundation worked with Mandate Advertising International in coming up with an unusual twist to conventional obituaries. The purpose of Obitcheery is to destigmatise death, alter mindsets and encourage greater creativity when remembering a loved one.

About 50 families came forward, of which we worked with 18 families whose In Memoriams were featured in the The Sunday Times, and Lianhe Zaobao. The participating families were surprised and grateful for the opportunity to be part of this initiative. They were touched by the visuals, hoping that it will reach out to more people.

OBITUARIES

In Loving Memory



Ronald Chua
(1955 - 2013)

Age: 21 (as he always claims to be)

The littlest things about someone you wouldn't recognize or even spare a second glance to, just might be one of the world's most hidden beauty.

In Loving Memory

Ronald Chua's 'Bonus' Questions

He sees you watering the garden, and then asks you, "Watering the flowers ah?" YOU DON'T SAY.

In Loving Memory

Ronald Chua's Snores

Yeap, it sounded just like when you have difficulty starting your car engine. No kidding.

In Loving Memory

Ronald Chua's Jokes

*"Why did the chicken cross the road?"
"Why you bother? Singapore also no more chickens."
That's what he said.*

In Loving Memory

Ronald Chua

You will NOT be missed.

*ugh. I'm like the "NOT".
You will be in our hearts, and for that we wish you all the best "up" there.
We love you.*

In Loving Memory

Ronald Chua's Farts

*PHRRRRRRR! PHRRRRR! PHRRRR!
PSSSHHHH! FFFFTTTT!
Unique notes, and so he claims that it smells like Hugo Boss.
You will be missed.*

In Loving Memory

Ronald Chua's Laughter

*HOK! HOK! HOK!
Literally, that's how he laughs.
Oh! yes, how can we not laugh at his laughter?*

His wake will be held at
Chua Chu Kang Ave. 3, Block 911
Contact: 9837 9140

Since the publication, a funeral director was inspired enough to include Obitcheery as part of her services. The CEO of SPH praised the initiative and the newspapers also dedicated staff to help members of the public who needed assistance designing personalised obituaries.

The Obitcheery initiative won the Gold and Silver prizes respectively in the SPH iink Awards 2013 (Print Classified/Recruitment/Notices).

Obitcheery also reached out to the public. Through social media and online applications, anyone can customise tributes to their loved ones who have passed away. Further, Year 2 and 3 students from the Department of Design and Media of the Nanyang Academy of Fine Arts were engaged to come up with their own unique In Memoriams for a loved one who has passed on, or someone dear to them who had a positive impact on their lives. Over 190 submissions were received.

Visit the entries and In Memoriums at www.obitcheery.com



Preserved Piranha
Venezuela



Butterfly Specimen
Brazil



Ostrich Egg
Australia



Tan See Soon
26 Apr 1944 – 31 Dec 2012

Gifts of a lifetime

The exotic souvenirs that Uncle Soon brought back for us from his voyages would not look out of place in a museum. A seaman for most of his life, he travelled the world, visiting many places. Each time, he would bring back unexpected keepsakes that never failed to surprise. But those are not what we remember Uncle Soon by; it is his kindness, smiles and fatherly love we will always hold most dearly.

Sisters: Mdm Tan Gek Hwa and Mdm Tan Soon Lek **Brother-in-law:** Teo Kay Heng **Sister-in-law:** Ho Ah Yang **Nieces and nephews:** Eunice Chua Mui Choo, Hannah Chua Mui Kim, Tan Poh Keow Carol, Tan Poh Chye, Tan Poh Choo Jasmine and Teo Chee Siang **Grandnieces and grandnephews:** Gabriel Goh, Amy Goh, Christine Ong, Julia Ong, Lisa Ong, Samuel Tan, Lindy Tan and Andrew Tan

死

她从不畏惧。因为她深信“死”不该是人人忌讳不谈的话题。

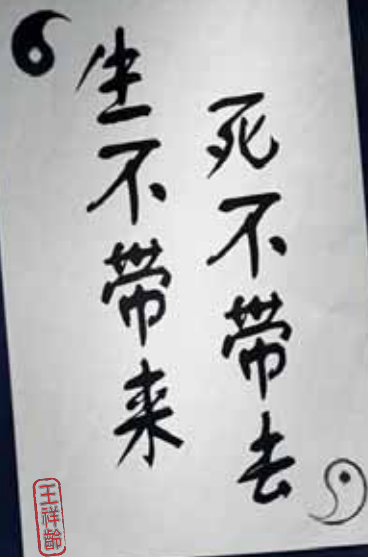
所以,当我太太得知自己患上了绝症,她非常勇敢地面对一切。她虽但不怕提起“死”这个字眼,反而坦然地与家人朋友深谈此事。也许就是因为她把死亡看得太沉重可怕,因此可以不受束缚地安排自己的后事。她把握了时光,分别为孩子,岳母,姐妹们,还有我,写下了遗言。体贴入微的她也分配好一笔钱留给孩子们,为他们的将来做好打算。她能在临走前完成这些事,充分反映了她的坚强与豁达。

也许,“走好”从中有了一层更深的意义。而“死”,其实根本无需忌讳。



符标玲
于2011年12月4日逝世

夫:陈衍福
子:陈奕鸣 陈奕达
女:陈思利



这是爸生前一向秉持的生活理念。他为人十分慷慨,可以毫无私心地为其他人付出一切,自己却不求任何回报。在工作岗位上,他总是尽心尽力,但不曾向公司讨取功劳或奖赏。即使退休后,开班教太极的他竟选择不收学费,还免费用气功替人治疗,完全体现了他乐于助人精神。由始至终,他都一直坚守着信念,选择过简单的生活且不受物质诱惑。在临终前的那段日子,他仍然保持乐观的心态,安详地走完这段人生。而爸留下的不仅是满满的思念和回忆,还有他所有的教诲与人生哲学。

王祥龄

于2013年2月17日逝世
6位子女, 3位媳妇与4位男孙同追思





故·事

这些故事都是一群亲朋好友给他们已故至亲的追思广告。字里行间除了包含许多他们爱球情、爱宝宝的回忆，也蕴藏了逝者生前的点滴，由此庆祝他们精彩的一生。

逝氏基金会感谢所有参与的家属、朋友们热情响应号召，以非同凡“想”的方式悼念已逝亲人，同时表达了追思广告也能如此积极正面。

特别感谢 Mandate Advertising International 连两家属用心打造每一期富有意义且创新的追思广告。

Obitcheery
www.obitcheery.com



Life · Stories

These are stories told and cherished by families and friends – wonderful legacies and fond memories of their loved ones, each deserving an 'obitcheery' in celebration of their lives.

The Lien Foundation thanks all participating families and friends for remembering their loved ones differently and showing how an obituary can be positive and uplifting – worthy of honour, love and joyous applause.

Special thanks to Mandate Advertising International for their labour of love in creating each 'obitcheery' with the families and capturing the joy to share with creative courage.

Obitcheery
www.obitcheery.com



DESIGN AROUND DEATH

*Radical ways to say
our final goodbyes.*



The Lien Foundation joined forces with ACM Foundation to bring end-of-life matters to greater public awareness, jointly committing S\$1.2m to three projects:

- Design for Death
- Hospitable Hospice: Redesigning Care for Tomorrow
- Immersive arts experience in the community

The inaugural Design for Death competition catalysed the international creative and design community to re-think and re-imagine deathcare for the future. The competition seeks to challenge designers to develop new products and experiences that create new meaning, interactions and conversations about death.

In Design for Death, both Foundations worked with the National Funeral Directors Association (NFDA) which is the world's largest funeral service association based in the US, and designboom which is the world's most popular online design and architecture magazine. Participating jury members included notable architects such as Richard Meier (Pritzker prize winner), Ben van Berkel, Hani Rashid and Minsuk Cho.

The competition accepted entries from three categories: 1) Eco/Green, which looks at making various aspects of deathcare environmentally friendly, 2) Wrappings of Mortality, on how design can transform the encasement of remains in forms such as urn, coffin, niche, and other memorial items, and 3) Architecture, for which designers and architects were asked to redefine how space is used in cemeteries, memorials and places of bereavement.

In all, over 1,300 designers from over 90 countries participated. The themes that emerged include biodegradable caskets, home memorials and the use of technology in deathcare.

The winners from the competitions will showcase their works at the 2013 NFDA International Convention and Expo in Austin, Texas which is expected to draw over 5,600 funeral directors.

View the entries at www.designfordeath.com



I Wish to be Rain



Capsule of Eternal Love



Mushroom Death Suit



tURNlight



Cocoon

IN MEMORY
SYLVIA PLATH
1932-1962
EVEN AMIDST FROST
THE GOLDEN LOTUS



URNiverse

**Eco/Green Deathcare
1st Prize**



1 week

1 month

1 year

10 year



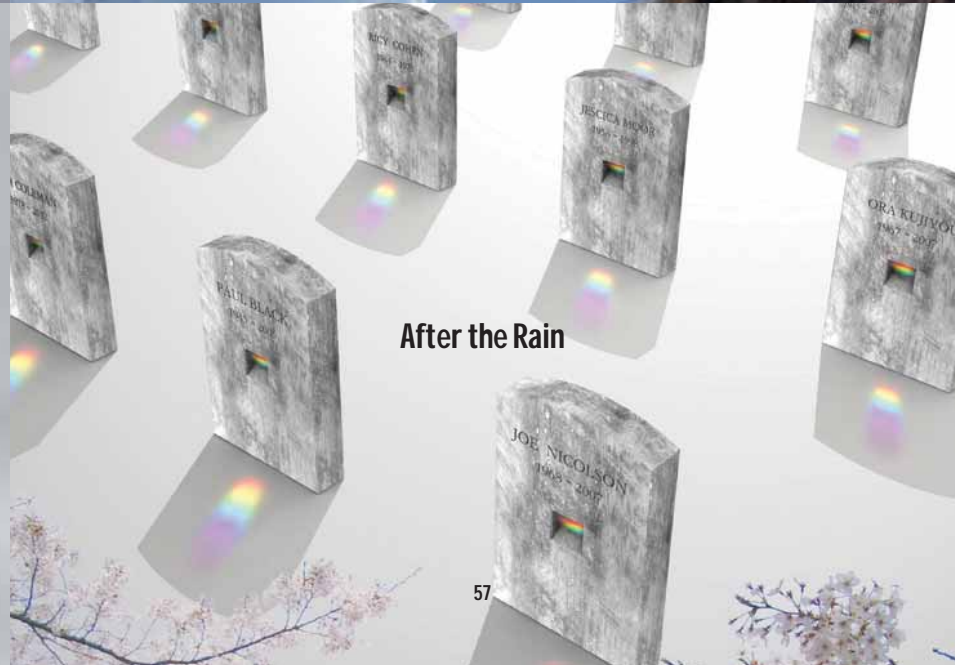
Way to the God Father



The Solar System



Wrapping for Death



After the Rain

Wrappings of Mortality 1st Prize



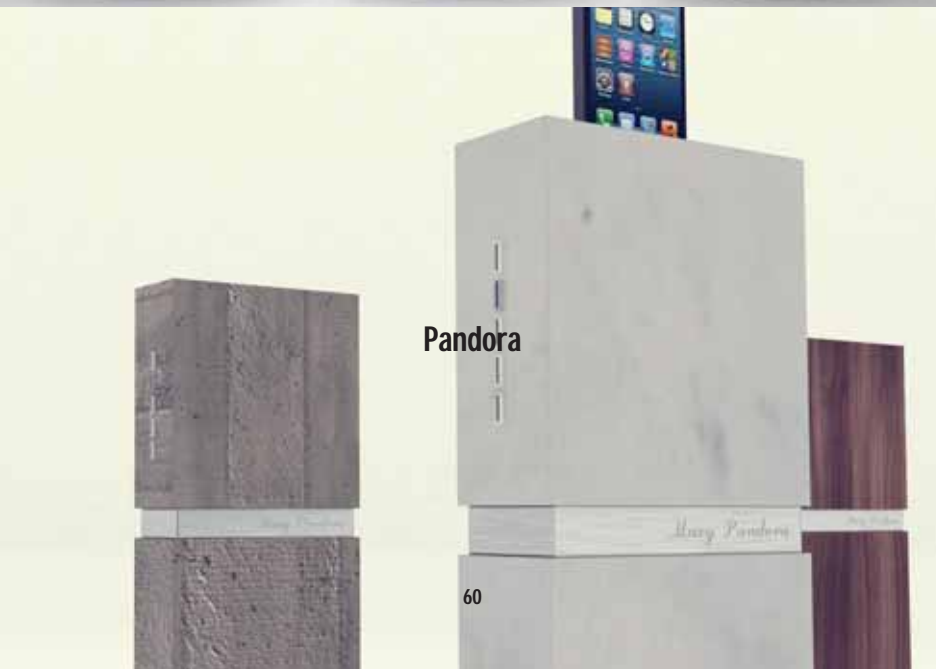
Family Tree



Time in Ashes



DIY Urn

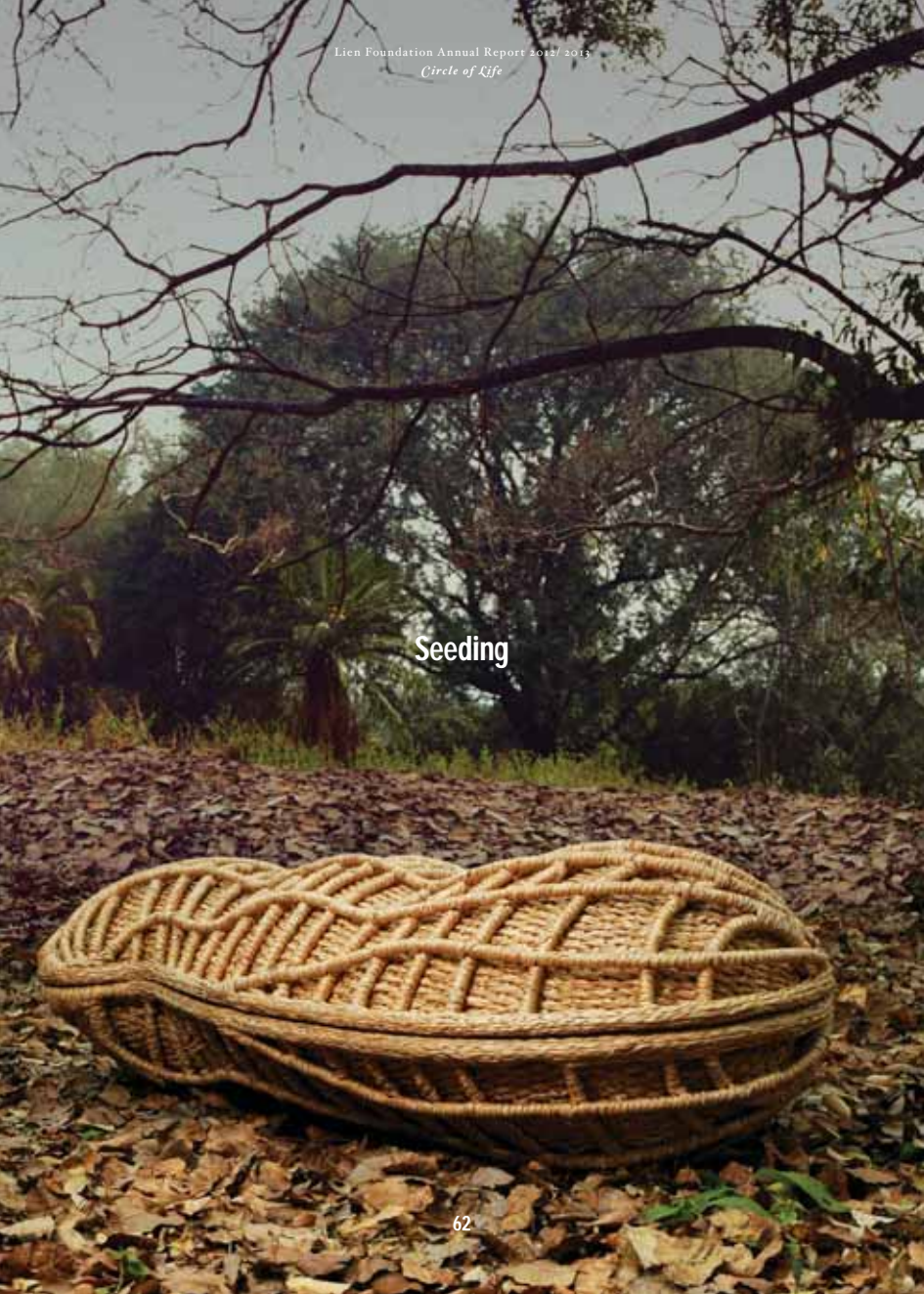


Pandora



Souvenir

Seeding



Cocoon Bamboo Coffin



Rattan Vessel



Ovo/Mala Biodegradable Urns



Tower Urn



Gift of Life



Basalt Urn



As part of their common interests to improve end-of-life care, both Lien Foundation and ACM Foundation commissioned fuelfor, a design consultancy that specialised in healthcare innovation, to look into how Singapore can develop the next generation of in-patient hospices.

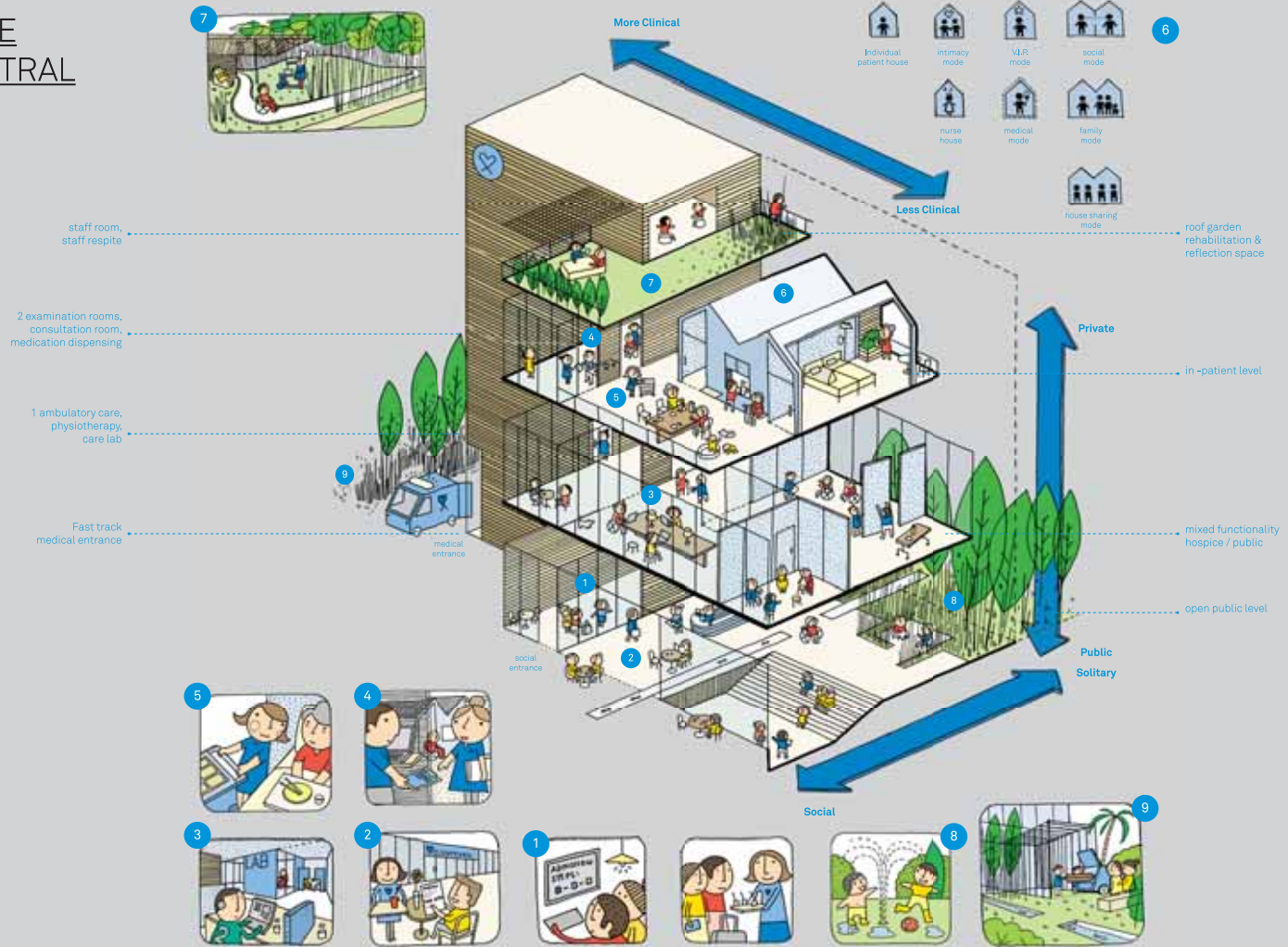
The existing problems are myriad: Hospices have a poor image. They are usually located in isolated areas. In addition, hospice spaces are not designed to support palliative care practices.

The three participating hospices in Singapore are Dover Park Hospice, Assisi Hospice, and St. Joseph's Home. As all three were in the midst of expansion plans, the project was a timely reference tool for the respective planning committees and the authorities.

Through design thinking, a user-centered design method, the team visited the three hospices and a funeral home, interviewed care teams, conducted ethnographic observations, shadowed the staff, and held multidisciplinary group generative sessions – over the course of nine months. This helped to reveal opportunities for innovation and offers a refreshing vision on how future hospices and eldercare facilities should be like. The handbook, *Hospitable Hospice – Redesigning Care for Tomorrow*, articulates seven concepts and 24 design principles. The handbook has some interesting ideas: “Goodbye Garden” allows family members to bid farewell to the departed, door hangers let patients decide if they would like to be left alone, and cookie-making sessions for patients to express gratitude.

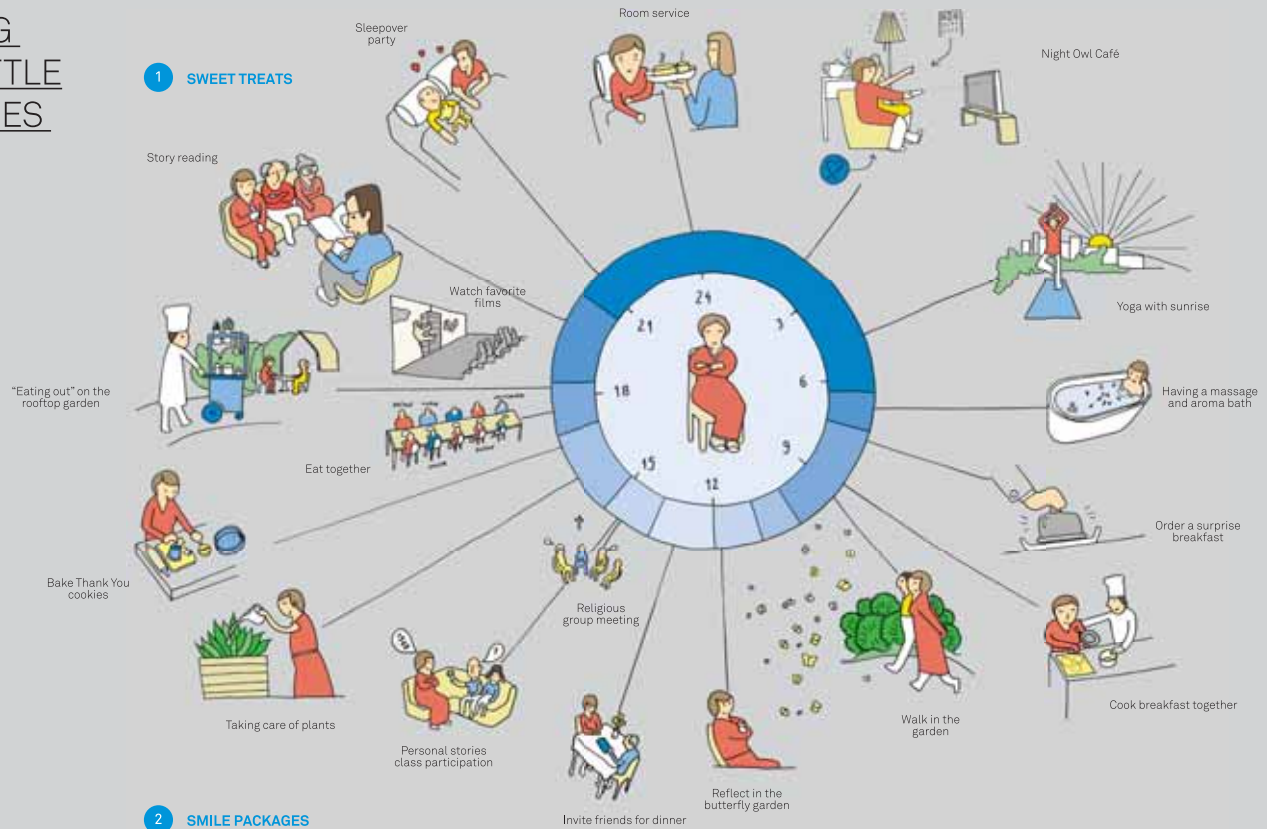
The book was warmly received and requests were made by organisations such as Help the Hospices to distribute hard copies to every hospice in the UK (around 250) while the online version was broadly circulated in the hospice and design community.

CARE CENTRAL

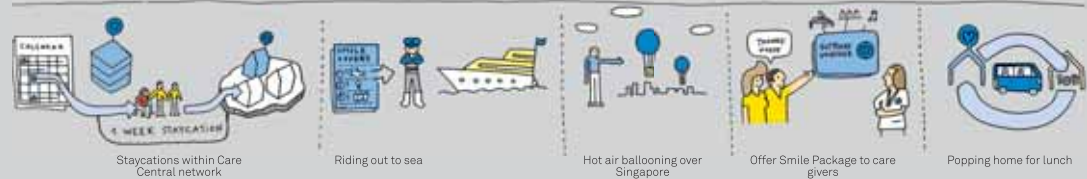


ENJOYING LIFE'S LITTLE PLEASURES

1 SWEET TREATS



2 SMILE PACKAGES



24 EXPERIENTIAL DESIGN PRINCIPLES



1. CREATE A COHERENT CARE BRAND



2. GUIDE PEOPLE THROUGHOUT THEIR CARE JOURNEY



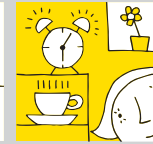
3. INTRODUCE EARLIER TOUCHPOINTS TO CARE ECOSYSTEM



4. MAKE VOLUNTEERING VISIBLE AND ATTRACTIVE



5. DIGNIFY EMOTIONAL MOMENTS IN THE JOURNEY



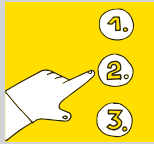
6. KEEP NORMALITIES OF LIFE



7. FACILITATE PERSONALIZATION OF CARE (LANGUAGE, FOOD, ETC)



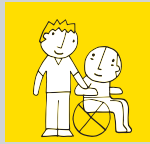
8. DIRECT COMMUNICATION CHANNELS AMONGST STAKEHOLDERS



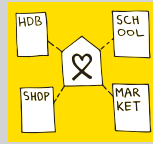
9. EMPOWER PATIENTS WITH A SENSE OF CONTROL



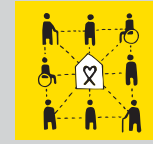
10. RECOGNISE THE PERSON BEHIND THE PATIENT



11. DON'T SEPARATE THE SICK FROM THE HEALTHY



12. BUILD NEIGHBOURHOOD CARE COMMUNITIES



13. PROVIDE ACCESSIBLE CARE



14. FOCUS ON THE LITTLE PLEASURES OF LIFE



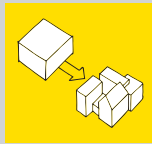
15. FOSTER A CULTURE OF LEARNING IN CARE TEAMS



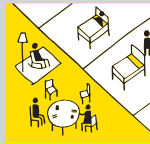
16. INTIMATE, HUMAN-SCALE SERVICE



17. SPACES ADAPT TO USER



18. AVOID THE INSTITUTIONAL



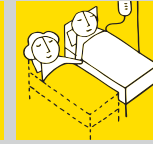
19. MAKE SOCIALISING EASY



20. SUPPORT EFFORTLESS WITHDRAWAL TO PRIVACY



21. OPEN SERVICES TO WIDER PUBLIC



22. DESIGN WITH FAMILY IN MIND



23. INTEGRATE NATURE IN CARE



24. CREATE A SAFE ENVIRONMENT TO EXPRESS FEELINGS



To improve end of life care regionally, the Foundation worked with the Asia Pacific Hospice Palliative Care Network (APHN) which has around 1,400 institutional and organisational member, to co-develop the Lien Collaborative for Palliative Care.

This is a capability-building programme that trains future leaders of palliative care to start and scale up services in four developing countries in Asia. The project involves sending an interdisciplinary expert team drawn from among its members to selected institutions in each country for a week of training twice a year for three years, coupled with continuing mentorship. This in-country programme would be complemented by clinical attachments of key individuals at established palliative care units in the Asia Pacific region. The Pain & Policy Studies Group in Wisconsin, USA which is also the World Health Organization Collaborating Centre for Pain Policy and Palliative Care was roped in to advise the governments in making available essential medications for palliative care.

In Myanmar, the first module of the training programme was successfully completed in June 2013 at the Radiotherapy Department of Yangon General Hospital. There were a total of 27 participants (doctors, nurses and medical social workers) who came from 10 Ministry of Health hospitals, the No.2 Military Hospital and the U Hla Tun Hospice.

The first run of the training in Myanmar has led to several good outcomes: Permission has been granted at No. 2 Military Hospital to start a Palliative Care programme in their Oncology wards. Professor Myint Thauung, Secretary-General of the Myanmar Medical Association said the association has plans to set up palliative care units in all government hospitals by 2015. They have also expressed interest to start a Special Interest Group in Palliative Care.

In addition, the Myanmar Society for the Study of Pain hopes to lead an initiative to engage drug regulators, government and manufacturers to work on ways to make strong opioids such as oral morphine affordable and available for medical use, in accordance with the international treaties on narcotics control which Myanmar has ratified. Not least, the work has led to an inaugural seminar on opioids to be held in the country.

In July 2013, a volunteer team of six expert faculties from the APHN (from Australia, India and Singapore) converged in Dhaka for the first Bangladesh Programme. This programme was coordinated and hosted by the Centre for Palliative Care at the Bangabandhu Sheikh Mujib Medical University (the only graduate medical school in the country). The National Institute for Cancer Research and Hospital has also co-hosted some of the training days which drew 50 participants (comprising of doctors, nurses and allied healthworkers) which were put forward by 16 organisations. Subsequent to the training, one of the cancer hospitals has set aside a 4-bedded room and staff to start an outpatient palliative care service.





RESEARCH RINGMASTER

To convene and to spark; to influence and to change.



Under the leadership of its new Centre Director, Professor Eric Finkelstein, the Lien Centre for set up a collaborative palliative care research incubator that is designed to take advantage of the best minds in palliative care research, focusing on:

- Understanding and meeting patient/caregiver preferences regarding end-of-life care
- Communication at the end of life
- End-of-life care financing and delivery models
- Pain and symptom management at the end of life

One of the key projects undertaken by the Centre is the Survey of Preferences for End-of-Life Care among Middle-Aged and Older Singaporeans (SPECS) which was co-funded by the National Medical Research Council. SPECS tries to understand the end-of-life care preferences of Singaporeans aged 50 and above. The results suggest that Singaporeans are willing to pay more for pain management and to die at home, compared to life extending treatments. On average, they are willing to pay up to \$13,020 per year to manage severe pain and \$7,640 to be able to die at home versus \$2,840 to extend their life span by one year if they were critically ill. The policy implication is that a greater focus on other aspects of end-of-life care would be in line with the preferences of older Singaporeans.

The Centre also studied willingness to pay for end-of-life treatments among late stage cancer patients and their caregivers. The results suggest that even among late-stage cancer patients, willingness to pay to prolong life by one year was lower than their willingness to pay to avoid severe pain and to die at home. Patients' willingness to pay to prolong life was also lower than that of their caregivers. This suggests that healthcare professionals need to elicit patient preferences rather than relying on just caregivers' inputs.

In helping healthcare professionals in Singapore to build capabilities in palliative care, the Centre started a palliative care course for nurse clinicians. This 20-hour initiative is designed to equip specialty nurses (advanced practice nurses and specialty care nurses) with essential knowledge and skills in basic palliative care so that they can integrate palliative care practice into their area of specialty where appropriate.

Further, the Centre is developing the End of Life Nursing Education Consortium (ELNEC) Programme where it hopes to partner healthcare institutions to offer the ELNEC in order to improve nurses' end-of-life nursing skills.

The Centre held its first Research Conference, themed Engaging Research to Advance Palliative Care. The conference presented research from local and regional collaborators and received extensive media coverage.





The Lien Foundation commissioned KPMG to produce *An Uncertain Age: Reimagining Long Term Care in the 21st Century* to inform and stimulate global dialogue on long-term eldercare.

Comprising comments and opinions from 46 thought leaders, professionals and practitioners from across 14 countries, their insights were captured through a series of face-to-face and telephone dialogues.

Interviewees were asked to offer their views on current and emerging demand and supply trends and to identify innovative approaches and models of long-term elderly care delivery from around the world.

It was released in Singapore in May 2013, accompanied by commentaries in the local newspapers. This was followed by a staggered release across other global KPMG offices, beginning with North America. The report notes that integrating care, by better co-ordinating the different healthcare professionals at each stage of the long-term care process, is paramount. It draws attention to the growing costs and focuses on how key stakeholders such as the governments, private sector, society and families should bear responsibility for care costs.

In the UK, the report was released together with the results of a public opinion poll of 1,000 patients which found that just 12 per cent said that they were “very confident” that the public healthcare system can meet their long-term healthcare needs.

The report has been ranked among the top five percent of all thought leadership reports globally by White Space, which analyses and rates the thought leadership pieces of leading global consulting firms.



The Foundation rolled out IngoT II (which stands for using IT to stretch the capability, potential and imagination of NGOs) for seven non-profit nursing homes in March 2013 at Peacehaven Nursing Home. The other participating nursing homes include Man Fut Tong Nursing Home, Renci Nursing Home, Kwong Wai Shiu Hospital and Ling Kwang Home for Senior Citizens.

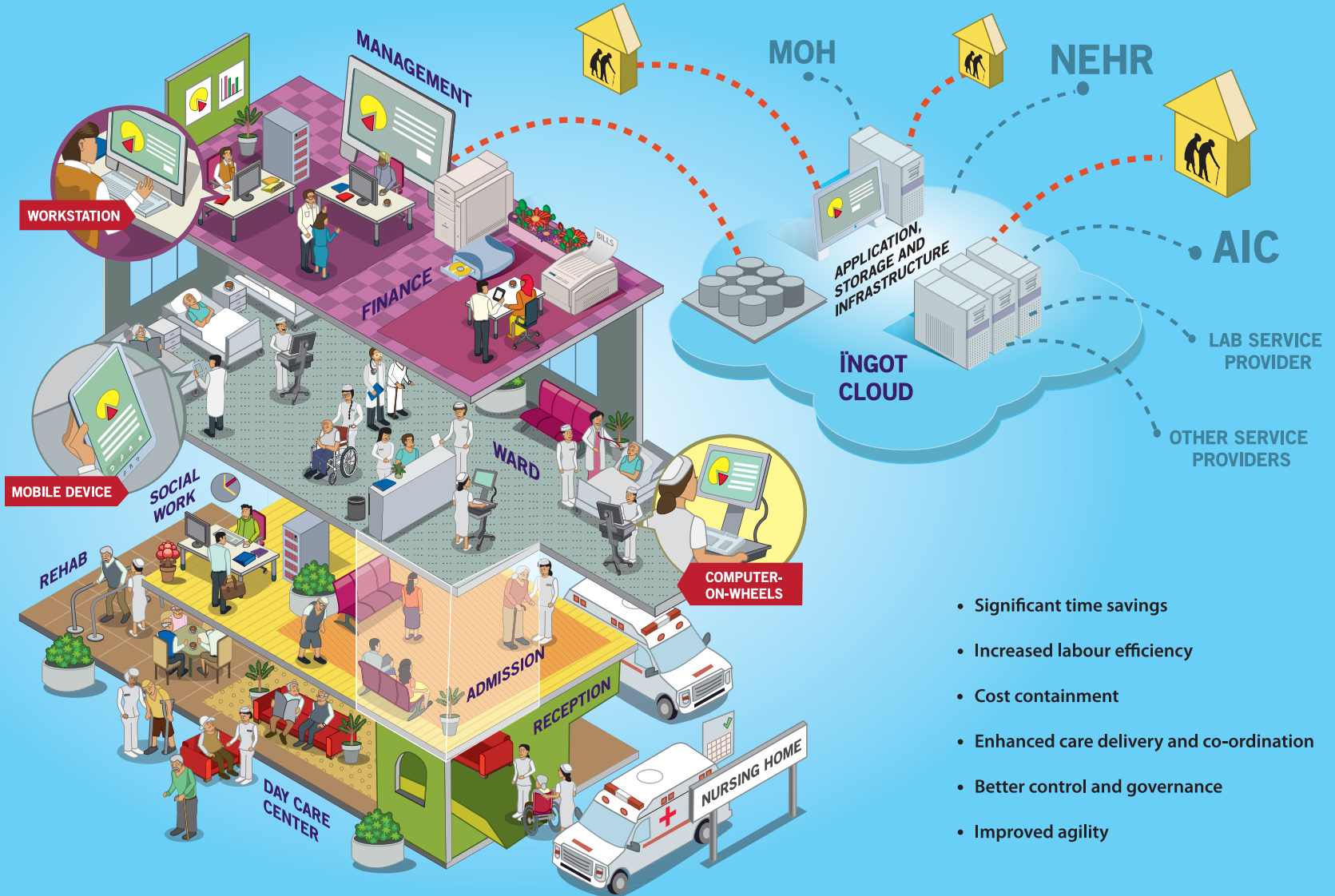
Already implemented at Peacehaven Nursing Home and Bedok Multi-Service Centre, IngoT II has been shown to help improve productivity, streamline processes and improve patient care. The completion of the project by mid-2014 will cover one in five nursing beds in Singapore.

Developed by solution architect PulseSync Pte Ltd, the project is an enhancement of the Lien Foundation's hallmark IngoT project in 2007, where it implemented an Enterprise Resource Planning system across ten leading Singapore healthcare NGOs. The results were better optimisation of resources and information sharing, improved productivity and patient care, and greater corporate governance.

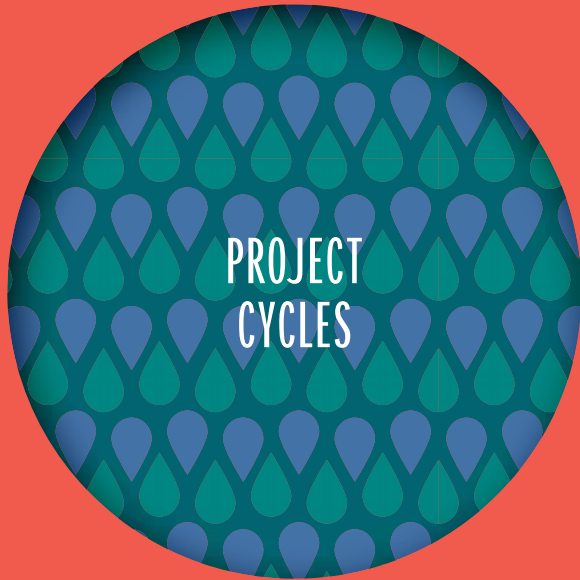
Healthcare is very much an information-based industry and you need a strong IT backbone to orchestrate the care.

In IngoT II, the seven nursing homes put on cloud computing feel empowered. Peacehaven Nursing Home now uses 30 iPads and 15 Bedside Mobile Workstations in its care and workflow processes. Through the initiative, labour productivity improved by at least 10% and over 100 paper forms were eliminated.

Peacehaven staff say they now have the right clinical or admin information at their fingertips. No more hunting for onerous paper files. In a way, their imagination has been fired up and now they look for new ways to enhance their work with IT. It is almost a total re-organisation, a cultural change.



- Significant time savings
- Increased labour efficiency
- Cost containment
- Enhanced care delivery and co-ordination
- Better control and governance
- Improved agility



HYDRAULIC HALO

*Coming to a school
or village near you.*



Since its formation, Lien AID has improved access to clean water and sanitation for about 450,000 direct beneficiaries across hospitals, schools and villages. Lien AID also continues to forge new partnerships with other like-minded organisations to avail poor rural communities to clean water and better sanitation. Results have been positive.

There were two new key programmes: 1) Gift of Water for Poverty-Stricken Communities, and 2) Affordable Drinking Water for Floating Communities.

The former empowers Village Management Trainees (VMTs) to improve water and sanitation for the rural poor, while the latter is about setting up floating water treatment plants as social enterprises. VMTs were selected and trained to carry out water and sanitation improvements in 22 rural villages across the provinces of Ningxia, Gansu, Inner Mongolia, Guizhou and Chongqing. Overall, the programme is expected to improve access to clean water for over 44,000 villagers by end-2013. Two to three training sessions were held each year, drawing up to 300 VMTs for each session. The programme continues to receive media coverage within China's major media, and in Singapore. Testament to its focus on community involvement and ownership, an estimated S\$1m of the direct project costs were contributed by local government and community.



Lien AID was able to rally for 3rd party funding for the programme with partners such as Green Cross International, an environmental NGO founded by Mikhail Gorbachev.

“With clean water, I see hope for my village. The local governments are very supportive of plans for the village to embark in greenhouse farming and cultivation of herbs for sales,” said Ms Yuan Yong Fa, a VMT from the Gansu Province, China.

In Cambodia, Lien AID scales up its community-led water social enterprises for rural communities. In this phase, local communities were trained as water entrepreneurs to set up these enterprises. Through the programme, an estimated 2.4 million litres of drinking water were made affordable and available for poor rural communities. By end 2013, 22 community-led water social enterprises would have been developed across three provinces (Kampong Chhnang, Kandal and Siem Reap), reaching over 50,000 beneficiaries. Additionally, Lien AID secured funding from BASF, BBR and the Monaco Foundation.



Other noteworthy projects included:

Hospitals

Lien AID equipped two Cambodian hospitals (Kong Pisey Referral Hospital, and Oudong Referral Hospital) with improved waste management and sanitation facilities, reaching around 3,600 patients. It took lessons learnt from improving the efficacy of dialysis systems in Bach Mai Hospital in Vietnam in 2012, and improved the water treatment infrastructure connected for two hospitals in China (Yilong Hospital and Yilong TCM Hospital) thereby enhancing the quality of healthcare for 500 beneficiaries.

Schools

Lien AID also brought clean water to seven Cambodian schools in arsenic-contaminated areas. Water facilities were installed, and operations and maintenance training provided. Additionally, two arsenic awareness campaigns were carried out at each school, reaching to more than 6,000 students in total.

Villages

Lien AID partnered the National Centre for Rural Water Supply and Sanitation in Vietnam in a pilot project to add desalination systems to existing municipal Water Treatment Plants, providing rural communities with affordable safe drinking water. Close to 7,000 people benefited.













Now in its third year, the Lien Environmental Fellowship (LEF) brings water and hope to more communities in Indonesia and Laos, sharing knowledge and building capacity with the help of mentors from the Nanyang Environment and Water Research Institute (NEWRI) at NTU.

In Laos, a Centre of Excellence for Environmental Management will be ready by 2014, nurturing 2,600 environmental science undergraduates yearly. Led by LEF Fellow, Mr Souksakhone Savath from the National University of Laos (NUOL), the first phase of construction of the teaching and research facilities, specifically the demonstration biogas plant and kitchen, began in October 2013.

In Indonesia, villagers in the Semanu sub-district of Gunungkidul, Yogyakarta, face recurring annual water shortages during the dry season. Besides hilly terrains and topography, the karst environment has a complex underground drainage system made up of limestone formations, such as caves, sinkholes, fissures and underground streams, which are little understood.

LEF Fellow, Mr Agus Suyanto from the Yogyakarta School of Environmental Engineering, worked on the design of well construction, which is important to avoid collapse of underground structures in the karst landscape. Members from the Candirejo Village youth organization are being trained on well maintenance, while 450 villagers, students and their parents from Candirejo and nearby villages would be educated on safe drinking water habits. Candirejo Village is positioned as the “demonstration community” for other communities with similar challenges to learn from. The project is expected to reach five other villages, potentially benefitting 3,600 villagers directly by 2015.





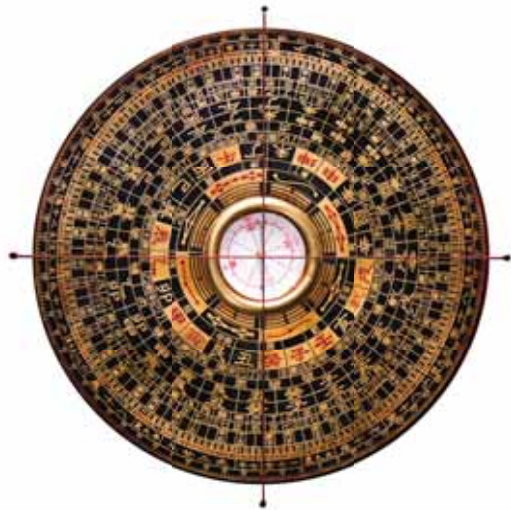




Lien Centre for Social Innovation's mainstay programmes have been running smoothly. iLEAP, a capacity-building course, completed its fourth run with 28 non-profit leaders. The fifth edition of Social Space, which curates articles on various topics such as design thinking, social finance, and impact advocacy, was published in November 2012. The Centre also published the third of its Social Insight Research Series, entitled "Contextualising CSR in Asia", authored by Bindu Sharma. This publication narrates the practice of Corporate Social Responsibility in ten Asian countries. The aim is to present a uniquely Asian perspective that will inform CSR practitioners, researchers and corporate stakeholders.

The Centre supported Singapore Management University (SMU) student group SMU-ISE (Initiatives for Social Enterprise) to launch the inaugural edition of Social Innovation eXperience, Singapore's first tertiary social innovation design challenge. It allowed 78 tertiary students to be exposed to social needs through the lens of design thinking, and allowed them to prototype small-scale projects to meet these needs.

The Centre also co-organised a series of roundtables in Indonesia, the Philippines, and Singapore as part of its efforts to strengthen the ecosystem for philanthropy and impact investing. The event in Singapore was held in conjunction with the inaugural Asian Venture Philanthropy Network Conference 2013, which the Centre co-hosted.



To further strengthen the cord of friendship between China and Singapore, the Lien Foundation works with the Nanyang Centre for Public Administration (NCPA) in the Nanyang Technological University (NTU) for its China-linked projects. The three projects are: Lien Challenge, Lien Service-Oriented Government Index, and Lien Ying Chow Legacy Fellowship.

Lien Challenge

The Foundation has endowed the Lien Challenge as a permanent programme, called the Lien Challenge for Sustainable Society. Participants are postgraduate students from NTU's Master of Science in Managerial Economics (MME) and Master of Public Administration (MPA) programmes, also known as the "Mayors' Class". It expanded the parameters of its areas of concern beyond water and sanitation to include issues which also have a critical bearing on the socio-economic climate of the country and are policy-paper based in three broad topics. There were five winning projects in 2012. The studies include endowment insurance for the elderly in Huai'an City, Jiangsu Province and public food safety policy.

A few projects from the earlier Lien Challenge were implemented. Straw is a residual of crops and improper disposal created significant air pollution Huai'an city of Jiangsu Province after harvesting time. One project involved a production facility that will turn straw into fuel granules. The facility is expected to produce 300,000 tons of fuel granules annually, helping to mitigate the environmental impact and increasing income for local farmers. The project group will introduce the solution to other provinces after evaluating its economic and social impacts.

Another project from 2010 was to establish an indicator system for assessing the ecological safety downstream of Tarim River in Xinjiang Province, a catchment area where around 10 million people lived and depended on the river as a source of drinking water and for commercial activities.

Lien Service-Oriented Government Index of Chinese Cities

NCPA collaborated with the School of International and Public Affairs (SIPA) of Shanghai Jiao Tong University (SJTU) to conduct the annual Index on major Chinese cities for their progress and development of service-oriented government. The survey in 2012 expanded the coverage to 34 major cities.

The top 10 cities in the 2012 Index are: Xiamen, Hangzhou, Qingdao, Chongqing, Ningbo, Chengdu, Dalian, Shenzhen, Changchun, Yinchuan and Jinan (which share joint position). From the results, it was apparent that the top cities were more stable and government departments were well coordinated - essential characteristics of a service-oriented government.

The first Lien International Conference on Public Administration was held in March 2013 at NTU. The conference aimed to improve the quality of China's public services through research and analysis from different perspectives, and was well attended by delegates from China, Hong Kong, Taiwan and the USA.

Lien Ying Chow Legacy Fellowship

Three Singapore Lien Fellows were appointed in 2012:

FELLOW	RESEARCH TOPIC
GOH SIN TECK Editor, Lianhe Zaobao	Development of China's government-run media industry, as well as the opportunities and challenges to the Singapore media
TAN JUI KUANG General Partner, BlueRun Ventures	How innovations and venture capital change social behaviours in China
TAY CHOON CHONG Managing Director (China) & Chief Investment Officer, Vertex Venture Holdings Ltd	The impact of entrepreneurship to society and whether entrepreneurship only work in specific cultural contexts

Since the start of the Fellowship, the programme has appointed 39 Fellows from Singapore and China. In September 2012, a networking session was held in Beijing for Lien Fellows from Singapore and China. The event also celebrated and welcomed the new Lien Fellows.

The Fellowship also organised its inaugural Lien China Development Forum where Lien Fellows from Singapore and China, senior Chinese officials and renowned scholars were invited to share their views on the problems and challenges faced by China during the economic development. About 150 participants including China and Singapore officials, senior management of enterprises and media attended the forum.

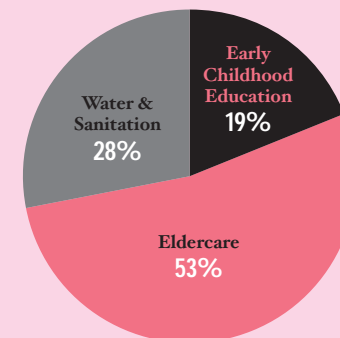


PHILANTHROPY PORTFOLIO 2012

PROJECTS APPROVED

AGENCY	PROJECT	COMMITTED (\$S)
EARLY CHILDHOOD EDUCATION		
Care Corner	Circle of Care	1,800,000
NTUC First Campus & SEED Institute	New Preschool Models & ECE Research	3,040,000
Consortium	Preschool Awareness Campaign	2,000,000
		6,840,000
ELDERCARE		
Consortium	Life Before Death 2012	1,400,000
APHN	Lien Collaborative for Palliative Care	1,790,000
KPMG	Thought Leadership Paper on Eldercare	213,000
		3,403,000
6 projects in total amounting to		10,243,000

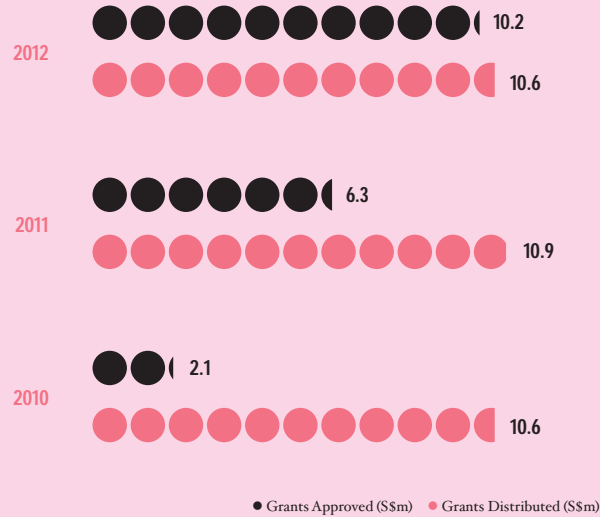
PHILANTHROPY PORTFOLIO 2012



DISBURSEMENTS

AGENCY	PROJECT	DISBURSED (\$S)
EARLY CHILDHOOD EDUCATION		
Consortium	Preschool Awareness Campaign	2,000,000
ELDERCARE		
Consortium	Life Before Death 2012	1,400,000
APHN	Lien Collaborative for Palliative Care	1,790,000
KPMG	Thought Leadership Paper on Eldercare	213,000
IngoT II Consortium	Nursing Homes on Cloud Computing	681,000
DukeGMS-NCCS-Singhealth	Lien Centre for Palliative Care	1,500,000
		5,584,000
WATER & SANITATION		
Nanyang Technological University	Environmental Endeavour II	3,000,000
3 projects committed in previous years amounting to		5,181,000
4 new projects with disbursement in 2012 amounting to		5,403,000
7 projects in total amounting to		10,584,000

OVERVIEW OF GRANTMAKING



OVERVIEW OF GRANTMAKING	2010	2011	2012
Grants Approved (\$m)	2.1	6.3	10.2
Grants Distributed (\$m)	10.6	10.9	10.6
New Projects Approved	4	9	6
Projects Receiving Grants	12	13	7
Unsolicited requests received	266	259	299
Unsolicited requests supported	0	0	0

TALENT NODE

Lien Foundation's staff and volunteers leverage on their considerable expertise, stature, and passion to find solutions to age-old problems.



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